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Inward FDI in Singapore and its policy context

by

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Inward foreign direct investment (IFDI) has long been an important feature of the Singapore economy, and Singapore remains an attractive host to FDI. Apart from a brief decline in 2002, FDI inflows have generally been strong in the decade 2000-2010. They reached a peak in 2007 at US\$ 37 billion, just before the global financial and economic crisis of 2008-2009. In 2008, inflows declined sharply to US\$ 8.6 billion, before rapidly rebounding to reach US\$ 38 billion in 2010. Singapore has moved from an economy primarily involved in manufacturing consumer goods in labor-intensive industries in the 1960s, to one producing high value-added goods and a variety of complex services in the 2000s. Investment policies have evolved to attract high-value added industries as well as targeted cluster activities, including those in biomedical sciences, logistics and research and development (R&D). At the end of 2010, the stock of FDI in Singapore stood at US\$ 470 billion. In recent times, the Netherlands, the United States, Japan, and the United Kingdom have been the top sources of FDI in Singapore. Environmental policies are increasingly emphasized in the regulation as well as attraction of business activity, including by foreign MNEs.

Trends and developments

The modern economic history of Singapore begins around the period of the country's independence in 1965. The per capita GDP of Singapore at that time was US\$ 516; in 2010, it was US\$ 43,867, a remarkable 85-fold increase in only 45 years.¹ Total official foreign reserves of Singapore as at September 2011 stood at US\$ 233.6 billion, or US\$ 45,070 per capita.² Rapid economic growth and strong international trade performance have been

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¹ Singapore Department of Statistics data, available at:
<http://www.singstat.gov.sg/stats/themes/economy/hist/gdp.html>.

² Monetary Authority of Singapore data, available at:

accompanied by a noticeable increase in IFDI flows as well – from US\$ 93 million in 1970, to US\$ 39 billion in 2010. The percentage ratio of IFDI flows to GDP was 5% in 1970 and 18% in 2010, while the ratio of IFDI flows to gross domestic capital formation stood at 16% in 1970 and 30% in 2009.³

Singapore is a founding member of the Association of Southeast Asian Nations (ASEAN). As ASEAN economic integration was propelled forward since the early 1990s, IFDI flows to the sub-region have increased, and Singapore has also attracted a significant part of ASEAN's inward FDI. In 2010, Singapore accounted for half of ASEAN's total IFDI flows of US\$ 79 billion.⁴ (The shares were 20% in 1970 and 43% in 1990.)⁵ The rise in flows to ASEAN as a whole and to Singapore in particular needs to be appreciated against the backdrop of three factors. First, concerted efforts by ASEAN members toward greater economic integration and liberalization within an identified timeframe - including the establishment of an ASEAN Free Trade Area and an ASEAN Investment Area in the 1990s – contributed to the attractiveness of the region. Secondly, following the establishment of the WTO in 1995, Singapore and other ASEAN members have implemented trade liberalization measures and deregulation initiatives. Thirdly, after the 1985 Plaza Accord, which saw a significant appreciation of the Japanese yen, FDI to ASEAN rose noticeably as Japanese producers relocated manufacturing operations to ASEAN countries such as Singapore, Malaysia and Thailand.⁶

Country-level developments

Singapore's IFDI stock has been growing steadily over the past decade (annex table 1). The economy showed resilience in the wake of the 2008-2009 global economic and financial crisis, with an increase of FDI stock between 2009 and 2010 of nearly 37%, as indicated by the data in annex table 1. As for inward FDI flows,⁷ there were two periods of sharp decline in 2002-2003 and 2008, (annex table 2). However, by 2010, FDI inflows had risen to more than twice of those a decade earlier, to US\$ 38.6 billion, surpassing inflows in 2007, the year preceding the crisis.

In terms of sectoral distribution, services account for the lion's share of FDI in Singapore (annex table 3): approximately 76% of FDI stock in 2009. In 2008, the IFDI stock declined in several manufacturing industries and in the manufacturing sector as a whole, but with some industries (such as refined petrol products, rubber, chemicals) holding out (annex table 3). In 2009, however, the FDI stock in manufacturing recovered its upward trend. In services, IFDI stock rose in all major categories in 2008 and in all except real estate activities in 2009, with wholesale and retail trade, financial and insurance services, and professional and technical services all seeing a substantial growth in stocks in 2008 as well as 2009.

http://www.mas.gov.sg/data_room/reserves_statistics/Official_Foreign_Reserves.html. The per capita figure is obtained by dividing the official reserves figure by the 2011 population figure of 5.183 million (available at: <http://www.singstat.gov.sg/stats/keyind.html>).

³ Data are from UNCTAD, available at: www.unctadstat.unctad.org

⁴ UNCTAD, *World Investment Report, 2011: Non-Equity Modes of International Production and Development*, (New York and Geneva: United Nations, 2011), p. 46.

⁵ Based on data from UNCTAD, available at: www.unctadstat.unctad.org

⁶ Asian Development Bank, *Asian Development Outlook Update 2007, Part II: Export Dynamics in East Asia*, p. 57, available at: <http://beta.adb.org/publications/asian-development-outlook-2007-update>

⁷ According to the Singapore Ministry of Trade and Industry website, the 2008 figure is S\$ 32 billion or US\$ 24.8 billion. For the purpose of this *Profile*, the UNCTAD figure will be referred to. All Singapore dollar figures used in this *Profile* have been converted to US dollars using the IMF rate of exchange as at 13 January, 2012, namely, US\$1 to S\$1.2882 (source: http://www.imf.org/external/np/fin/data/param_rms_mth.aspx).

However, IFDI stock in the manufacture of wood and wood products turned negative in 2009, and that in land and air transport services was negative throughout the period 2005-2009. The diversification of the economy has contributed to IFDI growth in most industries, even during the global crisis, with inflows in only a few areas showing negative performance in 2008 and/or 2009.⁸

In terms of geographical distribution of inward FDI stock by source-economy, some interesting developments and trends can be observed. For instance, FDI stocks held by investors from China as well as from Hong Kong (China) both almost doubled in 2008 as compared with the previous year (annex table 4); in 2009, FDI stock from China doubled again, and that from Hong Kong (China) rose noticeably as well. Inward FDI stock originating in the Netherlands increased significantly in 2008, and there was a further small increase in 2009, reinforcing the Netherlands' position as the top home country for FDI stock in Singapore. The United States and the United Kingdom took second and third positions respectively in 2008 as well as 2009. It is also noteworthy that the combined FDI stock of Latin American and Caribbean countries grew in 2008, with their total stock in 2008 nearing the amount held by Asian countries as a group.

The corporate players

Singapore has long welcomed foreign multinational enterprises (MNEs). According to the Ministry of Trade and Industry, more than 7,000 foreign MNEs have operations in Singapore.⁹ Annex table 5 shows the top 25 foreign affiliates ranked by sales in Singapore in late 2008. Significantly, energy- and petrochemical-related companies dominate this list.

Prior to the 2008 global crisis, the Singapore authorities had decided in 2005 to authorize the establishment of two "integrated resorts". These were to be commercial complexes integrating retail, leisure and casino businesses, aimed at boosting the tourism sector. The decision led to investments in two integrated resorts by Las Vegas Sands Corp (United States) in Marina Bay Sands, and Genting Berhad (Malaysia) through its subsidiary, Genting Singapore PLC, in Resorts World Sentosa, with estimated investments, respectively, of US\$ 5.5 billion and US\$ 4.7 billion.¹⁰ The two resorts opened in 2010.

The six largest merger and acquisition (M&A) transactions by value in 2008-2010 were the majority/whole acquisitions in Chartered Semiconductor Manufacturing, Parkway Holdings Ltd, PowerSeraya Ltd (a divestment by Temasek), Labroy Marine Ltd, JTC Corp (Industrial Properties portfolio), and Sorak Financial Holdings (annex table 6). These transactions (each with a value of above US\$ 1.2 billion) show a continued interest in high-value (and other) inward investments in Singapore, both during and immediately after the period following the 2008-2009 global financial and economic crisis.

Singapore has been the beneficiary of a large number of greenfield investments by foreign MNEs over the years, which have contributed enormously to her rapid economic growth. In 2008-2010, a significant number of new projects continued to be announced and implemented. More than half of the top greenfield projects announced by inward investing

⁸ On the diversification of the Singapore economy, see Singapore Economic Review Committee Report (2005), chapter 5, available at: http://app.mti.gov.sg/data/pages/507/doc/ERC_Comm_MainReport_Part1_v2.pdf.

⁹ Statement in Singapore MTI website, available at: <http://app.mti.gov.sg/default.asp?id=605>.

¹⁰ See news reports at <http://www.channelnewsasia.com/stories/singaporelocalnews/view/1052836/1/html>, and <http://www.ft.com/cms/s/0/19a89792-51d2-11df-a2a2-00144feab49a.html>.

firms during that period were in manufacturing, and two thirds of them were by MNEs from developed countries (annex table 7).¹¹

Effects of the recent global crises

As noted, there was a sharp decline (of over 75%) in FDI inflows to Singapore in 2008 (annex table 2),¹² the first year of the recent global financial and economic crisis. According to data from Singapore's Ministry of Trade and Industry (MTI), however, FDI inflows in 2008 declined by a lower amount, - 32%.¹³ In that year, the Singapore authorities took further steps to ensure financial stability, well-functioning markets and investor confidence.¹⁴

Overall, in the period 2008-2010, a large number of cross-border M&A transactions continued to contribute to inward FDI flows (see annex table 6 for a list of the top deals). However, while the end of 2010 saw a further rise in FDI inflows to Singapore,¹⁵ inward M&A transactions were reported to be on the decline in September 2011.¹⁶

The devastating earthquake and its aftermath in Japan in 2011, the serious floods in Thailand in late 2011 (which affected regional production and supply chains), the ongoing Eurozone debt crisis, and the US economic downturn are factors likely to affect the level of economic activity in Singapore.¹⁷ Nonetheless, gross capital inflows (driven by direct investments and bank and non-bank private sector flows) are reported to have grown in the second quarter of 2011.¹⁸

The policy scene

¹¹ See also announcements regarding new projects announced and implemented by the EDB, at: http://www.edb.gov.sg/edb/sg/en_uk/index/news/project_announcements.html.

¹² See, for a more general discussion, "FDI into Asia declines", *Financial Times*, January 16, 2011, <http://www.ft.com/intl/cms/s/0/ca309fd2-21a3-11e0-9e3b-00144feab49a.html#axzz1XiEuHIxM>.

¹³ MTI, *Economic Survey of Singapore 2008*, p. 75, available at: http://app.mti.gov.sg/data/article/17604/doc/AES_2008_TradeInv.pdf. MTI also reported a decline in total investment commitments in 2009 but indicated that they grew again in 2010; see, *Economic Survey of Singapore 2009*, p. 13, available at: http://app.mti.gov.sg/data/article/21265/doc/Chpt3__AES2009.pdf and p. 13, *Economic Survey of Singapore 2010*, available at: http://app.mti.gov.sg/data/article/24221/doc/Chpt3_AES_2010.pdf. See also the general comment in footnote 7 above comparing this to the 2008 IFDI figure for Singapore from UNCTAD.

¹⁴ See statements by the then Managing Director of the Monetary Authority of Singapore (MAS) on July 16, 2009, available at: http://www.mas.gov.sg/news_room/statements/2009/Opening_Remarks_by_Managing_Director_Heng_Swee_Keat_at_MAS_Annual_Report_2008_09_Press_Conference.html. See also the MAS Annual Report 2008/2009, pp. 25-27, available at:

http://www.mas.gov.sg/about_us/annual_reports/annual20082009/MAS_annual_report_2009.pdf, and MAS Annual Report 2009/2010, p. 40, available at:

http://www.mas.gov.sg/about_us/annual_reports/annual20092010/pdf/MASAnnual%20Report_2010.pdf.

¹⁵ UNCTAD, *Global Investment Flows Monitor* No. 7, October 18, 2011, p 2, available at:

http://www.unctad.org/en/docs/webdiaeia2011d13_en.pdf.

¹⁶ *Singapore Business Review* website: <http://sbr.com.sg/markets-investing/news/outbound-acquisitions-volume-increased-us124b-ytd>.

¹⁷ For a summary and update, see remarks from the MTI at the *Economic Survey of Singapore 2011*, 2nd Quarter, on 10 August 2011, available at:

[http://app.mti.gov.sg/data/article/25602/doc/Key%20Messages%20for%20QES%20Media%20Briefing%20on%2010%20Aug%20\(check\).pdf](http://app.mti.gov.sg/data/article/25602/doc/Key%20Messages%20for%20QES%20Media%20Briefing%20on%2010%20Aug%20(check).pdf).

¹⁸ Monetary Authority of Singapore (MAS), *Recent Economic Developments in Singapore*, September 1, 2011, available at: http://www.mas.gov.sg/resource/eco_research/eco_dev_ana/Recent_Economic_Developments.pdf, at p. 8.

When the United Kingdom relinquished rule in the 1960s, Singapore was left to fend for itself economically. However, many of the British legal and administrative structures set up before independence would endure. After a short-lived merger with Malaya, Singapore declared herself an independent republic in 1965. Policies put in place from those times to deal with widespread unemployment and unrest laid the foundation for an economic philosophy that is still clearly embraced today: creating a center for free trade and investment, and leveraging the island's strategic geographical location. To increase global competitiveness along with economic growth, Singapore has gradually moved from being a location for labor-intensive manufacturing in the 1960s to 1980s, to one that is a hub for high value-added industries and business services. As Singapore faced increasing competition from neighbors with lower and other costs, new directions were adopted to offer broader incentives for investments that leveraged Singapore's location and world-class infrastructure, such as those for operational headquarters and research and development projects. The continual drive to restructure and diversify by carefully identifying new growth areas/engines has been a characteristic of Singapore's economic strategy.

Singapore's liberal investment laws and policies have helped her evolve from a manufacturing base in consumer and electronic items in the 1960s and 1970s,¹⁹ to an economy that is a hub for sophisticated manufacturing and services. Singapore does not maintain an FDI approval/screening system, unlike some other countries. Some restrictions do exist in a limited number of areas. These include holdings in entities covered under the Newspaper and Printing Presses Act,²⁰ banks, financial holding companies, finance companies, insurance companies,²¹ and telecommunications entities.²² In addition, acquisitions of substantial shareholdings in certain approved holding companies (of exchanges, clearing houses and corporations that are holding companies of these) are subject to restrictions.²³ More recently, with the establishment of integrated resorts, the Casino Control Act imposed restrictions on divestment by the main shareholder of the two approved casinos, as well as requirements for licensees to operate such a casino.²⁴

The Economic Development Board, established in 1961, is the primary agency tasked with the promotion of investment activity (foreign as well as domestic) in Singapore; it administers a number of incentive schemes, including fiscal incentives.²⁵ Tax incentives were

¹⁹ For a summary, see the Singapore Ministry of Trade and Industry webpage: <http://app.mti.gov.sg/default.asp?id=545>.

²⁰ Singapore, Newspaper and Printing Presses Act, Cap. 206.

²¹ See sections 15, 15A and 15B, Banking Act (Cap. 19), Part II of the Finance Companies Act, Cap. 108), sections 25-27 of the Insurance Act (Cap. 142). See also Part III of the Trust Companies Act, Cap. 336).

²² See Singapore, Telecommunications Act (Cap. 323), section 32B.

²³ Sections 81ZE, 97A and 97B of the Singapore Securities and Futures Act, Cap. 289.

²⁴ Singapore, Casino Control Act, sections 41-56, Cap. 33A.

²⁵ The law establishing the EDB was amended in 2008 to further expand the role of the EDB. The current functions are set out in the amended section 6 of the Economic Development Board Act (Cap. 85):

"Functions of Board 6. —(1) The functions of the Board are —

- (a) to stimulate the growth, expansion and development of the Singapore economy;
- (b) pursuant to paragraph (a), to formulate investment promotion policies and plans, and promotional incentives and strategies;
- (c) to promote, facilitate and assist in the development of support industries and services which provide important parts, components and related services to the manufacturing and services sector;
- (d) to encourage foreign and local industries to upgrade their skill and technological levels through investment in technology, automation, training, research and product development activities;
- (e) to support the development of local entrepreneurs and small and medium enterprises and to assist local enterprises to expand and upgrade their operations;
- (f) to provide or support training in skills required for the development of the Singapore economy;

first introduced in the 1960s to attract FDI, through the Economic Expansion Incentives (Relief from Income Tax) Act.²⁶ These included pioneer status tax concessions, investment allowance incentive and operational and business headquarters incentives.²⁷ In 2010, the Act was amended to provide relief for various technical and professional services, to encourage these activities.²⁸ By the late 1970s to 1980s, it was recognized that it would be necessary to move toward higher value-added production activities, and further to upgrade the skills of the labor force.²⁹ The emphasis continued to shift in the late 1980s and 1990s to promote such activities. In the past decade, the new emphasis was to promote innovation-driven and knowledge-based growth and investment. One such field of recent interest is that of pharmaceuticals and biomedical technology.³⁰

A Competition Act was introduced in 2004, establishing a system to promote innovation and the competitiveness of markets in Singapore, and to control practices adverse to competition.³¹ The Act also controls mergers that may substantially lessen competition in Singapore.³²

In the decade beginning in 2000, reforms were initiated aggressively to attract production of high value-added goods and services and promote innovation.³³ A number of clusters were identified for this purpose, including nanotechnology, photonics, financial, logistics and tourism services, research and development (R&D), and biomedical sciences. Alongside these reforms, Singapore laws have undergone reviews from time to time to promote the economic objectives of Singapore. For example, in 2010, to stimulate M&A activity further, the Singapore tax legislation was amended to introduce tax incentives, available over a five-

(g) to identify key enterprises and encourage them to establish their international headquarters in Singapore and undertake a wide range of international service and business activities; and

(h) to exercise or perform any function or duty conferred upon the Board under any other written law.”

The amendment also includes functions that may be assigned to the Board by the Minister of Trade & Industry.

²⁶ Singapore, Economic Expansion Incentives (Relief from Income Tax) Act, Cap. 86. (The Act has existed from 1967.)

²⁷ To benefit from these, entities should be, or belong to, a group that is well established in its respective business sector or industry and has attained a critical size in terms of equity, assets, employees, and business share, see: <http://www.edb.gov.sg/etc/medialib/downloads/investors.Par.33627.File.dat/HQ%20Leaflet.pdf>. Substantial headquarters activities include, for instance, strategic business planning and development; general management and administration, marketing control, planning and brand management; intellectual property management; corporate training and personnel management; research, development and test bedding of new concepts; shared services; economic or investment research and analysis; technical support services; sourcing, procurement and distribution; corporate finance advisory services. For information on current incentives, see the Singapore Economic Development Board (EDB) website at:

http://www.sedb.com/edb/sg/en_uk/index/why_singapore/Guide_to_Investing_in_Singapore/financial_assistance.html.

²⁸ Act 33/2010, amending section 68 of the Act, *op. cit.*

²⁹ For a summary of Singapore’s skills development practices, see, UNCTAD, *FDI and Skills Development – Best Practices Case Studies, Canada & Singapore* (New York and Geneva: United Nations, 2010), available at: http://www.unctad.org/en/docs/diaepcb2010d5_en.pdf.

³⁰ See: Hank Lim and Lim Tai Wei, *Sustainable Development Impacts of Investment Incentives: A Case Study of the Pharmaceutical Industry in Singapore*, 2010, table 2, available at: http://www.iisd.org/tkn/pdf/sd_impacts_singapore.pdf. Other “emerging businesses” identified can be found at: http://www.edb.gov.sg/edb/sg/en_uk/index/industry_sectors/emerging_businesses.html.

³¹ Singapore, Competition Act, Cap. 50B. (The Act provides for a number of exclusions in its Third and Fourth Schedules.)

³² *Ibid.* See sections 54-60 of the Act.

³³ In that year, the Manufacturing Sub-Committee under the Economic Review Committee of Singapore’s Ministry of Industry and Trade recommended that Singapore move to higher value-added manufacturing. Report available at: <http://app.mti.gov.sg/default.asp?id=507>.

year window.³⁴ At the same time Singapore worked on maintaining and improving infrastructure facilities (such as in housing, transport, connectivity, logistics, education) to make the city attractive to global investors and attract highly skilled personnel and professionals. In 2009, Singapore announced a “new strategy for the Singapore economy” to attract investments and promote further economic growth, namely the “host to home” plan,³⁵ which is intended to create an environment that will be home to business, innovation and talent, so that these three aspects will mutually reinforce each other and encourage business and investment activity in Singapore. The innovation aspect, in particular, encourages test bedding and the commercialization of (and therefore investment in) environment-related technology (such as the development of water treatment technology and products to meet the expected global water shortage).³⁶

In 2008-2010, the Bankruptcy Act was amended to help businesses cope with the financial downturn. This amendment provides for a pre-bankruptcy payment scheme. The scheme came into force in 2010, aimed at implementing “a pre-bankruptcy scheme called the debt repayment scheme that would give debtors who qualify for the scheme an opportunity to avoid bankruptcy by repaying their debts, wholly or in part, in accordance with the scheme.”³⁷

A new law has just been proposed to mandate the improvement of energy efficiency in energy-intensive industries (such as those dealing with petroleum chemicals, petroleum refining, and pharmaceuticals), expected to be implemented by 2013.

In 1983, the Trade Development Board (later reconstituted as International Export Singapore - IE Singapore) was formed to “grow” an external “wing” of the Singapore economy. Singapore has also actively negotiated free trade agreements (FTAs) to expand trade and attract more FDI, with the earliest FTA being that with New Zealand, signed in November 2000. To date, there are 10 bilateral FTAs in force (with Australia, China, Jordan, India, Japan, Republic of Korea, New Zealand, Panama, Peru, the United States)³⁸ with others already signed or under negotiation. FTAs listed as being under negotiation are those with Canada, Mexico, Pakistan, and Ukraine, while those signed are with Costa Rica and the Cooperation Council for the Arab States of the Gulf Cooperation Council.³⁹ Singapore has

³⁴ See section 37L Income Tax Act (Cap. 134) and section 15A of the Stamp Act (Cap. 312). Among other conditions, however, the acquiring company must be Singapore-incorporated.

³⁵ See information on this strategy at the EDB website at:

http://www.sedb.com/edb/sg/en_uk/index/why_singapore/host_to_home.html. See also Singapore Investment News, 2009:

<http://www.edb.gov.sg/etc/medialib/downloads/publications.Par.29802.File.tmp/Singapore%20Investment%20News%20June%202009.pdf>. The EDB has also reported a growth in investments in 2010 (Singapore Investment News, April-June 2010), available at

<http://sedb.com/etc/medialib/images/news/publications.Par.32207.File.tmp/Singapore%20Investment%20News%20April%20-%20June%202011.pdf>, page 16.

³⁶ See EDB explanation at:

http://www.sedb.com/edb/sg/en_uk/index/why_singapore/host_to_home/home_for_innovation.html.

³⁷ See Explanatory Statement to the Bankruptcy (Amendment) Bill No. 9/2008, amending the Bankruptcy Act (Cap. 20). The amending Act was Act 6 of 2009, which came into force on 18 May 2009.

³⁸ For a list of ASEAN FTAs with trade partners and other regional FTAs, see http://www.fta.gov.sg/sg_fta.asp.

³⁹ See Singapore MTI website at: http://www.fta.gov.sg/fta_ongoingneg.asp and http://www.fta.gov.sg/fta_concluded.asp.

also entered into 40 bilateral investment treaties (BITs),⁴⁰ and concluded 81 double-taxation treaties.⁴¹

Singapore is a member of the ASEAN, now comprising 10 South-East Asian economies,⁴² and is thus part of the ASEAN Free Trade Area, which has virtually been established, as ASEAN members have made significant progress in the lowering of intra-regional tariffs; it is also party to ASEAN investment treaties. Currently, Singapore is part of the negotiations for the Trans-Pacific Partnership Agreement (TPP), involving nine Asia-Pacific countries: Brunei Darussalam, Chile, New Zealand, Singapore, Malaysia, Australia, Peru, United States of America, Vietnam (the first four being already parties to the Trans-Pacific Strategic Economic Partnership Agreement).⁴³

Increasingly, sustainable development is emerging as an important policy consideration for the Singapore economy. In 2002, a National Environment Agency was established, absorbing into it the functions of predecessor bodies, the Environmental Public Health Division and the Environmental Policy and Management Division of the Ministry of the Environment, and the Meteorological Service Department of the Ministry of Transport. Among its functions that have an impact on investments are the management and regulation of air emissions from industrial premises, trade premises and vehicles, regulation of import, export, storage and disposal of toxic waste, monitoring of water quality, and the promotion of energy efficiency.

A key statute is the Environmental Protection and Management Act.⁴⁴ The Act is accompanied by a slew of regulations that deal with a wide range of environmental issues, ranging from noise pollution, energy conservation, hazardous substances, ozone-depleting substances and trade effluent. The Act also permits the authorities to require companies setting up factories to undertake impact analysis studies – such as a Quantitative Risk Assessment Study - to determine the risk of hazardous and toxic chemicals and their disposal.⁴⁵ In addition, there are non-legislative initiatives promoting green and sustainable manufacturing.⁴⁶

⁴⁰ UNCTAD, June 2010, available at: <http://archive.unctad.org/Templates/Page.aspx?intItemID=2344&lang=1>

⁴¹ For a list of double-taxation agreements signed by her, see: <http://www.iras.gov.sg/irasHome/page.aspx?id=812#comprehensive>.

See also: UNCTAD, *World Investment Report 2011: Non-equity Forms of International Production and Development* (New York and Geneva: United Nations, 2011), annex table 3, available at: www.unctad.org/files/UNCTAD-WIR-2011-Full.en.pdf.

⁴² The ASEAN includes Brunei Darussalam, Indonesia, Malaysia, the Philippines, Thailand and Singapore (forming the original group of “ASEAN-6”), and Cambodia, Lao PDR, Myanmar and Viet Nam (newer members).

⁴³ For information on the TPP, see the United States Trade Representative website: <http://www.ustr.gov/tpp>. For information on and text of the Trans-Pacific SEP, see the Singapore Ministry of Trade & Industry website: http://www.fta.gov.sg/fta_tpfta.asp?hl=12.

⁴⁴ Singapore, Environmental Protection and Management Act, Cap. 94A. The Environmental Pollution Control Act, its predecessor, was introduced in 1999 and the current Act was introduced in 2007. See also the Code of Practice on Pollution Control (Third Edition, with amendments as at 2009), available at: <http://app2.nea.gov.sg/codeofpractice.aspx>.

⁴⁵ Ibid. (See section 26, Cap. 94A).

⁴⁶ See 2010 announcements at: http://www.edb.gov.sg/edb/sg/en_uk/index/news/articles/gsk_and_edb_commit.html and http://www.edb.gov.sg/edb/sg/en_uk/index/news/articles/s_13_million_awarded.html. In 2002, the ERC Sub-Committee on Manufacturing had addressed manufacturing and the environment, encouraging business activity that would be eco-friendly at low-cost; see:

The Government of Singapore expressly recognizes the need for growth that balances economic and environmental objectives for long-term sustainability, even in the current situation of a global economic crisis.⁴⁷ In 2009, the Inter-Ministerial Committee for Sustainable Development announced a Blueprint for sustainable development.⁴⁸ The Blueprint seeks to improve Singapore's energy efficiency by 35% by 2030, as compared with 2005 levels, and followed by the 2012 Singapore Green Plan.⁴⁹ The Plan focuses on a number of areas, including the development of environmental technology. Government funding for projects in such technology is available from a US\$ 15.5 million fund known as the Innovation for Environmental Sustainability Fund. The fund provides seed funding to encourage Singapore-registered companies to undertake projects in environmental protection and public health for applied research and test bedding or demonstration.⁵⁰ These include projects that speed up environmentally sustainable applications and those that provide long-term solutions to Singapore's specific environmental problems. Singapore's authorities recently proposed a new Energy Conservation Act, which has just undergone a period of public consultation.⁵¹ The proposed law will mandate energy efficiency through energy management requirements, particularly for large industrial users of energy and those in the transport industry. Such users include affiliates of MNEs in Singapore.

Conclusions

Despite two recent periods of decline in IFDI in Singapore due to external events, Singapore has remained a compelling destination for IFDI, with inflows seeing relatively quick recovery after each period of decline, as in the case of the recovery that occurred in 2009-2010. Apart from providing world-class infrastructural facilities, policies on diversification, periodic economic review, and restructuring to respond to the changing external environment, Singapore pursues long-term, environmentally sustainable growth and a systematic strategy for attracting of FDI intended to weather past and current economic crises. While the full effects of the current Euro-zone crisis and economic difficulties in the United States remain to be seen, such policies provide an important underpinning for recovery and growth. At the same time, Singapore is forging ahead with sustainable development policies, implementing the milestone Blueprint for Sustainable Development established in 2009. In line with this

http://www.edb.gov.sg/edb/sg/en_uk/index/news/articles/gsk_and_edb_commit.html. See also generally, Lye Lin Heng, "A fine city in a garden – environmental law and governance in Singapore", (2008) *Singapore Journal of Legal Studies*, pp. 68-117.

⁴⁷ See statements of the Singapore Ministry of Environment and Water Resources, available at: <http://app.mewr.gov.sg/web/Contents/ContentsSSS.aspx?ContId=1295>.

⁴⁸ See <http://app.mewr.gov.sg/web/Contents/ContentsSSS.aspx?ContId=1034>. See in particular chapter 7 of the Blueprint, which discusses the policy direction in respect of industry energy efficiency and growth sustainability, and chapter 8 which discusses the promotion of innovation and development of technology in Singapore for sustainability. See also: <http://www.clc.org.sg/index.php?q=singapore%E2%80%99s-sustainable-development-blueprint-next-20-years>.

⁴⁹ The Plan is available at the website of the Singapore Ministry of the Environment and Water Resources, at: <http://app.mewr.gov.sg/data/ImgCont/1342/sgp2012.pdf>.

⁵⁰ See Singapore National Environment Agency criteria for information on the Fund and access to it: http://app2.nea.gov.sg/funds_ies.aspx.

⁵¹ See Singapore Ministry of Water and Environment Resources information at: http://app.mewr.gov.sg/data/ImgCont/1386/2.%20Factsheet_Energy%20Conservation%20Act%20%5Bweb%5D.pdf. See also: <http://www.lawgazette.com.sg/2011-10/222.htm>. The Energy Efficiency National Partnership, a voluntary program partnering private businesses and government agencies to improve energy efficiency in Singapore, was launched in 2010 as a precursor to the proposed legislation. Under this scheme, 49 companies in energy-intensive industries, including multinational companies in the pharmaceutical, electronics petrol-refining and petrochemical industries, pledged to improve their energy efficiency – see http://app2.nea.gov.sg/news_detail_2010.aspx?news_sid=20100429971377908561.

development, proposed legislation requiring energy efficiency improvement through energy management by companies in energy-intensive industries – including affiliates of MNEs - is pending and expected to be implemented by 2013.

Additional readings

UNCTAD, *World Investment Prospects Survey, 2010- 2012*, (New York and Geneva: United Nations, 2010), available at:

<http://www.unctad.org/Templates/StartPage.asp?intItemID=4376&lang=1>

ASEAN-OECD Investment Policy Conference, “Post-crisis FDI flows into ASEAN” presentation by ASEAN Secretariat staff, Jakarta, 2010, available at:

<http://www.oecd.org/dataoecd/2/23/46485385.pdf>

Useful websites:

Singapore, Economic Development Board: Emerging Businesses

http://www.edb.gov.sg/edb/sg/en_uk/index/industry_sectors/emerging_businesses.html

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Statistical annex

Annex table 1. Singapore: inward FDI stock, 2002-2010

(US\$ billion)

Economy	2002	2003	2004	2005	2006	2007	2008	2009	2010
Singapore	132.1	144.8	169.4	194.6	241.6	323.0	326.8	343.6	469.9
Memorandum: comparator economies									
Hong Kong (China)	336.3	381.3	453.1	523.2	742.4	1,177.5	816.2	936.4	1,097.6
Thailand	38.5	48.9	53.2	60.4	77.0	94.1	93.5	109.6	127.3
South Korea	62.7	66.1	87.8	104.9	115.8	122.0	94.7	117.7	127.1
Malaysia	37.5	41.2	43.1	44.5	53.7	75.8	73.6	78.9	101.3
Taiwan	30.1	37.3	38.3	43.2	50.2	48.6	45.5	55.8	64.3

Source: UNCTAD database, available at:

http://unctadstat.unctad.org/ReportFolders/reportFolders.aspx?sRF_ActivePath=P,5,27&sRF_Expanded=.P,5,27

and UNCTAD, *World Investment Report 2011* (New York and Geneva: 2011); also available at:

<http://www.unctad-docs.org/files/UNCTAD-WIR2011-Full-en.pdf>

Annex table 2. Singapore: inward FDI flows, 2000-2010

(US\$ billion)

Economy	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Singapore	16.5	15.1	6.4	11.9	21.0	15.5	29.4	37.0	8.6	15.3	38.6
Memorandum: comparator economies											
Hong Kong (China)	61.9	23.8	9.7	13.7	34.0	33.6	45.1	54.3	59.6	52.4	68.9
Malaysia	3.8	0.6	3.2	2.5	4.6	4.1	6.1	8.6	7.2	1.4	9.1
Korea, Rep. of	9.0	4.1	3.4	4.4	9.0	7.1	4.9	2.6	8.4	7.5	6.9
Thailand	3.4	5.1	3.4	5.2	5.9	8.1	9.5	11.4	8.4	5.0	5.8
Taiwan Province of China ^a	4.9	4.1	1.4	0.5	1.9	1.6	7.4	7.8	5.4	2.8	2.5

Source: UNCTAD database, available at:

http://unctadstat.unctad.org/ReportFolders/reportFolders.aspx?sRF_ActivePath=P,5,27&sRF_Expanded=.P,5,27

^a Terminology of publisher

Annex table 3. Singapore: sectoral distribution of FDI stock, 2005-2009

(US\$ billion)

Sector/industry	2005	2006	2007	2008	2009
All sectors/industries	251.4	287.6	361.3	0.4	428.7
Primary	n.a.	n.a.	n.a.	n.a.	n.a.
Secondary	n.a.	n.a.	n.a.	n.a.	n.a.
Manufacturing	80.5	83.6	90.4	81.1	93.7
Food, beverages and tobacco	0.5	1.0	1.3	1.1	1.4
Textiles, wearing apparel and leather	0.1	0.1	0.0	0.0	0.0
Wood and wood products	0.0	0.0	0.0	0.0	0.0
Paper and paper products, printing and publishing	0.6	0.5	0.5	0.5	0.5
Refined petroleum products	10.8	11.1	11.0	11.3	15.4
Chemicals and chemical products	5.8	5.2	5.3	5.5	6.0
Pharmaceutical products	30.0	29.8	37.2	24.0	29.0
Rubber and plastic products	0.7	0.9	0.8	1.0	1.3
Basic metals	0.0	0.3	0.5	0.4	0.4
Fabricated metal products	1.1	1.1	1.4	1.5	1.5
Machinery and equipment	2.8	3.3	4.0	4.7	4.5
Electrical machinery and apparatus	1.2	1.0	1.0	0.9	1.0
Electronic products and components	23.1	25.0	22.0	23.4	26.6
Transport equipment	2.0	2.4	2.6	2.9	3.0
Instrumentation, photographic and optical goods	1.1	1.3	2.1	1.9	2.0
Others	0.6	0.6	0.6	2.0	1.0
Construction	0.7	0.6	1.2	1.5	1.7
Services					
Wholesale and retail trade	42.3	48.8	59.5	71.8	73.9
Wholesale trade	41.5	47.3	57.9	70.3	72.3
Retail trade	0.9	1.5	1.6	1.5	1.6
Accommodation and food service activities	1.6	2.2	2.3	2.6	2.8
Transport and storage	13.7	18.0	23.7	28.2	28.4
Water transport	12.3	16.0	21.4	25.5	25.7
Land and air transport	-0.1	-0.1	-0.2	-0.2	-0.3
Warehousing, post and courier services	1.4	2.1	2.5	2.9	3.0
Information and communications	2.9	2.8	3.8	4.0	4.1
Financial and insurance services	94.4	114.0	151.2	162.3	179.2
Financial services	90.0	108.6	145.4	156.5	173.3
Banks	7.6	7.7	8.8	10.1	11.0
Investment holding companies	74.1	92.3	125.3	130.0	147.8
Other financial services	8.4	8.6	11.3	16.4	14.5
Insurance services	4.4	5.4	5.8	5.9	5.9
Real estate activities	5.2	6.4	10.0	11.4	11.3
Professional, scientific and technical, administrative and support services	9.7	10.4	17.5	27.6	27.9
Others	0.3	0.8	1.7	4.3	5.8

Source: Department of Statistics, Singapore, *Foreign Equity Investment in Singapore, 2009, Key Indicators table* (Singapore, May 2011), available at: <http://www.singstat.gov.sg/pubn/business/fei2009.pdf>.

All Singapore dollar figures used above have been converted to US dollars using the IMF rate of exchange as at 13 January, 2012, namely, US\$ 1 to S\$ 1.2882, available at: http://www.imf.org/external/np/fin/data/param_rms_mth.aspx.

Annex table 4. Singapore: geographical distribution of FDI stock, 2000-2010

(US\$ billion)

Region/economy	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Developed economies											
Europe	55.4	65.6	71.6	80.7	93.6	108.7	135.1	153.7	158.3	167.1	181.0
European Union											
France	3.7	3.4	3.7	4.0	4.9	5.4	6.3	8.5	7.4	6.2	7.3
Germany	3.3	4.9	5.7	4.8	5.7	6.4	5.9	7.2	8.7	8.6	9.7
Ireland	1.0	1.2	1.1	1.3	2.0	3.0	1.5	2.8	2.6	2.8	3.8
Netherlands	21.9	26.9	19.1	20.9	24.5	25.0	37.8	39.9	47.4	47.8	50.9
Norway	2.7	3.0	2.2	3.6	4.8	6.7	11.8	13.3	16.5	17.2	17.8
Switzerland	12.5	12.1	11.7	13.1	12.8	17.3	21.1	21.3	18.3	17.9	18.2
United Kingdom	6.8	10.6	24.5	29.6	34.1	38.5	42.9	48.5	38.9	37.8	39.0
North America											
Canada	2.4	2.5	2.2	2.0	2.2	2.0	2.1	2.4	2.4	2.4	3.0
United States	24.3	28.6	26.8	28.9	31.8	31.5	29.8	40.0	41.1	44.3	52.2
Other developed economies											
Australia	2.5	2.0	1.9	1.6	2.1	2.2	2.6	3.6	3.6	4.4	5.9
New Zealand	0.2	0.2	0.2	0.1	0.1	1.2	1.3	1.3	1.5	1.9	1.8
Japan	22.6	23.2	25.7	26.4	29.1	34.8	34.9	36.9	38.9	39.0	40.9
Korea, (Republic of)	0.2	0.0	0.9	1.3	0.7	1.0	0.6	2.4	2.5	2.0	3.2
Developing economies											
Latin America and the Caribbean											
Asia and Oceania											
Brunei Darussalam	0.2	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2
China	0.7	0.7	0.7	0.7	0.3	0.7	1.3	1.8	3.4	7.3	9.1
Hong Kong, China	4.8	4.3	3.7	3.0	2.5	3.7	4.9	5.0	8.9	12.0	14.1
India	0.2	0.3	0.3	0.3	0.4	1.0	2.0	10.1	13.1	16.1	18.7
Indonesia	1.3	1.3	1.4	1.3	0.9	0.5	0.8	1.3	1.7	2.8	0.8
Israel	0.0	0.0	0.0	1.8	3.6	3.9	3.6	4.0	3.9	3.9	3.7
Lao People's Democratic Republic	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	0.0	0.0	0.0	0.0
Malaysia	4.2	4.6	4.1	3.5	3.9	6.3	6.5	8.8	9.8	12.0	11.8
Myanmar	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.0
Philippines	0.5	0.5	0.4	0.4	0.6	0.6	0.7	0.7	0.2	0.1	1.0
Taiwan Province of China ^a	2.6	3.7	3.9	4.6	4.5	5.6	5.9	6.0	5.1	4.8	4.5
Thailand	0.5	0.5	0.6	0.8	0.8	1.0	1.2	1.2	1.4	1.6	2.4
Vietnam	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unspecified destination	1.9	2.5	3.0	3.5	4.4	6.2	5.4	8.6	11.9	11.1	15.4

Source: Department of Statistics, Singapore, *Foreign Equity Investment in Singapore 2009* (Singapore, May 2011); available at: <http://www.singstat.gov.sg/pubn/business/fei2009.pdf>, table 2: Foreign Direct Investment in Singapore By Country/Region 2000-2009 (Stock at Year- End); and FDI in Singapore By Country/Region, 2006-2010 (Singapore, 30 December 2011); available at: <http://www.singstat.gov.sg/stats/themes/economy/biz/foreigninvestment.pdf>

^a According to the terminology used by publisher.

Annex table 5. Singapore: top foreign affiliates in the economy, ranked by sales, 2008^a

(US\$ billion)

Rank	Company name	Industry	Parent company	Home economy	Sales	Assets
1	BP Singapore Pte Limited	Production and marketing of natural energy resources	BP plc	United Kingdom	47.7	5.7
2	Exxonmobil Asia Pacific Pte Ltd	Manufacturer and supplier of energy products, oil and gas exploration, chemicals, suppliers of lubricants and technology products	Exxon Mobil Corporation	United States	39.8	9.9
3	Vitol Asia Pte Ltd	Trading in crude oil, petroleum and petroleum related products and coal	Vitol Holding BV	Netherlands	34.6	2.6
4	SK Energy International Pte Ltd	Trade in crude oil, refined products, bunkers, lubes, coal, petrochemicals	SK Innovation Co Ltd	Korea, Republic of	25.6	0.9
5	GS Caltex Singapore Pte Ltd	Chemicals	GS Caltex Corporation	Korea, Republic of	19.0	0.9
6	Shell Eastern Petroleum (Pte) Ltd	Petroleum and petroleum products	Shell Chemicals Ltd.	United Kingdom	18.2	7.6
7	Trafigura Pte LTD	Oil and oil product commodity trading	Trafigura Beheer BV	Netherlands	17.4	2.8
8	Hewlett-Packard International Pte Ltd	Technology	Hewlett-Packard Singapore (Private) Limited	Singapore	17.0	5.3
9	Jardine Cycle & Carriage Limited	Motor vehicles and motorcycles, financial services, agribusiness, heavy equipment and mining, information technology, infrastructure and logistics.	Jardine Matheson Holdings Limited	Hong Kong (China)	15.7	14.5
10	Glencore Singapore Pte Ltd	Commodities	Glencore International Plc	Switzerland	15.5	1.8
11	Hewlett-Packard Singapore (Private) Limited	Design, manufacture and supply of computers and related equipment	Hewlett-Packard Company	United States	14.0	8.0
12	Sinochem International Oil (Singapore) Pte LTD	Dealers and brokers of crude oil, petroleum products and derivatives	Sinochem Corporation	China	13.9	0.6
13	Toyota Motor Asia Pacific Pte Ltd	Vehicles and parts	Toyota Motor Corporation	Japan	12.8	1.1
14	Seagate Singapore International Headquarters Pte Ltd	Storage devices for computers	Seagate Technology LLC	United States	12.5	4.7
15	Unipet Singapore Pte Ltd	Trading of crude oil and petroleum products	China International United Petroleum & Chemicals Co Ltd	China	11.7	0.5
16	Petrochina International (Singapore) Pte Ltd	Investment holding and carry on the business as trading centre for oil trading and general trading	PetroChina International Co Ltd	China	10.6	1.4
17	Itochu Petroleum Co, (Singapore) Pte Ltd	Trading in crude oil, petroleum and related by-products	Itochu Corporation	Japan	10.4	0.6
18	Chevron Texaco	Energy products	Chevron Corporation	United States	10.0	n.a.
19	Jardine Matheson (S) Ltd	Holding company for securities etc	Jardine Matheson Holdings Limited	Hong Kong (China)	9.5	n.a.
20	Hewlett-Packard Asia Pacific Pte Ltd		Hewlett-Packard Company	United States	8.9	1.5
21	Toshiba Capital (Asia)	Finance	Toshiba Corporation	Japan	8.4	n.a.

	Ltd					
22	Singapore Petroleum Company Limited		Petrochina International (Singapore) Pte LTD	Singapore	7.9	2.2
23	Asus Technology Pte Limited	International headquarters for brand management, shared services, etc	Asustek Computer Inc.	Taiwan Province of China	7.7	1.6
24	Petro Progress Pte Ltd	Trading of crude oil and petroleum products	AOC Holdings, Inc.	Japan	7.0	0.4
25	Pertamina Energy Services Pte Ltd	Oil and petrochemical trading	Pertamina (Persero), PT	Indonesia	6.9	0.4

Source: The author, based on OneSource, a subscription database.

^a Information is shown as at end of 2008.

Annex table 6. Singapore: top M&A deals, by inward investing firm, 2008-2010

Year	Target company	Acquiring company	Home economy	Target description	Acquirer description	Value (US\$ million)
2010	Parkway Holdings Ltd	Integrated Healthcare Holdings	Malaysia	General medical and surgical hospitals	Health and allied services	2,379.7
2010	Fraser & Neave Ltd	Kirin Holdings Co Ltd	Japan	Bottled and canned soft drinks and carbonated waters	Malt beverages	974.7
2010	Parkway Holdings Ltd	Fortis Healthcare Ltd	India	General medical and surgical hospitals	General medical and surgical hospitals	685.3
2010	Asian Genco Pte Ltd	Investor Group	United States	Special trade contractors	Investors	425.0
2010	Chevron House	Deka Immobilien Invest GmbH	Germany	Operators of nonresidential buildings	Real estate agents and managers	404.8
2010	UOB Life Assurance Ltd	Prudential PLC	United Kingdom	Life insurance	Investment offices	306.9
2010	KS Energy Services Ltd-Oil,gas	Actis Capital LLP	United Kingdom	Crude petroleum and natural gas	Investors	229.7
2010	Sin Cheng Holdings Pte Ltd	Intime Department Store (HK)	Hong Kong (China)	Investors	Department stores	208.2
2010	PetroJack IV Pte-Petrojack IV	Seadrill Management AS	Norway	Crude petroleum and natural gas	Drilling oil and gas wells	180.0
2010	Yantai Raffles Shipyard Ltd	China Intl Marine Containers	China	Marine cargo handling	Metal shipping barrels, drums, kegs and pails	142.5
2009	Chartered Semiconductor Mnfng	Advanced Tech Invest Co LLC	United Arab Emirates	Semiconductors and related devices	Management investment offices, open-end	3,923.2
2009	PowerSeraya Ltd	YTL Power International Bhd	Malaysia	Electric and other services combined	Electric services	2,356.6
2009	KrisEnergy Holdings Ltd	First Reserve Corp	United States	Crude petroleum and natural gas	Investors	500.0
2009	Airfoil Tech Intl Singapore Pt	General Electric Aircraft	United States	General automotive repair shops	Aircraft engines and engine parts	300.0
2009	Peace Base Investments Ltd	Investor Group	Hong Kong (China)	Offices of holding companies	Investors	165.1
2009	Global Tender Barges Pte Ltd	PHM Holdco 10 BV	Netherlands	Oil and gas field machinery and equipment	Investors	110.0
2009	Resource Holdings Ltd	Keller Holdings Ltd	United Kingdom	Engineering services	Engineering services	84.7
2009	Sincere Watch Ltd	Sincere Holdings	Cayman Islands	Jewelry, watches, and precious stones and metals	Investors	79.6
2009	Orchard Maritime Logistics Pte	Jasapower Indonesia PT	Indonesia	Deep sea foreign transportation of freight	Bituminous coal and lignite surface mining	78.6
2009	Spansion Hldg Pte Ltd	Powertech Hldg(BVI)Inc	British Virgin Islands	Semiconductors and related devices	Semiconductors and related devices	51.0
2008	Labroy Marine Ltd	Dubai Drydocks World LLC	United Arab Emirates	Ship building and repairing	Ship building and repairing	1,597.9

2008	JTC Corp-Indl Ppty Portfolio	Arcapita Bank BSC	Bahrain	Land subdividers and developers, except cemeteries	Investors	1,255.7
2008	Sorak Finl Holdings Pte Ltd	Malayan Banking Bhd	Malaysia	Offices of holding companies	Banks	1,255.7
2008	Pearl Energy Ltd	Mubadala Development Co PJSC	United Arab Emirates	Crude petroleum and natural gas	Management investment offices, open-end	877.5
2008	Singapore Shenton Hldg Pte-78	Commerz Grundbesitz Investment	Germany	Land subdividers and developers, except cemeteries	Real estate investment trusts	449.7
2008	Parkway Holdings Ltd	Khazanah Nasional Bhd	Malaysia	General medical and surgical hospitals	Management investment offices, open-end	391.9
2008	Sincere Watch Ltd	A-A United Ltd	Hong Kong (China)	Jewelry, watches, and precious stones and metals	Watches, clocks, clockwork operated devices, parts	373.3
2008	Hua Lei Holdings Pte Ltd	Sky Property Management Ltd	Ireland	Land subdividers and developers, except cemeteries	Real estate agents and managers	352.0
2008	Drayton Pte Ltd	Indofood Sukses Makmur Tbk PT	Indonesia	Fluid milk	Macaroni, spaghetti, vermicelli and noodles	350.0
2008	Delong Holdings Ltd	Evrax Group SA	Russian Federation	Steel springs, except wire	Steel foundries	283.8

Source: The author, based on Thomson Reuters, Thomson ONE Banker.

Annex table 7. Singapore: top greenfield projects announced, by inward investing firm, 2008-2010

Year	Investing company	Home economy	Industry	Business activity	Investment (US\$ million)
2010	United Microelectronics (UMC)	Taiwan, Province of China	Semiconductors	Manufacturing	3,600.0
2010	Standard Chartered Bank	United Kingdom	Financial services	Business services	1,581.0 ^a
2010	Office Busters Corp (OfficeBusters)	Japan	Business machines and equipment	Recycling	617.0
2010	ExxonMobil	United States	Coal, oil and natural gas	Manufacturing	406.0 ^a
2010	Australia and New Zealand Banking Group (ANZ Bank)	Australia	Financial services	Business services	395.2 ^a
2010	Mitsubishi Corporation	Japan	Business machines and equipment	Manufacturing	360.9 ^a
2010	Showa Denko KK (SDK)	Japan	Business machines and equipment	Manufacturing	360.9 ^a
2010	Veeco Instruments	United States	Electronic components	Manufacturing	258.5 ^a
2010	Procter & Gamble (P&G)	United States	Consumer products	Research and development	250.0
2010	Metallized Carbon Corporation (Mectar)	United States	Metals	Manufacturing	199.7 ^a
2009	China Huaneng	China	Alternative/renewable energy	Electricity	1,431.4
2009	ExxonMobil	United States	Coal, oil and natural gas	Electricity	658.9 ^a
2009	Roche Group	Switzerland	Pharmaceuticals	Manufacturing	500.0
2009	Isetan	Japan	Real estate	Construction	373.2 ^a
2009	Sun Hung Kai Properties	Hong Kong, China	Real estate	Construction	373.2 ^a
2009	Advanced Micro Devices (AMD)	United States	Semiconductors	Headquarters	320.5 ^a
2009	Baxter	United States	Pharmaceuticals	Manufacturing	291.8 ^a
2009	United Microelectronics (UMC)	Taiwan, Province of China	Semiconductors	Manufacturing	230.1 ^a
2009	Tata Group	India	Communications	ICT and internet infrastructure	180.0
2009	Fairmont Raffles Hotels International	Canada	Hotels and tourism	Construction	160.5 ^a
2008	Macquarie Bank	Australia	Real Estate	Construction	2,000.0
2008	Lanxess	Germany	Rubber	Manufacturing	592.6
2008	UDL Holdings	Hong Kong, China	Warehousing and storage	Manufacturing	471.9 ^a
2008	Citco Group	Netherlands	Financial services	Business services	327.9 ^a
2008	Ubisoft Entertainment	France	Software and IT services	Design, development and testing	320.2 ^a
2008	Scatec AS	Norway	Alternative/renewable energy	Manufacturing	300.0
2008	Hanyang Eng	Korea, Republic of	Semiconductors	Manufacturing	230.1 ^a
2008	Tanaka Kikinzoku Group	Japan	Metals	Manufacturing	203.5 ^a
2008	Asahi Kasei	Japan	Rubber	Manufacturing	185.0
2008	Air Liquide	France	Chemicals	Manufacturing	181.2

Source: The author, based on fDi Intelligence, a service from the Financial Times Ltd.

^a Estimated investment.