



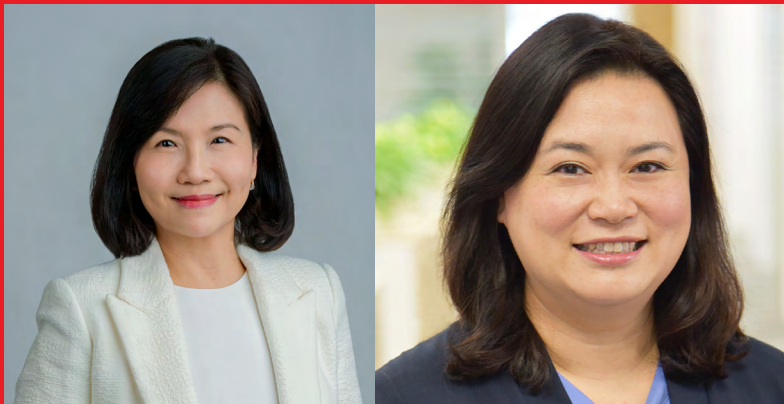
50 Years  
in SG



50 Voices



Johnson & Johnson



## Foreword

For 50 years, Johnson & Johnson (J&J) has been at the forefront of shaping healthcare in Singapore. Since 1974, we've worked hand in hand with healthcare providers, government agencies, and research institutions to tackle complex challenges, transform patient care, and improve lives. Together, we've introduced groundbreaking treatments and technologies, enhanced surgical precision, and built a healthcare system that is more resilient and future-ready.

Our journey has been guided by a steadfast commitment to the principles of Our Credo, putting the needs of patients and communities first. Over the decades, our focus has inspired life-saving innovations and partnerships that have made a meaningful difference to patients. From revolutionizing minimally invasive surgical procedures to developing effective and accessible cancer treatments, J&J has stood proudly by the side of our partners and industry allies to redefine the standard of care.

50 Years, 50 Voices is our way of saying thank you to the people who have shaped our remarkable legacy in Singapore. Through their voices, we honor the collective effort that has made our progress possible.

This milestone is also a promise for the future, and Singapore's role as a thriving hub for healthcare innovation and technology will be central to this journey. But technology alone isn't enough. True progress lies in building a healthcare ecosystem that prioritizes equity, access, and resilience. Guided by Our Credo, we are committed to acting with integrity, putting patients first, and solving the toughest healthcare challenges through a journey that will require creativity, courage, and collaboration.

We invite you to explore stories of dedication and impact—narratives of individuals who have made a significant difference in the lives of those we serve, as well as the voices of those we have touched. May their stories inspire us all as we work together to create a future where care is smarter, solutions are bolder, and lives are healthier in Singapore and around the world.



*Kunal Bhatia*

**Kunal Bhatia**  
Head of Orthopaedics, Southeast Asia  
and MedTech Leader, Singapore,  
Johnson & Johnson

*Marcus Desmond*

**Marcus Desmond**  
Area General Manager (Singapore,  
Malaysia, Indonesia & Philippines),  
Innovative Medicine, Johnson & Johnson

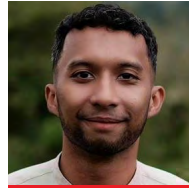
# Choose a story from our 50-year journey in Singapore to explore:



Building J&J APAC's First Home in Singapore



Cancer: When Challenge Meets Care and Support



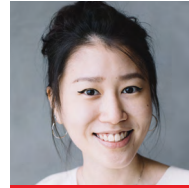
The Supply Chain Hero That Delivers Hope



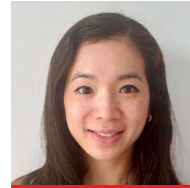
Pioneering Beginnings, Shaping a Legacy



My Journey of Making a Global Impact



Growing Into a Role That Makes a Difference



Breaking Stigma, One Brushstroke at a Time



Transforming Healthcare Through Collaboration



Creating Impact Beyond Singapore's Borders



Connecting Action with Our Credo



Guiding Global Vaccine Efforts During COVID-19



Igniting Passion and Purpose



Driving Global Digital Transformation



Championing Access and Compassion for Change



Imagining the Impossible, Making it Real



27 Years of Learning and Gratitude at J&J



Behind the Scenes, Driving Change



Pushing the New Frontiers of Cutting-Edge Robotics



How We Care: Compassionate Access in Action



Leading with Purpose as J&J's First Female Asian CTO



Creating Ripples of Progress by Giving Back



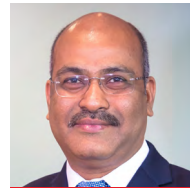
Adapting, Leading, Thriving: My J&J Story



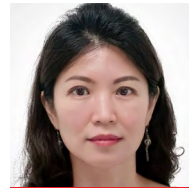
Dedication Meets Call of Duty



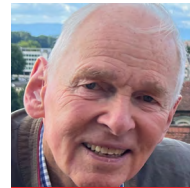
Growing People, Growing Business



A Career Built on Growth and Purpose



Walking By and Living For Our Credo



Lifelong Bonds and a Legacy of Integrity



Shaping the Future of Healthcare Through Partnership



Driving Healthcare Innovation in Asia, Together



Empowering Our Caregiver "Hidden Heroes"



J&J's Legacy: Transforming Myeloma Care in Singapore



A Patient-Centered Revolution in Oncology



Leading the Mental Healthcare Revolution



Pioneering Minimally Invasive Surgery in Southeast Asia



Inspiring Girls with STEM in Action



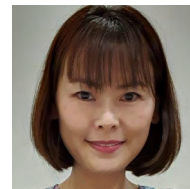
Supporting Patients with Pulmonary Hypertension



Elevating Trauma Care with Versatile Innovations



Making Innovative Medicines More Accessible



Working as a Village to Fight Cancer



Making Minimally Invasive Surgery a Reality



Enabling Surgical Excellence from Residency to Mastery



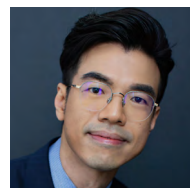
Setting an Example for Singapore's MedTech Industry



Sharing a Vision of Clear Vision



Small Actions, Greatest Mark



Building Bonds and Advancing Innovation with J&J



Transforming Singapore's Healthcare Landscape Through Patient-First Innovation



Bringing Breakthroughs for Prostate Cancer Care to the Region



Mentoring the Next Generation of STEM Leaders



Nurturing Leaders in Healthcare Innovation for Tomorrow



A Shared Commitment, An Enduring Partnership

## Building J&J APAC's First Home in Singapore



**Albert Lee**

Former Vice President, Global Commercial Lead,  
Gastroenterology, Immunology  
Johnson & Johnson

“How do we create our new home in a way that is Johnson & Johnson (J&J), but distinctly Singapore?” This question was central to our vision as we made the major move to Kent Ridge, which I was tasked with leading as the then-Managing Director in 2018. The challenge wasn’t just about bringing 1,200 employees from J&J’s various sectors and functions together into one location; it was also an unprecedented endeavor to create a shared identity as J&J Singapore.

We knew we had to build a space that truly combines the best of J&J and Singapore. One of the most recognizable features for any visitor to the J&J Singapore Campus is the garden wall that runs alongside the staircase connecting the office floors. Born out of our love for Singapore as a garden city, we wanted to bring nature to the heart of our campus and create a green, welcoming space for everyone.

With a new home built to last, we also wanted to express our gratitude in a way that reflects our Singaporean spirit. To thank the construction workers for their dedication and hard work, we hosted a nasi lemak breakfast for the J&J team and the workers at the completed campus.

It’s incredible to think that I was part of J&J for 25 years of its 50 year journey in Singapore. When I started, the team was just 60 strong, scattered across the island. By the time I left in 2019, we had grown to a united team of 1,200 at Kent Ridge, all sharing one identity. I could never have imagined how much J&J Singapore would grow.

My journey has been one of privilege and I have nothing but gratitude for the opportunities and the people I’ve met. J&J has always been about more than just business; it’s about nurturing the generation of talent, building strong values, and, above all, putting patients first.

*“As J&J celebrates its 50 years in Singapore, my wish is for J&J to look back with gratitude and forward with hunger, always striving to reach more patients and drive the next wave of healthcare innovation.”*

## Cancer: When Challenge Meets Care and Support



**Annie Yam**

Marketing Lead, Vision Care  
STAR Cluster  
Johnson & Johnson

At 33, my world turned upside down. I was diagnosed with stage 1 lung cancer—a devastating blow for someone who had always been healthy. In the span of months, I went from thriving in my career to undergoing life-altering surgery that removed 20 per cent of my lungs. Recovery was physical and deeply emotional. The disease stripped away my sense of certainty but gave me something profound in return: a second chance.

Cancer remains a taboo in many parts of Asia. It's often seen as a death sentence, leaving patients and their families isolated. So, as I healed, I began asking myself bigger questions. Was there more I was meant to do? One day, as I walked past Singapore General Hospital and the Ministry of Health, it struck me that I needed to be part of healthcare. I wanted to work somewhere that didn't just treat illnesses but made a lasting difference in people's lives.

Since joining Johnson & Johnson (J&J) two years ago, I've found both a job and a mission. Our volunteer leave policy allows me to continue my work with the Singapore Cancer Society, hosting webinars and speaking openly about my journey to break the stigma surrounding cancer in Asia. Cancer is more than a physical illness; it affects

the emotional and social well-being of patients and their communities. J&J empowers me to use my experience to help others see cancer not as a death sentence, but as a challenge that can be met with courage and support.

What makes J&J truly unique is Our Credo, which places patients and communities at the heart of everything we do. It's the same spirit that drove J&J to establish a hub in Singapore decades ago and the same spirit that invests in employees like me—helping me grow, supporting my well-being, and amplifying my voice to make a difference.

For the next 50 years, I hope J&J continues to pioneer healthcare solutions that elevate patient outcomes, not just through treatment, but by addressing the human side of healing.

*“J&J empowers me to use my experience to help others see cancer not as a death sentence, but as a challenge that can be met with courage and support.”*

## The Supply Chain Hero That Delivers Hope



### Asyraf Razip

Deliver Specialist, Innovative Medicine  
Johnson & Johnson

*“I joined Johnson & Johnson (J&J) because I wanted to make a real difference. As a supply chain professional working in healthcare, I’m acutely aware of why my role isn’t necessarily about managing logistics but it is about delivering hope and life to the patients. Earlier this year, I faced a moment that reminded me just how my work impacts others.”*

One evening, I received an urgent call: a critical oncology medication was needed the next morning for a patient whose treatment couldn’t wait. I had less than 24 hours to make it happen.

From that moment, it was all hands on deck. I connected immediately with our partners and everyone dropped what they were doing to prioritize this patient’s needs. There were bottlenecks, approvals to chase, and logistical hurdles to overcome, but no one hesitated.

Each step was a coordinated push to get this medication where it was needed, and by noon the next day, our patients received their treatment. For me, that moment was a powerful reminder why I joined healthcare—to make a real, immediate difference.

Over the past three and a half years, J&J has invested in me and my growth, from hands-on training in the Supply Chain Academy to project management courses that have prepared me for high-stakes moments like this. Working here has given me purpose, knowing that I’m part of a team committed to quality and care at every turn. Being part of J&J’s 50-year legacy in Singapore makes me proud to continue this mission, where every order can change, or even save, a life.

## Pioneering Beginnings, Shaping a Legacy



### Pang Chee Huat

Former Healthcare Compliance Officer  
Singapore, Johnson & Johnson  
One of Johnson & Johnson Singapore's  
founding employees

When I joined Johnson & Johnson (J&J) in 1976, little did I know it would become a life-long journey. For over four decades, I grew alongside the company as one of its early pioneers, helping to shape its legacy in Singapore.

I started in finance, but my career took a different direction when I attended a three-month management program at the Asia Institute of Management in the Philippines in 1993. It was like today's eMBA, and prepared me for the challenges ahead. When I returned to Singapore, I transitioned into different areas of focus: customer service, supply chain, healthcare compliance and procurement.

One of my proudest achievements in this new role was setting up a centralized distribution center in Singapore in the late 1990s. Before that, our supply chain was fragmented, with each division managing its own procurement. We spent two years bringing it all together, using the technology of that time to link operations from the Netherlands to Singapore. It was a major milestone, significantly improving our efficiency and setting a new standard for how we operated across the region.

Even after I retired in 2016 as a Healthcare Compliance Officer in my final role, J&J wasn't quite done with me. I was brought back to help with a change management project at the Science Park office, where we transitioned to an open-space concept for over 1,500 employees. Convincing people to give up their private offices and adapt to the new workspace wasn't easy, but we made it happen, creating space that fostered teamwork and innovation.

*“Looking back, I'm incredibly proud of the role I played in J&J Singapore's history, particularly in shaping how we serve our customers across various sectors. While the consumer business holds a special place for me, it's the broader trust people have placed in J&J across consumer, medical devices, and pharmaceutical—that has made us what we are today.”*

## My Journey of Making a Global Impact



### Chris Goh

Healthcare Compliance Pharm Cluster Lead  
Singapore, Malaysia, Indonesia, Philippines  
Johnson & Johnson

In my 13 years with Johnson & Johnson (J&J), I've discovered a profound sense of purpose—one rooted in the company's unwavering commitment to innovation, patients and its people. Each role I've taken on has been more than a job; it's been a journey to contribute to something greater.

When I first joined J&J in Singapore, I was struck by the company's culture of empowerment. Leaders didn't just see me as just someone to fill a role—they invested in my growth, encouraged my curiosity, and helped me connect my work to a larger mission: improving patient lives. This foundation has stayed with me throughout my career.

Over the years, I had the chance to take on several key growth assignments. One of my most meaningful experiences was in 2016, when I moved to Toronto for a global assignment in medical compliance. As a Medical Compliance Director, I was tasked with leading a team of 14 people, while overseeing the strategy focus and transformation of five teams, as well as the implementation of frameworks to support meaningful cross-functional strategies.

The challenge of leading a new team in a new region tested my leadership skills and expanded

my global exposure. It was a defining moment in my career, one that taught me the importance of building trust to achieve shared goals. As a Singaporean who started my career in J&J, I feel incredibly fortunate to have been given the opportunity to grow beyond my home country. This experience not only shaped me professionally but also deepened my appreciation for J&J's commitment to empowering its people on a global scale.

*"I take a lot of pride being part of a company that has a 50-year legacy in Singapore. This legacy speaks to J&J's resilience and ability to embrace change in the face of evolving healthcare practices and patient needs—a testament to J&J's strong leadership and innovation in the region."*

I am grateful for the chance to be part of an organization that values its people, embraces change, and continuously drives innovation with the goal of improving lives.



## Growing Into a Role That Makes a Difference



**Danielle Goh**

Control Tower (4PL)  
Continuous Improvement Manager  
Johnson & Johnson

When I joined Johnson & Johnson (J&J) as an intern, I was just eager to learn—but I had no idea how deeply this company would come to shape my values and career. Six years later, I'm not only grateful for the experiences from my day job, but also for the chance to lead meaningful community impact initiatives like the Bridge to Employment (BTE) program. J&J has given me the opportunity to combine my passion for community service and STEM with my career, allowing me to grow into a role where I could make a difference.

To me, the BTE program was a chance to make an impact in our local community. We partnered with Jurongville Secondary School, and over three years, J&J employees mentored students, guiding them on topics from career choices to managing stress and building confidence. I'll never forget the graduation ceremony at the end of the program, where the students performed a skit showing what BTE meant to them. Watching them express how much they'd grown and the friendships they'd built with their mentors brought tears to my eyes.

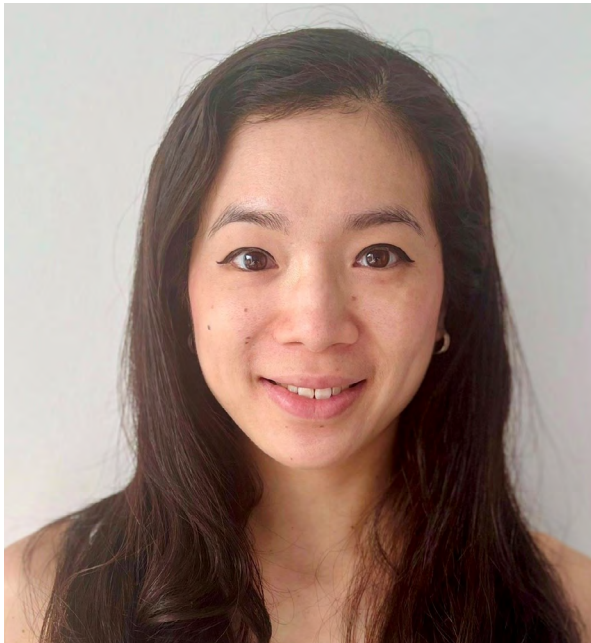
That day, I saw how J&J lives its values when it comes to commitment to the community.

J&J has also given me the space to grow. When I first joined, I was introverted and hesitant to speak up, but being in our family-like and encouraging environment has changed me. I've been able to take on new challenges, make mistakes, and learn from them without judgment.

*“At J&J I've had the support of amazing mentors and leaders who've pushed me out of my comfort zone, helping me to find my voice and become the person I am today. Working here feels like being part of a family.”*

Looking back, I feel immensely grateful for the journey from intern to leader, and for a workplace that's given me the freedom to build a meaningful career. J&J is where I found my purpose, and it's the family that's shaped who I am.

## Breaking Stigma, One Brushstroke at a Time



**Diane Foong**

Business Unit Lead, Oncology  
Singapore  
Johnson & Johnson

Mental health is a topic close to my heart. It impacts lives in ways unseen and is a big reason why it remains widely misunderstood. Schizophrenia is a disease area that Johnson & Johnson (J&J) has a particularly long standing history with, and as a firm believer that our responsibility to patients doesn't end with treatment, the "Castles in the Air" exhibition in 2019 was one project I had the honor of being a part of during my time on the neuroscience portfolio.

This collaboration J&J undertook with partners across the mental health community in Singapore - caregivers, healthcare professionals, and charities - culminated in a public exhibit showcasing art created by individuals with schizophrenia. For these artists, their work offered a chance to express themselves in ways that words could never capture. The exhibition was a medium for connection, sparking essential conversations and helping to break down the stigma that surrounds mental health.

The response was truly moving. Through art, people were able to see beyond the diagnoses and understand the resilience and creativity of those living with schizophrenia.

*"As I reflect on this, and my 13 years at J&J, I think of the leaders who laid the foundation for J&J's focus on people and patients. Their dedication - whether through investing in molecules in areas of high unmet need, supporting our partners, or empowering patients - bridges science and compassion. This good work has created a legacy that is remembered by and continues to inspire our team, and partners across the ecosystem. I'm proud to carry that legacy forward."*

## Transforming Healthcare Through Collaboration



**Eugene Yoo**

General Manager, Vision  
Australia, New Zealand, India, Korea,  
Southeast Asia, Taiwan, Johnson & Johnson

Looking back on my 20 years at Johnson & Johnson (J&J) from starting out as a Sales Rep in MedTech to overseeing the oncology pharmaceuticals business in Taiwan and now leading teams as General Manager for Surgical Vision's cluster of Asia Pacific markets, it's always stood out to me that this is a company that goes beyond just numbers.

*“Through collaboration, partnerships, and our work with government policy and healthcare professional training, we've left a significant footprint in the region. For me, Singapore has been at the heart of these efforts, where we've truly left our mark.”*

One of my recent proudest personal moments is being elected Chairman of the MedTech Industry Group in 2024. This position gives me a platform to influence healthcare policies directly—whether it's shaping regulations or improving access to care. It's clear that we are driving change on a national scale, and it's incredibly fulfilling to be a part of this progress.

Our journey in healthcare has been defined by powerful partnerships and transformative projects. One of the most impactful was in 2015 when we partnered with the Ministry of Health to

pioneer value-based healthcare in Singapore. We led workshops that moved the healthcare system from volume to value—focusing on real, long-term patient outcomes rather than just services. It was a turning point, and J&J was right there, leading the charge.

Another notable milestone came in 2018, when we joined forces with the Singapore National Eye Center and the Singapore Eye Research Institute (SERI) to advance research in myopia, pushing the boundaries of what's possible in eye health.

What makes J&J truly unique is how we elevate others whilst focusing on the bigger picture. Our collaboration with a local university on the Hospital Management Program is something I'm particularly proud of—we've supported physicians to transition from a clinical role to senior leadership within the healthcare system, all for the benefit of patients. It's about giving people the tools to shape the future, and seeing them thrive has been one of the most rewarding parts of my career.

I've had the privilege of developing and experiencing different areas of the business, having a diverse career without ever needing to leave the company. If you want to go fast, this may not be the place for you—but if you want to go far, J&J is where you'll make a lasting impact.

## Creating Impact Beyond Singapore's Borders



**Freda Lim**

General Manager, MedTech  
Hong Kong & Macau  
Johnson & Johnson

Singapore has been at the core of my nearly two-decade journey with Johnson & Johnson (J&J). It's where my career began, where I have repeatedly returned, and where I have witnessed some of the most dynamic transformations in healthcare. What sets Singapore apart is its unique combination of being small, nimble, and always ready to meet challenges head-on. As a regional hub for innovation, the positive changes we foster here extend beyond borders, inspiring us to explore new frontiers in healthcare.

I recall a specific moment in 2016 where I had a chance conversation with Jeffrey Go, then-Managing Director of J&J Philippines, about his family member living with cardiac arrhythmia. Our discussion revealed a worrying gap: innovative, life-saving solutions like our 3D mapping system for detecting and treating abnormal heart rhythms were not easily accessible in the Philippines.

Driven by Our Credo, we set out to make a difference. With the support of the Singapore organization, we launched Biosense Webster in the Philippines in 2017 and trained doctors in the country's leading cardiac center. As Singapore was already recognized as a training hub in electrophysiology for Southeast Asia, the experience and resources from Singapore's

physicians greatly enriched these training programs, creating a solid foundation for advancing cardiac care in the region.

In 2021, Philippines celebrated their 100th patient treated. I will always cherish the call I received from a colleague in the Philippines inviting me to a Zoom celebration, where they said, "You were critical in making this happen". I remain deeply grateful for the support of J&J that was vital in improving access and quality of cardiac care for so many patients.

*"Reflecting on Singapore's 59 years of progress, it's incredible to note that J&J has been part of Singapore's journey for 50 years—a true testament to our enduring commitment. However, our focus is not solely on the past; it is also about what we are going to do next. My wish for J&J Singapore is that it can always be at the forefront of new innovations, to continue to transform patients' lives across the region and create impact beyond its borders."*

## Connecting Action With Our Credo



**Guillermo Frydman**

Area Managing Director, MedTech  
Southeast Asia  
Johnson & Johnson

Looking back on my journey with Johnson & Johnson (J&J) over the last three decades, it has been both transformative and deeply personal. My relationship with J&J is one of the longest in my life—only my bond with my brother outlasts it! Moving to Singapore with J&J gave me a new place to call home and the foundation to start my family.

Throughout my career, J&J has supported me in many ways. The company backed my decision to pursue an MBA, which was pivotal for my development. My journey from a sales rep to where I am right now is a testament to J&J's commitment to nurturing its people.

A defining moment for me was during the height of the COVID-19 pandemic when I was the Managing Director for Singapore—the launch of Tylenol. Singapore was facing a potential shortage of paracetamol, but despite many hurdles, we fast-tracked a product launch. From that first conversation to having Tylenol on the shelves in local pharmacies took us less than 60 days—a feat that seemed unimaginable before. What stood out was how everyone at J&J and all the relevant stakeholders in the healthcare ecosystem came together, all hands on deck,

working around the clock to do the right thing for patients and addressing a critical healthcare need. This experience showed me a new side of J&J, and the speed at which we can move and execute seamlessly when we are guided by our purpose.

I believe Our Credo represents who we are. It is a perfect summary and reminder of why we do what we do every day, and it keeps us true to our values. I often use it as a “pressure test” when making tough decisions. On difficult days, I look at Our Credo before going home to challenge myself: “Did we touch a patient, a doctor, or a community today?” If we can't connect our actions to Our Credo in one shape or form, then we must reconsider them.

*“The J&J I know is a company that's bigger than any one of us collectively but driven by each of us to make a difference. It's not just about the products we bring to market; it's about the impact we have on lives, the trust we build with customers and communities, and the values we uphold every single day.”*

## Guiding Global Vaccine Efforts During COVID-19



**Ivan Tan**

Healthcare Access Solutions & Partnerships Lead  
Southeast Asia & India  
Johnson & Johnson

In 2021, at the height of the pandemic, I faced one of the most challenging and rewarding moments of my career while based in Johnson & Johnson (J&J) Innovative Medicine's corporate headquarters in New Jersey—leading the global allocation of J&J's COVID-19 vaccine.

Within eight weeks, I had built a team from scratch, defined the charter, and developed allocation principles to ensure vaccines reached the communities that needed them most. It was intense, navigating the complexities of limited supply and high demand during a global pandemic. Although the company eventually decided to discontinue the COVID-19 vaccine, being part of such a monumental effort to contribute to global public health was fulfilling.

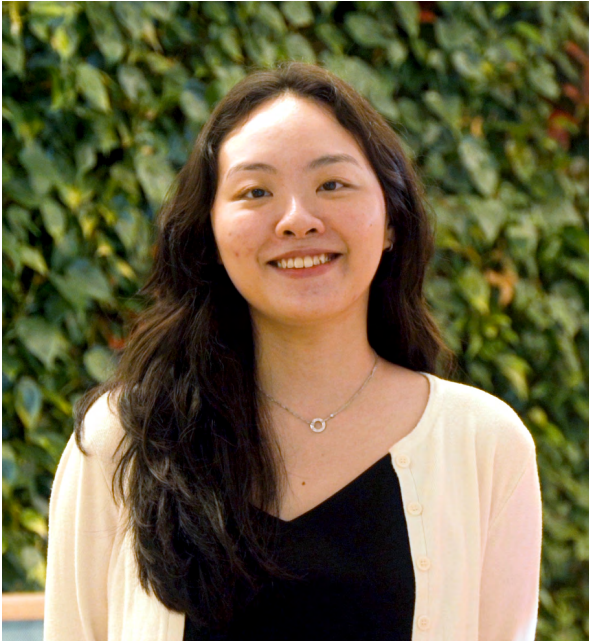
From prioritizing equitable access to considering the needs of populations in regions with limited infrastructure, J&J's decisions when it came to its COVID-19 vaccine efforts consistently reflected Our Credo. These ranged from designing the trials with a single-dose vaccine, to not requiring a relatively elaborate cold chain.

*“From Singapore, I’ve been privileged to experience how J&J’s commitment to advancing global health is put into action. In my work, this means engaging with diverse stakeholders - such as hospital providers, insurers, and diagnostics partners - to find innovative, commercially sustainable solutions to improve access of our medications to patients.”*

This has also included engaging with policymakers in the Southeast Asia region to identify new financing models for J&J pipeline of innovative specialty medicines. It is about aligning the ecosystem to ensure that healthcare access is not just a promise but a reality.

As Singapore continues to thrive as a hub for innovation, I’m confident J&J will remain steadfast in its commitment to breaking new ground and inspiring progress for patients in the region and beyond.

## Igniting Passion and Purpose



**Jaslyn Lim**

Associate Product Manager, Surgery  
Singapore  
Johnson & Johnson

I'll never forget my first experience in an operating theater (OT) after joining Johnson & Johnson (J&J) straight out of university. While I was familiar with medical devices, stepping into the OT was surreal. One of my seniors told me something I'll never forget: "Being in the OT is a privilege, Jaslyn. Not everyone gets to see surgery up close like this."

This moment shifted my perspective. Watching the team in action, I understood we were more than vendors who were there to make sure our products worked—we are partners responsible for ensuring everything ran smoothly in the OT, from setup to the final surgical stitch. It was this pivotal moment that made me realize how important our role really is in supporting patient care.

Since then, my journey at J&J has been full of growth. I recently transitioned from sales to marketing, allowing me to work more closely with medical societies and execute education programs.

One of the first workshops I've attended was a suturing workshop for medical students and young doctors. Watching these future surgeons gain confidence with sutures was a proud moment for me, because even the smallest part of a surgery makes a big difference in a patient's recovery.

*"As I look to the future, my hope is for J&J Singapore to continue leading with the same commitment and innovation that has made such a difference in people's lives. I'm proud to be part of a team that strives to expand access to healthcare and make a positive impact on patients and surgeons alike, and excited to be part of the journey ahead."*

## Driving Global Digital Transformation



**Joyce Lee**

Group Chief Information Officer &  
Global Vice President, Innovative Medicine  
Johnson & Johnson

In November 2007, I was the Managing Director of Johnson & Johnson (J&J) Singapore and that year, we were the first J&J office in the world to introduce a System Analysis Program (SAP) business transformation management system that ran on a software-defined data center (what would be known today as cloud storage). This platform digitalized our order-to-cash capabilities, increased our efficiencies in handling customer orders, and most importantly, helped make more time for our employees to serve those that truly matter—our patients. Its success in Singapore paved the way for the successful migrations of other J&J SAP platforms across the world, and this continues to be a system we use till this day (albeit with changes along the way to stay up to date)!

This project demonstrated Singapore’s ability to be a test-and-learn site for new and innovative ideas, with the promise to scale to the rest of the world. This successful implementation puts Singapore on the world map amongst our global

leaders. With a bold mindset of always trying something new no matter which role I’m in, I took on a leadership role in the J&J North America region, and eventually a Global leadership role based out of Singapore years later.

At J&J, everything we do is guided by a laser focus on patients. Whether we’re innovating new technologies or ensuring access to life-saving treatments, the patient is always at the center of every decision. It’s that focus that gives meaning to even the toughest challenges, and it’s what keeps me pushing forward.

*“I’ve always felt proud to be a Singaporean working for a global healthcare company. Combining the best of both, there is no limit to how we can harness technology for good.”*



## Championing Access and Compassion for Change



### Juliana Chin

Regional Public Health & Impact Lead  
Southeast Asia & India  
Johnson & Johnson

The most transformative moments of my career have come through the opportunities Johnson & Johnson (J&J) has given me to serve those who need it the most. As a business leader, I've always believed that strategic social impact isn't just a 'nice to have'—it's a vital part of today's business strategy to ensure both the world and the business can thrive. But it wasn't until I personally championed a cause and witnessed it firsthand that I truly grasped the depth of its importance. I'll never forget standing in a crowded operating room in Palawan, Philippines, during our first-ever Operation Smile mission. Surrounded by the buzz of medical professionals, I watched as a child's life was transformed in just hours—a simple cleft lip surgery. In that moment, I saw not just the physical change, but the profound joy in the mother's eyes as she held her child for the first time, free from the burden of a lifetime of stigma. That experience will stay with me forever, reminding me of why we must care, and why we must act.

*“At J&J, I've been fortunate to channel my skills and passion into initiatives like Operation Smile, where the impact is deeply personal. Co-leading this program in Singapore for four years took me on an elevated journey of collaboration, resilience, and*

*compassion, grounding me in the belief that true leadership is about more than achieving goals—it's about creating lasting change and fostering human connection.”*

From organizing over ten fundraising activities to rallying volunteers who contributed their time and resources, it is a testament to the power of collective effort and care. What sets J&J apart is how Our Credo shapes not just its decisions, but the very culture of the organization. Its logical value principles resonate deeply with all of us.

The mission to Palawan truly showed me what it means to live Our Credo. 26 colleagues took personal leave to volunteer, we traveled long hours to rural areas to bring life-changing surgery to 120 children, witnessing amazing surgeons stitching with care, and the quiet moments of nurses and volunteers comforting a child post-surgery because their parents couldn't be by their side.

Today, in my role in Global Public Health, I see the same spirit driving our efforts to expand healthcare access in underserved communities. Whether it's through pioneering treatments or empowering local healthcare workers and underserved populations, J&J is leading change in areas where it's needed most through collaboration and innovative solutions.

## Imagining the Impossible, Making it Real



### Krishnan A

Vice President of Value Creation, MedTech  
Johnson & Johnson

*“My journey with Johnson & Johnson (J&J) began long before I walked through its doors. Growing up across from the J&J India plant, I often admired the beautiful white buildings and lush green lawns, dreaming of one day working there. It felt like a distant dream, but J&J is all about envisioning the impossible and turning it into reality.”*

Three decades ago, that dream came true when I joined J&J in India. Just two years later, my life took another wonderful turn when I met my wife, a fellow J&J employee, fulfilling both my career aspirations and the joy of finding love on those green lawns.

Upon joining J&J, I was inspired by its mission & purpose, to support patients through innovative healthcare and the commitment to doing the right thing, even when no one is watching. This purpose ignited my passion and dedication, guiding me from my early days in India to experiences in Malaysia, Singapore, Japan, and now to my current position in the United States. Looking back on my three decades and my eighth geographical move with J&J, I recognize my time in Singapore as a pivotal moment in my career and a truly joyful chapter in my life.

Moving to J&J Singapore in 2005, as a Finance Director, helped me move beyond being a “frog in the well” mindset and significantly transformed my outlook and perspective. Singapore, through its global workforce, exposed me to the diversity of thoughts, culture and opportunity that exists in the world. Joining a small regional office, that over time, grew to more than a thousand people broadened my horizons, fostered lifelong friendships, and expanded my influence. Many of my colleagues are now more like family.

In Singapore, I also discovered the joy of giving back through various community service initiatives, including supporting Operation Smile and the Red Cross, as well as offering pro-bono assistance to small businesses. These experiences strengthened my ties to the community and instilled in me a profound sense of purpose that transcends my professional responsibilities.

As J&J celebrates 50 years in Singapore, I am both honored and humbled to be a part of its legacy and am grateful for the opportunity to carry the flag of Asia across multiple geographies. I am also deeply appreciative of the experiences and relationships that J&J and Singapore have afforded me, and I look forward to giving back, sharing my learnings, and hopefully helping inspire the next generation, in the years ahead.

## 27 Years of Learning and Gratitude at J&J



**Louise Chan**

Senior Executive Assistant, MedTech  
Asia Pacific  
Johnson & Johnson

Throughout most of my professional career, Johnson & Johnson (J&J) has been an unwavering constant, enriching my journey over the past 27 years. The support I received from the Asia Pacific Leadership team has been instrumental to my growth, from continuous skills upgrading programs to keep up with the latest technological advancements, to supporting my journey as a working mother—my daughter was born in my third year with the J&J family!

One of my fondest memories at J&J is receiving my 25-year Long Service Award from Tim Schmid in 2023, when he was the MedTech Asia Pacific Company Group Chairman. My colleagues arranged a heartwarming surprise celebration for me in the office pantry, complete with flowers, cake, and warm smiles from friends and leaders I had worked with over the years. It filled me with gratitude for the memories and relationships I've built here.

The farewell to our Jurong Headquarters was equally memorable. The office had been the backdrop for countless moments of growth, connection, and joy, including our beloved

“Bring Your Kid to Work” days, where we got to see our children grow up together as part of the J&J family. Moving into our current office was an exciting chapter too. I remember my colleagues’ excitement as we explored the state-of-the-art facilities that signaled a fresh start for J&J in Singapore.

A defining moment in my career would be organizing our CEO Joaquin Duato’s visit to Singapore in 2022, an event where I can still recall the dates for as it was such a memorable one. Coordinating with a team spanning multiple business units, we worked seamlessly to ensure every detail was perfect, reflecting the strength of J&J’s culture and the dedication of its people.

*“What keeps me here? It’s the people and J&J’s genuine care for us. It’s not just a workplace; it’s a family, and I’m proud to have been part of its remarkable journey for over 25 years.”*

## Behind the Scenes, Driving Change



**Michelle Lim**

Senior Manager, Engineering & Property Service  
Johnson & Johnson

In my seven years with Johnson & Johnson (J&J), working in Engineering & Property Services (E&PS) has been a journey of growth, challenge, and immense pride. Our work may often be behind the scenes, but every project we deliver plays a crucial role in enabling teams to do their best and, ultimately, improving our patients' lives.

I have been fortunate to contribute to many defining projects, each unique and meaningful in its own way. Whether it was building the first Regional Security Operation Center (RSOC) for Asia Pacific at our J&J Singapore office, setting up the 3D Printing Lab at a local hospital during the challenging days of COVID-19, or enhancing workplace experiences with innovative spaces like the new coffee shop with barista-served coffee on campus, I've felt a strong sense of purpose in everything I do. One particularly memorable project was "Project Diamond"—a large-scale, complex separation initiative that showcased the power of teamwork and strategic planning.

Every project, no matter its scale, leaves me with a deep sense of achievement and pride upon completion.

*“The values in Our Credo - quality, innovation and social responsibility - guide everything we do at J&J. Whether in patient-facing roles or through the work we do in E&PS behind the scenes, every detail matters because it helps deliver our best to the people we serve. This is what motivates me every day to give my best.”*

As we celebrate J&J's 50 years in Singapore, I feel immense pride and gratitude. As a born and bred Singaporean, I'm honored to have contributed to a legacy of innovation and care that makes a real difference in people's lives.

## Pushing the New Frontiers of Cutting-Edge Robotics



**Nicholas Yeo**

Senior Director, Tech Ops Robotics & Digital  
Johnson & Johnson

In 2019, I found myself working for a new company leading the charge of an exciting challenge—setting up the Asia Pacific innovation focusing on 3D printing, advanced robotics and material engineering team at Johnson & Johnson (J&J). This project showed me the kind of impact you can make when a company believes in both innovation and the people driving it.

It was uncharted territory, but the idea was simple: harness cutting-edge technology to transform how we support healthcare professionals. Despite the challenges posed during the COVID-19 period, we persevered and found innovative ways to keep the project on track. Two years later, we witnessed our vision come to life in a hospital setting, a testament to our resilience and determination. It was an incredible achievement that inspires us to continue pushing boundaries.

*“As I transitioned to my next role as the only Singaporean in California working on the technical operations for J&J’s flagship robotics platform, I’ve been able to leverage my experience in advanced manufacturing technologies*

*from our region to enhance the supply chain. This experience has also allowed me to learn from global leaders in the United States.”*

It’s a two-way exchange that strengthens our work and ensures the solutions we create serve diverse needs worldwide. For someone like me, who thrives on exploring new frontiers, J&J has been a space of immense personal growth, where I was able to experiment, learn, and turn big ideas into meaningful solutions. This journey has not only shaped my career but also allowed me to make an impact far beyond Singapore.

What I value most about J&J is how it empowers its people while staying grounded in the principles of Our Credo. From the start of my career, I’ve been supported to think differently, lead boldly, and grow not just as a professional but as a person. Our Credo’s emphasis on putting people - whether it’s patients, employees or communities - at the center of every decision is what makes this possible. To be able to do all this while contributing to projects that have a global impact, is something I’m deeply grateful for.

## How We Care: Compassionate Access in Action



**Dr. Premila Paranchothy**

Medical Affairs Head  
Southeast Asia & India  
Johnson & Johnson

We sometimes come across cases that stick with us, stories that remind us why we chose this path. A few years ago, I met two young sisters in Singapore who had both been diagnosed with Gaucher disease type 1—a life-changing genetic disorder. Their parents were struggling to find a way to access treatments that could give their daughters a shot at a normal life.

At Johnson & Johnson (J&J), we talk a lot about putting patients first, but this was a moment that truly tested what that meant—a chance to put Our Credo into action. The treatment they needed wasn't available in Singapore and this family had nowhere else to turn. I felt we had to do the right thing.

Supported by my manager then, the family and I approached the J&J global team hoping for a solution. Through the family's request and our internal efforts, we received a positive response from our CEO's office and the girls received the

treatment through the compassionate access program to support them for life. In that moment, and every moment since, I have felt incredibly proud to work for J&J. There was no hesitation, no debate on benefit to the business—just a clear decision to do the right thing for patients in need.

The parents were overjoyed. With access to this treatment, their girls could now look forward to a future full of possibilities instead of limitations. I was reminded why I chose to become a physician but also why I chose to work for J&J.

*“It's our commitment to not only pushing the boundaries of innovation, but to doing the right thing when no one is looking that makes me incredibly proud to work here.”*

## Leading with Purpose as J&J's First Female Asian CTO



**Rowena Yeo**

Global Chief Technology Officer  
Johnson & Johnson

After spending 21 years in various leadership roles at IBM Singapore and Cargill, I joined Johnson & Johnson (J&J) in 2016. As Chief Technology Officer, and the first Asian woman to serve in the role, I am proud to work for a company that is dedicated to solving some of the world's toughest healthcare challenges through science and technology. Being in this role has afforded me the opportunity and privilege to lead a global technology team in delivering the next wave of innovation and breakthrough technology, while following my passion of championing for women in leadership, as well as overall diversity, equity, and inclusion. J&J's commitment to professional development inspires me to continuously learn and explore ways for our team to provide future-forward, best-in-class solutions across the enterprise that lead to meaningful impact in the lives of the people we serve.

In 2019, I took on the challenge of transforming our global Technology Services (TS) organization. This result proved to be one of my proudest moments here at J&J. While my family was embarking upon a new journey, having recently relocated to the United States, I embarked upon a journey to evolve TS, building upon its already solid technical foundation. With my newly defined leadership team, we sought to strengthen connections with our partners and alignment with the broader enterprise priorities to enhance our focus on patient-centricity. After months of hard work from everyone in TS, we evolved into an organization focused on driving efficiency, agility, reliability and security, operational excellence, and

improved experience for the consumption of our services.

Another memorable moment during my time at J&J came at the onset of the COVID-19 pandemic. Seemingly overnight, we were faced with the challenge of quickly transitioning our entire workforce to remote working. This was no small feat as it required redesigning of infrastructure including our network, cloud and implementing innovative processes to handle the demands brought on by virtual working and essential site services, as well as providing the devices and tools employees needed to work productively and safely—all while continuing to deliver life-saving solutions and innovations to patients.

Beyond these achievements, I'm also passionate about empowering others. Leading J&J's Women in STEM program in Asia Pacific, I'm focused on mentoring and supporting women who want to break into technology and leadership roles. I know from personal experience how important it is to have champions who believe in you.

*“At J&J, everything we do is guided by our laser focus on patients. I'll never forget seeing a white chair in the conference room during my first interview with the words, “Our patients are waiting.” That message continues to inspire me and drives every decision I make.”*

## Creating Ripples of Progress by Giving Back



**Sabine Cazaux-Maleville**

Senior Director Supply Chain Enablement  
MedTech Orthopaedics  
Johnson & Johnson

When I moved to Singapore in 2012, I was immediately drawn to its vibrancy, multiculturalism, and abundant opportunities. What began as a two-year stint has evolved into a 13-year journey in a place I am now proud to call home. Over time, I've come to deeply admire the power of connection and collaboration that flourishes here.

This admiration has profoundly shaped my work in Supply Chain at Johnson & Johnson (J&J). Collaborating with individuals from diverse backgrounds to navigate various needs, regulations, and infrastructures in the region is essential to ensuring that surgeons have the right products. Witnessing the positive impact on patients has reinforced my belief that small, intentional actions can ripple outward to create meaningful change. It continuously prompts me to ask, "What more could I do for those around me?"

I am proud to have collaborated with my colleagues and to be part of powerful Employee Business Resource Groups (EBRGs) and communities, such as GenNow and WLI (Women's Leadership & Inclusion), that champion values close to my heart—empowering future leaders and creating safe spaces for everyone to thrive. I am also deeply grateful for my involvement in several

professional development programs that have pushed me and enriched my career.

Perhaps this is my way of amplifying J&J's unwavering commitment to people—a quality I've admired throughout my 17 years with the company. Being recruited while pregnant left a lasting impression of how the organization values individuals and their unique journeys.

*"As I reflect on J&J's 50 years in Singapore, I attribute our incredible legacy to the country's unique ability to unite people from diverse backgrounds and inspire progress. I believe that a collective mindset focused on giving back is crucial to building a better world—whether for patients, colleagues, or the communities we serve. Let us shape a future where everyone feels supported and cared for—a better world built on the profound act of giving back."*



## Adapting, Leading, Thriving: My J&J Story



### Salena Hussain

Executive Assistant, MedTech  
Southeast Asia  
Johnson & Johnson

My journey with Johnson & Johnson (J&J) began in 2013 when I joined as an Office Administrator with the Consumer Singapore team. In those six years, I had the opportunity to be part of various projects, including being part of the pilot user testing team before the launch of our Ariba (procurement platform) and managing the massive office move from International Business Park to Ascent.

As I moved on to take on the Executive Assistant role for the Managing Director of Singapore and later, to the Area Managing Director for Southeast Asia MedTech, this shift broadened my perspective from a Singapore-centric focus to a Southeast Asia outlook. With the encouragement and support from my managers, I also took on Corporate Secretarial duties for the Legal department—a testament to the belief and trust the organization places in its people to learn and grow. These experiences were invaluable in shaping my professional development.

One of the defining moments in my career was organizing the Singapore Kickoff Meeting in 2022, our first hybrid event after COVID-19. Adapting to new technologies like Zoom and managing logistics was challenging, but the event was a success, filled with fun and laughter. It was an

unforgettable experience that I proudly reminisce about.

As I took on broader responsibilities supporting Southeast Asia MedTech, I helped plan our inaugural annual awards event for the entire Southeast Asia team in Bangkok, creating the end-to-end experience for our colleagues. It was a steep learning curve and was daunting, but seeing the event turn out so well made all the efforts worthwhile.

*“J&J’s evolution as a company has been shaped by its commitment to Our Credo. I have the privilege to witness firsthand how the company always prioritizes putting patients first. Working with colleagues who are passionate about improving patients’ lives is inspiring and reinforces my belief in the company’s mission.”*

As we celebrate J&J’s 50-year legacy in Singapore, I feel immense pride in being part of this journey. This milestone is a reminder of our impact and the exciting possibilities ahead. Here’s to continued success and a bright future for J&J Singapore!

## Dedication Meets the Call of Duty



**Shirley Wong**

Senior Sales Manager, Orthopaedics  
Singapore  
Johnson & Johnson

Working in healthcare has always been about putting people first. Johnson & Johnson (J&J) embodies this philosophy—not only in our work, but in how we support and value one another within the organization. This ethos of care and service mirrors my own values as a trained nurse, and has made my J&J journey since 2010 nothing short of fulfilling and transformative. One of the most memorable chapters in my career was during the COVID-19 pandemic. Due to the nature of trauma business, my team had to continue to work around the clock to support the emergency surgeries in the operating theatres across all hospitals in Singapore. With the limited knowledge of the virus we had back then, the sense of uncertainty was overwhelming, coupled with the constant changes to government rulings and hospital protocol. Everyone was concerned about personal safety, and also worried about bringing the virus home and infecting our loved ones.

*“Yet, the call of duty was so strong that none of us hesitated to continue working. I never saw anyone put their hand up to step away, even in such challenging circumstances. Bonds*

*formed during this period were invaluable; the camaraderie and shared sense of purpose made us a stronger and more resilient team.”*

This culture at J&J is one that leads by example. The leadership I had when I first started has played a pivotal role in shaping my own development. I recall how my J&J leaders stayed back late on many nights in a week to train and mentor the team. Their actions spoke volumes—always guiding with patience and passion. This mentorship, combined with a company culture that fosters constant communication and genuine care for individuals, helped me evolve not only professionally, but personally.

As J&J celebrates its 50th anniversary in Singapore, I am proud to be part of a company that is synonymous with trust, innovation, and a relentless focus on people. J&J’s dedication to both its employees and the patients we serve has allowed us to grow, adapt, and evolve—lessons that will continue to guide us in the years ahead.

## Growing People, Growing Business



### Supratim Bose

Former Company Group Chairman  
Medical Devices & Diagnostics  
Asia Pacific, Johnson & Johnson

*“I’ve been fortunate to work alongside some of the giants of Johnson and Johnson (J&J) since joining in the 1980s, but the biggest lesson I learned wasn’t just about business—it was about people.”*

Thus, “Grow People, Grow Business,” has always been my leadership philosophy. I knew that if we wanted to drive J&J’s growth in Asia Pacific, we had to invest in developing our local talent, who could navigate the unique challenges of this diverse and complex region.

That is why we launched the International Recruitment and Development Program and the Global Management Program in the mid-1980s—a bold initiative I led that recruited top talent from the world’s best business schools. We trained these future leaders in the source companies in the United States and then in different markets in the Asia Pacific region before assigning them to their home country, ensuring they understood not only the business but also the culture, values of J&J and unique needs of our Asia Pacific customers. I am proud to say that, over the years, J&J MedTech Asia Pacific has cultivated leaders who held, and now hold, senior positions across

the entire healthcare industry and who are making an incredible difference for patients worldwide.

A defining moment came during the 1998 financial crisis. Asia Pacific was hit hard, and volatility and uncertainty was everywhere. But rather than retreat, we saw this as a chance to unleash the power of our Asia Pacific talents by creating a growth amidst adversity strategy. We launched the “One to Win” strategy, building growth critical business processes, systems, capabilities, and market-appropriate organizations in Asia Pacific, and key markets. This wasn’t about short-term financial management—it was about creating long-term sustainable growth, and over the next decade, this strategy transformed the region, allowing us to achieve exponential growth through those years.

At J&J, everything we did was guided by Our Credo, and we always put our people and patients first. We empowered our employees to take risks, explore all new opportunities, and focus on meaningful innovations that truly make a difference to our patients. This culture of growth mindset, innovation, and decentralized empowerment allowed us to build a company of first choice for all customers that not only thrives on innovation but also deeply values the individuals who drive it.

## A Career Built on Growth and Purpose



### Sushil Avale

Director, Janssen Commercial Quality Framework Lead, Johnson & Johnson  
Longest-serving Johnson & Johnson Singapore employee still in active service

Whenever someone asks me why I've stayed with Johnson & Johnson (J&J) for 32 years, I always counter with a question of my own: why do people leave a company? Most people leave because they're looking for personal and professional growth, new challenges, or opportunities to innovate. For me, I've found all of that, and more, at J&J.

Over the years, I've worked across different sectors in J&J, MedTech, pharmaceuticals, and consumer health, and been exposed to every part of the product lifecycle. Each role taught me something new and pushed me to grow. I witnessed J&J's transformation as the years passed. In the early days, we were rather traditional in our approach to innovation. Today, J&J is bold; embracing cutting-edge technologies, digital advancements, and exploring the possibilities of precision medicine. It's inspiring to work for a company that's constantly thinking ahead, taking calculated risks, and bringing new technologies to improve patients' health and experience.

Witnessing how J&J's efforts are touching real lives is one of the most fulfilling aspects of my journey. I'll never forget volunteering with Operation Smile in the Philippines and seeing children smile for the first time after

cleft surgeries. Knowing that the sutures we manufacture every day play a role in those life-changing moments made me realize that our work is as much about people as it is about products.

J&J stands out for how it cares for its own people. The company has a wide range of enabling tools and development pathways for employees to thrive. That sense of care and commitment to talent development has kept me here for over three decades, and I've never felt the need to look elsewhere.

For those just starting their journey, know that J&J is a place where you can grow, personally and professionally, and make a lasting contribution to the health of humanity. I can say with certainty that this is a company where you can be proud to build your career.

*"Most people leave because they're looking for personal and professional growth, new challenges, or opportunities to innovate. For me, I've found all of that, and much more, at J&J, and it's why I've stayed here for 32 years."*

## Walking By and Living For Our Credo



**Veronica Leung**

Regional Project Manager, Innovative Medicine  
Johnson & Johnson

I've been working for Johnson & Johnson (J&J) for over 30 years and one of the reasons why is Our Credo. It is not just sayings on the wall, but I see it come to life every day through our responsibilities to the patients, doctors, and nurses and to mothers and fathers that we serve.

*“At J&J, there is a deep, shared purpose and the feeling that we’re all working together to make a real difference in people’s lives. Knowing that the work I do contributes to someone’s health or well-being—is what keeps me going.”*

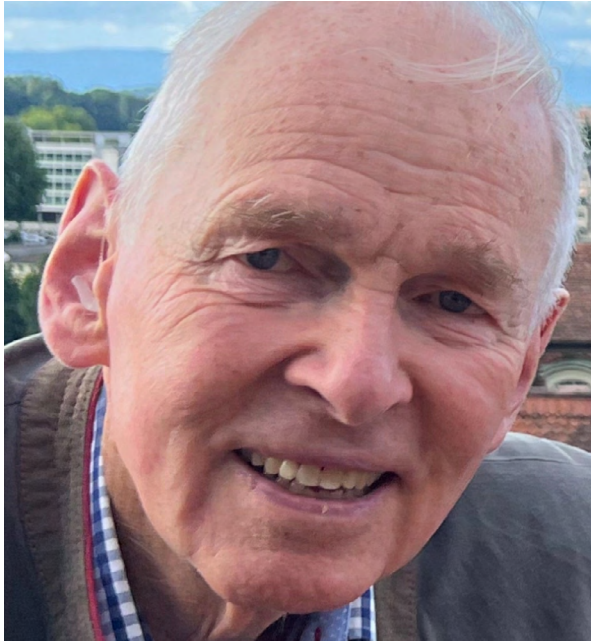
The second paragraph of Our Credo is on employees. I remember a time when mental health was rarely spoken about but J&J was already stepping up to ensure that employees are supported. Mental health continued to be of priority during the pandemic and I remember we even had virtual workout classes in the mornings and evenings to ensure we were moving and staying healthy. Now that we’re back at work, I’ve been joining the weekly fitness classes held

in the office gym every week and because of the availability of these resources, exercise isn’t just an afterthought, but part of our week. I feel that J&J cares for its employees and every year when results from the annual employee survey are released, leaders spend so much time trying to understand where we can do better based on the employees’ sentiments. Knowing my voice matters makes me feel valued and respected.

One of my favourite memories at J&J was being part of the weekly Walk for Rice event. There were about 100 of us walking together from our office to VivoCity, and for every mile, J&J donated rice to families who needed it. Rice might seem small, but here in Singapore, it’s a staple that truly sustains people. Walking together, week after week, knowing our steps were adding up to something meaningful was very powerful. It showed me that J&J doesn’t just talk about helping the community in Our Credo, they really mean it, and act on it.

I feel proud to be part of a company that cares so much and lives its values day in day out.

## Lifelong Bonds and a Legacy of Integrity



**William Dearstyne**

First Managing Director  
Singapore  
Johnson & Johnson

The call came on an ordinary day, though it would turn out to be anything but. My secretary told me a “friend” was on the line, and I was surprised to hear a head-hunter’s voice asking if I’d consider joining Johnson & Johnson (J&J) as Managing Director in Singapore. This was way back in 1974, and I was working at Gillette at the time, but something about J&J intrigued me. So, I took the leap. Looking back, I realize it was one of the best decisions of my life—right up there with marrying my wife!

When I joined J&J all those years ago, it was a small team of about twelve people, and my job was to expand our presence. We started with the Johnson’s Baby line and from there, I worked to build up our MedTech and Pharma divisions. The most rewarding part of those early years wasn’t only growing the business, but the people I met along the way.

The single most important thing that drew me in and kept me there was J&J’s Credo. I remember my first Managing Directors’ conference in New York, surrounded by J&J leaders from around the world. Hearing them talk about Our Credo and seeing it in action made me realize I’d found something special. That Credo has stayed with me all these years, and even now, it impresses me. It’s the heart of J&J, and it’s what makes this place so different.

Over the years, I made friends who became like family. Even today there isn’t a week that goes by without a call or a message from an old colleague. We talk about life, family, and, sometimes, the old days at J&J. What’s amazing is that we’re still connected by a bond that feels as strong as ever. Whenever I meet someone from J&J, even if they’re from a different era or part of the world, there’s an instant connection.

*“Back then, I never could have imagined how much J&J would grow. What makes me the happiest is knowing that the values we held close in those early days - the commitment to integrity, the dedication to people - are still alive and well. J&J has evolved in incredible ways, but at its core, it remains the same. And for me, that’s the real legacy.”*

If I had to make the choice again, I wouldn’t hesitate for a second. J&J gave me a purpose, lifelong friendships, and a career filled with meaning. For that, I’m forever grateful.

# Johnson & Johnson

# 150



## Shaping the Future of Healthcare Through Partnership



**Dr. Hsien-Hsien Lei**

Chief Executive Officer  
AmCham Singapore

In my role, I am reminded daily of how important industry partnerships are in developing a thriving ecosystem. For me, Johnson & Johnson (J&J) has always stood out for its commitment to thinking long-term about Singapore's healthcare ecosystem, always acting with openness and purpose for the benefit of the broader community.

Consistency is one of the qualities that makes J&J an invaluable partner. They show up and engage meaningfully, not only within AmCham but across various initiatives, delivering impactful work that reaches well beyond healthcare. Through their collaboration with a local university on the Hospital Management Program, they have been developing leaders who can continue to transform healthcare for patients in the future. Their involvement is about building a long-term strategy and growing an ecosystem that benefits all.

I deeply appreciate the creativity and adaptability J&J brings to the table as a partner. They show a willingness to explore new ways to engage to align with the evolving needs of the ecosystem. This flexibility fosters a collaborative approach to bringing about change, and their openness to different ideas benefits not only AmCham's members but the broader healthcare community in Singapore.

Finally, J&J's commitment to showing up with purpose is what truly builds trust. J&J leads with transparency and intent, backing their words with action. Programs like JLABS demonstrate their dedication to driving innovation in Singapore, supporting local healthcare advancement with integrity. For AmCham, this dedication provides the strength we need to address healthcare challenges as a collective. It's a quality that underscores J&J's role as a reliable partner and ally in the community.

*“At AmCham, I often say that real impact takes the collective strength of many voices—you need the force of an industry to have an impact on a community. J&J is an important part of that collective. With partners like J&J, who bring consistency, openness, and integrity to all they do, I'm excited about the possibilities to continue our work to create lasting change for Singapore's healthcare ecosystem.”*



## Driving Healthcare Innovation in Asia, Together



**Harjit Gill**

Chief Executive Officer  
APACMed

The early days of APACMed were as much about building an organization as they were about uniting a region. In Asia, running a healthcare business isn't easy. You need to shape reform, secure investment, build capabilities, and establish a strong foundation while navigating the challenges of each market. But you can't do it alone. From the start, Johnson & Johnson (J&J) was right there with us helping to shape and build APACMed.

We leveraged J&J's decades-long regional presence to build connections with governments and regulators from the outset. Healthcare advocacy in Asia is no small task, but with J&J's support, APACMed has been able to engage important stakeholders on issues that need attention. It's not enough to rely on what's already been invested—we must keep pushing as an industry to advocate for more. J&J brings a level of credibility and weight that's hard to match—they've helped us navigate complex landscapes, making sure the focus stays on improving lives across Asia.

They're able to do this because they have truly incredible people—engaged, committed, and

willing to go the extra mile. J&J is an excellent career choice for young people, offering a culture that invests in talent, a legacy of integrity, and a strong commitment to the region.

As I look ahead, I see a decade filled with immense potential, and challenges too. The regional landscape is evolving fast, with advancements in artificial intelligence, robotics, and new delivery models reshaping possibilities. But, we're also facing massive hurdles—from geopolitical shifts to the sheer burden of disease across the Asia Pacific. To navigate this, we'll need strong partnerships and a shared commitment to making a difference.

*“J&J isn't only here to grow its business, it's here to help lift the whole industry and make Asia a hub of healthcare innovation. That's why they're such an essential partner—one who's in it for the right reasons and for the long run.”*

## Empowering Our Caregiver “Hidden Heroes”



**Tim Lee**

Chief Executive Officer  
Caregivers Alliance

At Caregivers Alliance Limited (CAL), we work with “hidden heroes”—those who care selflessly for loved ones facing mental health challenges. These caregivers, often family members, have put their own lives on hold to support someone battling schizophrenia, depression, or dementia. They sacrifice their careers, wellbeing and, too often, their own health in a journey that’s seldom seen and even less understood.

We partnered with Johnson & Johnson (J&J) in 2019 to empower these hidden heroes to step out of the shadows. Support for our caregivers takes many forms, and one of the first steps we took with J&J is to build a community. We created a platform for caregivers to connect, share their stories, and find hope and solidarity—something often in short supply for those new to caregiving. This need was amplified during the COVID-19 pandemic, and J&J rose to the challenge, providing caregivers with a much-needed lifeline during one of the most challenging times they’ve faced.

We also partnered to advocate for caregivers in meaningful, lasting ways. A joint survey we conducted revealed the significant financial strain

on those caring for loved ones with schizophrenia, raising awareness for caregiver needs at the policy level. To take this vital message to members of the public, we had also embarked on the “Uncovering & Empowering Hidden Heroes” campaign together. Through a themed train on the Northeast Line, we asked commuters to rethink what it means to be a caregiver, who it impacts and how they can help.

*“J&J is a caring company that listens and walks the talk. With J&J’s partnership, we’ve been able to create an ecosystem of awareness and resilience for Singapore’s caregivers, helping hidden heroes feel seen and valued.”*

For CAL, J&J has and continues to be, an invaluable ally in our commitment to advocate for mental health and empower caregivers. We look forward to our work together to support generations of Singaporeans to achieve healthy bodies and healthy minds.

## J&J's Legacy: Transforming Myeloma Care in Singapore



**Dr. Daryl Tan**

Consultant Haematologist  
Clinic for Lymphoma, Myeloma and Blood Disorders

As a clinician specializing in lymphoma and multiple myeloma, my journey with Johnson & Johnson (J&J) began in the early 2000s, during what I now see as a turning point in cancer care. At the time, multiple myeloma treatment relied heavily on chemotherapy—a challenging path for many patients. Then came a targeted therapy introduced by J&J, marking a watershed moment in the way we treated this disease. It wasn't just another drug; it was a revolution, offering patients fewer side effects and a renewed sense of hope.

This breakthrough was more than a scientific advancement; it was a personal one. Seeing the treatment give a new lease of life to myeloma patients, especially those who relapsed, left a lasting impact on me. It was this transformative effect on patients' lives that inspired me to focus on the field of multiple myeloma. Over time, this therapy transitioned from a salvage option to the frontline standard of care, a testament to how J&J redefined treatment protocols.

J&J's commitment to patients didn't stop there. In 2016, I prescribed the first dose of another J&J innovation that transformed myeloma care in Singapore. Its impact was profound, extending

patients' lives and improving quality of care. Since then, the continued evolution of a new generation of innovative medicines continues to make treatments more accessible and tolerable for patients.

*“It has been incredible to witness the transformative power of innovation for patients with lymphoma and multiple myeloma throughout my career—I liken this to the evolution of fighting a war with daggers to wielding missiles. The badge of innovation and collaboration has made medicine dynamic and deeply rewarding.”*

As J&J celebrates its 50th anniversary in Singapore, I am proud of the tremendous strides we've made in transforming cancer care. J&J has not only revolutionized treatment options but has also ensured that patients receive life-changing therapies that offer hope and a brighter future.

## A Patient-Centered Revolution in Oncology



**Professor Kong  
Hwai Loong**

Medical Oncologist  
Icon Cancer Centre Orchard

In oncology, the real challenge is not only developing effective treatments but continuously improving them to give patients a better, safer experience. Over the years, I've seen how Johnson & Johnson (J&J) is committed to that mission. They don't rest on their laurels, and are far from satisfied with just delivering effective therapies—I admire J&J's unwavering effort to make those therapies as safe and accessible as possible, with a relentless focus on what matters most to the patients.

A case in point is J&J's new drug for non-small-cell lung cancer. This is a highly effective intravenous infusion treatment that is already transforming the lives of lung cancer patients. However, this intravenous infusion requires the patients to spend quite a few hours in the clinics or in the hospitals. This can be both physically and emotionally draining. So, J&J redesigned this drug as a subcutaneous injection, reducing infusion-related reactions and making it easier, safer and more convenient for patients.

I believe this adaptability and focus on the patient at every stage is at the heart of J&J's approach to healthcare.

I'm particularly excited by J&J's momentum in the solid tumor space. They have always been strong in hematology. Now, they've entered the field of solid tumors with a remarkable drive, pushing boundaries with new therapies that could change the way we think about and treat lung cancer, and possibly other solid tumors such as colon cancer.

*“The extra elements of compassion, trustworthiness, and transparency in everything they do make J&J not only a good company, but an evergreen one. For those of us working in oncology, these qualities are what make a pharmaceutical company stand out.”*

## Leading the Mental Healthcare Revolution



**Dr. Lee Cheng**

Clinical Director, Office of Population Health  
Institute of Mental Health

Mental healthcare in Singapore has come a long way, but there is still much work to be done. Over the past three decades, I've witnessed a positive evolution as a psychiatrist: patients who were once defined solely by their conditions, with no effective medications to alleviate their symptoms, are now leading meaningful lives with dignity thanks to groundbreaking antipsychotics and a holistic approach to treating mental health disorders. Johnson & Johnson (J&J) has been an invaluable partner in making this progress possible.

One of the greatest challenges in mental health is ensuring stability for patients. Adherence to daily medication can be difficult, and the emotional toll on caregivers is significant. J&J has addressed this with innovations like efficacious long-acting injectables. These therapies reduce the need for daily reminders and give patients a greater sense of independence while alleviating caregiver stress. For many, this has meant a more stable, manageable life—like one patient I've seen, who with restored stability, is now looking forward to celebrating their child's upcoming marriage.

J&J has also supported critical caregiver programs, such as the Family Link Program.

This initiative empowers families with knowledge and skills to better support their loved ones. This is very important because mental health challenges rarely exist in isolation—they impact entire communities. By investing in caregiver education, J&J ensures recovery is a shared, achievable goal.

*“What I've always felt has stood out with J&J is their understanding that mental health care isn't just about medication. Yes, this is very important—but through training programs that upskill doctors, advocacy efforts, and a focus on public awareness, they've contributed to shaping a healthcare system that supports every stage of the patient journey.”*

Looking ahead, I'm excited about the possibilities of more personalized care. With J&J's continued focus on innovation and collaboration, I believe we can build a future where every patient can thrive on the holistic support they receive.

## Pioneering Minimally Invasive Surgery in Southeast Asia



**Dr. Aneez DB Ahmed**

Director & Senior Consultant Surgeon  
International Centre for Thoracic Surgery

There's something remarkable about watching a patient recover faster, breathe easier, and return to life sooner than they thought possible. Minimally invasive surgery (MIS) has made this possible, and I've dedicated my career to bringing this kind of impact to more people in Singapore and the region. With Johnson & Johnson's (J&J) support, we've turned this vision into reality, empowering surgeons across Southeast Asia to learn these techniques and transform lives within their own communities.

I've had the privilege of working with incredible people at J&J Singapore, who believed in the potential of MIS. Their dedication had led to the creation of a platform that supported the adoption of these surgical techniques, which has immense benefits to patients. Alongside experts like Dr. Agasthian Thirugnanam, we brought MIS to the forefront of thoracic care in Southeast Asia.

*“Through their support for pioneering initiatives like the ASEAN VATS Collaboration Workshop and establishing Southeast Asian Thoracic Society, J&J has helped transform Singapore into a hub for MIS training*

*for surgeons from around the region. I've watched many of these surgeons go back to their home countries, lead MIS efforts there, become advocates for these life-saving procedures, and emerge as global leaders in their own capacity.”*

J&J has also invested in building an educational foundation for surgeons in Singapore and the region. Programs like the Science of Tissue Management Course teach not just technical skills, but the science behind each tool and technique. As surgeons, understanding the “why” and “how” is invaluable—it's one thing to have cutting-edge tools, but another to know how to use them in complex cases. J&J's dedication to this complete ecosystem of learning is something I have always valued.

Looking ahead, I'm excited to see more of J&J's Singapore talent stepping into global roles, bringing insights from Singapore and Southeast Asia to the world stage. Their young leaders are ready and eager to drive the next generation of MIS.

## Inspiring Girls With STEM in Action



**Hau Yee Ng**

Director  
Junior Achievement Singapore

It was one of those moments you remember—a classroom full of excited young faces, gathered to learn everything and anything about STEM. We've been working with Johnson & Johnson (J&J) since 2017 to help open doors for young girls in STEM, and the Race to Inspire initiative is something I recall fondly.

Far from your typical classroom session, Race to Inspire was a friendly competition among J&J volunteers, where teams brainstormed and designed workshop ideas to engage students in STEM. The winning workshops were brought into schools, where employees led hands-on sessions for students with contagious excitement and creativity! The girls were fascinated, asking questions and diving into the activities with enthusiasm.

The Race to Inspire was just one part of a much larger journey with J&J. Another highlight has been the J&J WiSTEM2D program (Women in Science, Technology, Engineering, Math, Manufacturing, and Design), which we partnered as our first initiative together. Through WiSTEM2D, we have helped many young girls explore various STEM fields through hands-on learning experiences.

They experimented in real labs, learned to design products, and even used virtual reality to experience “a day in the life” of a scientist.

But I think J&J's people is what makes our partnership with them so special. Their employees who volunteer with us bring energy and passion to every session, sharing stories of their own career journeys and encouraging girls to see STEM as something that's accessible to everyone.

*“J&J has helped us break down stereotypes that STEM is “only for boys” or for those “good at math”, showing young girls that science is for anyone with a curious mind.”*

Helping girls in Singapore to dream bigger by giving them the role models they need to see themselves in STEM careers has been made possible with J&J by our side. It fills me with joy to know we are working towards a future where girls feel empowered to lead and innovate in every field.

## Supporting Patients with Pulmonary Hypertension



**David Lim &  
Melissa Chan**

Chairman & Vice Chair  
Pulmonary Hypertension Singapore

Pulmonary Hypertension (PH) isn't something most people have heard of, but for those who live with it, it changes everything—how they breathe, how they move, how they live.

When we were founded nearly two decades ago by Mohd Amin, a patient activist with PH, we were a small group of volunteers with a dream to build a community where people with Pulmonary Hypertension could feel supported, where they could learn, share, and find hope. But we couldn't do it alone, which is where Johnson & Johnson (J&J)'s support couldn't be more timely. Honestly, they've made all the difference since we began working with them in 2015.

Our partnership with J&J has enabled us to hold meaningful meetings for our patient community. It might not sound like much, but to our patients, these engagements mean everything. At each event, patients get to sit down with doctors, health professionals, and even music therapists. They can ask questions, hear directly from experts, and spend time with fellow patients who are going through a similar journey. These platforms give patients the space to bond, learn, and feel less alone.

J&J has also been instrumental in creating educational resources that provide patients with reliable information about their condition. J&J's Patient Engagement Manager, has been a lifeline for us. She's like an angel, always there to check in, push for our needs, and make sure we're getting the support and visibility we need. Thanks to her, we know that we have a voice, not just within J&J, but in the broader advocacy community. Her support is something you don't often find in corporate partners—it feels personal, reminding us that we're all working toward the same goal.

Without J&J, we wouldn't be able to do half of what we're doing now. PH is rare, and Singapore is a small market, so getting access to the full range of treatments isn't easy. But J&J has stepped up, bringing in essential medications that might not even be available here otherwise.

*“Working with J&J has shown us what a real partnership looks like. They believe in our mission, and together, we're making sure PH patients in Singapore don't have to face this journey alone.”*



## Elevating Trauma Care with Versatile Innovations



**Professor Wong  
Merng Koon**

Head & Senior Consultant, Orthopaedic Surgery  
Sengkang General Hospital

Medicine may be a science, but it's also deeply personal and cultural. I've seen this first hand in my work as an orthopedic surgeon and a member of the AO Foundation, a global organization that brings surgeons together to solve the daily challenges we face in the operating room. For example, surgeons in France prefer colorful implants. They say it brightens the mood in the operating theatre. Meeting these needs isn't easy, but Johnson & Johnson (J&J) has managed to create trauma solutions that speak a universal language. Their engineering is so intuitive that any surgeon, from anywhere in the world, can open a box and immediately know how to use what's inside.

My relationship with J&J began in 2012 when Synthes joined its portfolio. Having worked with Synthes products for years, I wondered if J&J, as a larger organization, would maintain the close partnership Synthes had built with the AO Foundation. But J&J strengthened its legacy by bringing resources, vision, and a commitment to innovation that elevated our work on the AO Technical Committee to a global scale.

What stands out about J&J is its one-system approach to trauma care.

*“In the chaos of the operating room, fractures don't respect anatomy. Having a comprehensive portfolio means you can be creative when the situation requires it. With J&J's solutions, I've been able to improvise - using a facial fracture plate on an elbow or an ankle implant for a skull injury - because I trust the engineering. This versatility has saved lives, enabling surgeons to adapt to the most challenging situations.”*

I've faced my share of difficulties as a surgeon. But I always remind myself: if today is hard, tomorrow will be better. But only if we take the time to learn. With partners like J&J, we're not only solving the challenges of today but building a future where every surgeon has the tools they need to transform and save lives.

## Making Innovative Medicines More Accessible



**Christina Teo**

Executive Director  
Singapore Association of Pharmaceutical Industries

“Trust isn’t built overnight,” I always say. And in healthcare, trust is everything. As Executive Director of the Singapore Association of Pharmaceutical Industries (SAPI), I’ve worked with many companies over the years, but Johnson & Johnson (J&J) has always stood out. They’re not just focused on business, but are dedicated to building a healthcare ecosystem that prioritizes integrity and supports the whole industry.

What I admire most about J&J is their commitment to doing what’s right. Their integrity, patient-first approach and high ethical bar create a foundation of trust, which is essential in healthcare. It’s one of the reasons they’ve been such a valued partner to SAPI.

And what makes J&J truly unique is how they go beyond their own goals to benefit the wider community. Through initiatives like JLABS and the Southeast Asia Robotic-Assisted Solution Experience Center, J&J has supported local startups and brought advanced healthcare solutions to Singapore. I’ve also seen their dedication to social impact through programs like “Cycling for Children” and their recognition as a “Company of Good.”

J&J brings together many facets of healthcare to create a truly holistic approach. But they also understand that meaningful progress takes collaboration. They know, as I do, that the healthcare advancements we’re seeing today come from all of us in the industry working together, each contributing our strengths.

*“Over the past decade, J&J’s leadership within SAPI has been a major asset, with three Board Directors and two past Presidents from J&J. Their contributions have strengthened our organization and helped shape a more robust healthcare landscape.”*

I’m looking forward to seeing where our partnership will go. With new technologies transforming healthcare at a rapid pace, the need for adaptable, forward-thinking regulatory frameworks is clear. J&J’s active role in SAPI committees, especially in regulatory affairs, public policy, and R&D, will be crucial in helping shape these frameworks for the future.

## Working as a Village to Fight Cancer



**Nancy Ang**

Head of Cancer Rehabilitation Services  
Singapore Cancer Society

For 60 years, the Singapore Cancer Society (SCS) has been the voice of the cancer community in Singapore. With Johnson & Johnson's (J&J) commitment and support, we have been able to amplify our voice as Singapore's leading charity for cancer warriors and their families.

Together, we've embarked on many initiatives with J&J. From initiatives that galvanize and inspire our community, like the annual Singapore Cancer Society-TalkMed Relay For Life - an overnight relay aimed at raising awareness and rallying Singaporeans around the cancer cause - to thought-provoking, action-oriented cancer awareness webinars that deliver life-saving information to encourage early screening and healthy lifestyles.

One example that, to me, truly illustrates how J&J lives up to its commitment is their early support for an SCS pilot rehabilitation program for patients with multiple myeloma. Multiple myeloma is the second most common type of blood cancer and on the rise in Asia. With rehabilitation a core part of SCS's long-term cancer care strategy, this pilot program takes a holistic, integrated, and

inter-disciplinary approach to care for patients in remission. This personalized program helps minimize side effects of treatment and improve the outcomes for patients that may otherwise be overlooked.

Businesses can be a powerful force for good and J&J is leading the way for how business can make a difference. We're excited to expand our partnership to fight cancer in the workplace. We want to go beyond prevention - early screening, awareness campaigns etc - and advocate for cancer survivors in the workplace, encouraging them to return to work and rebuild their lives.

*“Just as it takes a village to raise a child, it takes a community to fight cancer. At SCS, we hope for more partners like J&J who can work with us to advance the cancer care ecosystem. Together, we can build a stronger network of support to minimize cancer and maximize lives.”*

## Making Minimally Invasive Surgery a Reality



### Professor Brian Goh

Head of Department, Hepato-pancreato-biliary  
and Transplant Surgery  
Singapore General Hospital

When I reflect on my career as a surgeon, one word stands out: progress. The journey from open surgeries to minimally invasive surgery (MIS) has been transformative, reshaping patient care and outcomes. However, such progress doesn't occur in isolation. Behind every breakthrough is a network of enablers. For me, Johnson & Johnson (J&J) has been a steadfast partner in this evolution, deeply invested in both the career advancement of surgeons and the well-being of the patients we serve.

In the early 2000s, MIS in hepatobiliary and pancreatic procedures was nearly unheard of. The risks were considered high then and the available tools were limited. Adoption was slow, but by 2010, change was on the horizon. J&J played a pivotal role by introducing advanced technologies and ensuring we had the necessary training and support to adopt them with confidence. Their investment extended beyond just products; it involved creating an ecosystem of growth and knowledge. J&J listened to our feedback, refined its innovations, and provided ongoing mentorship, empowering surgeons to transition to MIS more smoothly and effectively.

J&J's impact didn't stop there. They have been instrumental in training the next generation of surgeons, providing opportunities for young doctors in Singapore and the region to learn advanced techniques and grow in their careers.

*“What truly sets J&J apart is its people. Their dedication, expertise, and long-term relationships with surgeons like myself have made all the difference. J&J's role in enabling this progress has been quiet yet transformative—a testament to their unwavering focus on what matters most.”*

Looking ahead, I am excited about what the future of healthcare holds. The advancements we've seen over the years are just the beginning. With J&J's continued support, the journey of progress will never cease—because the work we do today lays the foundation for the innovations of tomorrow.

## Enabling Surgical Excellence from Residency to Mastery



**Associate Professor  
Tan Hiang Khoon**

Chief Executive Officer  
Singapore General Hospital

The first time I witnessed the novel approach of innovative thyroid surgery in Vietnam in 2010, I was captivated. It was part of Johnson & Johnson's (J&J) Surgical Center of Excellence program and I had the privilege to observe a pioneering method of thyroidectomy surgery—one that utilized minimally invasive techniques through keyhole incisions.

At first, I was skeptical. Why go through the armpit to access the thyroid when a direct incision at the neck is the traditional approach? But watching the Vietnamese surgeon complete the procedure safely, with precision and in less than 40 minutes, completely changed my perspective. I'm glad this technique was brought to Singapore, seeing that it is doable and safe for patients.

Beyond innovative surgical techniques, J&J has also been a major supporter of patient safety initiatives. In 2009, Singapore General Hospital adopted the World Health Organization Surgical Safety Checklist to ensure essential processes are complied with before, during, and after surgery. Given the rapid advances and the many innovations in the medical field, we saw the need to review the checklist to ensure it remained relevant for current practice. To do so, we worked

with an NGO (Ariadne Labs) and J&J to redesign the checklist through a series of consultations with stakeholders and reimplement the new checklist across all the operating rooms. The results were remarkable: a significant drop in serious reportable events and marked improvements in communication among surgical teams.

*"It's hard to overstate just how much J&J supports surgeons, not just when we start out, but throughout our entire journey. From medical students trying to tie our first knot, to senior surgeons mastering advanced techniques."*

Looking ahead, I'm excited to see how J&J will keep pushing boundaries in surgical education and patient care. J&J has set a high bar, not just with tools and training, but by inspiring a culture of continuous learning and excellence. I know the next generation of surgeons will step into an operating room shaped by these values, equipped to deliver safer, and better care.

## Setting an Example for Singapore's MedTech Industry



**Lennon Tan**

President  
Singapore Manufacturing Federation

As President of the Singapore Manufacturing Federation (SMF), I've had the privilege of working with some of the biggest names in the industry alongside smaller local companies. Together, our members span over 5,000 businesses, all dedicated to advancing Singapore's manufacturing landscape. And among them, Johnson & Johnson (J&J) has been a steady and influential partner for more than 20 years.

J&J's involvement in our MedTech Industry Group has set an example for others. As one of the early pioneers in Singapore's MedTech sector, they've helped establish Singapore as a regional hub for medical technology and innovation. Leaders like Eugene Yoo, J&J's current representative in our MedTech group, and his predecessors have not only led but also shared their knowledge generously, helping others to thrive.

One of the aspects I appreciate most about J&J is their willingness to connect and collaborate. They've welcomed members to the group and shared best practices, offering smaller companies a chance to learn directly from an industry leader.

For many of our SMEs, this kind of hands-on exposure is invaluable. It's not every day you get to see how a global company operates, and these experiences help our members raise their own standards.

Looking ahead, I'm hopeful that J&J will continue to inspire and support our industry. Together, we have the potential to foster an environment where MedTech companies of all sizes can collaborate, innovate, and grow.

*“With J&J as an active and committed partner, I'm confident that Singapore's MedTech ecosystem will keep reaching new heights, benefiting not just our industry but also the broader community.”*

## Sharing a Vision of Clear Vision



**Lee Kang Lian**

President  
Singapore Optometric Association

For nearly two decades, Johnson & Johnson (J&J) has been more than an industry partner to the Singapore Optometric Association (SOA)—they have been a champion of advancing the optometry profession and improving patient outcomes.

J&J's contributions to our profession are profound. They have consistently set benchmarks for innovation, from pioneering silicone hydrogel lenses to introducing cutting-edge technologies like blue-violet light filtering in contact lenses. Beyond technological advancements, their role as a connector was evident in 2020 when J&J brought SOA and leading global optometry associations together to launch *Managing Myopia: A Clinical Response to the Growing Epidemic*. By facilitating discussions and aligning ideas, J&J helped create a guide that continues to empower eye care professionals to effectively assess, monitor, and treat myopia in children.

J&J's commitment to education has also been a cornerstone of our partnership. During the pandemic, when in-person learning came to a halt, J&J stepped up with webinars and recently launched [jnvisionpro.com](http://jnvisionpro.com). This self-learning platform has become a vital resource, providing flexible access to knowledge and practical tools.

Their longstanding support for the annual SOA Conference further demonstrates their dedication to keeping optometrists at the forefront of innovation and best practices.

What inspires me most is J&J's dedication to community impact. Programs like Sight For Kids and free eye screenings at Loving Heart Multi-Service Center and St Luke's ElderCare ensure that vision care reaches underserved populations. These initiatives not only change lives but also reinforce the critical role optometrists play as primary eyecare providers.

*“By pushing the boundaries of technology, education, and care, J&J continues to drive progress in eyecare. Together, we can shape a future where clear vision is a reality for all.”*

## Uplifting the Elderly: Small Actions, Greatest Mark



**Chevy Dayrit**

Corporate Communications & Partnerships  
St Luke's ElderCare

When you think of meaningful change, it's easy to imagine grand gestures or sweeping initiatives. But for the elders we care for at St Luke's ElderCare, the smallest actions can leave the greatest mark.

*“Johnson & Johnson (J&J)’s partnership with us is so special, because whether it’s a kind word, a shared smile, or a simple conversation, their volunteer employees have brought something invaluable to our organization since at least two years ago. And for elders who live alone, that social interaction can mean a lot.”*

An initiative that was beneficial to our elders was the comprehensive eye check-ups J&J organized. They brought the equipment and their people

directly to us, so that the elders could still receive their eye screening conveniently. The way J&J employees interacted with our elders was truly heartwarming. In addition to supporting the optometrists during the tests, the volunteers took the time to converse with the other seniors while they waited for their turn, providing comfort and reassurance.

Another heartwarming experience was the outing to Gardens by the Bay. With J&J's volunteers by their side, many of our elders got the chance to experience the joy of nature and the simple happiness of companionship.

As someone who has worked in this sector for years, I'm grateful that J&J chose to partner with us, believing in our mission and aligning with our core values. Their presence strengthens our efforts and addresses gaps we couldn't fill alone.



## Building Bonds and Advancing Innovation with J&J



**Dr. Tan Sze Ern**

Consultant, Orthopaedic Surgery  
Tan Tock Seng Hospital

My journey with Johnson & Johnson (J&J) began early in my medical career. I vividly recall one of my first experiences as a young Medical Officer working with a J&J representative in the operating theatre. Their expertise and steady guidance proved invaluable, shaping my early perception of just how vital J&J's role was in ensuring successful surgical outcomes.

As my career progressed, so did my relationship with J&J. What began as support during surgical procedures evolved into opportunities for continuous learning. Through specialized courses and training programs, J&J equipped me with skills that extended far beyond the operating room. One defining moment was getting the opportunity to present alongside an esteemed foreign faculty during a virtual course to educate the younger generation of doctors.

Beyond education, visiting a J&J factory while we were on course in Switzerland opened my eyes to the innovation behind their implants. Meaningful conversations with product designers to improve these innovations made me feel heard, like my insights as a surgeon could help make a difference for future patients. This commitment to innovate for better patient outcomes has placed J&J at

the front of the pack, ensuring that we can always count on them to provide a full suite of solutions to build better futures for our patients.

What stands out most to me is the strong bonds I've built with J&J's representatives over the years. The trust and rapport we have support surgeries to be more seamless, ultimately shaping better outcomes.

*“As a junior doctor, I've leaned on the expertise of J&J's representatives to perform surgeries end-to-end, and as a consultant now, I continue to elevate my skillsets through its training programs. As J&J marks 50 years in Singapore, I look forward to seeing it continue to lead with innovation and inspire the next generation of surgeons, especially in the orthopedic trauma space.”*

## Transforming Singapore's Healthcare Landscape Through Patient-First Innovation



**Dr. Tan Tong Leng**

Senior Consultant, Orthopaedic Surgery  
Tan Tock Seng Hospital

Navigating the world of implants and arthroplasty technologies as a newly minted specialist, my first experience with Johnson & Johnson (J&J) left an impact on me that I carry to this day. They were willing to go beyond providing me with just tools or solutions and invested their time and effort to address my concerns and support my growth. This early interaction fostered a deep appreciation for their commitment to improving patient outcomes, a value that has guided me throughout my career in healthcare.

Over time, I've witnessed J&J's transformative role in Singapore's healthcare landscape. From advancing medical technology to championing public health initiatives, their contributions have been vital to address Singapore's evolving healthcare needs, while contributing to a more robust and innovative healthcare landscape. One of the most inspiring examples is their leadership in robotics assisted surgery. I've had the privilege of being part of this journey and was struck by their thoughtful approach—introducing cutting-edge innovations while ensuring comprehensive surgeon training and prioritizing exceptional patient outcomes.

What truly sets J&J apart is their holistic vision of healthcare. Their work transcends products and technologies, fostering a culture of innovation, collaboration, and patient-centricity. This approach has created a ripple effect across the healthcare ecosystem, inspiring professionals like me to push boundaries and deliver excellence.

For me, J&J's greatest contribution to Singapore's healthcare system has been their commitment to sustainable partnerships and long-term solutions. Their dedication has profoundly improved the health and well-being of Singaporeans, and their influence on my career has been equally transformative.

*“As I reflect on my journey, I am sincerely grateful for the opportunities J&J has given me—to learn, grow, and contribute to meaningful advancements in healthcare. Their legacy of innovation and care continues to inspire me and countless others, leaving a lasting impact on our communities and our careers.”*

## Bringing Breakthroughs for Prostate Cancer Care to the Region



**Dr. Lincoln Tan**

Director & Consultant Urologist  
Tan Urology

Looking back, my career has been shaped not just by my growth as a medical professional but also by the incredible journey I've shared with Johnson & Johnson (J&J). From my early days using basic surgical tools like sutures and staplers, J&J has been a constant partner in delivering meaningful advancements to patients in Singapore and beyond.

A pivotal moment came ten years ago when we introduced a groundbreaking prostate cancer therapy to Singapore. As a urologist, I immediately recognized its potential to transform lives. Beyond its clinical value, the real challenge lay in ensuring access for patients. Together with J&J, we navigated complex financing systems to expand access to the therapy. We also collaborated with Movember, a Prostate Cancer and Men's Health movement, to bring greater awareness and knowledge about prostate cancer in Singapore. Across Southeast Asia, many urologists were hesitant to adopt newer approaches to prostate cancer treatment. I had the privilege of collaborating with J&J to share my learnings with clinicians in the region.

Whether in Singapore's public hospitals or underserved areas like Vietnam, we worked to break logistical and mental barriers, ensuring patients could access this life-changing therapy. What stands out most to me are the people at J&J—dedicated individuals like Margareta and Kah Fai who became trusted collaborators and lifelong friends. Together, we've shared a commitment to improving patient outcomes and building a legacy of care.

*“As I reflect on the last 20 years, I'm grateful for the relationships built along the way and how I've grown in my profession with J&J's partnership and innovations. As the company celebrates 50 years in Singapore, I look forward to many more years of partnership, progress, and, most importantly, improving lives across the region.”*

## Mentoring the Next Generation of STEM Leaders



Vimel Rajoo

Chief Executive Officer  
Trybe

When we first partnered with Johnson & Johnson (J&J) on the Bridge to Employment (BTE) program, I knew it was going to be something special. This collaboration gave us the opportunity to make an impact in a sustainable way—by sparking an interest in science and technology among students at Jurongville Secondary School and providing them with mentorship opportunities to thrive in the future.

We were very appreciative of the J&J volunteers' commitment to this program. They were genuinely invested in it and weren't only there to teach STEM subjects but to serve as positive role models for the students. They consistently went beyond what was expected, showing up during their own work hours to help these young people envision a brighter future for themselves.

*“Over three years, we saw the young people on the program completely evolve. At the start, they were shy, hesitant to speak or engage. By the final year, it was hard to get them to stop talking!”*

*“That kind of transformation only happens when students feel empowered, and I have J&J’s incredible volunteers to thank for making this happen.”*

The students also got the invaluable opportunity to visit J&J’s offices for hands-on activities. One particularly impactful moment was the Human Library session, where employees shared their personal stories about how they got into STEM, the paths they took, and the challenges they faced. This kind of exposure was key in confidence building because it showed the students what was possible and gave them something to aim for.

Working with J&J as a partner showed me that a company can bring not just resources but genuine care, passion, and dedication to a community. That’s what made this partnership stand out, and I’m glad to have collaborated with J&J for this Bridge to Employment Initiative.

## Nurturing Leaders in Healthcare Innovation for Tomorrow



**Dr. Kevin Koh**

Founder & Chief Executive Officer  
Vivo Surgical

*“Johnson & Johnson (J&J) has built an exceptional reputation and credibility over more than a century, establishing itself as a cornerstone of trust in the healthcare ecosystem. For Vivo Surgical, our time with JLABS Singapore has been a transformative chapter in our journey to advance surgical care.”*

As a resident company of JLABS, I am grateful for the support J&J has provided. JLABS fosters a close-knit network of life science entrepreneurs and has helped us establish a global partnership network. The exposure to investors and health systems in Singapore and key international markets, such as the United States and China, has significantly accelerated our growth in Singapore and expanded our reach into overseas markets, enabling us to refine our surgical robotics technology and scale our impact.

The mentorship and guidance we’ve received from J&J on both the technical and business aspects

have been equally invaluable. In fact, several members of Vivo Surgical’s advisory board and mentors are former senior leaders at J&J! Their expertise has been instrumental in shaping our journey and inspiring confidence as we scale our innovations.

Improving quality of care hinges on the sharing of knowledge and best practices, and J&J’s support actively enables the transfer of these insights into Singapore’s healthcare ecosystem. Their efforts enhance local capabilities, raise the standard of care, and nurture leaders and innovators.

As J&J celebrates 50 years in Singapore, we are proud to be part of this story and see tremendous potential to deepen our existing relationship, particularly in advancing commercial strategies, optimizing product distribution, and driving technical innovation in surgical robotics and beyond. Together, we can build on our shared successes to advance surgical care on a global scale.

## A Shared Commitment, An Enduring Partnership



**Yan Ann Tan**

Chief Executive  
Zuellig Pharma Singapore

Over the past 17 years, Zuellig Pharma Singapore and Johnson & Johnson (J&J) have built more than just a partnership—we’ve cultivated a relationship based on trust, shared values, and a deep commitment to the well-being of patients. We’ve seen J&J demonstrate a strong commitment to patient excellence. Their dedication to advancing medical innovation and improving patient outcomes has reinforced their reputation as a reliable partner in the healthcare sector. Together, we share a commitment to ensure healthcare is accessible to all Singaporeans, delivering high-quality, innovative treatments to those who need them most.

As J&J’s warehousing and distribution partner, Zuellig Pharma Singapore plays an essential role to ensure that there is no disruption to the supply of critical medicines to our customers for their patient’s treatments. During the COVID-19 pandemic, we worked closely with the J&J teams to ensure uninterrupted delivery of their products across both the upstream and downstream supply chain, ensuring a seamless flow to healthcare providers in Singapore.

In life-saving scenarios, where patients require urgent delivery of critical healthcare products, maintaining a close collaboration and

communication between our teams is of utmost importance to ensuring a quick turnaround to meet patient’s needs on time. The level of responsiveness and efficiency proved critical in a recent case where our team processed an urgent order of a life-saving cancer drug and delivered the product to the patient in one hour. Moments like these remind us why our work matters.

Zuellig Pharma Singapore and J&J’s joint focus on healthcare innovation puts us on a similar path to making healthcare more accessible for the community we serve. In the next 50 years, we envision a greater integration of data analytics and artificial intelligence with J&J. Our growing analytics offerings will also serve to complement J&J’s demand planning and forecasting as we continue to improve patient experiences and enhance patient care and outcomes together. We look forward to growing alongside J&J to meet the growing healthcare needs of Singapore.

*“Our shared commitment to improving healthcare accessibility and delivering high quality, innovative products to patients in Singapore have fostered a strong, enduring partnership.”*

Johnson & Johnson

50 Years  
in SG

Building on a legacy of care  
and innovation