



Leading The Field

**Singapore Sports Council
Annual Report 2006/2007**



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the playmaker

Great teams don't happen by accident.

At the Singapore Sports Council, great teams come hand in hand with inspired leadership, best-in-the-field practices, state-of-the-art systems and shining results.

Leading the Field

Gearing up for Sports Hub & beyond

In 2001, the Committee on Sporting Singapore (CoSS) produced an ambitious blueprint for our country's sporting future. The vision for 2010 called for a massive change in the way all Singaporeans incorporated sports into their lives.

It's no secret that this vision was greeted with some public skepticism. However, the Singapore Sports Council (SSC) believed wholeheartedly that it could be done and, more importantly, it should be done for the future good of our nation.

Thus, it was my great pleasure last fiscal year to announce a positive half-time report on the goals we have set out. The data confirmed what we at the SSC had been witnessing at competitions and events. Singapore is becoming a nation of true athletes and devoted sports fans.

In fiscal year 2006, the triple engines of growth – sports participation, excellence and industry – continued to roar with achievement. Not only are we on target, we are surpassing expectations. In 2006, for example, our athletes won more medals at international events than ever before in our history.

Moreover, three groundbreaking developments will drive Singapore sport into new realms over the next 10 to 15 years.

1 All three consortiums bidding for the Sports Hub contract produced extraordinary proposals. The strength of all three proposals foretells a bright future for the development of sport in Singapore as the Sports Hub will form the centre of competitive and recreational sporting life in the years to come.

“In fiscal year 2006, the triple engines of growth – sports participation, excellence and industry – continued to roar with achievement.”

2 The government formed the Sporting Culture Committee to further develop a strong sports culture in Singapore over the next 10 to 15 years.

3 Singapore's sports industry joined the ranks of international elite auto racing with Formula One's decision to add Singapore to its international calendar of events from 2008. Hosting F1 will further strengthen Singapore's position as the sports-entertainment capital in the region.

Sports Hub – A bold step into the future for Singapore sports

On 28 February 2007, three international consortiums submitted highly competitive and comprehensive proposals for the Sports Hub.

The concepts, programmes and designs proposed by the consortiums will fundamentally shift and shape the way sport will be developed in Singapore over the next 25 years.

With the largest component of the evaluation criteria dedicated to the appeal of sports, leisure and entertainment programming, we sent a very clear message on our priorities and objectives. The Sports Hub is to be Singapore's premier land and sea sports, entertainment and lifestyle hub with vibrant integrated programming for everyone in Singapore. A unique cluster development of integrated world-class sports facilities within the city, the Sports Hub will accelerate the development of sports industry, excellence and participation and take sports to the next level in our city state.

The consortiums' proposals reflected a thorough appreciation and understanding of the objectives that we set out for the Sports Hub – from hardware to software and programming. Much effort was put into drafting the output specifications as it was an opportunity for the SSC to crystallise our sports strategy leveraging on the Sports Hub's value proposition.



In our vision for the future, there will be a sea of change in the way sport is presented to and so enjoyed and consumed by the public – from our product offerings, such as events and new generation facilities, all the way to ensuring a unique customer experience. To achieve this, our approach to planning and design of facilities, and how we deliver great customer service will undergo a complete paradigm shift. Indeed, customer service will be the order of the day, as we strive to make the Sports Hub the premier centre for land and water sports, entertainment and lifestyle activities. Our mission is to provide a memorable experience for our customers and encourage repeated visits.

Public-Private-Partnership – The way forward

Another significant feature of the Sports Hub is the Public-Private-Partnership (PPP) funding model. The Sports Hub is the first integrated sports facilities infrastructure PPP project in the world. It is also Singapore's largest and flagship PPP project of this nature.

The PPP model provides two key benefits – value for money and benchmarking.

Through the PPP, the private sector puts together a comprehensive proposal to

design, build, finance and operate the Sports Hub for a 25-year period in return for a monthly payment. This provides us with end-to-end solutions and 'legacy' planning to ensure that the Sports Hub remains relevant and vibrant throughout its 25-year tenure. This is not common practice in the sporting world; mega sports infrastructure is usually built for specific events and purposes such as the Olympic Games or an English Premier League football club.

The three world-class consortiums bidding for the project also provided us the opportunity to benchmark our plans against the world's best. All three consortiums had a good mix of partners with diverse competencies – including banks, architects, event

management companies, construction companies, real estate developers, facilities operators and consultants. The consortiums fielded partners comprising heavyweights in the sporting world.

The SSC – Gearing up for 2011

Using the Sports Hub as a case study, the Singapore Sports Council will begin to design our events and programmes to ensure that our software is in place by the time the Sports Hub is ready in 2011.

We have come a long way in the Sports Hub project and as we approach the final home stretch, I am sure everyone in Singapore shares our eager anticipation as we await the final selection and appointment of the successful consortium.

Sporting Culture Committee – The next lap

We reported in 2006 that we were on our way to achieving the 2010 goals set out by the CoSS. Even as we celebrate our progress, the machinery to prepare us for the next phase of development beyond 2010 has already kicked into action.

In September 2006, the Ministry of Community Development, Youth and Sports (MCYS) announced the formation of the Sporting Culture Committee, which will review the Sporting Singapore Vision and propose recommendations to serve as a high-level blueprint to guide Singapore's sports development over the next 10 to 15 years.



Chaired by Teo Ser Luck, Parliamentary Secretary, MCYS, the committee was formed against the backdrop of growing interest in sport by the people of Singapore. Today, many of us participate in sport for health and fitness. We plan to grow this interest even further by creating an environment where people will be involved in sport for the pure, simple pleasure.

What this means at the end of the day is a self-sustaining, self-renewing sports culture. Sport should and will permeate all aspects of our lives, becoming an integral part of the Singaporean culture and identity. People in Singapore will participate in social and competitive play as an everyday habit, cheer on their local and national teams with gusto, enjoy sports events with families and friends regularly, and embrace sports as an integral part of daily life.

The Committee has identified five key areas that would contribute to a vibrant and self-sustaining sporting culture:

- 1 Demand and software
(Developing a sporting lifestyle)
- 2 Glory for the nation
(Developing sports heroes and champions)
- 3 Building the sector
(Creating a sports ecosystem and developing the sporting industry)
- 4 Supply and hardware
(Catalysing sporting opportunities in the community)
- 5 Increasing mindshare
(Raising public education and awareness)

The Sporting Culture Committee will present its findings in October 2007 and it will serve as a blueprint for the SSC's sport strategies over the next 10 to 15 years.

Singapore's sports industry gets fired up with Formula One

The SSC has worked with our sister agencies (e.g. Economic Development Board, Singapore Tourism

Board), partners, sponsors and industry players over the last few years to seed the growth of a thriving sports industry. While these are early days for the sports industry, the signs are positive. Interest is growing amongst corporations to use sport as a platform to promote their brand and more international sports events are taking place here. Sponsors are also pumping in more money into sponsoring international sports events as seen through events such as the Barclays Singapore Open, which had a purse of US\$3 million in 2006.

"In our vision for the future, there will be a sea of change in the way sports is presented to and so enjoyed and consumed by the public."

Our burgeoning sports industry received a boost with the announcement by the Singapore government in May 2007 that Singapore will host a leg of the Formula One race for the next five years. The F1 is a welcome development, as it will provide a unique opportunity for us to achieve a quantum leap in sports industry development in double quick time. With the prospect of F1 glitz and glamour coming to our shores, Singaporeans received the announcement with much excitement. Singapore could possibly host the world's first night race around our scenic city street race circuit.

Together with the multi-government agency task force that has been set up to spearhead this initiative, we will undergo a steep learning curve as preparations for the first race in September 2008 get underway. We will build our competencies in sports sponsorship, entertainment, broadcasting, logistics, marketing, merchandising, sports PR and many other areas related to organising the race.

We will see the financial benefits that top tier sports events can bring to Singapore's shores with tourist receipts for the inaugural race expected to exceed

S\$100 million. Singapore will see a new dimension in sports entertainment and spectatorship as everyone here soaks in activities associated around one of the world's most prominent and spectacular sports and entertainment events. There will be many synergistic learning opportunities between the F1 and the development of the Sports Hub – Singapore's premier land and sea sports, entertainment and lifestyle hub.

The future of Singapore sport is bright

To realise the ambitions of our vision for 2010, much work has been done by the Singapore sporting fraternity. Our athletes and coaches have responded to the call for action with a renewed sense of mission, and corporate sponsors have become true believers in Singapore's sports strategy.

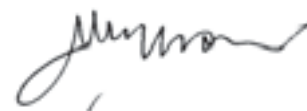
The Sports Hub and F1 will add more vitality to our increasingly vibrant sporting culture. We will win more medals on the international stage, thanks to the holistic and integrated approach in our work to support sports excellence teams and the National Sports Associations (NSAs).

The SSC is fully committed to working with our NSAs, the Singapore National Olympic Council, sister government agencies, private corporations, sports sponsors and supporters, and the many willing volunteers in Singapore to fulfill our Sporting Singapore vision.


With such widespread support and cooperation, is it any wonder, then, that the future for sports in Singapore looks so bright?

On behalf of my colleagues and staff at the Singapore Sports Council, I thank you for your continued faith in our efforts to bring sport to new heights.

Respectfully submitted



Alex Chan
Chairman, Singapore Sports Council



the winning line-up

Behind a championship team is a stadium of people who work tirelessly for the team, indeed, for the nation.

They are the ultimate team players.



Ready for the Kallang Roar?

To commemorate the closing of the National Stadium, the SSC's Council Members are wearing the Heritage Jersey. Specially designed and produced by Nike to honour the Stadium's rich history, the jersey features the original logo of the Football Association of Singapore. The Heritage Jersey was worn by the Singapore ex-Internationals during the friendly match at the National Stadium tribute on 30 June 2007: Field of Dreams.

Front row, from left to right: Tan Ju Seng, MG Neo Kian Hong, Tan Boon Huat, Edmund Koh, Alex Chan

Second row, from left to right: Mike DeNoma, Chew Hock Yong, Dr Saiful Nizam Bin Subari, Dr Janice Khoo, Sum Chee Wah

Back row, from left to right: Richard Seow, Low Teo Ping, Lee Hong Chuang, Dr Benedict Tan Chi'-Loong

council members

Alex Chan

Chairman
Singapore Sports Council

Edmund Koh

Deputy Chairman
Singapore Sports Council

Chew Hock Yong

Deputy Secretary, Ministry of Community Development,
Youth and Sports

Mike DeNoma

Group Executive Director, Standard Chartered Bank

Dr Janice Khoo

General Practitioner, Rafflesian Clinic and Surgery

Lee Hong Chuang

Business Recovery Operations Manager, Hewlett Packard Singapore

Low Teo Ping

President, Singapore Sailing Federation

MG Neo Kian Hong

Chief of Army, Ministry of Defence

Dr Saiful Nizam Bin Subari

Medical Officer, National Health Group

Richard Seow

Chairman, Parkway Holdings Limited

Sum Chee Wah

Director, Education Programmes, Ministry of Education

Dr Benedict Tan Chi'-Loong

Head & Consultant, Sports Physician, Changi General Hospital

Tan Boon Huat

Chief Executive Director, People's Association

Tan Ju Seng

President, Singapore Disability Sports Council

Previous Council Members

The following members served on the SSC Council during the year until their term of office expired in 2006.

The SSC thanks them for their valuable contributions.

Mr Zulkifli Baharudin Managing Director, Global Business Integrators Pte Ltd **Mr Cheah Kim Teck** Chief Executive Officer, Group Motor Operations, Jardine Cycle & Carriage Limited **Mr Chua Thian Poh** Chairman & CEO, Ho Bee Investment Ltd **Mr Wong Toon King** Co-Chairman & CEO, SilkRoute Holdings Pte Ltd



Getting down to serious business!

The SSC's Senior Management are sporting special football jerseys, created for the launch of the Business Sports Group (BSG), an initiative of MCYS. BSG aims to strengthen the ties with sports business partners through friendly bonding events such as football matches. At the inaugural event, Kick Off, the SSC and its business partners wore the jerseys during the match to launch the initiative.

Front row, from left to right: Goh Fang Min, Lim Eng Khoon, Kelven Tan
Back row, from left to right: Oon Jin Teik, Dr Toh Kian Lam, Patrick Lee, Eugene Chew, Wayde Clews, Addy Suhairi

senior management

Oon Jin Teik

Chief Executive Officer

Eugene Chew

Chief, Sports Management and Development Group

Wayde Clews

Chief, High Performance Group

Goh Fang Min

Chief Financial Officer

Patrick Lee

Chief Knowledge Officer

Lim Eng Khoon

Chief, Facilities Group

Addy Suhairi

Chief, Human Capital Group

Kelven Tan

Chief, Sports Marketing Group

Dr Toh Kian Lam

Chief, Integrated Projects Group

subsidiaries management



Wearing our championship colours!

In true SSC spirit, Denise and Jennifer are ready to 'bring it on' in the official Team Singapore T-shirt, worn by our top officials at major sporting events.

From left to right: Denise Marsh (General Manager, Singapore Indoor Stadium) and Jennifer Pok (General Manager, SISTIC.com Pte Ltd)

corporate governance

The SSC's Council comprises the Chairman, Alex Chan, Deputy Chairman, Edmund Koh, and 12 other members including representatives from leading private-sector companies and senior government officials.

Council Members give advice to steer the SSC towards fulfilling its vision and provide guidance to ensure that SSC functions efficiently. They review major

corporate policies as well as approve financial statements, the annual budget and major projects.

The Council carries out its duties, supported by three subcommittees: Finance Committee, Audit Committee and Human Capital Committee.

Finance Committee

Chairman

Edmund Koh

Members

Low Teo Ping

Tan Wee Khim

Secretary

Eric Tiong

Terms of reference

- Formulate the accounting and financial policies for adoption and implementation in the SSC
- Review and decide on the financial regulations of the SSC
- Advise Council on all major financial matters
- Perform the executive function outlined in the SSC's financial regulations

Audit Committee

Chairman

Chew Hock Yong

Members

MG Neo Kian Hong

Lai Seng Kwoon

Secretary

Marcus Quek

Terms of reference

- Assist the Council in discharging its oversight responsibilities for:
 - financial reporting,
 - internal control,
 - the audit process and
 - compliance with laws and regulations
- Review and approve annual audit plans
- Review audit results and guide management on actions to be taken
- Recommend appointment of auditors

Human Capital Committee

Chairman

Tan Boon Huat

Member

Tan Ju Seng

Secretary

Toi Shean Hoon

Terms of reference

- Review and approve policies and strategies on Human Capital Development and Management
- Review and decide on regulations pertaining to staff matters
- Consider and review manpower proposals



season highlights

Great teams are driven to action because they know that to do nothing is to be nothing.

The Singapore Sports Council, national sports associations, corporate sponsors and an enthusiastic community of fans came together in 2006 to bring Singapore closer to goals for 2010.

Brief Highlights by Months

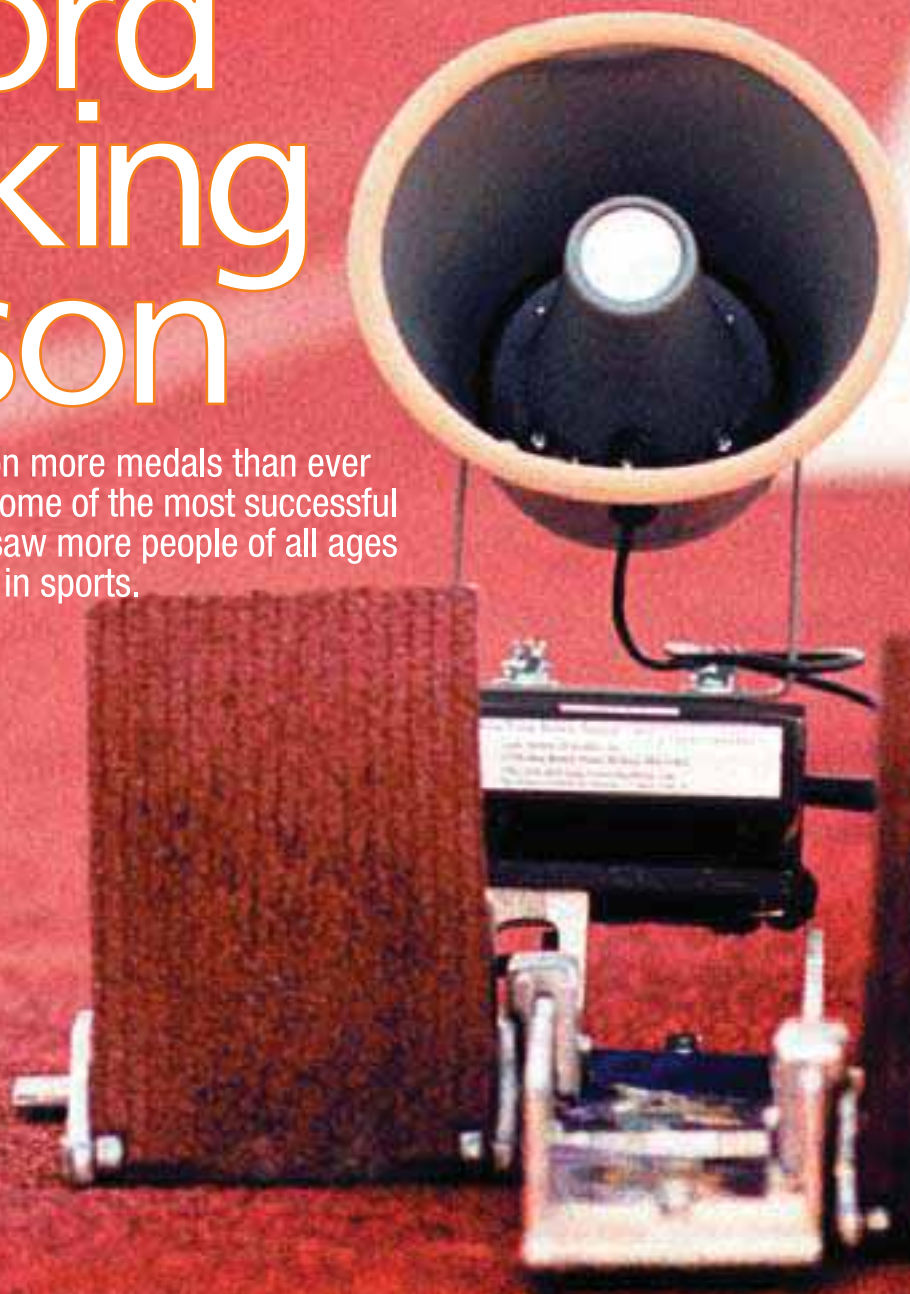
(FY06: April 2006 to March 2007)

MONTH	HIGHLIGHT	MONTH	HIGHLIGHT
April 2006	<p>Pilot implementation of outcome-based funding for National Sports Associations</p> <p>The SSC launched the pilot phase of the outcome-based funding model for National Sports Associations (NSAs). The new model allows the SSC to optimise the SSC's return on investments through prioritisation of NSAs' programmes.</p> <p>Team Singapore celebrates 5th birthday</p> <p>Team Singapore celebrated its 5th anniversary with a dinner at the Singapore Management University.</p>	August 2006	<p>Sports. Make it a Girl Thing</p> <p>The SSC kicked off a four-month sports campaign themed 'Sports. Make it a Girl Thing', targeted specifically at women to encourage greater participation in sports.</p> <p>Sporting Singapore Inspiration Awards 2006</p> <p>The SSC held the 3rd Annual Sporting Singapore Inspiration Awards to recognise deserving individuals and organisations that contribute towards sports promotion.</p>
June 2006	<p>Top performing athletes honoured at annual Singapore Sports Awards</p> <p>Team Singapore athletes received the highest accolades in sports at the annual Singapore Sports Awards. Hosted by the Singapore National Olympic Council, the awards pay tribute to athletes, coaches and individuals who excelled in sport in 2005.</p> <p>AVIVA Open Singapore 2006</p> <p>About 250 top shuttlers from 21 countries participated in one of South East Asia's most prestigious badminton tournaments, with 50% of the world's Top 10 players vying for the US\$170,000 prize money.</p> <p>NSA Review System</p> <p>The SSC kicked off the NSA Review System, which will help NSAs in their journey towards organisational excellence.</p>	September 2006	<p>Coach Recognition Awards 2006</p> <p>The annual Coach Recognition Awards was held to recognise outstanding coaches for their high coaching standards, achievements and contributions at the various coaching levels.</p> <p>Waterfest 2006</p> <p>The annual Waterfest Singapore was held over six weeks, with 16 international and local water sports events and activities in water locales around Singapore. Into its second year, the event drew 30,000 visitors.</p> <p>Barclays Singapore Open 2006</p> <p>The 42nd staging of this annual world-class international event saw close to 200 leading international and Asian golfers competing for Asia's richest and most lucrative national open prize purse.</p>
July 2006	<p>Singapore launches Invitation to Tender for Sports Hub</p> <p>The Singapore government launched the Invitation to Tender for the much-anticipated Singapore Sports Hub Public-Private-Partnership project.</p> <p>Sports Investment Conference 2006</p> <p>The SSC held the inaugural Sports Investment Conference to kick off the annual NSA grant exercise for 2007.</p> <p>ASEAN nations join hands to form the ASEAN Disability Sailing Federation</p> <p>ASEAN nations came together on 15 July 2006 to form the first-ever regional disability sports body – the ASEAN Disability Sailing Federation (ADSF), marking a major milestone in the development of disability sports in the region.</p>	October 2006	<p>Singapore to host SEA Games 2013</p> <p>Singapore will host the 2013 South East Asian (SEA) Games. The announcement was made in September 2006 by the SEA Games Federation Council in Pattaya, Thailand.</p> <p>Singapore's sports vision for 2010 on track</p> <p>At a press conference to release its annual report, the SSC revealed that the sporting fraternity was making good progress in its journey towards Singapore's sports vision for 2010, set out by the Committee on Sporting Singapore in 2001.</p> <p>Formation of Youth Sport Development division</p> <p>The Youth Sport Development division was formed within the SSC to drive sports participation and excellence among children and youth in Singapore.</p>

MONTH	HIGHLIGHT	MONTH	HIGHLIGHT
October 2006	<p>Women's Day Out 2006</p> <p>One of Singapore's largest sporting events for women, the annual Women's Day Out was held in October to appeal to women who are ready to make a lifestyle change for the better and to encourage active participation in sports.</p> <p>Sporting Culture Committee formed</p> <p>The Ministry of Community Development, Youth and Sports announced the formation of a Sporting Culture Committee to review the Sporting Singapore Vision and propose recommendations to serve as a high-level blueprint to guide Singapore's sports development.</p>	February 2007	<p>\$31.9 million grant in FY07 to National Sports Associations</p> <p>The SSC announced that it would disburse \$31.9 million to National Sports Associations for fiscal year 2007, to fund sports development programmes.</p> <p>Invitation to Tender for Singapore Sports Hub comes to a successful close</p> <p>The Invitation to Tender for the Singapore Sports Hub project came to a successful close in February, with the SSC receiving three world-class proposals from three best-in-breed consortiums.</p>
November 2006	<p>Sport On! Youth campaign</p> <p>The SSC launched the "Sport On!" campaign to drive sports participation and excellence among youth in Singapore.</p>		<p>Sports Medicine and Sports Science gets boost from collaboration between the SSC and CGH</p> <p>The SSC signed a Memorandum of Understanding with Changi General Hospital in a collaborative effort to develop world-class Sports Medicine and Sports Science capabilities in Singapore for high-performance athletes.</p>
December 2006	<p>Record Standard Chartered Singapore Marathon participation</p> <p>The annual Standard Chartered Singapore Marathon continued to grow at a phenomenal rate, with a record attendance of over 31,000 runners in 2006, up 45% from the year before.</p> <p>Xtreme Singapore 2006</p> <p>The inaugural Xtreme Singapore 2006 got underway at several venues around Singapore, drawing youth and young adults interested in extreme and adventure sports.</p> <p>Best-ever Asian Games 2006</p> <p>Team Singapore delivered its best-ever showing with a record medal haul of eight golds, seven silvers and 12 bronzes.</p>		<p>Asian Games 2006 MAP Awards</p> <p>Medal winners from the Asian Games 2006 were rewarded for their outstanding achievements through the Singapore National Olympic Council's Multi-Million Dollar Awards Programme (MAP).</p>
January 2007	<p>Extreme and Adventure Sports networking session</p> <p>An inaugural networking session called "Blazing a Pathway" was held on 12 January. Involving 250 industry players from the Extreme and Adventure Sports (EAS) scene in Singapore, the event provided a platform to share best practices to further stimulate the fast-growing EAS industry.</p>	March 2007	<p>The SSC launches Singapore's first sports scholarship</p> <p>The SSC launched Singapore's first sports scholarship in an effort to enhance manpower capabilities, as Singapore prepares for an exciting growth phase in the sports industry.</p> <p>CEO Gala Dinner Under The Stars</p> <p>Into its second year, the annual CEO networking session entailed a formal gala dinner held on the National Stadium pitch. Some 45 existing and potential partners and sponsors discussed opportunities and updates on the sports industry.</p>

our record breaking season

In 2006, Team Singapore won more medals than ever before in our history. We held some of the most successful sports events in Asia, and we saw more people of all ages participating in sports.



sports hub

REDEFINING THE SPORTS UNIVERSE



For Singapore, the completion of the Sports Hub in 2011 will be the defining moment in our sporting history. The Sports Hub will house the best facilities and services that Singapore has to offer for land & water sports, leisure and entertainment. Located in the heart of the city, at the Kallang Basin, the Sports Hub will be capable of hosting international events, with the streamlined efficiency and imaginative style for which Singapore is famous for. The scale of the Sports Hub will be bigger than anything seen before in South East Asia.

The SSC is currently reviewing proposals submitted earlier this year by the three short-listed consortiums: Alpine Mayreder Consortium, Singapore Sports Hub Consortium and Singapore Gold Consortium. The pre-qualified consortiums are evenly matched, with all boasting expertise in investment banking, design

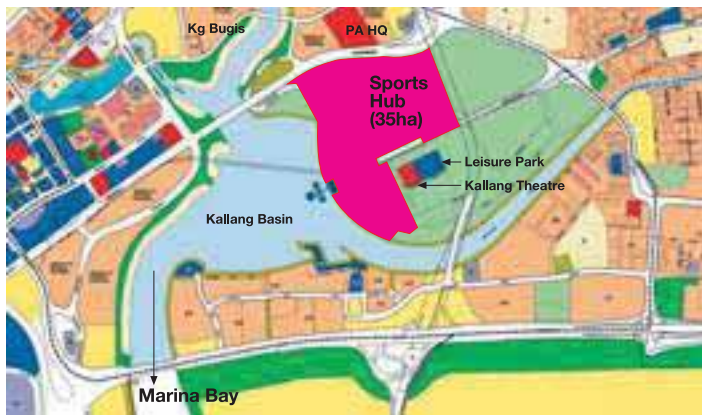
& architecture, venue & event management, construction & real estate and facilities management. Their designs encompass an appreciation for Singapore's tropical environs, our history as an entrepot for South East Asia and our future as a driving force in the sporting industry, and more importantly, project our vision of a 'Sporting Singapore'.

Bids are being evaluated along four lines: the proposal's appeal of sports, leisure and entertainment programming; the functionality and quality of the design; the financial and legal structure of the proposal and facilities management. The appeal of sports, leisure and entertainment programming will receive the heaviest weighting, being the most significant component of this 25-year partnership between the SSC and the private sector.

of the largest crowds ever to assemble in Singapore. It will encourage large numbers of people to adopt and pursue sport and make

sport part of their lives. Furthermore, it will offer exceptionally compelling opportunities for sport-related enterprises, federations and organisations to bring their message to an enormous and interested audience.

Construction and management of this development are to be handled under the public-private-partnership (PPP) model. It is an innovative financing programme for a state-of-the-art development. The Sports Hub will consist of a retractable roof stadium with 55,000 seats, an indoor aquatic centre, a multi-purpose indoor arena, a water sports centre, a broad range of commercial components and the existing Singapore Indoor Stadium with a capacity of 12,000 seats.



The Sports Hub symbolises the SSC's commitment to the international business side of sport in addition to our roles as a promoter of sport in Singapore and developer of elite athletes and coaches. The Sports Hub will draw international events to its world-class facilities, and offer events management enterprises some

The heavyweights in the sporting world bidding for the Sports Hub

As at 25 January 2007

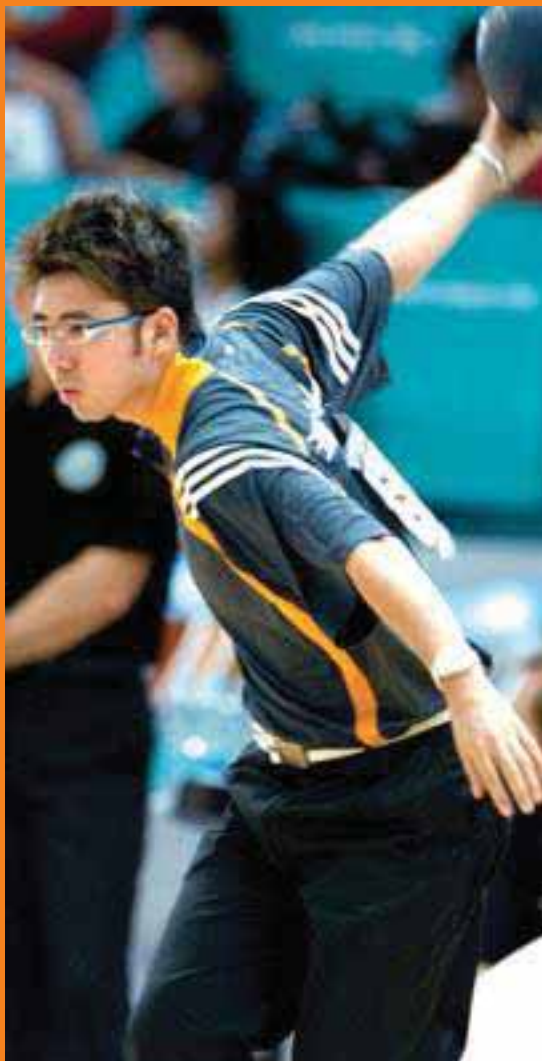
Key Areas	Consortiums		
Bid Leader	Singapore Gold Macquarie Group	Singapore Sports Hub Consortium Dragages Singapore Pte Ltd	Alpine Consortium Alpine Mayreder Bau GmbH / Alpine Bau Deutschland AG / AFP
DESIGN Lead Architect/Masterplanner Local Architect Landscape Architect	HOK Sport CPG Corporation	Arup Sports DP Architect CICADA	Tim Hupe Architects Germany RSP Architects Planners & Engineers Pte Ltd
CONSTRUCTION Structural Engineer M&E Engineer Environmental Construction Traffic Consultant Technical Advisor	CPG/SKM CPG/SKM SKM Shimizu Corporation	Arup Arup DHI Water & Environment Dragages Singapore Pte Ltd Duffill Watts Faithful & Gould	SBP Schlaich Bergermann & Partners, Germany Squire Mech Pte Ltd Squire Mech Pte Ltd Woh Hup Pte. Ltd & Alpine Bau Germany AG
FACILITY MANAGEMENT Facility Management Venue Management Bid Management / Project Management	CPG FM Ogden IFC PM Link	United PREMAS Limited Global Spectrum - Comcast Spectacor - PICO	Dalkia SMG
EVENT MANAGEMENT Event Programming & Marketing Event Promoter Sports Consultant	IMG & Ogden IFC	Global Spectrum - Comcast Spectacor - PICO World Sport Group ARM	SMG
LEGAL & FINANCE Financial Advisor Retail/Commercial Advisors Lead Financial Arranger Funding Partner Taxes Advisor Legal Advisor PPP Legal Advisor Insurance Advisor	Macquarie Group Lend Lease / United Engineers Macquarie Group John Laing Infrastructure Ltd Freehills Marsh	HSBC Singapore Knight Frank HSBC Singapore HSBC Infrastructure Fund Ernst & Young Rajah & Tann Norton Rose AON	APF Alpine Project Finance Guocoland SMBC Sumitomo Mitsui Banking Corporation Alpine, Babcock & Brown and Great Eastern Ashurst International Lawyers





asian games

TEAM SINGAPORE TRIUMPHS AT ASIAN GAMES,
SURPASSING ALL FORECASTS FOR MEDALS & NATIONAL RECORDS



At the 2006 Asian Games in Doha, Singapore outperformed expectations and brought home eight gold medals, seven silvers and 12 bronzes. Singapore's performance in Doha netted a total of 27 medals, compared with only 17 medals in Busan in 2002. Officially heralded as Team Singapore's best outing in the history of the Asian Games, the results were the culmination of months of preparation, sheer determination, excellent teamwork and unwavering support.

In many instances, our athletes were able to block medal sweeps by the powerhouses from China, Korea and Japan. Moreover, we made our marks in several different sports, with athletes medalling or setting new national records or personal bests.

Sailing led the gold rush, scooping up five gold medals. Sherman Cheng and Justin Liu won the 420 Men's event while Lim Tze Ting and Sarah Tan clinched the 420 Women's title. Maximilian Soh took the gold in the Laser Men and Colin Cheng the Laser 4.7 Open. Roy Tay, Teo Wee Chin, Renfred Tay, Ivan Tan and Justin Wong claimed the gold medal in the Beneteau 7.5 Open Keelboat.

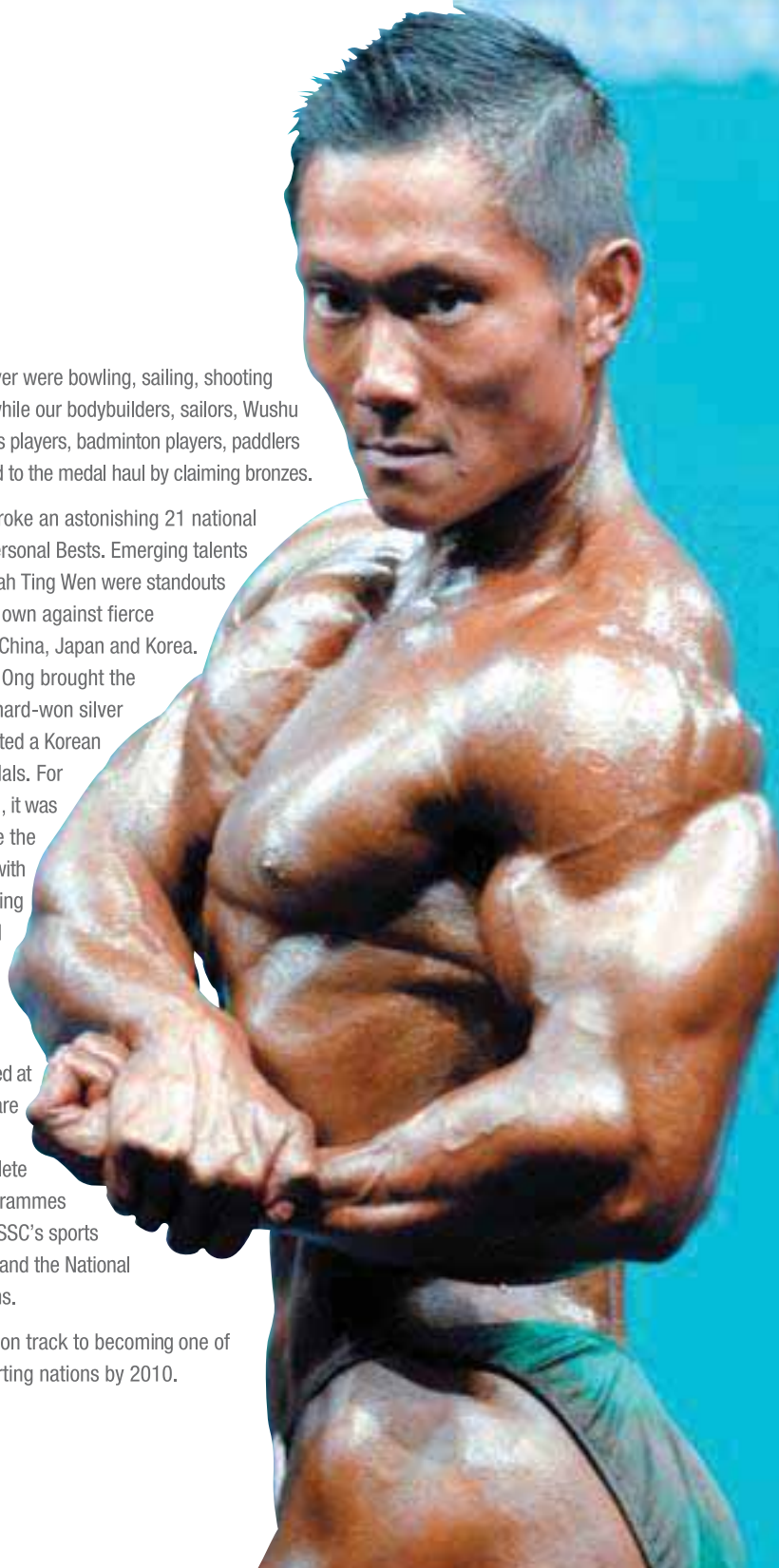
Swimmer Tao Li took her first gold medal at the Doha Games, in the 50m butterfly. Bowlers Valerie Teo and Michelle Kwang won gold in the women's doubles and bodybuilder Simon Chua topped the podium in the men's 70 kg event.

Sports striking silver were bowling, sailing, shooting and table tennis while our bodybuilders, sailors, Wushu exponents, billiards players, badminton players, paddlers and bowlers added to the medal haul by claiming bronzes.

The swim team broke an astonishing 21 national records and 21 Personal Bests. Emerging talents Bryan Tay and Quah Ting Wen were standouts as they held their own against fierce competition from China, Japan and Korea. In bowling, Remy Ong brought the men's team to a hard-won silver medal and prevented a Korean sweep of the medals. For the bowlers overall, it was heartening to note the spread of talents, with nine athletes winning medals compared to three from the 2002 Asiad in Busan.

The results achieved at the Asian Games are a testament to the efficacy of the athlete development programmes developed by the SSC's sports excellence teams and the National Sports Associations.

Singapore is well on track to becoming one of Asia's top 10 sporting nations by 2010.



GOLD MEDALLISTS

BODYBUILDING

Men's 70kg – Simon Chua

BOWLING

Women's Doubles – Michelle Kwang, Valerie Teo

SAILING

Men's 420 – Sherman Cheng, Justin Liu

Men's Laser – Maximilian Soh

Women's 420 – Lim Tze Ting, Sarah Tan

Laser 4.7 Open – Colin Cheng

Beneteau 7.5 Open – Ivan Tan, Renfred Tay, Roy Tay, Teo Wee Chin, Justin Wong

SWIMMING

50m Butterfly Women's – Tao Li

SILVER MEDALLISTS

BOWLING

Men's Masters – Remy Ong

Men's Trios – Remy Ong, Lee Yu-Wen, Nathan Jason Yeong

SAILING

Laser Radial – Koh Seng Leong

Men's 470 – Xu Yuan Zhen & Terence Koh

Women's 470 – Toh Liying & Elizabeth Tan Li Yong

SHOOTING

Women's 10m Air Rifle Team – Jasmine Ser, Adrienne Ser, Vanessa Yong

TABLE TENNIS

Women's Team – Li Jiawei, Sun Bei Bei, Tan Paey Fern, Tan Yan Zhen, Zhang Xueling

BRONZE MEDALLISTS

BADMINTON

Women's Team – Jiang Yanmei, Li Li, Li Yujia, Neo Yu Yan Vanessa, Shinta Mulia Sari, Xing Aiying

BODYBUILDING

Men's 60kg – Ibrahim Bin Sihat

Men's 75kg – Mohamed Ismail Muhammad

BOWLING

Women's Five Player Teams – Evelyn Chan, Michelle Kwang, Tan Bee Leng, Tan Shi Hua Cherie, Valerie Teo

Women's All Events – Valerie Teo

CUE SPORTS

Men's English Billiard-Singles – Peter Gilchrist

SWIMMING

Women's 100m Butterfly – Tao Li

TABLE TENNIS

Women's Singles – Li Jiawei

Mixed Doubles – Yang Zi, Li Jiawei

SAILING

Men's Optimist – Sean Lee

Hobie 16 Open – Melcolm Huang and Chung Pei Quan

WUSHU

Men's Taijiquan (Two events combined) – Goh Qiu Bin



field of dreams

NATIONAL STADIUM:
A FIELD OF DREAMS TELLS
A NATION'S HISTORY



A Tribute to the National Stadium

Since its official opening in 1973, the National Stadium has given a home to the aspirations, hopes and dreams of Singaporeans from all walks of life. From the rubber track to the wooden benches, the iconic complex has witnessed the achievement of many a dream, the pursuit of sporting glory, national pride and the celebration of our common identity.

A versatile multi-functional complex, the Grand Old Dame of Kallang – as the stadium has become affectionately known – adapted easily to a wide range of events. However, her sporting personality was the most prominent because she was first and foremost designed for competitive sports.



Besides the grandeur of National Day parades and mega-concerts, numerous competitions and tournaments have been hosted here through the decades, such as the South East Asian Games, the Standard Chartered Rugby Sevens, the Standard Chartered Singapore Marathon, the New Paper Big Walk and the Malaysia Cup.



However, it was Singapore's beloved football that was most inextricably linked with the Grand

Old Dame. Our nation literally came together when generations of fans and athletes came to support the National team. Memories made at the National Stadium will live forever.

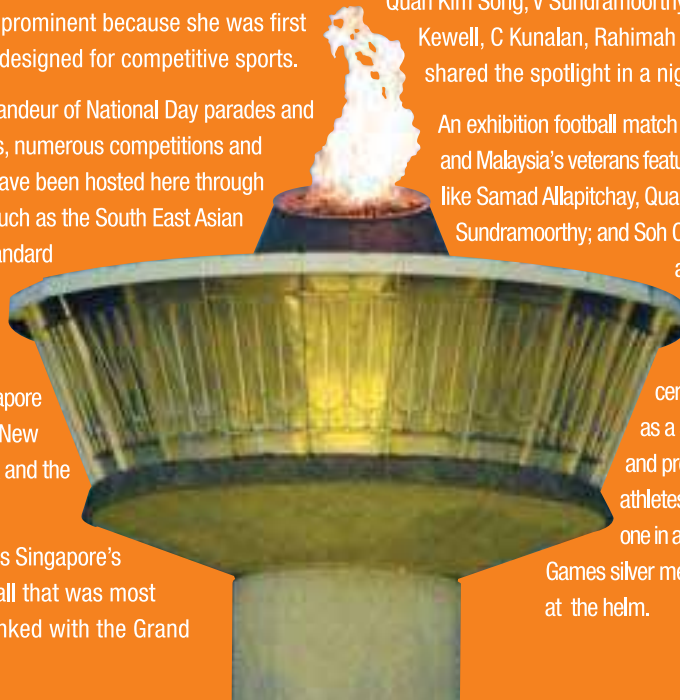
But on 30 June 2007, after 34 years of serving the nation, the Grand Old Dame closed her doors in a sentimental farewell called "Field of Dreams – A Tribute to the National Stadium".

Sports, culture and entertainment combined to thrill and enthrall the near-capacity crowd, as the likes of Quah Kim Song, V Sundramoorthy, Mark Viduka, Harry Kewell, C Kunalan, Rahimah Rahim and Kit Chan shared the spotlight in a night to remember.

An exhibition football match between Singapore and Malaysia's veterans featured household names like Samad Allapitchay, Quah Kim Song and V Sundramoorthy; and Soh Chin Aun, Zainal Abidin and Dollah Salleh of Malaysia.

A cauldron lighting ceremony also took place as a selected group of past and present Team Singapore athletes circled the track as one in a V-formation with Asian

Games silver medalist Mr. C Kunalan at the helm.





The national football teams of Singapore and Australia took centre stage for one of the evening's main highlights. The Qantas Socceroos featured many of their European-based soccer stars including Liverpool's Harry Kewell, Newcastle's Mark Viduka, Middlesbrough's Mark Schwarzer and West Ham's Lucas Neill.

The Socceroos won 3-0, marking the end of the stadium's long-standing love affair with football and

the start of the closing ceremony. It was hosted by Brian and Mark Richmond, the father and son duo whom many remember for their 'live' football commentary during the Malaysia Cup days.

A video presentation capturing memorable stadium moments was played on large screens while Kit Chan performed 'Live Your Dreams' during a march-past by Team Singapore athletes. His Excellency President

S R Nathan officially doused the flame through a launch pad, signalling the end of an era.

And once the lights were out, revellers took to the pitch for LightsOut – The National Stadium Closing Party featuring 'live' performances by John Molina and Krueger, followed by sets by Phuture's Flava with Andrew Chow and Zouk's resident Mambo Jambo DJs who spun into the night.



singapore F1 grand prix

THE POWER OF FORMULA ONE
COMES TO THE STREETS OF SINGAPORE



Gentlemen, start your engines. On 28 September 2008, those words will be heard for the first time in Singapore when the custom-built cars of the Formula One (F1) Grand Prix roar through the streets of Marina Bay at 320 kmh.

In hosting the F1 Grand Prix, Singapore joins an exclusive club. Less than 20 countries have won the rights to host a F1 Grand Prix, although television broadcasts carry the races to audiences in some 200 countries. Asia is growing in market significance for the Grand Prix, thanks to the region's widespread affluence and rising appreciation of sports generally.

The most expensive sport in the world, F1 racing is a perfect fit for the new sporting Singapore. Not only will F1 generate high-octane excitement for spectators and sponsors looking for high-profile branding

opportunities, it is also expected to generate an estimated S\$100 million in tourism dollars.

F1 fever swept Singapore earlier this year as the public waited for official confirmation that the Grand Prix would be coming to town. The news was finally made official in May 2007. Singapore had secured the rights from the Formula One Group to host a F1 race for 5 years from 2008, with the option for FOA (Formula One Administration) to extend for a further 5 years thereafter.

The first race will take place on 28 September 2008 in a 4.8km street circuit around Marina Bay and could potentially be the first-ever F1 night race. The Singapore event is expected to be broadcast to television audiences in Asia, Europe and the United States.