DENTONS RODYK

PACIFIC RIM ADVISORY COUNCIL

PRAC Conference Singapore

24-27 October 2026, Swissotel The Stamford





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DENTONS RODYK



PRAC Comes Home!

Dear Friends and Colleagues,

On behalf of Dentons Rodyk & Davidson LLP, it is my great pleasure to welcome you to Singapore for the 74th International PRAC Conference. The inaugural PRAC conference was held in Singapore in 1987. We are thus indeed proud and honoured to host you where it all began almost 40 years ago!

As a founding member of PRAC, our firm has long valued the deep and enduring friendships, trust and collaboration that define this network. This conference presents an opportunity to reconnect with colleagues and friends from around the world, exchange perspectives on developments affecting our profession and strengthen relationships that support clients across jurisdictions.

As a global business, financial and legal hub, our city brings together diverse cultures, ideas and opportunities. We hope you will enjoy not only the conference programme, but also the hospitality, heritage and vibrant experiences that Singapore has to offer.

We look forward to welcoming you and wish you a rewarding and enjoyable stay in Singapore.



S Sivanesan
Senior Partner, Dentons Rodyk
Primary PRAC Contact

DENTONS RODYK



About Dentons Rodyk

Founded in 1861, Dentons Rodyk is Singapore's oldest law firm and one of the country's leading full-service practices. Celebrating its 165th anniversary in 2026, the firm has evolved alongside Singapore while continuing to deliver trusted legal counsel to businesses, financial institutions, government agencies and private clients.

With around 200 fee earners, Dentons Rodyk offers a full spectrum of legal services. As part of Dentons, the world's largest global law firm with more than 170 locations in over 88 countries, and Dentons ASEAN, the first global pan-ASEAN law firm, we combine deep local knowledge with seamless regional and global capabilities.

Built on legal heritage and shaped for what's next, Dentons Rodyk remains committed to providing practical, commercially focused legal solutions that help clients navigate change with confidence in Singapore, across ASEAN and around the world.

165 YEARS
DENTONS RODYK



The Story of PRAC

In the summer of 1984 three lawyers...an American, a New Zealander and a Mexican...met in a café upstairs over a bar in Tijuana, Mexico for a lunch of lobster tacos and margaritas. The conversation drifted around to "law clubs" (the term used before "affiliations" and "networks" became the vogue), particularly those "clubs" that had sprung up between Europe, the UK and America in the years following WWII. Clubs with names like Tower Group and Club Oasis! They were generally semi-secret creatures with exclusive referral policies, but they served the purpose of increasing business among a limited number of firms in Chicago, New York, London and Paris, among other places.

At some point during lunch, a casual question was asked: "Could a similar sort of organization be put together in the Pacific and what would be the challenges?" Well, the Pacific's bigger and has a date line running through it; there's a greater variety of languages, legal systems and business cultures, and communications (in 1984) were hit and miss. Could it be done? Through the enveloping haze of tequila that had formed over the table, the answer came back: "Sure, and we're the ones to do it!"



So the Yank and the Kiwi returned to the U.S. and began trying out names for their idea on the cocktail napkins of another bar atop one of the tallest buildings in San Diego. “Pacific Law Group”? Well maybe, but what if we added banks or accounting firms to the mixture. “Council for Research and Asian Policy”? No, bad acronym. How about Pacific Rim Advisory Council (PRAC)... and it stuck.

But nothing much happened until that fall, when the Kiwi and the Yank were joined by a Canadian lawyer at a Pacific Rim venture capital fair in Los Angeles, and they decided to call a press conference to announce the launch of PRAC, confidently predicting that “all the major players would be in place by February (1985)”.



The three of them, John Brooks (the Yank from Luce Forward), Charlie St. Clair Brown (the Kiwi from Simpson Grierson) and Richard Underhill (the Canadian from Richards Buell Sutton) set out for Asia to talk to law firms about the novel idea of a non-secretive, non-referral exclusive Asia-Pacific network of law firms. Their first ally and strongest supporter was Pathma Selvadurai of Rodyk & Davidson, who helped land Clayton Utz after two hours of tea and talk in the coffee shop of the Singapore Shangri-la. Tea and beer (and other potables) figured prominently in the PRAC story. John Elder heard about PRAC over tea in the lounge bar of Browns Hotel during an IBA meeting. In Jakarta, after forty-five minutes of telling the PRAC story to Ali Budiarjo himself, the only reply from the distinguished gentleman was "I hope you liked the tea, Mr. Brooks."

After three trips to KL to talk to Y.C. Chin, "Mr. Brooks" had consumed so much tea that the short trip to Bangkok to drink cold Singhas with Suwit Suwan became a looked forward-to relief. Andy Gatmaitan agreed to join PRAC after a lunch of San Migs and Imelda Marcos jokes (something, I think, about Imelda standing on Ferdinand's shoulders in a tank of (did Andy say "excrement"?)). The interviewing of eight Japanese firms over several years introduced John to an endless variety of hot and cold sakes, and the long courting of Lee and Li ended in a basement banquet room in Taipei where John was pronounced as having "ocean capacity" for maotais. From New Delhi to Hong Kong, and from Seoul to Washington, D.C., PRAC undoubtedly owes a debt to John's remarkable liver and kidneys.



After two long and full years of work the 13 Founding Members were selected, and the first meeting was called for Singapore in February 1987. And everyone showed up. Even managing partners! And that singular thing which has always been a hallmark of PRAC happened...they all liked each other!

PRAC has now evolved from the original 13 Founding Members to today's 27 firms, and 30 is probably on the horizon. Eight firms have withdrawn over the years, some for financial reasons, others over policy disputes, but they have been replaced by stronger and more dedicated members. The tequila-born idea of 1984 has proved its durability. PRAC today enjoys the distinction of being the first, finest and most exclusive affiliation anywhere to focus a major part of its interests in the Pacific Rim. And welcome back to Singapore.

This story was first published in the PRAC Singapore Conference 1999 Handbook





Foreword by James A. Dobkin in the handbook of the first ever PRAC Conference held in 1987

On January 19, 1987, a seminar on International Technology Joint Ventures was presented in Singapore by the Pacific Rim Advisory Council ("PRAC"), an association of law firms located in countries bordering on the Pacific Ocean or having an interest in and active practice involving substantial clientele in those countries.

Membership on the Council at the time of the seminar included thirteen law firms from nine countries: Australia -- Clayton Utz (Sydney); Canada -- Fraser & Beatty (Toronto) and Richards Buell Sutton (Vancouver); Hong Kong -- Wilkinson & Grist; Korea -- Kim, Chang & Lee (Seoul); New Zealand -- Simpson Grierson Butler White (Auckland); Singapore -- Rodyk & Davidson; Taiwan -- Tsar & Tsai; Thailand -- Ukrit Mongkolnavin Law Firm (Bangkok); United States -- Case & Lynch (Hawaii), Luce Forward Hamilton & Scripps (San Diego), Brobeck Phleger & Harrison (San Francisco), and Arnold & Porter (Washington, D.C.).

The seminar was an adjunct to the first annual Board of Directors meeting of the Council which took place the following day. Attendance was by invitation only and the audience of some 150 businessmen, lawyers and other professional advisors was largely drawn from the clients and friends of Rodyk & Davidson of Singapore, the PRAC member hosting the event.

Since this seminar was the first of its kind sponsored by PRAC, careful consideration was given to the choice of a topic. The subject of International Technology Joint Ventures was selected for a number of reasons. First, this form of business association is gaining popularity in every corner of the world, reflecting a new global industrial order that offers vital prospects for technological growth through international cooperation. Second, the countries of the Pacific Rim are particularly active in the pursuit and formation of these associations. Finally, the members concluded that this theme of multinational industrial cooperation was not only timely but also representative of the international cooperative endeavor symbolized by PRAC itself.



Foreword by James A. Dobkin in the handbook of the first ever PRAC Conference held in 1987

Having recently co-authored a book on the subject, I was asked by PRAC to present a paper offering an overview of the important principles applicable to international technology joint ventures. Rodyk & Davidson was asked to present a "country chapter" describing principles of particular importance to establishing and operating international joint ventures in Singapore. A firm from each of the countries represented on the Council was then asked to prepare similar papers for distribution to the seminar participants which would discuss the important principles from the perspective of each member country.

The seminar was a success. The papers have been expanded and edited to achieve consistency of format. They now comprise the chapters of this book. I would like to acknowledge and express my gratitude for the efforts in that regard of law clerks Mary Beth Beirut and Sami L. Toutounji and of my partner Jeffrey A. Burt, all of Arnold & Porter. Although PRAC did not have members from the People's Republic of China or Japan at the time of the seminar, chapters on these two countries have been included because of their obvious importance to the international business community.

The literature on international technology joint ventures is sparse, despite the business world's overwhelming preoccupation with the subject matter, and the literature that does exist does not address specifically the countries of the Pacific Rim.

Accordingly, we expect that this book, tailored as it is to regional considerations, will contribute to the literature on the subject of international joint ventures and will serve as a meaningful resource for those interested or actually engaging in multinational industrial cooperation involving the Pacific Rim countries.

James A. Dobkin
Washington, D.C.
February 1987



PRAC Conferences Over the Years

- February 1987 - **Singapore**
- June 1987 - **Los Angeles**
- February 1988 - **Honolulu**
- June 1988 - **Bangkok**
- February 1989 - **Hong Kong**
- June 1989 - **Vancouver**
- March 1990 - **Auckland**
- October 1990 - **Toronto**
- April 1991 - **Seoul**
- September 1991 - **Seattle**
- April 1992 - **Sydney**
- October 1992 - **San Diego**
- February 1993 - **Manila**
- October 1993 - **San Francisco**
- April 1994 - **Hong Kong**
- September 1994 - **Mexico City**
- June 1995 - **Kuala Lumpur**
- October 1995 - **Boston**
- April 1996 - **Jakarta**
- October 1996 - **Washington, D.C.**
- May 1997 - **Amsterdam**
- November 1997 - **Santiago**
- May 1998 - **Taipei**
- November 1998 - **Buenos Aires**
- April 1999 - **Singapore**
- October 1999 - **Sydney**
- March 2000 - **South Africa**
- October 2000 - **Tokyo**
- May 2001 - **Los Angeles**
- November 2001 - **Rio de Janeiro**
- May 2002 - **Hong Kong**
- October 2002 - **Seattle**
- April 2003 - **Auckland**
- September 2003 - **Vancouver**
- May 2004 - **Lima Cusco**
- October 2004 - **New Delhi**
- April 2005 - **Honolulu**
- September 2005 - **Toronto**
- May 2006 - **Bangkok**
- October 2006 - **San Diego**
- March 2007 - **Bogota-Cartagena**
- October 2007 - **Seoul**
- April 2008 - **Paris**
- November 2008 - **Mumbai**
- April 2009 - **Boston**
- October 2009 - **Beijing**
- April 2010 - **Mexico City**
- October 2010 - **Kuala Lumpur**
- May 2011 - **Amsterdam**
- October 2011 - **Singapore**
- April 2012 - **Houston**
- October 2012 - **Buenos Aires**
- April 2013 - **Jakarta**
- September 2013 - **Washington, D.C.**
- April 2014 - **Taipei**
- November 2014 - **Atacama Chile**
- April 2015 - **Brisbane**
- September 2015 - **Vancouver**
- May 2016 - **Barcelona**
- September 2016 - **Manila**
- April 2017 - **Hong Kong**
- October 2017 - **Sao Paulo**
- April 2018 - **Honolulu**
- September 2018 - **Calgary**
- April 2019 - **Costa Rica**
- October 2019 - **Seattle**
- April 2023 - **Mexico City**
- October 2023 - **New Delhi**
- May 2024 - **Paris**
- September 2024 - **Vancouver**
- April 2025 - **Peru**
- October 2025 - **Tokyo**
- April 2026 - **Bogota**
- October 2026 - **Singapore**
- Spring 2027 - **Santiago**
- Autumn 2027 - **Taipei**



Conference at a Glance

Saturday, 24 Oct 2026

- Arrivals & Welcome
- Reception and Dinners

Sunday, 25 Oct 2026

- Heritage Tour
- Partners Home Dinners

Monday, 26 Oct 2026

- Business Sessions

Tuesday, 27 Oct 2026

- Business Sessions
- Gala Dinner



Conference Agenda

Day 1

24 October 2026 (Saturday)

Time	Programme
9.00am-4.00pm	Delegate Registration *(Fairmont Hotel, Bailey Room Level 4)*
10.00am-3.00pm	Early Arrivals Tour *The Art of the Tingkat: A Singaporean Tradition* *Transport Pick-up at 9.45am, Swissotel Lobby Level 1*
6.00pm-7.15pm	Welcome Reception *SKAI Bar* *Swissotel, Level 70* *Suggested Dress Code: Smart Casual (jackets optional)*
7.30pm-10.00pm	Dine-Arounds (Refer to page 25 to 27 for further details) *Suggested Dress Code: Smart Casual (jackets optional)*



Conference Agenda

Day 2

25 October 2026 (Sunday)

Time	Programme
8.00am-9.00am	Breakfast *Prego (Level 1) or* *Asian Market Café (Level 2)*
	Delegate Registration *(Fairmont Hotel, Bailey Room Level 4)*
9.30am-12.30pm	Heritage Tour *Suggested Dress Code: Casual (comfortable footwear, hats/caps)*
12.30pm-2.30pm	Lunch *Straits Kitchen, Hyatt Hotel*
6.30pm-10.00pm	Partner-hosted Dinners *Suggested Dress Code: Smart Casual* *Transport Pick-up at 6.15pm at Swissotel Lobby Level 1*



Conference Agenda

Day 3

26 October 2026 (Monday)

Time	Programme
7.30am-8.30am	Breakfast - *Prego (Level 1) or Asian Market Café (Level 2), Fairmont Singapore*
8.30am-9.00am	Welcome and Introductions - *SKAI Suite 3 & 4, Level 69*
9.00am-10.00am	Host Firm Briefing - Dentons Rodyk & Davidson Presented by **Loh Kia Meng**, COO, Dentons Rodyk
10.00am-10.40am	**Business Session #1** AI and its Impact on Business and Society *VIP speaker: Senior Minister of State for Law and Transport **Murali Pillai SC** (Clients in attendance) *Suggested Dress Code: Business Casual (jackets optional)*
10.40am-11.00am	Coffee Break
11.00am-12.15pm	**Business Session #2** Cyber Security Threats to Law Firms (Clients in attendance) *Suggested Dress Code:: Business Casual (jackets optional)*
12.15pm-12.30pm	Delegate Photo Session
12.30pm-2.00pm	Lunch - *SKAI Suite 3 & 4, Level 69*
	Executive Committee Meeting - *SKAI Suite 2*
2.00pm-3.30pm	**Business Session #3** Practice Management - Career Paths in Law Firms Today / *Where are the lawyers?* *Suggested Dress Code:: Business Casual (jackets optional)*
3.30pm-4.00pm	One-on-One Meetings
4.00pm	End of Business Day
Optional Tour	Gardens by the Bay *Transport Pick-up at 9.00am, Swissotel Lobby Level 1*



Conference Agenda

Day 4

27 October 2026 (Tuesday)

Time	Programme
7.30am-9.00am	Breakfast - *Prego (Level 1) or Asian Market Café (Level 2), Fairmont Singapore*
9.00am-10.30am	**Business Session #4** Stability, neutrality and comity: The role of international commercial courts amidst geopolitical volatility VIP speakers: • Justice **Philip Jeyaretnam** (*President of Singapore International Commercial Court and Judge, High Court of Singapore)* • Chief Justice **Sundaresh Menon** *(Chief Justice of Singapore)* *Suggested Dress Code: Business Casual (jackets optional)*
10.30am-12.00pm	**Business Session #5** M&A: Is the K-Shaped Market Good Or Bad? *Suggested Dress Code: Business Casual (jackets optional)*
12.00pm-2.00pm	Lunch - *Asian Market Café, Level 2, Fairmont Singapore*
2.00pm-3.00pm	PRAC Delegate Meeting (all to attend)
3.00pm- 3.15pm	Coffee Break
3.15pm- 3.45pm	One-on-One Meetings
3.45pm	End of Business Day
7.00pm- 10.00pm	Gala Dinner - *Oso Italian Restaurant* *Suggested Dress Code: Smart Casual* *Transport Pick-up at 6.30pm at Swissotel Lobby Level 1*
Optional Tour	Batik Arts Workshop *Transport Pick-up at 9.15am, Swissotel Lobby Level 1*



Business Session #1

AI and its Impact on Business and Society

26 October 2026 (Monday) 10.00am-10.40am, SKAI Suite 3 & 4 (Level 69)

Artificial Intelligence (AI) is rapidly reshaping the way organisations operate, make decisions, and deliver value. As AI adoption accelerates across industries, businesses, professionals, and policymakers are grappling with both its transformative potential and the ethical challenges it presents.

In this session, our VIP speaker, Senior Minister of State Murali Pillai SC, will explore the evolving AI landscape and its impact on the legal profession, touching on shifting client expectations around legal advice and legal costs, as well as key considerations around AI ethics.

About the Speaker

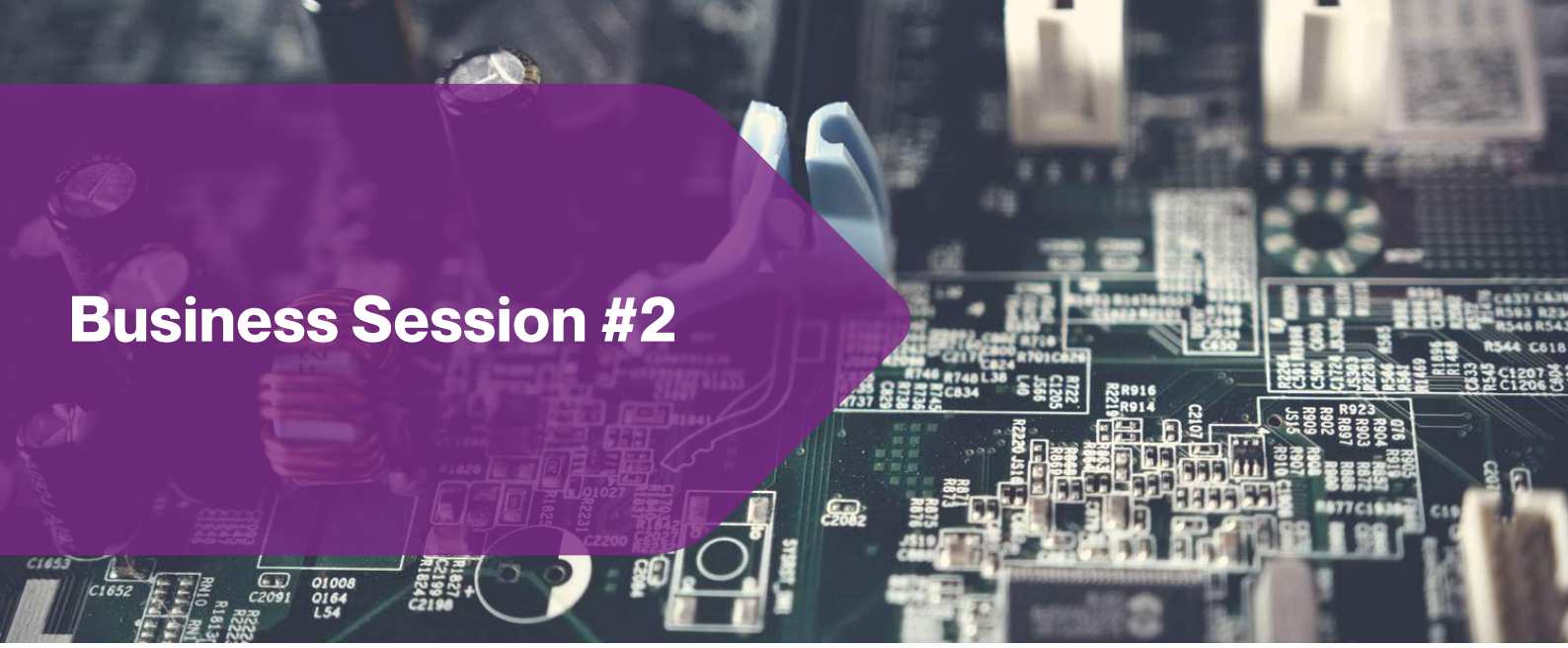


Murali Pillai SC
Senior Minister of State for Law and Transport

Mr Murali Pillai SC ("Murali") was appointed as Senior Minister of State on 23 May 2025. He is a third term Member of Parliament ("MP") serving in Jurong East- Bukit Batok Group Representative Constituency ("GRC").

He graduated with LL.B. (Hons) from National University of Singapore (NUS) in 1992. He holds an LLM from the same university. He has a double MBA degree from University of California, Los Angeles ("UCLA") and NUS. He is a Fellow of Singapore Academy of Law and the Singapore Institute of Arbitrators ("FSIArb"). He is also a Member of Chartered Institute of Arbitrators ("MCIArb"). In addition, he is an Associate Member of the Institute of Singapore Chartered Accountants ("ISCA Associate").

He had an extensive litigation practice for almost 30 years. He was appointed Senior Counsel ("SC") in 2020. Prior to practising law, he was a senior police officer with the Singapore Police Force, investigating white-collar crime.



Business Session #2

Cyber Security Threats to Law Firms

26 October 2026 (Monday) 11.00am-12.15pm, SKAI Suite 3 & 4 (Level 69)

Law firms are increasingly attractive targets for cybercriminals due to the highly sensitive and confidential information they hold. As cyber threats continue to evolve in sophistication and scale, firms face growing risks ranging from ransomware attacks and data breaches to business email compromise, insider threats, and AI-enabled cybercrime.

In this panel discussion, industry experts will share insights into the latest cyber security challenges facing the legal profession, emerging threat trends, and lessons learned from real-world incidents. Panellists will also discuss practical strategies for strengthening cyber resilience, managing third-party risks, safeguarding client data, and fostering a culture of cyber awareness across the organisation.

About the Panel



Raja Kumar
Board Member,
Singapore Totalisator Board
Former Senior Advisor,
Ministry of Home Affairs
Former President,
Financial Action Task Force (FATF)



Aneez Devji
Managing Partner
Richards Buell Sutton LLP



Cheah Wai Kit
APAC CISO and Connected Ecosystem Leader,
Lumen Technologies



Roland Heinesch
Senior Underwriter, Cyber,
Liberty Pte Ltd



Moderator:
S Sivanesan
Senior Partner
Dentons Rodyk

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Business Session #3

Practice Management - Career Paths in Law Firms Today / Where are the lawyers?

26 October 2026 (Monday) 2.00pm-3.30pm, SKAI Suite 3 & 4 (Level 69)

The legal profession is undergoing significant transformation. Shifting workforce expectations, evolving career aspirations, technological disruption, and changing client demands, the 'work-life balance' aspiration and work from home practices are reshaping the traditional law firm model.

As firms compete for talent in an increasingly dynamic market, many are asking: where are the lawyers, and how can firms attract, develop, and retain them? Why is there an increasing attrition rate of young to mid-level lawyers? This panel session will explore the changing career landscape within law firms, examining trends in recruitment, retention, succession planning, hybrid working, and alternative career paths.

Panellists will discuss what today's lawyers value in their careers, how firms can adapt to a multi-generational workforce, and the strategies needed to build sustainable and resilient legal practices for the future.

About the Speakers



Jorge Otoya
Principal Partner
Estudio Muñiz



Miguel A. Zaldivar, Jr.
Chief Executive Officer
Hogan Lovells Cadwalader



Grace Mao
Partner
Lee and Li



Rory Moriarty
Co-Head of International, and Head of Corporate M&A
Clayton Utz



Koh Kia Jeng (Moderator)
Senior Partner
Dentons Rodyk



Business Session #4

Stability, neutrality and comity: The role of international commercial courts amidst geopolitical volatility

27 October 2026 (Tuesday) 9.00am-10.30am, SKAI Suite 3 & 4 (Level 69)

As geopolitical tensions reshape the global legal landscape, businesses face increasing uncertainty from economic sanctions, regulatory divergence and emerging technologies such as AI. In this session, the speakers will examine the legal implications of these developments, including the role of sanctions in domestic proceedings, anti-suit and anti-enforcement injunctions, and state immunity in AI-related disputes. They will also discuss the growing role of international commercial courts and highlight how the Singapore International Commercial Court ("SICC") provides a neutral, efficient and trusted forum for resolving complex cross-border disputes.

About the Speakers



Sundaresh Menon
Chief Justice of Singapore

Chief Justice Sundaresh Menon has served as Singapore's fourth Chief Justice since 2012. He was appointed Senior Counsel in 2008 after practising with major local and international law firms, in the fields of commercial litigation and arbitration, construction law and insolvency law. In 2010, he was appointed the 6th Attorney-General of Singapore, a post he relinquished in 2012 shortly before his appointment as a Judge of Appeal. He is widely recognised for strengthening Singapore's position as an international dispute resolution hub, including through the establishment of the SICC.

Philip Jeyaretnam
President, SICC
Judge, High Court of Singapore

Justice Philip Jeyaretnam is the President of the SICC and has served as a Judge of the High Court of Singapore since 2021. In 2022, he was appointed co-chair of the Commercial Practice Panel of the Supreme Court, which develops best practices for the management of commercial cases. He served as President of the Law Society of Singapore from 2004 to 2007, and in the last decade of his practice was managing partner of Rodyk & Davidson LLP and then ASEAN CEO for Dentons, following the combination between Rodyk and Dentons.





Russel L. Rodriguez
Partner, SyCipLaw

Russel L. Rodriguez specializes in civil and commercial litigation. He has handled and tried a broad range of cases involving contract disputes, corporate restructuring and rehabilitation, debt recovery, enforcement of foreign judgments and arbitral awards, family law and settlement of estates, infrastructure and engineering disputes, intra-corporate controversies, labor disputes, insurance claims, and disputes involving land, mining and natural resources. He also has extensive experience in immigration and deportation cases, insurance law, labor and employment law, and criminal litigation, both as a private prosecutor and as defense counsel.

Lawrence Teh (Moderator)
Senior Partner, Global Co-Head of Dentons' International Arbitration Group

Lawrence Teh is Global Co-Head of Dentons' International Arbitration practice and a Senior Partner and Co-Head of Dentons Rodyk's Litigation and Dispute Resolution practice. He also Co-Heads the International Arbitration and Shipping practices. Lawrence advises on complex commercial disputes across international trade and commodities, maritime and aviation, banking and finance, construction, M&A, joint ventures, investments and insurance.





Business Session #5

M&A: Is the K-Shaped Market Good Or Bad?

27 October 2026 (Tuesday) 10.30am-12.00pm, SKAI Suite 3 & 4 (Level 69)

This year's M&A deals are projected to hit US$4 trillion in value. The majority will be megadeals of values above US$5 billion each. Mid-size deals are struggling. The USA, Europe, Latin America and Asia Pacific deal values are increasing but number of deals are decreasing compared to 2025- hence a "K-Shaped M&A market". Which are the 'flavours' of the year for M&A - AI, Aerospace & Defence, Power & Energy, Data Centres? How do businesses operate in an increasingly uncertain geopolitical and economic environment? Rising protectionism, geopolitical tensions, shifting regulatory regimes, and heightened scrutiny of cross-border investments are reshaping the global deal landscape and influencing how transactions are structured, negotiated, and executed.

This session will examine the key challenges and opportunities facing dealmakers in today's fragmented world. Speakers will discuss what types of deals they experience in their countries, the preferred targets, how these are funded, the impact of foreign investment controls, sanctions, supply chain considerations, antitrust developments, and sector-specific regulations on M&A activity, as well as emerging trends across key markets. The session will also explore practical strategies for managing deal risks and navigating an increasingly complex regulatory environment while continuing to drive growth through strategic acquisitions.

About the Speakers



Zach Bench
Partner
Davis Wright Tremaine LLP



Aaron Zhou
Partner
Han Kun Law Offices



Jules Van De Winkel
Partner
NautaDutilh



Francisco Ugarte
Partner
Carey



Hsu Li Chuan (Moderator)
Senior Partner
Dentons Rodyk



Delegate List

Firm	Delegate	Jurisdiction	Title	Email	Acc Guest
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Dentons Rodyk	Edric Pan	Singapore	Deputy Managing Partner	edric.pan@dentons.com	
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Dentons Rodyk	Lawrence Teh	Singapore	Senior Partner	lawrence.teh@dentons.com	
Dentons Rodyk	Loh Kia Meng	Singapore	Senior Partner	kiameng.loh@dentons.com	
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Saturday Dine-Around Venues



Spago Dining Room & Terrace

10 Bayfront Avenue, Hotel, Tower 2 Level 57, Marina Bay Sands, 018956

Envisioned as a lush “garden in the sky”, the first international outpost of Chef Wolfgang Puck’s famed Beverly Hills flagship offers a sublime dining experience matched by breathtaking city views.

Spago Dining Room’s lunch and dinner menus showcase cosmopolitan flavours, a culinary tribute to California’s globally influenced dining scene. Signature creations reflect an East-meets-West sensibility, seen in dishes such as Big Eye Tuna Tartare Cones, Sea Bream “Laksa” and “Kaya Toast”, a local favourite elevated with foie gras–espresso mousse.

Saturday Dine-Around Venues



JUMBO Seafood

11 Dempsey Rd, #01-16, Singapore 249673

One of Singapore's most well-known seafood restaurants, JUMBO Seafood is renowned for its award-winning Singapore Chilli Crab and Black Pepper Crab. Located in the charming Dempsey Hill precinct, the restaurant offers visitors an authentic taste of Singapore's culinary heritage in a relaxed setting surrounded by lush greenery.

Recommended Signature Dishes

- Singapore Chilli Crab
- Black Pepper Crab
- Cereal Prawns
- Fried Baby Squid

Saturday Dine-Around Venues



Violet Oon Singapore at Dempsey Hill

7 Dempsey Rd, #01-05, Singapore 249671

Set amidst the lush surrounds of a historic enclave, Violet Oon Singapore at Dempsey Hill is our newest destination — a celebration of Singapore's rich culinary heritage in a beautifully restored colonial building. Step into our elegant dining room or linger on the breezy veranda as you savour heirloom Peranakan recipes and treasured household favourites, many of which are rarely seen even in Peranakan homes today. For more intimate gatherings or corporate hosting, our three private dining rooms offer a warm and refined setting designed for heartfelt conversations and shared moments.



Singapore at a Glance

Capital
- Singapore

Population
- Approximately 6 million

Currency
- Singapore Dollar (SGD)

Language
- English, Mandarin, Malay & Tamil

Time Zone
- GMT +8

Climate
- Tropical, warm and humid year-round

Electricity
- 230V, Type G plug

Travel Advisory
- Singapore is free from yellow fever, but requires travelers arriving from or transiting >12 hours in endemic countries to carry a valid Yellow Fever Vaccination Certificate
- For more details, click this link to see the full list of countries: https://www.ica.gov.sg/enter-transit-depart/entering-singapore/yellow-fever-vaccination-certificate

Getting Around Singapore

Singapore Changi Airport

Singapore Changi Airport is consistently recognised as one of the world's leading airports and serves more than 100 airlines connecting to destinations across Asia, Europe, the Middle East, Oceania and the Americas.

Upon arrival, visitors may choose from the following transportation options:

- **Taxis** - Taxis are available 24 hours a day from all Changi Airport terminals, making it a convenient option to reach Swissôtel The Stamford. The journey takes approximately 20–30 minutes, with fares typically ranging from SGD 25 to SGD 45.

- **Private-hires:** Ride-hailing services are a convenient way to travel from Changi Airport, with popular options including Grab, Gojek, and TADA. Designated pick-up points are clearly signposted throughout all airport terminals.

- **Public Trains:** Singapore's public train system (MRT) offers a convenient and affordable way to travel from Changi Airport to the city centre. The journey takes approximately 40 minutes, with fares typically ranging from SGD 2 to SGD 3.

Weather in Singapore

October in Singapore is typically warm and humid, with daytime temperatures ranging from **30–33°C** and evening temperatures cooling slightly to **24–27°C.**

Occasional afternoon showers and thunderstorms are common.

What to Pack

- Lightweight clothing
- Umbrella (provided by the hotel)
- Comfortable walking shoes
- Hats/caps
- Sunglasses
- Sunscreen
- Light cardigan or jacket for air-conditioned venues

Other Information

Time Zone

Singapore operates on Singapore Standard Time (SGT), which is GMT+8 year-round. The country does not observe daylight saving time.

Language

Singapore has four official languages: **English, Mandarin, Malay**, and **Tamil**. English is the primary language used in business, government, and everyday communication, making it easy for most visitors to get around.

Currency

The official currency in Singapore is the **Singapore Dollar (SGD)**. Most hotels, restaurants, shops, and attractions accept major credit cards, including Visa, Mastercard, and American Express, as well as mobile payment options such as Apple Pay and Google Pay. ATMs are widely available throughout the city.

Exchange Rate

Current exchange rate as at 21 October 2026:
SGD 1 = USD 0.78

Other Information

Tipping

Tipping is generally not expected in Singapore, as most restaurants and hotels automatically include a **10% service charge and 9% Goods & Services Tax (GST)** in the bill. While additional gratuities are always appreciated, they are not customary.

Electricity

Voltage: **230V / 50Hz**
Power Plug: **Type G** (UK-style three-pin plug)
Visitors travelling from other regions may require an adaptor.

Wi-Fi and Mobile Connectivity

Complimentary Wi-Fi is widely available at hotels, restaurants, cafés, shopping malls, and Changi Airport. Visitors can also purchase tourist SIM cards or eSIM packages from Singtel, StarHub, or M1 at Changi Airport and retail outlets across the city.

Other Information

Safety and Security

Singapore is widely recognised as **one of the safest cities** in the world. Visitors should take normal travel precautions, such as keeping personal belongings secure, safeguarding passports and valuables, and staying aware of their surroundings in crowded areas. Emergency services are highly responsive and easily accessible.

Drinking Water

Tap water in Singapore is safe to drink, so bottled water is generally not necessary. Visitors can easily refill reusable water bottles at suitable locations throughout their stay, with bottled water also widely available if preferred.

Health and Medical Services

Singapore offers world-class healthcare facilities, with pharmacies and medical services widely available across the city. Popular pharmacy chains include Guardian, Watsons, and Unity, while major hospitals include **Singapore General Hospital, Mount Elizabeth Hospital, Gleneagles Hospital,** and **Raffles Hospital.**

Other Information

Emergency Contact

- **Police - 999**
- **Ambulance / Fire - 995**
- **Non-Emergency Ambulance - 1777**
- **Tourist Hotline - 1800 736 2000**

Health and Medical Services

Singapore is known for its **cleanliness and strong civic-minded culture.** Visitors are encouraged to follow local etiquette by:

- Queuing patiently,
- Giving priority seating to elderly passengers,
- Observing local laws and regulations,
- Disposing of litter responsibly,
- Staying hydrated in the warm climate.

Local Cuisine

Singapore is widely regarded as one of the world's top food destinations, offering a diverse culinary scene shaped by its multicultural heritage. Visitors can enjoy a variety of iconic local dishes, including chilli crab, black pepper crab, Hainanese chicken rice, laksa, satay, Hokkien mee, char kway teow, roti prata, and kaya toast with kopi.

Hawker Centres

For an authentic local experience, visitors are encouraged to explore:

- **Lau Pa Sat**
- **Maxwell Food Centre**
- **Newton Food Centre**
- **Old Airport Road Food Centre**
- **Tiong Bahru Market**

Must Visit Attractions

Marina Bay

The iconic heart of modern Singapore featuring:

- Marina Bay Sands
- Merlion Park
- ArtScience Museum
- Spectra Light Show

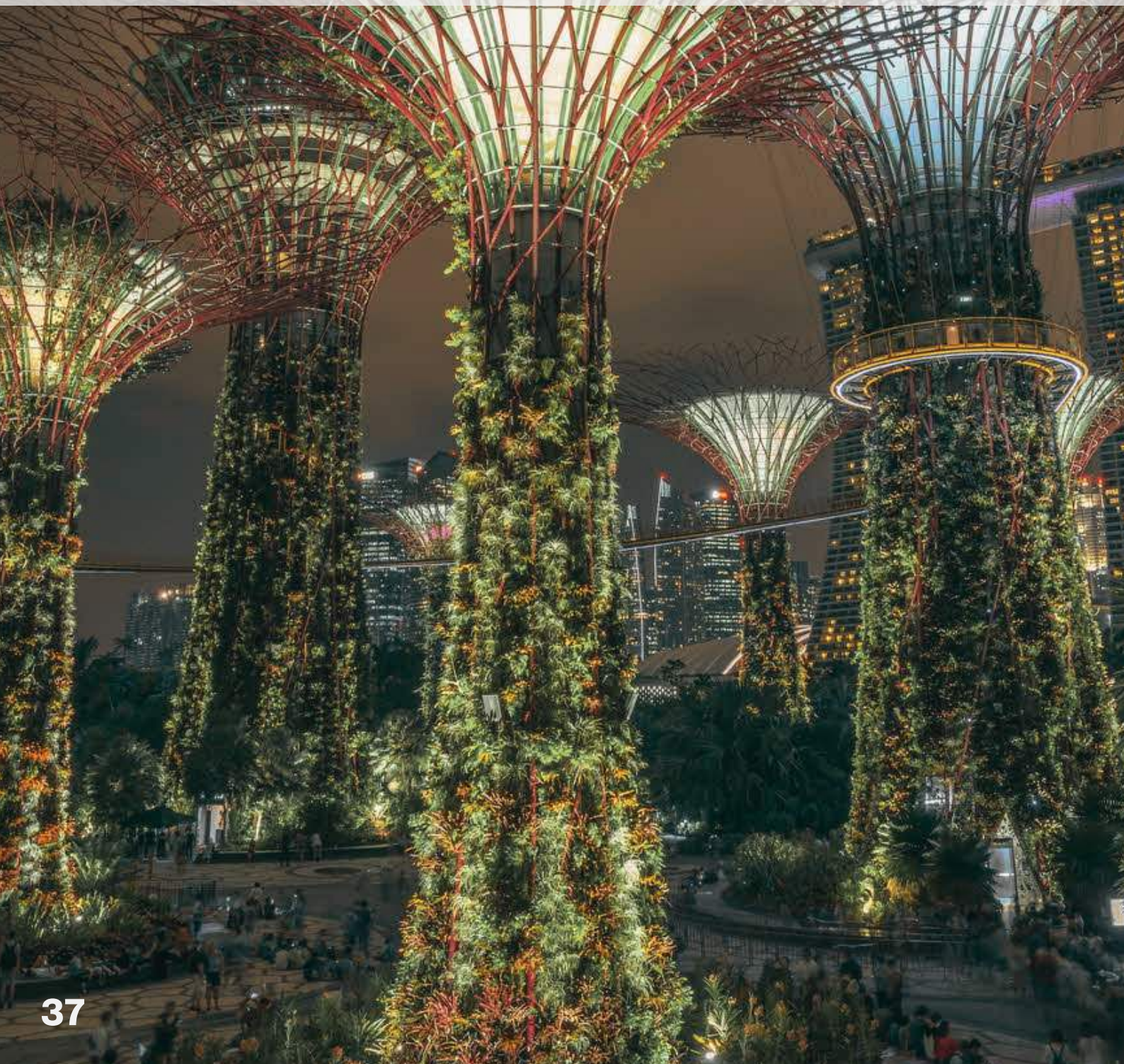


Must Visit Attractions

Gardens by the Bay

A world-renowned horticultural attraction featuring:

- Supertree Grove
- Cloud Forest
- Flower Dome



Must Visit Attractions

Singapore Botanic Gardens

- Singapore's first UNESCO World Heritage Site and one of the city's most treasured green spaces.



Must Visit Attractions

Chinatown

- A vibrant district blending heritage architecture, temples, markets and dining experiences.



Must Visit Attractions

Little India

- A colourful cultural enclave known for its temples, cuisine and bustling streets.



Must Visit Attractions

Kampung Glam

- Singapore's historic Malay-Arab quarter, home to:
  - Sultan Mosque
  - Haji Lane
  - Boutique cafés and shops



Must Visit Attractions

Jewel Changi Airport

- One of Singapore's most popular attractions featuring:
  - HSBC Rain Vortex
  - Canopy Park
  - Shopping and dining experiences



Must Visit Attractions

Mandai Wildlife Reserve

- Houses five wildlife parks, including the **Singapore Zoo, Night Safari, Bird Paradise** and **River Wonders**, plus nature attractions and rainforest experiences.
- Over 21,000 animals call Mandai home, representing nearly 1,000 species from around the world.



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