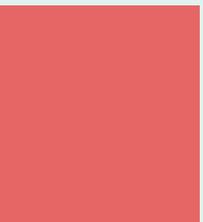
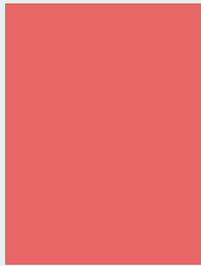


LANDMARK

APRIL 2019

WWW.FAREAST.COM.SG



OUR MISSION
We are a Christian Enterprise, which develops real estate and operates businesses by serving with grace and love, integrity and honesty.

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Far East Organization
INSPIRE BETTER LIVES



“As a Christian enterprise, our master is the Lord Jesus Christ. By aiming to be like Him, His Holy Spirit will cultivate love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control in us.”

AT THE FOREFRONT

Reflecting the Nature and Character of the Master

Message by CEO Mr Philip Ng at the Far East Organization Annual Dinner & Dance on Friday, 15 February 2019 at Suntec Singapore Convention & Exhibition Centre.

Dear friends and colleagues, good evening. Thank you for your presence tonight during this busy festive period of the Lunar New Year. I thank the Lord for all of you who have given of yourselves and contributed to our organisation development in the past year.

I specially thank Mr Koh Boon Hwee, Chairman of Yeo Hiap Seng and Far East Orchard, Mr Chandra Das, Deputy Chairman of Yeo Hiap Seng, Mr Wee Kheng Jin, Chairman of Far East Hospitality Trust, and all the Directors of Yeo Hiap Seng,

Far East Orchard and Far East Hospitality Trust.

Mr Heng Chiang Meng who was Lead Independent Director of Far East Orchard retired last year from the board, having served faithfully for 20 years. Our deepest gratitude goes to Chiang Meng for his wonderful dedication. I also express sincere thanks to the Chairpersons and members of Far East Organization’s Executive Committees, our joint-venture partners, tenants, consultants, contractors, suppliers, agents,

bankers, lawyers, auditors and all service partners.

Thanks to our Executive Directors, CEOs of our listed companies, COOs, Top Executives, and Advisers. Our heartfelt appreciation to Mr David Chan, who retired at the end of last year after serving six foundational years as our first chaplain. We warmly welcome our new chaplain Pastor Yong Teck Meng who joined us at the start of the year.

The Year In Review will be presented later this evening by Gerald Lee, CEO of FEO

Hospitality Asset Management. Thank you, Gerald.

Thanks also to Advisers, Chairpersons and organising committees of our signature events, John Lo and Shawn Lai for tonight’s Annual Dinner & Dance; Augustine Tan and Lim Eng Hwa for Appreciation Night; Mavis Seow and Doreen Chin for the Law Siok Hwee Charity Step by Step; my sister Siok Giok and Aeslie Tan for the Family Day. Thank you all so much.

By the grace of God, our businesses performed better on all fronts last year. This is also testament to the collective efforts of our leadership team along with each and every one of our colleagues at the frontline and in the back office in our various businesses and operations. Our property sales grossed \$270 million in 2018, up from just \$168 million in 2017 though still well below our low threshold target of \$500 million. On the back of improved performance and an enlarged inventory, revenue from our recurrent income businesses kept its upward trajectory closing the year at \$873

million compared to \$849 million in 2017.

Our integrated development at Sentosa with differentiated hospitality, food & beverage cum retail offerings opens this year. Village Hotel and The Outpost Hotel are firing up and will open officially on 1 April, followed by The Barracks Hotel in the third quarter of the year. Last year, we acquired a Government Land Sales mixed-use site at Holland Village Way jointly with Sekisui House and our sister company, Sino Group, and a prime collective sale HUDC property, Chancery Court. We also

bought 27 residential units at 336 River Valley Road formerly known as the AA Centre, a residential cum office tower where we already own the office space. We made our first real estate investment in Japan with the acquisition of three hotel development sites. These are: a site at Ichikawa Shiohama near Tokyo Disneyland; a joint project with Far East Hospitality Holdings in Ariake, Tokyo; and a partnership with Sekisui House, Moxy Osaka Shin Umeda. These acquisitions augment both our development land bank and in time to come, our operating asset base. With the Lord’s provision,

“Only when we are joyful ourselves, will we serve our customers joyfully. Ours is a community of love and a workplace of grace. We have a duty towards one another.”

“Wherever we are emplaced, we have a purpose to fulfill that is in alignment with our vision to inspire better lives.”

“Our mission speaks of Christ in our midst as we journey to build an enduring enterprise with the principles of stewardship and grace.”

we will cross the \$1 billion annual recurrent income mark in 2020 and keep growing the revenue from investment properties.

At Central Support Services Group, we launched two new businesses to tap on synergies with our real estate operations. Besides serving the needs of our expanding hospitality business, our new central laundry plant Agape Laundry provides meaningful vocation for colleagues who are less suited for physically demanding frontline jobs. This is the element of a social enterprise that we have embedded here so that we can be a more inclusive employer and also offer job options to some of our older colleagues. The other new business is Store-Y which is a purpose designed facility of secured, flexible self-storage units for rent. Both these operations are located in our industrial development, Nordcom II.

Our listed REIT, Far East Hospitality Trust, achieved a

turnaround after riding through the multi-year downturn in the hospitality sector. Distribution to unit-holders grew year-on-year for 4 consecutive quarters in 2018. Better market conditions lifted our performance along with the addition of Oasia Hotel Downtown to the portfolio as well as improved contribution from the rebranding of Orchard Parade Hotel to Orchard Rendezvous Hotel with refreshed guestrooms and public areas.

Far East Orchard completed another student accommodation development in the United Kingdom bringing our total inventory in this asset category to some 1,500 beds. Far East Hospitality Holdings, our partnership with The Straits Trading Company, expanded its joint hospitality portfolio with the Toga Group under the Toga Far East umbrella. In 2018, we opened 4 new hotels in Australia and secured management contracts for 2,600 rooms across five countries, including a first in Geneva,

Switzerland. There are plans to open 8 hotels in Australia and New Zealand this year. Gerald will share more details on the performance and operations of our entire Organization later this evening.

“It is not wrong for commercial enterprises to pursue profits but we should never fall into the perilous trap where the ends justify the means.”

We are in a different phase of the residential real estate cycle today. The golden era at the start of this decade where we delivered bumper sales for 4 consecutive years is long gone. Government macro prudential policies and multiple rounds of cooling measures have altered market dynamics. The reality is that these measures are here to stay and Government will continue to be proactive and pre-emptive to curtail price rises that it deems unsustainable. To nip things in the bud, as it were, or as perceived by policy-makers. At the same time, we operate in a volatile and uncertain world currently beset by US China trade tensions, Brexit, slowing growth in China and Europe, and possible monetary tightening.

As always, we have to be

“Peace I leave with you; my peace I give you. I do not give to you as the world gives. Do not let your hearts be troubled and do not be afraid.”

JOHN 14:27

judicious in addressing real estate opportunities. Certainly, in Singapore, acquiring new residential sites comes with risks of substantial financial penalties payable to Government in the form of stamp duties. Thank God that we are endowed with a strong operating platform across a broad spectrum of businesses and geographies, and are not just dependent on Singapore residential real estate development today. The imperative now is to focus on improving the performance of our recurrent income portfolio, managing these assets well and serving our customers well. But please be mindful that it is not just meeting budgets that matter to us but how we can get our business done in the right way. This will be the hallmark of our success.

Towards this end, we are guided

by our enterprise statement which defines our mission and affirms the values that we uphold. I would like to read it for all of you:

Far East Organization is a Christian enterprise. We seek to be a community of love and a workplace of grace that welcomes Christians and non-Christians alike to work joyfully together. As we join hands to build a garden of enterprise that endures (to honour the vision of our late founder, Mr Ng Teng Fong), we want to do good business and to do good in business.

As a Christian enterprise, we embrace the eternal truths of God’s Word. We apply these truths to our business as these are words of life and business is, after all, a part of life itself. Thus, we operate our business on the solid foundation of our values and our rock who

is Jesus Christ. Our core values are Business with Grace, Unity, Integrity, Love, Diligence and we practise these values alongside the teachings of Jesus. Our Christian identity is integral to the brand of Far East Organization.

Our mission speaks of Christ in our midst as we journey to build an enduring enterprise with the principles of stewardship and grace. Dear colleagues, I ask that you hear this and internalise this whether you are Christians or not. As stewards, we are accountable for and have a responsibility to deliver a return on the skills, talents and resources that we are bestowed with. This evening, I would like to enunciate another aspect of stewardship by reading from the Gospel according to St Luke, Chapter 12, verses 42 to 48:

The Parable of the Faithful and Wise Steward
Luke 12: 42-48

⁴² The Lord answered, “Who then is the faithful and wise manager, whom the master puts in charge of his servants to give them their food allowance at the proper time?”

⁴³ It will be good for that servant whom the master finds doing so when he returns.

⁴⁴ Truly I tell you, he will put him in charge of all his possessions.

⁴⁵ But suppose the servant says to himself, ‘My master is taking a long time in coming,’ and he then begins to beat the other servants, both men and women, and to eat and drink and get drunk.

⁴⁶ The master of that servant will come on a day when he does not expect him and at an hour he is not aware of. He will cut him to pieces and assign him a place with the unbelievers.

⁴⁷ “The servant who knows the master’s will and does not get ready or does not do what the master wants will be beaten with many blows.

⁴⁸ But the one who does not know and does things deserving punishment will be beaten with few blows. From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked.”

“From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked.”

LUKE 12: 48

This is known as The Parable of the Faithful and Wise Steward which instructs how a wise and faithful steward should behave. The titles of parables taught by the Lord Jesus Christ were not given by Jesus himself but by bible commentators and editors. This parable could more aptly be titled as The Parable of the Unaligned Steward. The steward described here acts in a way that is completely different from the nature of the master. The master is caring and compassionate, but the steward behaves badly and beats up the other servants. The master eventually returns and turns his wrath on the unaligned steward. The harshness of the language in this parable is strong judgment language. Because the primary message is that the Lord Jesus returns and there will be a day of judgment. The world that we know today will come to an end and there will be a final reckoning. My dear friends and colleagues, as frightening as the prospect of the world coming to an end is, our hope is for Eternity when everything will be perfect unlike the fallen flawed world we live in today. This is the Christian view and our understanding of the end times or the end of days.

For us at Far East Organization, this parable gives a perspective of what is expected of stewards. Jesus teaches us that stewards must reflect the nature and the character of their master. As a Christian enterprise, our master is the Lord Jesus Christ. By aiming to be like Him, His Holy Spirit will cultivate love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control in us. In this way, we develop a culture that brings joy and peace to ourselves and others.

Only when we are joyful ourselves, will we serve our customers joyfully.

Ours is a community of love and a workplace of grace. We have a duty towards one another. When we are accorded position and good standing, we are charged with responsibility that is commensurate. This entails, in part, taking care of our fellow workers and those among us. Jesus tells us, “From everyone who has been given much, much will be demanded.” Those of us who are blessed with more are called upon to help our colleagues as well as others who may need a charitable leg up, a guiding hand or, perhaps, just a comforting word. This is as much a challenge to me personally as it is to you so let us encourage one another to respond to this challenge.

Our core values are Business with Grace, Unity, Integrity, Love, Diligence and we practise these values alongside the teachings of Jesus.

Believing that there will be an end but not knowing when, we must resolve to be good stewards in our business, work and lives. Wherever we are emplaced, we have a purpose to fulfill that is in alignment with our vision to inspire better lives. We may not all be Christians, but as members of Far East Organization, we are required to embrace the Organization’s values thereby embodying the nature and the character of our Organization to those we interact and transact with.

Friends and colleagues, there is a vast difference between the Way of the Lord and the way of the world. The world gives us short-term fixes and solutions which are never permanent. From the lack of scruples in practices of some large multinational corporations to the deception of banner technology companies, the world grapples with many issues of dishonesty and deceit in our everyday lives as customers and users. The attrition of ethics and compromise of integrity occur for the sake of profits. It is not wrong for commercial enterprises to pursue profits but we should never fall into the perilous trap where the ends justify the means. As stewards of a Christian enterprise, we at Far East Organization are called to shun the way of the world. We abide by our Christian ethos to do our business and work in the Way of Jesus Christ, founded on Truth and Love.

When we do things in Truth and Love, when we have truth in business and truth in sales, and we love our neighbours as ourselves, we will experience peace and joy. Jesus says in His Gospel according to St John Chapter 14 verse 27: “Peace I leave with you; my peace I give you. I do not give to you as the world gives. Do not let your hearts be troubled and do not be afraid.”

This is the eternal promise of the Lord Jesus Christ. The way of the Lord brings peace, hope and joy. Jesus does not promise a world free of trouble, but we can take heart that He has overcome the world. We just have to stand for Truth in whatever we do, to love what we do and to love as we do. May the blessings of God by the grace of Lord Jesus Christ come upon you and your families. Thank you very much. **LM**

FOCUS

Opening New Vistas of Opportunities

Chief Operating Officer of Central Support Services Group, Raphael Saw, shares with Landmark how the group leverages on synergies between different business units to improve efficiency and service delivery to customers.

When Central Support Services Group (CSSG) was conceived in 2015, it was envisioned that the group would be able to maximise economies of scale by centralising organisation-wide support services. After three years of intense planning and preparation work, CSSG has rolled out two businesses – Agape Laundry, a central laundry facility, and Store-Y, a self-storage facility.

Agape – Awash with Love

In 2015, when Far East Organization was considering potential business ideas, laundry was identified as a service that could help to support our hospitality business. The Organization’s hospitality operations have been expanding steadily since the early 2000s.

“I started working with CSSG two years ago to open the laundry plant. One of the interesting aspects of this job has been encouraging others in the laundry industry to join us. I look forward to the success of Agape Laundry.”

—DAVID FOK, ASSISTANT MANAGER, OPERATIONS

In April 2019, our two newest properties in Sentosa – Village Hotel and The Outpost Hotel – will open, to be followed in the third quarter of the year by another property in the integrated development, The Barracks Hotel. A fourth hotel, The Clan, in Far East Square is under construction.

Chief Operating Officer of CSSG Raphael Saw says that with the growing amount of linen, towels and guest laundry that needed washing,

it became evident that we have sufficient scale to set up a central laundry facility. He emphasises that even though cost and productivity formed essential aspects of CSSG’s KPI, “the ultimate aim was to deliver consistent quality to our customers”.

He adds: “We have set out to be customer-oriented and we measure CEI (Customer Engagement Index) very seriously. It’s fundamental to a good guest experience to have clean bedsheets, linens and towels.”





Another key consideration in setting up Agape Laundry was that it would provide employment for staff members transitioning through different stages of life. For example, staff members who might find housekeeping duties such as making beds too taxing, would now have an option to continue working in a less physically demanding work environment.

Beyond the staff members of Far East, Agape Laundry also has plans to provide meaningful employment to the community by hiring workers with disabilities. "In fact, we have colleagues who have physical and intellectual disabilities. We matched

them with appropriate jobs and ensure they have support from other team members when they encounter challenges," shares Raphael.

Indeed, making a difference in people's lives is something that resonates with Agape, which means love. Says Raphael: "As a team, we constantly remind ourselves what Agape stands for, and ask: 'As a Christian enterprise, how do we bring to life this concept of love?'"

Quick Facts about Agape Laundry

- Laundry capacity: 30 tons per day
- Speed of turnaround: within 24 hours
- Employment opportunities: for up to 150 staff members



"It has been a totally different experience from my previous position in sales. As we start the process of building this new business from scratch, I've learned a great deal on every aspect of starting a new business."

—CALVIN SEE, LOGISTICS PLANNER

A Store-Y for the New Millennium

Store-Y provides both individuals and businesses with modern, accessible and secure storage spaces. Its name refers to Generation Y, which forms a large segment of the business' target customers. The values of these millennials are representative of today's society, which is defined by entrepreneurship, increasing blurred lines between home and work spaces, and social consciousness.

Both Store-Y and Agape Laundry synergise the resources of the parent company, Far East Organization, to bring about enhanced value to

customers and partners.

For example, tenants of the Organization's residential and commercial properties might require additional storage space. Likewise, retail tenants may also prefer to put their inventory in Store-Y, as opposed to using higher value retail spaces for storage purposes.

In further anticipation of the needs of customers, Store-Y also provides a range of services to support the fulfillment of their business. Customers can get essential packing materials such as carton boxes and padlocks, as well as access to document-shredding facilities.

"Some of our customers run e-businesses. Hence, after they have packed their products to be delivered, we provide a comfortable workspace for them to complete administrative tasks such as delivery orders," explains Raphael.

Quick Facts about Store-Y

- 24/7 access
- Wide range of storage sizes for personal and business use
- Round-the-clock security
- Lease and move in within the same day

Location, Location, Location

One of the advantages for Agape Laundry and Store-Y is that as part of a real estate company, they are able to leverage on the Organization's physical assets. Currently, both operations are housed in Nordcom II, our industrial development in Gambas Crescent.

For Agape Laundry, this meant being able to purpose-build the facility whilst Nordcom II was still being built. Raphael shares that this enabled them to put in a customised 12-metre ceiling and reinforced floor strength. "If we were to set up in an

"My role in Agape Laundry was to implement and manage the Laundry Management System. At Store-Y, I manage the physical set-up of the self-storage facility by coordinating with various contractors to ensure it is built according to requirements. Every day, I learn new things with my colleagues."

—DESMOND LEE, ENGINEERING EXECUTIVE

already existing space, we would need to do quite a bit of alteration and modification."

Raphael explains that the high ceiling not only allows them to maximise space, but also provides for

better airflow and a more comfortable work environment, since laundry operations tend to generate heat.

For Store-Y, its conception was rooted in the ideology of creating value for Far East's industrial

developments. "It's similar to the way we operate hotels and shopping malls to generate value for our real estate. We own the assets, but we also operate them," says Raphael.

Its location at Nordcom II, which is positioned as an industrial property with a lifestyle element, is one of Store-Y's key value propositions.

"Customers have given feedback that they like the product because they find the place clean, open and safe, and that it gives them an experience that is not so 'industrial', but an environment they are comfortable with," says Raphael.

Through the process of starting Store-Y, the CSSG team has been able to benefit from both study visits and learning on the job. Raphael adds that through this experience they have become better equipped to identify the characteristics of properties that are required for a successful self-storage facility.

"Nordcom II is a starting point, an education. Next, we will take this experience to strategise on expanding outside of Nordcom II."

Engaging with Technology

To ensure enhanced productivity, CSSG has made a conscious decision to code technology into the DNA of its businesses. This is done by collecting data at every step of the value chain in order to identify opportunities for improvement. In the case of Agape Laundry, this happens from the moment laundry gets removed from the hotel rooms or serviced residences all the way to billing and return of laundry.

Additionally, the Linen Management System being used by Agape Laundry and the Hospitality Business Group also allows for cross-sharing of information between the various work processes, such as billing, delivery order, and laundry processed by the plant.

"With technology, we can better assess and identify areas that need to be improved on quickly. We can use data to guide us in deploying our resources in an optimal manner,"



Central Support Services Group (CSSG) members with staff members of Agape Laundry.

says Raphael.

Technology also features strongly in the plant's operations. Using a high-tech sorting conveyor, different types of laundry items such as shirts and pants from the same order can be processed separately and grouped together at the end of the day using bar-code information. Similarly, linen is also processed using a special bag system that allows for different types of linen to undergo different washing, drying, ironing and folding sequences.

The Team behind CSSG

As with any new business venture, there will undoubtedly be teething problems and challenges to overcome. Raphael, however, says that these issues are insignificant bumps in light of the bigger opportunity to start a new business.

He adds fervidly: "How often do you get the chance to start not one but two new businesses? It's exciting – the opportunity to learn and build a new line of business."

The other thing that has helped Raphael, who previously held a leadership role in Far East Organization's Hospitality Business Group, is knowing that he has a strong team behind

him. Like himself, many of the other team members in CSSG hail from other parts of Far East, bringing with them a wealth of varied experiences.

"By putting together team members from different business units, we have a strong team that is well-versed in project management, customer service, logistics and IT."

Additionally, Raphael says that being part of the larger Far East Organization has also given them a strong strategic advantage. "Had we been a stand-alone laundry plant, we would not get as much support, let alone a ready customer in the form of Far East Hospitality."

Today, CSSG is supported by the Organization's corporate functions in areas such as recruitment, financial feasibility studies, branding and communications.

"Traditionally, I would have had to hire a full-time marketing manager because creating awareness when you first start a business is key. Instead, I'm able to leverage on the Organization's group marketing communications capabilities. Being a part of the Far East family really makes a big difference." LM

"Working with new colleagues in a new business with limited resources is always going to be tough at the beginning. But, as we look back, we realise that it has been an amazing journey, learning and re-learning."

—TOMMY WILLIAM, SALES & OPERATIONS MANAGER

AWARDS CEREMONY

Far East Organization Awards Ceremony 2018

A celebration of the efforts and accomplishments of the past year.



The Far East Organization Awards Ceremony was held on 7 December 2018 at the Village Hotel at Sentosa. The event was attended by 337 staff members and 162 awards were given out. The programme comprised two segments, "Year in Review" in the afternoon and "Message by CEO and Awards

Presentation" in the evening.

The programme started with the sharing of the 2018 financial performance and 2019 budget by Executive Director and Chief Financial Officer Koh Kah Sek. This was followed by two insightful panel discussions on "Emerging Trends" and "Delivering Excellence".

In the second segment, a keynote address was given by CEO Mr Philip Ng followed by the awards presentation and dinner. Six award recipients shared their thoughts on stage. The Awards Ceremony concluded with a closing prayer by Chaplain David Chan.

Sales Excellence Awards



Sales Excellence Awards (Sales & Leasing Group) Recipients

Always believe in God's plans. When He is silent, He is preparing something special for you. So stay positive and embrace the changes.

FRANS LEONARDO SHI,
MARKETING EXECUTIVE, SALES & LEASING GROUP
RESIDENTIAL SALES, BRONZE AWARD RECIPIENT

*Love the company,
love our products,
love our customers
and our colleagues.
And love Singapore—
you have to love
the place you live
in before you can
convince others to
buy the products.*

JOHN LIM, SALES MANAGER,
SALES & LEASING GROUP,
RESIDENTIAL SALES, SILVER
AWARD RECIPIENT



Sales Excellence Awards (Hotels & Serviced Residences) Recipients

Make our five core values part of everyday management—relate the core values with every decision in our daily work.

HUANG YAN,
SENIOR CATERING MANAGER, THE RENDEZVOUS HOTEL
AT BRAS BASAH, HOTELS – CATERING SALES,
GOLD AWARD RECIPIENT

Be a better version of yourself and never stop growing.

GOVINRAAJ A/L SELVARAJ,
ASSISTANT SALES MANAGER, OASIA SUITES KUALA LUMPUR
HOTELS – CORPORATE SALES, GOLD AWARD RECIPIENT

Never give up and you will be amazed at how strong you are!

LIM CHONG HWEE,
SALES MANAGER, SERVICED RESIDENCES
SERVICED RESIDENCES – ROOKIE AWARD

Leasing Excellence Awards

Always have an optimistic outlook on life—a great attitude will take us far.

THING KAH HUI,
ASSISTANT MANAGER,
SALES & LEASING GROUP
TOP LEASING AWARD -
CORPORATE LEASING (NEW LEASES)
1ST PRIZE RECIPIENT



Leasing Excellence Awards (Sales & Leasing Group) Recipients



Leasing Excellence Award (Sales Admin & Leasing) Recipient

We must never give up on our dreams because if we can dream it, we can do it.

RICHARD MARCHAIN GOMES,
LEASING EXECUTIVE,
SALES ADMIN & LEASING
TOP LEASING AWARD – NEW LEASES

At the end of the day, I feel sincerity runs a better and longer marathon.

FELICIA LOH,
ASSISTANT MANAGER,
RETAIL BUSINESS GROUP,
RETAIL LEASING – REVENUE,
TOP PERFORMANCE AWARD
(ASSISTANT MANAGER)



Leasing Excellence Awards (Retail Business Group) Recipients

Champions of Far East Organization



Champions of Far East Organization Award Recipients

Keep the BUILD values in mind and you will not go wrong.

ALLY ONG,
ASSISTANT MANAGER,
FAR EAST HOSPITALITY

Everything is possible only if you work hard.

SHI YING,
ROOM ATTENDANT,
VILLAGE RESIDENCE CLARKE QUAY

Whatever you do, do it willingly and happily and if possible, go the extra mile to complete it.

TAN BEE SUAN,
OFFICE CLEANER CUM TEA LADY,
GROUP ADMINISTRATION

Everyday is a learning day.

ANGIE LIM,
OPERATIONS MANAGER,
REFINERY CONCEPTS

Everyone is a champion in their own way.

JULIE TAN,
EXECUTIVE, FAR EAST
HOSPITALITY

Active Volunteer of the Year Awards

To the lonely folks needing help, or looking for some company, fun and laughter, your time spent with them can be so precious!

ALICE WONG,
MANAGER, FAR EAST HOSPITALITY



Active Volunteer of the Year Award Recipients

Long Service Awards

30 Years of Service



I wish to continue to contribute to the company, to be part of the next chapter of Far East Organization.

TAN SIEW KEOW,
SENIOR MANAGER,
SALES & LEASING GROUP

25 Years of Service

If you are looking for a good company that cares for staff welfare and has good prospects, Far East Organization is the right choice.

ABDUL RAHMAN BIN SALEM,
TECHNICIAN, CENTRAL ENGINEERING



20 Years of Service



In Far East, we have awesome jobs... we make the lives of our customers and guests comfortable, easier and enjoyable.

SURAIYAH BTE ZAINAL,
RESIDENCE MANAGER, VILLAGE RESIDENCE HOUGANG

15 Years of Service

We must be purposeful in our daily work and remember to treat each other with respect, kindness and sincerity.

CATHY NG, SENIOR SECRETARY, FAR EAST HOSPITALITY



10 Years of Service



What motivates me to stay are the company values, principles, the openness to share ideas and opportunities to do more than required. I also have great team support at Central Reservations.

SHARIFAH RADIAH ALSAGOFF, HEAD OF RESERVATIONS & DISTRIBUTION, FAR EAST HOSPITALITY

Living by good ethos will put you in good stead.

MAVIS SEOW, CHIEF OPERATING OFFICER, RETAIL BUSINESS GROUP

Special Appreciation



The evening also saw a special appreciation of David Chan, our first chaplain, who retired in December 2018. In his six fruitful years of guiding the Organization's walk and growth in faith, David has established the Chaplaincy as an institution of care, guidance and spiritual nourishment. **LM**



Look out for a special feature on the winners of the Business Process Improvement (BPI), Service Excellence and Service Excellence Design Awards in the next issue of Landmark.

EVENTS

Keeping Abreast of Trends and Delivering Excellence

On 7 December 2018, our business leaders gathered at the brand-new Village Hotel at Sentosa to discuss emerging trends and the delivery of excellence that marks the work of a Christian enterprise.



revenue platform from our recurrent income operations comprising hospitality, retail, residential, business space, medical suites, F&B business as well as a growing portfolio of overseas investment properties. Revenue from our recurrent income businesses has grown steadily from \$616.9 million in 2013 to \$873 million in 2018. Continuing the upward trajectory with a target of \$930.1 million for 2019, we are on track to cross \$1 billion in total recurrent income in 2020.

Kah Sek announced the Organization's new Annual Group Incentive programme, which recognises organisation-wide contributions to the overall group financial performance and avails employees a share of the enterprise's profit generated by recurrent income. She also shared the balanced scorecard approach in which financial targets as well as non-financial imperatives, such as customer engagement, operational efficiency and people development, are considered holistically in measuring organisational performance.

She concluded her review with an update of the Organization's development acquisitions both in Singapore and overseas.

As part of Awards Ceremony 2018, we held two panel discussions where our leaders shared pertinent themes that impact the business and strategies to address the opportunities and challenges.

Kicking off the segment, our Chief Financial Officer and Executive Director Koh Kah Sek presented the financial performance of the

Organization's business groups in 2018 and the budgets for 2019.

Our businesses showed improved performance last year and made progress on their targets on both financial and non-financial KPIs.

Through the years, to smoothen out the seasonality of property sales, we have built a second



Lui Chong Chee
Group CEO
and Managing
Director of Far
East Orchard



Gerald Lee
CEO of FEO
Hospitality Asset
Management



Jonathan Ng
Executive
Director,
CEO's Office



Mavis Seow
COO of Retail
Business Group

PANEL SESSION 1— EMERGING TRENDS

The first panel session was moderated by Melvin Teo, Group CEO of Yeo Hiap Seng Ltd and revolved around the topic of Emerging Trends. Melvin kicked off the discussion by highlighting how the business environment and the real estate industry were being impacted by unprecedented changes and uncertainties. In such a light, what were the key emerging trends that Far East needed to take note of?

The Growing Popularity of Co-Living Spaces

Our first panellist, Lui Chong Chee, Group CEO and Managing Director of Far East Orchard, talked about the concept of co-living spaces as a possible social norm in the future.

Describing the rise of this trend, he presented a picture where various individuals could enjoy economies of scale by living in a smaller private space and sharing communal facilities such as living and dining areas, as well as shared housekeeping services.

He said that such trends were driven by the changing behaviours of millennials who did not want to be tied down by ownership. Furthermore,

living in the era of the sharing economy defined by service providers such as Grab and Airbnb had shaped the values of this new generation to value mobility over ownership.

In response to how these changes would impact the business, Chong Chee said that new developments would likely feature less carpark spaces, as well as a greater emphasis on shared spaces and services.

The Changing Face of Travel

The second speaker on the panel was Gerald Lee, CEO of FEO Hospitality Asset Management. He touched on the topic of travel distribution, which he said was still evolving even after 20 years. He cited how internet bookings had increased from 10 per cent of total hotel bookings to 40 per cent over the past 20 years.

Additionally, digital distribution had also created new product classes. One such example was Airbnb, which ran its business by aggregating homes and turning them into hospitality products for people to book. Gerald said that even small bed and breakfasts, which traditionally conducted most of its business via physical directories and phone calls, were now being represented online.

Beyond travel distribution, the hotel product itself was also seeing some revolutionary changes. Citing the example of Moxy Hotels in Japan, Marriott's new millennial-focused brand, Gerald shared that changing trends included hotel receptionists doubling up as bartenders, and hotel lobbies transforming into hip clubs where people could hang out.

Consequently, Far East really needed to consider the changing demands of new and young travellers in refreshing its properties. On developments impacting Far East Hospitality Trust, Gerald said that the government's tightening of corporate governance regulations, listing requirements on SGX, and changes to funding requirements were some of the challenges facing them. This meant that they now had to think of new and innovative ways, such as growing their portfolio with better-yielding assets or issuing perpetual bonds to raise capital.

Trends Affecting the Property Market

Representing Sales & Leasing Group was Executive Director Jonathan Ng. He began by talking about the changing competitive structure of the property market. He noted that in the past, it was more like an oligopoly, but now it seems to be moving to something similar to perfect competition. This means that there are many buyers, many sellers and a lot of transparency, resulting in profit margins diminishing.

Additionally, he noted that a large supply of properties over the next two years would result in even stiffer competition. According to statistics from URA, around 45,000 residential units were expected to come on stream over the next two years, against an average absorption rate of just 10,000 units per year.

He added that the market was also seeing the emergence of new property players. These included overseas developers, contractors who had turned developers, and



even non-real estate companies venturing into the property development business.

Jonathan also shared how the rising trend towards mixed-use developments has contributed to increased project complexity.

Finally, he talked about the equalisation of property prices around the island. He attributed this to the government's efforts to develop transportation infrastructure, and provide better amenities across the country. Our immediate response while we work on our product differentiation is to increase our operational efficiency. That means that whatever we do, we do it faster, at lower cost and with greater accuracy.

Understanding the Retail Customer

The final speaker for our first panel was Mavis Seow, COO of Retail Business Group (RBG). She said that in order to manage fast changing retail trends and the rise of e-commerce, it was necessary to understand the psyche of consumers.

Noting that millennials formed

50% of Far East's retail customer base, she said that RBG was using technology to develop a strategy for engaging with these mobile-first consumers. This meant learning more about them through data garnered from telephone service providers, the ShopFarEast mobile app, and sales data.

A major trend that Mavis observed was that as landlords, we are seeing not only offline retailers move online, but also online retailers moving offline. As for consumer insights gleaned, she said that the millennial generation no longer viewed fashion retail as just a transactional activity, but as an amalgamation of social experiences captured through social media.

With this knowledge, she said that RBG was now better able to understand the needs of the consumer. Accordingly, RBG's strategy has been to focus on experiential and niche formats, by bringing in flagship stores as well as new-to-market names, as in the case of Orchard Central and Clarke Quay Central.



**PANEL SESSION 2—
DELIVERING EXCELLENCE**

The second panel session was moderated by Raphael Saw, COO of Central Support Services Group and revolved around the topic of how as a Christian enterprise, excellence must be evident in the work that Far East does, the products and services offered, and the relationships cultivated.

Raphael set the tone for the discussion by sharing briefly about how the delivery of excellence was a way in which to fulfill Far East's vision to Inspire Better Lives. The various panellists then went on to share how the key driving forces in their respective businesses and evolving customer needs will impact their delivery of excellence.

Keeping Staff Fulfilled and Staying Ahead of the Curve

The first panellist to speak was Arthur Kiong, CEO of Far East Hospitality (FEH), who felt optimistic about the business over the next three years. He said that this was largely due to limited supply coming on to the market, and a large bulk of it coming from Far East Organization's own new hotels at Sentosa.

He cautioned, however, that in the long run, costs would always rise faster than the ability to grow rates. This would inadvertently bring about challenges with rising wages, as well as licensing and technology costs.

Nevertheless, he remains committed to keeping staff members happy and fulfilled through a "3 Ps" strategy:

1. Paying people right
2. Creating a Place where people belong
3. Providing staff with a clear sense of Purpose.

With regards to growing the business, Arthur said that the challenge of keeping costs down has pushed the hospitality business towards consolidation and large chain hotels. At the same time, however, he noted that consumers were tired of the cookie-cutter type of products and were looking for something special and experiential.

He therefore remains hopeful that as long as Far East continues to stay ahead of the curve in offering new and exciting hospitality products, there will be room in the market for independent players such as FEH to grow.



Arthur Kiong
CEO of Far East
Hospitality



Brian Stampe
COO of Refinery
Concepts



Cheryl Huan
COO of Sales &
Leasing Group



Shaw Lay See
COO of Australia
Properties
Business Group



Keeping in Pace with F&B Trends

Concluding the second panel discussion was Brian Stampe, COO of Refinery Concepts. Drawing a parallel to the hospitality industry, Brian said that F&B was also moving into two opposite directions. The first was into easily replicable, low cost-high value restaurants, and the other—more personable restaurants offering one-of-a-kind dining experiences.

He noted also that the changing tastes of consumers had created new trends in the industry. Unlike the past where restaurant accessibility was key, restaurants today were intentionally locating their eateries in hard to find places to add to the overall dining experience.

In terms of delivering business excellence, Brian shared that employing the use of technological innovations such as self-order kiosks and apps were helping to defray labour costs, as well as shorten waiting periods in restaurants.

On the customer front, Brian said that Refinery Concepts continues to come up with new and innovative ways in which to anticipate diners' needs. One such example is the effort made towards food plating, crockery type and good lighting to provide Instagrammable pictures. **LM**

Keeping Close to Customers

Next to take the stage was COO of Australia Properties Business Group Shaw Lay See. She shared that compared to Singapore, Far East's presence in Australia was relatively small. Nonetheless, the Australia Properties team has used its nimble size to drive business, customer and people excellence.

One obvious advantage of being small is the flexibility that it allows them to make adjustments and adapt faster to changing market dynamics. Providing an example, Lay See said that they were recently complimented by their leasing agents for making decisions much faster than other building owners.

Additionally, being small has also enabled the team to be much closer to their customers, business partners and tenants. Resultantly, they now enjoy good relationships and a high level of trust with both stakeholders and customers.

Internally, the six-member team operates in a collaborative manner, coming together to participate in strategic discussions and decision making. Lay See said that this arrangement has certainly helped to improve their analytical skills, critical thinking, and allowed them to be cross-trained in various business areas.

Happy Staff Makes for Happy Customers

The third speaker on the panel was Cheryl Huan, COO of Sales & Leasing Group. She touched on how technology and proptech were some

of the biggest trends driving the leasing market.

She went on to share examples of how technology was enabling consumers to do virtual walkthroughs of prospective units, as well as how property portals were enabling online bidding for units, and thereby changing the nature of the real estate market.

Most importantly for Cheryl, however, was the fact that technology could be used to encourage more fulfilled employees and ultimately happier customers. She explained that by leveraging on technology to improve processes and achieve better efficiency, employees would have more time not only for customers, but also for themselves and their families.

As Cheryl put it: "When you have happy staff members, you have happy customers."



Taking Home Best Employer

Far East Organization has been named Best Employer 2019 – Singapore by Aon. Landmark looks back at the achievement of a milestone in a journey that began in 2012.

The goal to be The Best Employer in Singapore was first articulated by our CEO Mr Philip Ng at the Organization’s Awards Ceremony in 2012. Mr Ng was emphatic that this was to be done with a clear view of our operating ethos to do good business, to do good in business and to do business with grace. Being The Best Employer is an integral component in this reinforcing loop to build an enduring enterprise. “They are all interactive and interdependent. We cannot be The Best Employer if we do not do business with grace, and we cannot do business with grace if we are not The Best Employer. They are mutually dependent. They come together.”

The Journey

We seek a clear understanding of what engages our people, work to fulfil employee needs in alignment with business priorities and in doing so, build a happy and joyful environment that engenders sustainable growth and long-term success.

Towards this end, we commissioned global professional services firm Aon to undertake an



independent Colleague Engagement Survey in 2011 to gather feedback from employees. With the process of bridging communication lines underway, people managers began to understand more clearly what staff members were thinking, and initiated action plans to address their concerns and engage more deeply with them.

These efforts have borne fruit. In 2016, Far East Hospitality received its first Best Employer award from Aon, followed by our Corporate Real Estate Business Group who received a Special Recognition award in 2017 for demonstrating good and sustained increase in their engagement score.

“We cannot be The Best Employer if we do not do business with grace. And, we cannot do business with grace if we are not The Best Employer.”

—MR PHILIP NG, CEO OF FAR EAST ORGANIZATION



For the broader Far East Organization, the employee engagement score has climbed steadily over the years, from 61% at the launch of the survey in 2011 to 83% in the latest survey which concluded at the end of 2018. Employee participation rate has also seen quantum improvements, rising from an initial 69% in 2011 to a record 99.76% in 2018.

In addition to achieving high levels of engagement, we also achieved superior levels in three other indices, namely: Agility (79%), Engaging Leadership (81%) and Talent Focus (79%).

Commenting on Far East Organization’s latest recognition, Mr Na Boon Chong, Managing Director and Partner, Talent, Rewards and Performance, Aon

Singapore, said: “Being recognised as an Aon Best Employer Singapore 2019 is testament to Far East Organization’s commitment towards building a differentiated and compelling work experience for its employees. In this competitive and dynamic business landscape, the Organization has demonstrated a clear strength in building an agile future-ready organisation, attracting and retaining the right talent and by instilling a strong culture of engagement ownership across individual, managerial and senior leadership levels.”

To Jodie Choo, Executive Director and Group Head of HR & IT, Far East Organization, this milestone achievement is dedicated to every member of the Organization who has come alongside to build our community of love and workplace of grace. She said: “Our people are at the heart of the delivery of organisational excellence. As a Christian enterprise, the difference that we make to the marketplace must be our work that is marked by this excellence. Our commitment as The Best Employer is for all our people to find resonance in our values, experience the wealth of diverse opportunities offered by our enterprise, and build their future with us.” LM



*The Aon Global Best Employers Programme assesses and recognises leading organisations worldwide that provide a distinct and compelling work experience across four critical indices: having a high level of employee engagement, a profoundly agile organisation, engaging leadership and maniacal talent focus that delivers strong and sustainable business results. These indices make up Aon’s employee engagement model, which is designed and backed by over 50 years of employee experience research.

SPOTLIGHT

The Launch of Village Hotel and The Outpost Hotel at Sentosa

Two hotels from Far East Hospitality open in Sentosa this month. Here are some of their key features.

This month, two hotels open their doors on Sentosa Island. They are part of Far East Hospitality's latest foray into the Sentosa-scape, with new hotels that promise to rejuvenate the locale's hospitality scene.

Village Hotel at Sentosa has been specially designed for families, leisure and meeting groups. The hotel features 606 cosy guest rooms, which seamlessly incorporate elements of the site's heritage and surrounding nature.

Refreshing design touches include sun-washed hues that wrap the interior and exterior of the hotel,

as well as choice furnishings which bring the entire property to life.

The Events Centre is also situated right next to the hotel featuring over 800 square metres of flexible space for corporate retreats, meetings and social events.

Inspired by Sentosa's heritage as a colonial military base, The Outpost Hotel transports guests to a time of exploration and discovery. A total of 193 guest rooms are presented in a stylish reinterpretation of black and white design, with crisp lines and a sharply contrasting palette. With its own rooftop pool and bar, The Outpost Hotel offers a

picturesque backdrop for evening cocktails, candlelit dinners and intimate celebrations.

Rooms to Suit a Variety of Needs

With families in mind, Village Hotel at Sentosa offers conducive family rooms with either 2 King Beds or 2 Twin Beds + 1 King Bed options. What makes these rooms special, however, is that they can be configured for privacy or as an open concept, as required. This is made possible with two connecting doors, two vanity areas, and two bathrooms. Furthermore, children's amenities are also available, upon request.

In addition to the family rooms, there are a variety of well-appointed rooms with views overlooking the pool, sea, or city. Many rooms are interconnected and offer the flexibility to mix and match configurations to suit myriad needs.

The rooms at The Outpost Hotel have floor-to-ceiling windows that offer a striking view. Guests can also enjoy the bespoke tea blends and heritage cookies flavoured after signature local dishes, while indulging in a customisable minibar that can be delivered to their room.

Features That Set the Hotels Apart

A special highlight is the Pool Deck that is situated on elevated

ground, offering unique themed pool experiences. The Pamukkale Pool, for example, is inspired by the cascading pools in Turkey, and is the prime spot to watch the sunset while enjoying a cool dip at the same time.

The other concept pools include the Lazy River Pool, which mimics the Amazonian rainforest with large luxuriant foliage, as well the Kids' Beach Pool designed to entertain children for hours on end.

When it comes to dining, guests will undoubtedly look forward to visiting Native Kitchen – an all-day dining restaurant that serves up signature local dishes as well as international options.

With every amenity carefully planned and laid out, there is hardly a need for guests to venture more than a few steps to get what they need. Guests will also be pleased to know that the Mess Hall, which is integrated into the development, features a range of retail and dining options. **LM**

*For more information and bookings, visit www.villagehotels.com.sg/en/hotels/village-hotel-sentosa

The Barracks Hotel, the third hospitality offering in the integrated development, will open in the third quarter of this year.

The Barracks Hotel

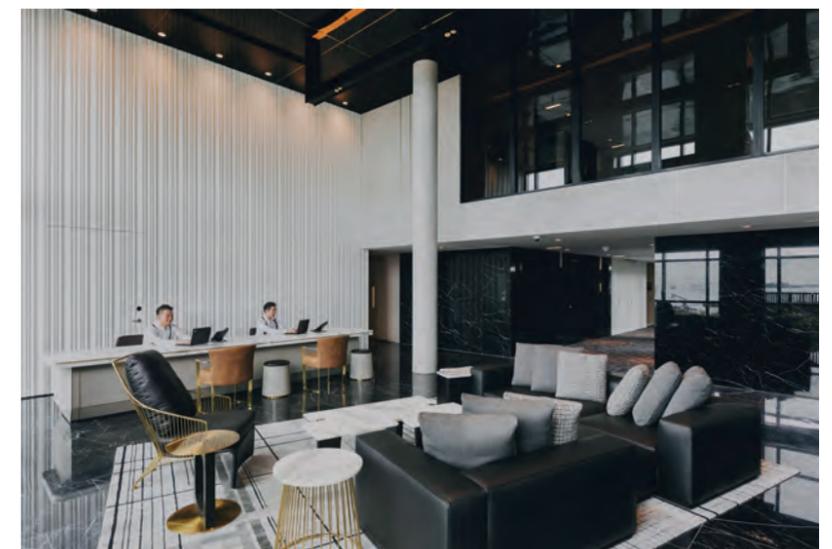
Once a military outpost in 1904, this heritage building has been meticulously restored as The Barracks Hotel. The interiors exude romance and charm, offering guests an overall timeless experience. Forty spacious and well-designed guest rooms and suites feature sophisticated and elegant décor, while the hotel's exclusive pool provides an idyllic setting for guests to take a dip or lounge with a cocktail in hand.



Pool Deck



A family room at Village Hotel at Sentosa



The lobby at The Outpost Hotel

SPOTLIGHT

Introducing the Rebranded Orchard Rendezvous Hotel

Orchard Rendezvous Hotel, formerly known as Orchard Parade Hotel, has been rejuvenated through a rebranding exercise and a few updates.

In September 2018, Far East Hospitality announced the rebranding of Orchard Parade Hotel to Orchard Rendezvous Hotel. This is the second Rendezvous Hotel in Singapore and the first in the Rendezvous portfolio to reflect the brand's refreshed positioning.

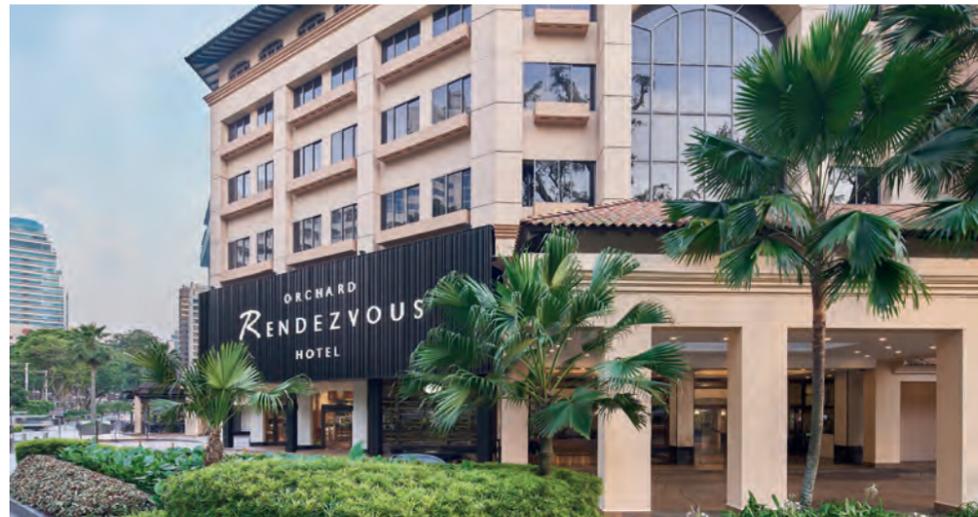
Paying Tribute to Its Heritage

The rebranded and refurbished Orchard Rendezvous Hotel features not only upgraded amenities and a central location that's ideal for business and leisure travellers, but also provides guests with a unique linkway into the area's rich heritage.

Orchard Road as it's so aptly named used to be home to fruit orchards, nutmeg plantations and pepper farms, a little over 150 years ago. In fact, Orchard Rendezvous Hotel was built on what used to be a former pepper plantation.

Today, in tribute to its past, the hotel has been refurbished to incorporate elements of the pepper plant. Hotel guests will find delicate plant motifs in all of its 388 rooms as well as common areas such as the club lounge and lobby, where pepper leaf chandeliers adorn the ceiling.

Another unique element



of the rejuvenated hotel is the Vanda Orchard Rendezvous orchid, which was specially commissioned for the hotel from the Orchid Society of South East Asia (OSSEA). The orchid can be admired at the outdoor swimming pool area, located on level 6 of the hotel.

Said Mr Arthur Kiong, Chief Executive Officer of Far East Hospitality: "As a home-grown company, we are honoured to house the first-ever orchid commissioned for a hotel in Singapore. It signifies our belief in creating a Singapore-inspired experience for our guests."



Rebranding of Rendezvous

As part of Far East Hospitality's continuous efforts to meet the demands of the growing mid-tier market, the Rendezvous brand has also been refreshed with a new logo design, as well as brand positioning.

Starting with the Orchard Rendezvous Hotel, other properties under the brand, such as Rendezvous Hotel Melbourne, Rendezvous Hotel Perth Scarborough and Rendezvous Hotel Singapore at Bras Basah will be progressively refreshed.

For the logo, the handwritten "R" represents romance and

RENDEZVOUS
HOTEL
Singapore



nostalgia, while the sans-serif typeface symbolises elegance and sophistication. The design is a perfect complement to the Rendezvous brand which signifies romance of the past, present and life.

The brand's refreshed stance is in turn brought to life by the various Rendezvous hotels, as they seek to connect guests with the culture, arts, food, fashion and design of their home city. The end-result is that guests get to enjoy a respite from the mundane every day, while getting back in touch with themselves and those dearest to them. **LM**



EVENTS

An Evening of Family Fun and Bonding

Far East Organization's Family Day brought over 3,700 staff and family members together for fun, food and games at the Science Centre Singapore.

A key highlight in Far East Organization's calendar is the annual Family Day held to appreciate staff members and their families. On 22 September 2018, more than 3,700 colleagues and their family members gathered at the Science Centre Singapore for an evening filled with laughter and excitement.

The area surrounding the Science Centre buildings was transformed into a fun-filled theme park. There was a variety of carnival activities in different sections, such as the Upsized Arena with games like Tumbling Balls, Pick-up Sticks, Jumbo Catapult, and Wrecking Ball.

Julie Tan, Executive at Central Operations & Quality Control, Hospitality, has attended Family Day for the past six years and found last

year's event especially enjoyable.

"There was so much to do. Whether you are a kid or an adult—it was just endless fun. I have never seen so many excited participants in all my years of attending the Far East Organization Family Day."

"The queue to some stations seemed never-ending even late in the evening, and the queues at the UFO Catchers and Giant Catapult really stood out," said Julie. "The different zones that surrounded the Science Centre building were well-planned and the stations were situated far away from each other to prevent overcrowding."

For gamers, there was an Arcade Zone that had adrenalin-pumping games for both children and adults, like Tetris Stacker, Street Fighter, UFO Catchers, M-Bots, High Striker,

and Air Hockey.

Others caught some fun Science Centre exhibits like Mirror Maze, The Mind's Eye, The Giant Zoetrope, Laser Maze Challenge and many more. Over at the Tinker Town zone, others had a splashing good time at the Water Point, as well as experienced the Rainbow Bear Bouncy Ball Pool, and had a spin on LED bikes.

The food catered by Refinery Concepts was a hit with a delectable selection of juicy chicken sloppy joe hot dogs, Korean chicken mushroom bibimbap and grilled vegetable Turkish sandwiches. The colourful popcorn and LED candy added to the fun carnival atmosphere.

Lek Gek Eng, Senior Manager, Corporate Affairs, said, "The stage entertainment was highly engaging,

and the programme was very enjoyable. Emcee Justin Mission was very good. He got the crowd to participate, and created a fun and exciting atmosphere throughout the evening."

The carnival atmosphere extended indoors at the My Family@Far East marquee, where staff members and their family had fun building their own avatars. These avatars then populated the big screen that displayed the Far East Organization Digital World. The avatars were also made into keychains as Family Day mementos.

"There were long queues in the marquee for the LED balloons, which brought big smiles to the faces of many children who

received them, while a corporate video brought to life our values through the sharing by colleagues from different divisions, as well as business partners and customers," said Gek Eng.

Julie is very appreciative of the company's consideration to hold the event in the evening, as this allowed more staff members to attend.

"Our housekeeping colleagues from Serviced Residences could attend the 2018 Family Day as most work half-days on Saturday. As a result they missed out on the Far East Organization Family Day for the past few years, but not last year!"

Without a doubt, the highlight was the fireworks, which was a fitting finale to the 2018 Family Day. "It was such a surprising and beautiful end to a wonderful event," said Julie. **LM**





EVENTS

Stars Shine at Appreciation Night

Far East Organization hosted an evening of entertainment and sumptuous food to appreciate and recognise the vital role that our partners play.

On the evening of 30 November 2018, Singapore Expo Hall 1 was transformed into an activity-packed area as people mingled, had fun and enjoyed a delightful dinner spread.

Some 2,900 guests attended the 2018 Appreciation Night. They represented 210 companies from Far East Organization's construction partners, including management staff and workers at the sites of our development projects, as well as building associates who help with cleaning, security, pest control, landscaping, technical requirements and other aspects of maintenance.

The attendees were treated to pre-dinner activities such as hairstyling booths, games, as well as starters and drinks.

Far East staff members kicked off the night's entertainment with a lively walking stick dance that set the upbeat tone for the night. Mr Augustine Tan, Executive Director of Property Services then took to the stage and warmly welcomed all guests.

"Far East Organization has been blessed with have many partners who share our commitment and are prepared to work together with us to inspire better lives for our

customers. You have made and continue to make a difference in their lives. We thank you all."

Emcees KP Sandhu and Sharlyn Lim got the audience clapping and cheering for the games, as well as the different performances.

The crowd loved the Elvis Presley impersonator who gave a spot-on rendition of songs by one of the world's most popular music icons. Their excitement was palpable when Pragya Sodhani took to the stage with songs that are an eclectic mix of popular Bollywood tunes, semi-classical hits and folk favourites.

A highlight of the evening was The Rising Stars Contest, which saw five groups of performers sing and dance to the delight of the audience. The elated winning group, Tamil Pasanga V2 from Woh Hup's Village Hotel at Sentosa project team, danced to the top spot and a cash prize of \$3,000.

Mr Yong Derong, Executive Director at Woh Hup, found this year's event particularly vibrant and energetic.

"The introduction of an overseas entertainer really got the crowd going. There was such excitement and enjoyment from the workers to see Pragya Sodhani. Every year, this is THE event our workers on site look forward to. They enjoyed the entertainment and lucky draws organised for them. It is also an opportunity for them to mix and



socialise with their colleagues in a different environment, which makes it all the more special."

Another guest who enjoyed herself tremendously was Ms Nima Bahadori, Head of Digital Business at Schindler Lifts.

"I think this is a great way to recognise all who have contributed

to Far East Organization's projects and properties. The event was very well organised, and the entertainment was fantastic and perfectly suited to the audience. The programme was a good mix of formal proceedings and participant involvement, while the generous door gift was enjoyed by all." **LM**



ORGANISING COMMITTEE

Advisors

Augustine Tan
Oh Thay Lee

Chairperson

Lim Eng Hwa

Members

Alvin Chua, Aye Myint Tun, Fazlina bte Sahad, Joe Chang, June Ching, Leonard Chen, Shirley Chang, and Terence Lai

EVENTS

Our Place in the World: A Bicentennial Photo Exhibition for a Good Cause

A showcase of photographs by Mr Tan Chuan-Jin, Speaker of Parliament, has so far raised \$1.4 million to improve the lives of those in need of a helping hand.

On 31 January 2019, the “Our Place in the World” photo exhibition – which showcased the personal collection of photographs taken by Mr Tan Chuan-Jin, Speaker of Parliament – was launched at Far East Plaza, with Emeritus Senior Minister Goh Chok Tong as the guest of honour. The exhibition was held over the month of February.

This fundraising event held in conjunction with Singapore’s bicentennial commemoration this year, was organised by Hope Initiative Alliance and arts@work, and sponsored by Far East Organization and Far East Plaza. It was the first of many charitable events that will be organised at Far East Plaza during the Bicentennial Commemoration.

Mr Tan hopes to use the exhibition to help raise funds for the poor, disadvantaged and marginalised communities in Singapore. He said, “I realise just how much we have in common as a human race around the world. We may all have different roots, different journeys, different homes. But we do share a common humanity that ties everyone together. We are different, yet the same.” The camera-toting Speaker of Parliament believes strongly in doing good in whichever way he

can. “If I can marry my hobby with doing good and contributing back to the society, that’s something small that I could do,” he said.

Far East Organization Executive Director Mrs Dorothy Chan said, “The beautiful photos taken of mountain ranges, rivers and valleys, trees and rock formations are so well taken and amazingly capture what our own eyes fail to see. We cannot but be inspired and see God’s hand in the making of these awesome natural landscapes seen through the eyes of the Speaker and his camera.”

At the event, Mrs Chan announced that Far East Organization is donating \$2 million to set up the FEO-Grant SG 200.

The grant will subsidise the organising of charitable events at Far East Plaza to commemorate the Bicentennial of Singapore for up to \$500,000. For the remaining \$1.5 million, the grant will match up to \$100,000 in funds raised for charities and voluntary welfare organisations (VWOs). “Our Place in the World” was the first beneficiary of the FEO-Grant SG 200.

“All the funds raised will be used for a most worthy cause and cuts across all races, languages, religions



All photographs courtesy of arts@work.

to serve the special needs of our children, youths, seniors, former addicts, oppressed women, prisoners and migrant workers,” said Mrs Chan.

“To achieve a multiplier effect, we are working with the Ministry of Culture, Community and Youth, and SG Cares to invite other agencies and organisations to provide some form of matching sum so as to spur the fund-raising efforts of the charities during the bicentennial commemoration.”

The public can still support the fundraising efforts at www.hia.sg/ourplaceintheworld. They can make

a donation and receive a limited-edition exclusive metal print (\$10,000 each), premium photo book box set (\$5,000 per set), special photo book box set (\$1,000 per set), or postcard pack (\$50 per pack). The images are now exhibited at #01-31, 32, 50 at Far East Plaza. All proceeds – a total of \$1.4 million raised so far – will go towards supporting 13 partnering charities. The fundraising effort hopes to transform more lives by helping families and individuals who are in need to break out of the poverty cycle. **LM**

The partnering charities (in alphabetical order):



OPEN CHAT

Meaningful Conversations

Learning together, engaging and building deeper relationships.

Launched in December 2018, our monthly Open Chat sessions have offered insights, broadened viewpoints, and provided a fruitful time of learning and sharing for colleagues from diverse business groups and organisational functions. Held over breakfast and coffee

at our F&B outlets by Refinery Concepts, these informal small group dialogues have allowed our Executive Directors and business heads to share their experiences and perspectives with young executives and managers on themes that impact work and life.

At her Open Chat on 4 July 2018, Chief Financial Officer **Koh Kah Sek** offered a glimpse of the heavy responsibilities of senior leaders in steering the company through change and growth in a fiercely competitive marketplace.

She spoke of how organisational behaviour is crucial to the company's successful transformation. Achieving business excellence in the way of our mission is dependent on the behaviour of our human capital and alignment to our organisational values.

Everyone is a steward of the Organization, says Kah Sek. We must fulfill our responsibilities for the best interests of the company. In turn, leaders also extend stewardship over the growth and development of their staff members. This continuous learning – to train, groom and reskill our team – is necessary to enable our people and the Organization to thrive and excel in a changing world.



On 20 July 2018, **Augustine Tan**, Executive Director of Property Services, shared his personal experience of how placing the triptych of God, family and work as a priority has resulted in a balanced, blessed life that is happy and fulfilled. In the area of work, being committed means taking ownership of issues. His advice is to work towards a positive solution in whatever situation we face.

He also advocates the adage that it is "better to be kind than be right". Adopt a collaborative mindset, as communication and sincerity go a long way. This attitude can also help one make and keep friends, and even convert adversaries to firm friends.



On 3 August 2018, **Cheryl Huan**, Chief Operating Officer of Sales & Leasing Group, shared about her life's guiding principle of doing good.

Doing good is vital, as it makes a difference and will be remembered. It is part of good stewardship for each individual to do his or her best, and to serve with a grateful heart. Cheryl emphasised this point by quoting the late Maya Angelou, an author and civil-rights activist: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Cheryl believes that people's lives matter. Hence, as a leader, she will mentor and guide those under her care as part of her stewardship responsibilities.

Gerald Lee, Chief Executive Officer of FEO Hospitality Asset Management, hosted an Open Chat on 21 September 2018, where he spoke about lessons learned from different mentors at different points of his career. He shared how values are a critical foundation to build a person's character and proficiency. Besides being stewards of our gifts, we can be stewards of the relationships with the people in our lives.

To build a values-driven culture, love needs to be shown, along with the willingness to work through issues, seasoned with patience and grace. In terms of seeking resolutions, be imaginative and creative, have a sense of the big picture and communicate the vision.



On 18 October 2018, **Shaw Lay See** shared the importance of continual learning, and to learn not only from people within Far East Organization, but also from established partners.

As the Chief Operating Officer of the Australia Properties Business Group, Lay See shared that the business practices and culture of Australia are very different from those of Singapore. Having been in Sydney for over two years, she learnt that being uncomfortable is often a sign of growth and learning, which involves pushing the boundaries of one's comfort zone. This can help stimulate new thought and creativity. She also said that while planning is important, execution is equally key and one should shift quickly to implementation and adjust one's plans as circumstances evolve. **LM**

The flagship leadership development and thought-leadership forum of the Organization aims to broaden managers' perspectives and deepen their understanding of issues affecting Singapore and the world. We seek to develop in our leaders an understanding of what constitutes our identity as a Christian enterprise, and inculcate in them characters, attitudes and behaviours that are in line with our values with Jesus Christ at our centre. This will prepare our leaders to operate with ethics, work principles, habits and practices to fulfill our mission, and be a witness for Jesus Christ in the marketplace.

Charity Cases or Change Makers?

Are charities charity cases in themselves or can they be a vehicle for change? This was the question being addressed by President of SPD, Ms Chia Yong Yong, at the Far East Organization Leadership Speakers Series held at The Fullerton Hotel Singapore on 2 February 2018.



Chia Yong Yong

Ms Chia has been a member of SPD's Board of Management since 2004 and has served as its President since 2008. Ms Chia has her own law practice, Chia Yong Yong Law Corporation through which she hopes to achieve community legal outreach for greater social impact, particularly to the less advantaged.

From August 2014 to September 2018, Ms Chia served two terms as a Nominated Member of Parliament, a role that enabled her to bring issues such as the challenges faced by persons with disabilities and the social service sector, and the need to build greater understanding and acceptance of differences, to the fore.

Ms Chia has Peroneal Muscular Atrophy, a degenerative muscular condition that affects her four limbs.

Evolving Landscape of Charities

Summarising the changes in the landscape of charities from before the 1980s to today, Ms Chia noted that Singapore's charity scope had come very far from dealing only with basic issues to becoming a more inclusive society.

"In the past, the focus was on social security, employment, housing, education and healthcare. Today, we are using assistive technologies to help people overcome speech and movement difficulties."

"We are among the best of the region, but that's not good enough. We need to find out more about what can be done to meet the needs of those we serve, or our clients," she said.

Ms Chia explained that the reason why the landscape was changing and why charities needed to reinvent themselves was due to people becoming more highly-educated and knowledgeable of the options available to them.

"In the early days, people with disabilities were only expected to do simple jobs like making wooden crates. Now, we need to broaden the scope of employment and empower them through skills training. We then need to place them and even provide post-employment support," she said.

Additionally, she shared that with better access to healthcare and higher standards of medical care, patients were being diagnosed at earlier stages.

"Thanks to innovations in medical science, stroke patients are now living longer. We therefore need more

In the past, the focus was on social security, employment, housing, education and healthcare. Today, we are using assistive technologies to help people overcome speech and movement difficulties.

long-term professional therapy services. One of the biggest challenges facing us as charity institutions is finding proper matches between clients and those who can solve their needs," she said.

How Can Charities Change?

Ms Chia believes that for charities to effectively meet the needs of the community, the fundamental mindset towards charities has to change.

"We need to move beyond a patron and beneficiary mindset. We are all human beings, deserving of mutual respect. Let's not entrench the attitude of helplessness, but think about what we can do to empower people."

She suggested two areas where charities should embrace change.

1. Increased Professionalism

The first area was increasing the level of professionalism in charities. "We need to have a lower tolerance for errors and poor service delivery. Why should charities subscribe to a lower standard than any other commercial enterprise?"

"To achieve this, we need to hire competent and right people to run the organisation. We need to move away from charity models of the past, which were run only by passionate volunteers," said Ms. Chia.

However, in order to attract the right people, Ms. Chia said that a proper career track has to be laid out for them.

"We need to provide them with the right training and opportunities for them to feel proud of what

they're doing. We also need to pay them on par with market rates so that they can feed their families. Just because they work for a charity, it doesn't mean that they should take a pay cut. They too have dreams for their families. Can the public accept this?" Ms Chia challenged.

2. Better Sustainability

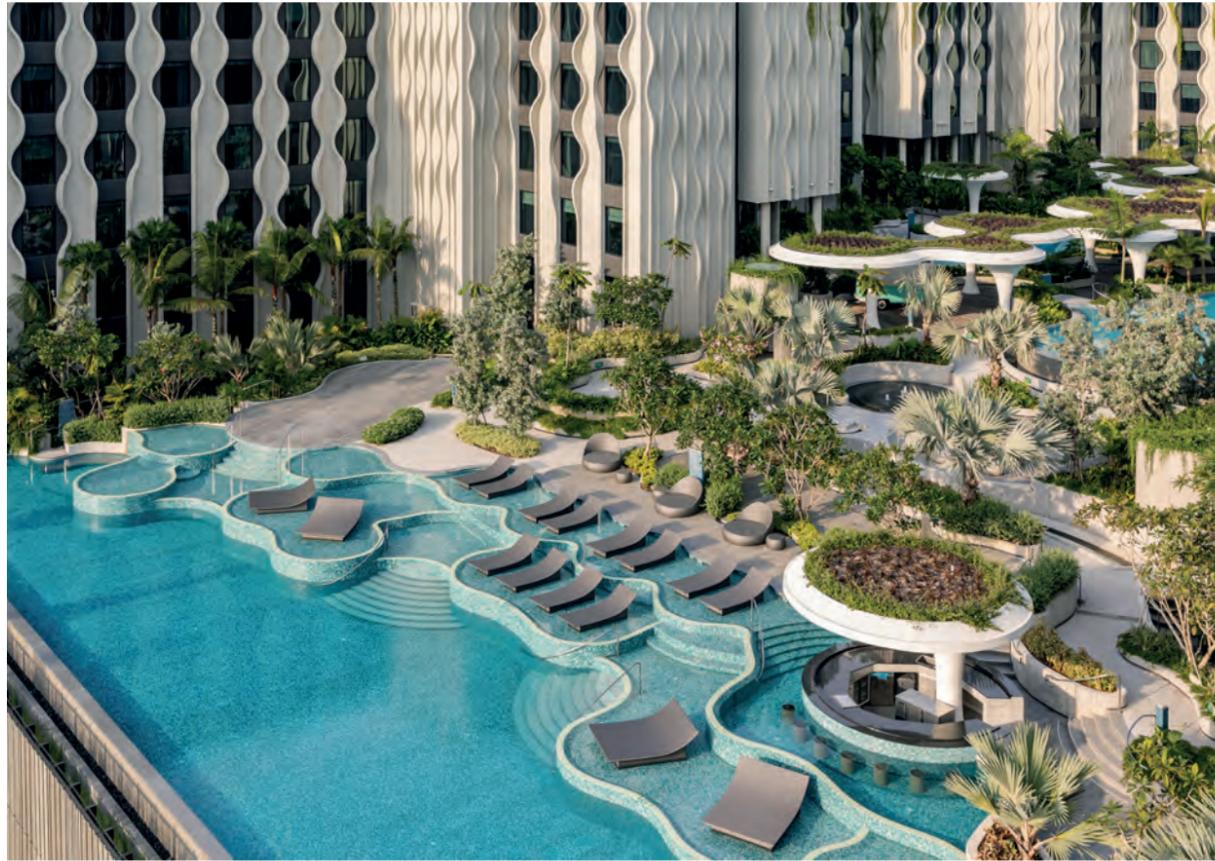
Ms Chia also challenged charity organisations' over-reliance on donations. "If a programme fails because of a lack of money, it's the clients who end up suffering."

Introducing the idea that charities could be operated for profit, she proposed: "If a charity remains committed to its vision, could we also use our competencies to generate funding?"

She also suggested thinking about alternative funding methods such as social impact bonds, where charities in need could come and pitch for the money. "We can keep circulating the money with the government underwriting it. We don't always have to be a charity case," she said.

Relating the Lessons of Charities

In closing, Ms Chia shared how private organisations could learn a lesson from the example of charity organisations in Singapore. "If a charity can change, so can any organisation. Don't subscribe to the notion that 'if it ain't broke don't fix it'. Current models are no longer sufficient. We can't just trim our sails, we have to change our entire vessel." **LM**



IMPACT

A Tropical Oasis of Tranquility

The tropical tranquility that cocoons the island had inspired Arc Studio Architecture + Urbanism’s design of Far East Organization’s new Sentosa hotels.

Nestled in the heart of Village Hotel and The Outpost Hotel at Sentosa, is a sprawling pool deck designed as a wondrous meander of blue and green. The ocean-inspired pools have gentle curves that evoke images of a pristine sea hinting at chance encounters with sea life and local flora aplenty. The kelp-like form of the hotels’ exterior animates the façade as the sun angle shifts during the day, while accentuating the charm of its idyllic island setting. **LM**

About the architectural firm

The 2018 President’s Design Award-winning architectural firm, Arc Studio Architecture + Urbanism, was founded in 1998 by Khoo Peng Beng and Belinda Huang. It has been responsible for a wide range of hospitality, residential, corporate, institutional and retail projects. Village Hotel and The Outpost Hotel at Sentosa were designed by Laurence Liew, Director in-charge and Architect at Arc Studio. He also designed The Siena, a 54-unit Far East SOHO development.

Far East Organization’s new Sentosa Hotels development is a joint venture between Far East Organization and Far East Hospitality Real Estate Investment Trust.

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