

**WELCOME ADDRESS**  
**MR S. S. TEO, CHAIRMAN, SINGAPORE BUSINESS FEDERATION AT**  
**TAC SUMMIT 2026**  
**ON 9 APRIL 2026, 0930 HRS TO 0940 HRS**  
**(Updated as at 09 April 26, 09:30AM)**

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Senior Minister of State for Trade and Industry, and Culture, Community and Youth,  
**Ms Low Yen Ling**

President & CEO, American Society of Association Executives, **Ms Michelle Mason**  
– who is unable to be here today. She has prepared a pre-recorded speech which we look forward to shortly.

Distinguished Guests,  
Valued Partners and Friends,  
Ladies and Gentlemen,

1. Good morning!

**Opening and Background of TAC Summit**

2. It is my great pleasure to welcome you to the TAC Summit.
3. We are also delighted to welcome our US delegation, comprising key TACs from the United States, led by the American Society of Association Executives. Thank you for making the journey to Singapore to be with us.
4. The TAC Summit was launched last year as a platform to bring together TAC leaders and Secretariats to share best practices, uplift capabilities and build strong networks.
5. This year's theme – “Future-ready TACs: People, Purpose, Partnerships” – reflects the key ingredients of a future-ready TAC: strong leaders, clear focus, and meaningful partnerships.

There are over 300 TACs in Singapore. When we come together, our collective impact is far greater than what any of us can achieve alone.

**Recap of Progress Made Through TAC Sector Transformation Map**

6. Last year, we launched the **TAC Sector Transformation Map** to provide a roadmap on how TACs can strengthen governance, operations, and member value. Over the course of the year, we have made meaningful strides in building future-ready TACs.

Let me share a few highlights.

7. First, on **leadership**.

Together with the Singapore Institute of Directors, or SID for short, the SBF-SID Leadership Programme trained close to 50 leaders across 20 TACs – helping them strengthen governance and build more capable organisations.

8. On **digitalisation**.

Through Digi-TAC, SBF and SGTech helped more than 30 TACs implement core digital systems – from CRM to HR and learning management.

Building on this, Digi-TAC 2.0 will help TACs use data better, make smarter decisions, and run operations more effectively.

9. On **advocacy**.

We worked with the Restaurant Association of Singapore and the Singapore Retailers Association on the Johor Bahru-Singapore Rapid Transit System Link, or RTS for short, Impact Study.

The RTS Link – connecting Singapore to Johor Bahru, Malaysia’s southernmost city – will bring significant cross-border traffic, and our study helps Singapore retail and F&B businesses **better** prepare for the opportunities and challenges ahead.

10. And just yesterday – we had the inaugural Association Executive Roundtable with Singapore Tourism Board and the American Society for Association Executives. I was told it was very successful.

Together, we explored global best practices and asked a simple but important question: how can Singapore TACs go from good to great?

11. Through the TAC Sector Transformation Map, we have a shared ambition: TACs rising together.

**But Our Members Need More**

12. Supported by more than 30 TACs, our latest National Business Survey results announced today shows that **businesses see going global as key to growth** – with ASEAN as the top growth region. Yet many have not taken that step. Why?

13. These were the challenges highlighted: manpower, knowledge, and network gaps.

They are calling for more support in financing, regulatory guidance, and market access.

## **Here Is What We Must Do**

14. This is where the TAC Alliance becomes critical.

Together, we can pool expertise, share resources, and walk alongside our members – **through internationalisation and workforce transformation.**

15. Through **GlobalConnect@SBF**, supported by Enterprise Singapore, we stand ready to partner TACs at every stage of the internationalisation journey – from first market exploration to deepening their presence across ASEAN and beyond.

16. On workforce transformation, **job redesign** is a powerful lever – enabling workers to broaden their roles and build new skills, while giving organisations the productivity and resilience they need to thrive.

Through the **Enterprise Workforce Transformation Package and Job Redesign+**, SBF provides end-to-end support – from workforce consultancy to capability building and technology adoption.

17. This is what the TAC Alliance is designed to do – bring our TACs together, align our resources, and ensure that what SBF offers reaches every member who needs it.

I am excited to share that the Alliance has been refreshed and will be stewarded by TAC leaders through a Steering Committee, guiding its direction in line with the TAC Sector Transformation Map.

Alongside this, we are pleased to be launching the **Qualified TAC Director Badge** – a new recognition for TAC directors who have completed the SBF-SID Leadership Programme, signalling our commitment to raising governance standards across the sector.

**This is the TAC Alliance holding itself to a higher standard – and with that comes a greater ambition. The Alliance has brought us together. Now it must drive us forward to become a vehicle focused on execution.**

18. The Alliance will be anchored by Working Groups, where TACs can step forward to contribute ideas, share expertise, and collaborate on common priorities.

19. We warmly invite all TACs to be part of this refreshed Alliance.

## **Acknowledgements**

20. We are deeply grateful to the committed TAC leaders and advisors here today – thank you for your time, dedication, and wisdom.

21. I would like to express our sincere appreciation to Enterprise Singapore, Singapore Tourism Board, and Workforce Singapore. Your continued and

steadfast support has enabled TACs to deliver programmes and initiatives that create meaningful impact for our members and the wider business community.

22. I would also like to thank our Community Partners – BIPO, e2i, Sekuro, and SG Enable – for their strong support in making this edition possible.

23. Last but not least, we are honoured and grateful to have Senior Minister of State Low Yen Ling grace this occasion. Your presence is deeply appreciated, and is a strong affirmation of our Government's commitment to working closely with TACs as we build a more future-ready business community together.

24. Together, let us build stronger, future-ready TACs – strong leaders, clear focus, and meaningful partnerships.

25. I wish everyone a fruitful and productive Summit. Thank you.