

# ANNUAL REPORT

2024/2025





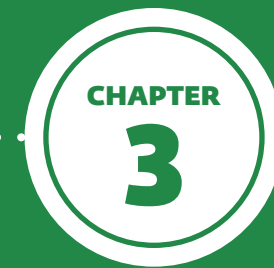
## ENVIRONMENTAL SUSTAINABILITY DISCLOSURE



## BUILDING A RESILIENT FOOD SYSTEM



## ENSURING SAFE FOOD FOR ALL



## PARTNERING FOR OUR FOOD FUTURE

# MESSAGE FROM THE CHAIRMAN

**F**ood plays a vital role in our daily lives and food security is an existential issue for Singapore. As a nation that relies heavily on imported food, we are susceptible to food supply disruptions. For instance, in recent years, we have witnessed such disruptions arising from the impacts of climate change on crop yields, geopolitical tensions and export restrictions by countries. These challenges underscore the importance of ensuring a safe and secure food supply for Singapore in an increasingly unpredictable world.

In January 2025, the Food Safety and Security Bill, now known as the Food Safety and Security Act 2025 (FSSA), was passed in Parliament and assented to by the President. The Act seeks to (i) consolidate and refresh existing food-related legislation, (ii) strengthen Singapore’s food safety regime to better protect consumers and public health, and (iii) keep pace with emerging challenges in safeguarding food security. As SFA implements and operationalises FSSA, we will continue to streamline our operations to reduce the regulatory burden on the industry while securing a supply of safe food for Singapore.

## Strengthening Food Security

Singapore imports more than 90 per cent of our food from over 180 countries and regions, leveraging on our

strong global trading relationships and connectivity. We have continued efforts to further diversify our import sources, as well as to reduce over-reliance on any one source. In FY2024, SFA successfully accredited new sources, including Poland for beef, Türkiye for poultry, Brunei Darussalam for processed beef, and Portugal for pork. Our accreditation process ensures that food products from overseas sources meet Singapore’s food safety standards and food regulations. These efforts have enhanced our food supply resilience, providing us with greater flexibility in times of overseas food supply disruptions, whilst ensuring a continuous supply of safe food.

Local production complements our other food security strategies and provides critical insurance and buffer to mitigate the impact of overseas food supply disruptions. We are committed to building the capability and capacity of our local farms to be more productive and resource-efficient. Consumers and businesses will benefit from local production and can also play a part by supporting local produce. That is why SFA has taken steps to strengthen partnerships as part of our efforts to promote and drive demand offtake of local produce.

Working with Singapore Agro-Food Enterprises Federation (SAFEF) and NTUC FairPrice, SFA launched two pilot programmes - “The Straits Fish” and “The SG Farmers’ Market”. The initiatives successfully aggregated produce from six local farms: Cropciti, Heng Heng Fish Farm SG, Grand Pacific Fishery, Farm 52, Singapore Seafood Farm, and Oseme Trading. The programmes successfully expanded to reach 20 outlets for fish products and 44 outlets for vegetables. The creation of dedicated retail spaces across seven FairPrice Hyper

stores boosted the visibility and accessibility of local produce. SFA is committed to working with partners to bridge the gap between local farmers and consumers, ensuring that local produce becomes increasingly accessible and attractive to all Singaporeans.

Another significant milestone in enhancing Singapore’s local production was the launch of the Singapore Aquaculture Plan (SAP) in November 2024. The SAP provides a comprehensive blueprint to enhance local aquaculture production and sustainability. By investing in advanced systems and initiatives like the Aquaculture Sensing Network and the National Broodstock Centre, we are laying the groundwork for a more resilient aquaculture industry. These efforts, together with our Hatchery Development and Recognition Programme, will add to the resilience of our local aquaculture sector.

We also continue to support and uplift the local agri-food sector through other means. To optimise land for farming, we awarded four new land parcels at Lim Chu Kang and Sungei Tengah, dedicated to vegetable farming. We are also progressing in the plans for the Greater Lim Chu Kang to be developed as Singapore’s future agri-food hub. To encourage research, innovation, and technology, we have committed over \$60 million to support 101 Agri-Food Cluster Transformation (ACT) Fund projects, as well as allocated over \$40 million to 14 promising initiatives under the Singapore Food Story (SFS) R&D Programme 2.0. The successful adoption of new technologies by companies such as Yili Farm and Singapore Aquaculture Technologies, supported by SFA, illustrates how innovation can enhance both productivity and sustainability within Singapore’s food ecosystem.



## Food Safety: A Cornerstone of Resilience

There is no food security without food safety. As Singapore's national authority for food safety, SFA maintains a comprehensive farm-to-fork safety system, using a science-based risk management approach aligned with international standards. This robust framework includes data-driven inspections and horizon scanning for early alerts on food safety concerns. Through consistent efforts in ensuring food safety, the number of foodborne illness cases related to foodborne outbreaks per 100,000 population, was kept at 25.5 in FY2024.

SFA partners strongly with government agencies, industry and consumers to manage food safety and security risks, such as the oil spill incident at Pasir Panjang Terminal in June 2024. Through swift action and close collaboration with the industry, we implemented precautionary measures to test for food safety and protect our local fish farms. SFA's proactive approach and unwavering commitment safeguards Singapore's food safety, even in the face of unexpected environmental risks. In addition, SFA partnered with National Parks Board (NParks)/Animal and Veterinary Services (AVS) to conduct Exercise Gallus X in November 2024. The exercise was carried out to test AVS and SFA's operational readiness in response to an outbreak of high pathogenicity avian influenza (HPAI, commonly known as bird flu) at local poultry farms. More than 150 officers came together, reinforcing our preparedness to ensure Singapore's food safety in times of crisis.

SFA also introduced a regulatory framework for genome-edited (GE) crops. Developed in collaboration with industry stakeholders, academia, and other government agencies, this framework strikes a balance between food safety and innovation. We also rolled out the Insect Regulatory Framework following thorough scientific review, to ensure that insects, produced locally and imported, are safe for consumers who wish to consume them directly or indirectly as an additional food option. These frameworks reinforce Singapore's leadership in the responsible adoption of food innovations, balancing food safety and adoption of emerging food technologies.

## Sustainability

SFA has made a firm commitment to support Singapore's national climate action initiatives. We have established a coordinated approach to sustainability within our organisation and aligned our targets with the Whole-of-Government GreenGov.SG framework. Our commitment is reflected in the tangible steps we have taken across our facilities. At the Marine Aquaculture Centre (MAC), we have upgraded to more energy-efficient lighting and pump systems. At both MAC and Jurong Fishery Port (JFP), we have improved our water efficiency through the installation of water-efficient fittings and flow regulators. Motion sensors have also been implemented in areas with low foot traffic or adequate natural lighting, optimising our energy consumption. SFA will continue to build a sustainability-focused culture where all SFA officers actively contribute to Singapore's environmental sustainability efforts.

## Looking Ahead

Moving forward, we will continue to diversify our food sources, enhance local production capabilities and foster innovation whilst ensuring food safety. As we celebrate SG60, I would like to extend my gratitude to our partners, stakeholders and the dedicated team at SFA. Your hard work, commitment and collaboration have been instrumental in our success. Together, we will continue to ensure and secure a supply of safe food for Singapore for generations to come.

**Mr Lim Chuan Poh**  
Chairman



# BOARD OF DIRECTORS

As at 31 March 2025



**Mr Lim Chuan Poh**  
Chairman



**Mr Neo Kian Hong**  
Deputy Chairman  
with effect from 1 April 2025



**Mr Damian Chan**  
Chief Executive Officer



**Mr Andrew Kwan**  
Group Managing Director,  
Commonwealth Capital  
Group



**Prof Annie Koh**  
Professor Emeritus of  
Finance (Practice),  
Singapore Management  
University



**Ms Audrey Yap**  
Managing Director,  
Yusarn Audrey LLC



**Mr Chua Chim Kang**



**Ms Dilys Charmaine  
Boey Mengyi**  
Chief Executive,  
Workforce Singapore



**Ms Ho Ghim Siew**



**Dr John Lim**  
Executive Director, Centre of  
Regulatory Excellence,  
Duke-NUS Medical School;  
Policy Core Lead, SingHealth,  
Duke-NUS Global Health Institute;  
Senior Advisor, Ministry of Health;  
Chairman, Consortium for  
Clinical Research & Innovation



**Mr Krishnan  
Muthappan**  
Chief Executive Officer,  
Markham Agro Pte Ltd



**Mr Lien We King**  
Managing Director,  
Bridgewater Holdings  
Pte Ltd



**Mr Mohd Fahmi  
Bin Aliman**  
Director, Operations  
and Mobilisation,  
National Trades Union  
Congress



**Mr Ong Chao Choon**



**Ms Thien Kwee Eng**  
Chief Executive Officer,  
Sentosa Development  
Corporation



**Prof Derrick Heng**  
Deputy Director-  
General of Health  
(Public Health),  
Ministry of Health  
with effect from 1 April 2025



**Ms Jennifer Tay**  
Partner, Infrastructure  
Leader, PwC Singapore  
with effect from 1 April 2025



**Mr Raymond  
Tan Choon Kwang**  
Executive Director,  
Tan Seng Kee;  
President, Singapore Food  
Manufacturer's Association;  
President, Singapore Noodles  
Manufacturer's Association  
with effect from 1 April 2025



**Mr Yee Chen Fah**  
Former Assurance  
Partner,  
PricewaterhouseCoopers  
LLP Singapore  
with effect from 1 April 2025



# LEADERSHIP TEAM

As at 31 March 2025

**Dr Alvin Yeo**

Senior Director,  
Joint Policy & Planning Division  
Food Infrastructure Development &  
Management Division  
Land & Sea Space Planning Division



**Dr Astrid Yeo**

Senior Director,  
Regulatory Standards  
& Veterinary Office



**Mr Melvin Chow**

Senior Director,  
Urban Food Solutions  
Division



**Ms Siti Suriani**

Senior Director,  
Joint Operations Division



**Mr Damian Chan**  
Chief Executive Officer



**Mr Leong Der Yao**  
Deputy Chief Executive Officer  
(Corporate, Industry  
and Technology)  
(with effect from 1 April 2025)



**Mr Ong Kok Wui**  
Senior Director,  
Corporate Development  
Division



**Ms Cheong Lai Peng**  
Senior Director,  
Industry Development &  
Community Partnership  
Division



**Mr Kevin Khng**

Senior Director,  
International Relations  
Division

**Dr Ngin Hoon Tong**

Senior Director,  
Science & Technology  
Division

**A/P Joanne Chan**

Centre Director,  
National Centre for  
Food Science

**Dr Abdul Jalil**

Assistant Chief Executive Officer  
(Operations)

**Dr Tan Lee Kim**

Director-General  
(Food Administration) &  
Deputy Chief Executive Officer

**Mr Tan Han Kiat**

Senior Director,  
Licensing Division

**Ms Lee May Lin**

Senior Director,  
Communications &  
Service Quality Division

**Mr Samuel Chan**

Acting Senior Director,  
Joint Policy &  
Planning Division

# ORGANISATIONAL CHART

As at 31 March 2025



# ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

## Our commitment to environmental sustainability

SFA consistently implements resource management measures to ensure efficient energy and water usage, as well as effective waste management within its premises, in alignment with GreenGov.SG targets.

## Sustainability governance structure

The SFA Sustainability Committee oversees sustainability initiatives within SFA and is led by the Chief Sustainability Officer, Senior Director of the Corporate Development Division.

Chief Sustainability Officer		
<div>(Excel)</div> <div>Green Assets</div> <div>▼</div> <div>Ensure <b>GreenGov.SG targets</b> for carbon abatement, resource consumption and green infrastructure are met.</div>	<div>(Enable)</div> <div>Green Policy</div> <div>▼</div> <div>Ensure <b>policies and guidelines</b> enable the achievement of sustainability agenda and influence our suppliers and stakeholders to be more sustainable.</div>	<div>(Excite)</div> <div>Green Ambassador</div> <div>▼</div> <div>Build a <b>culture of sustainability</b> and grow <b>awareness</b> amongst SFA officers.</div>

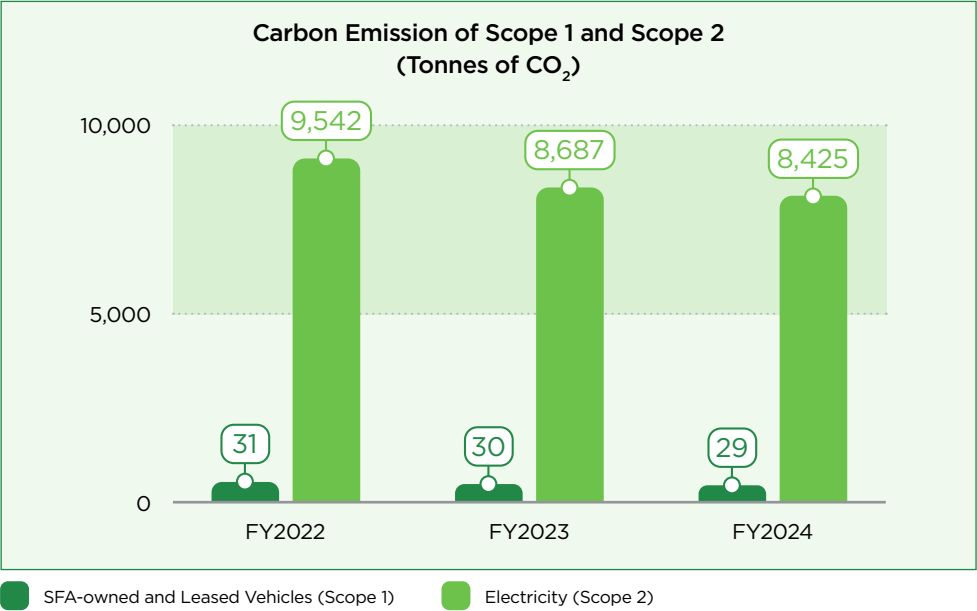
## SFA’s sustainability targets and performance

### Greenhouse gas (GHG) emissions – Scope 1 and 2 emissions

**Target:** Peak emissions (Scope 1 and 2) around FY2025

**Progress:** Reduction of 3 per cent in Scope 1 and 2 carbon emissions in FY2024.

For SFA, our carbon emissions are mainly under Scope 2 (electricity consumption at our offices, laboratories, fishery port, and wholesale centre). Our carbon emissions decreased in FY2024 mainly due to the consolidation of fishery ports in March 2024 and the installation of energy-efficient LED lights at our facilities.

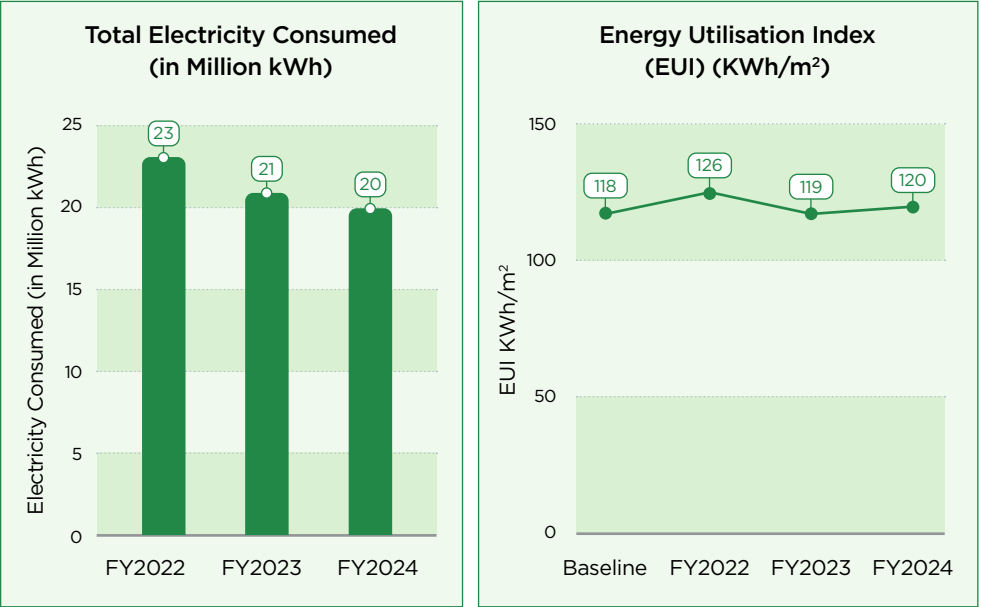


- Notes:
- Scope 1 emissions refer to direct emissions from sources that are owned or controlled by SFA. The total number of SFA-owned and leased vehicles for FY2021, FY2022, FY2023 and FY2024 are 18, 20, 19, and 18 respectively.
  - The emission factors for Scope 1 emissions were obtained from the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines Volume 2 Chapters 2 and 3.
  - Scope 2 emissions refer to indirect emissions that result from the use of purchased electricity.
  - Grid-average emissions factor data is used to calculate GHG emissions from electricity SFA purchased from the national grid. Grid emission factor from the Energy Market Authority (EMA): 2022: 0.4168kgCO<sub>2</sub>/kWh, 2023: 0.412 kgCO<sub>2</sub>/kWh.
  - FY2024 figures are calculated based on 2023 electricity grid emission factor from the EMA: 0.412kgCO<sub>2</sub>/kWh as the grid emission factor data for 2024 has not yet been released at the time of publication.

## Electricity consumption & Energy Utilisation Index (EUI) performance

**Target:** 10 per cent reduction in EUI by FY2030, compared to the average of 2019-2020 levels

**Progress:** Reduction of 5 per cent in total electricity consumption in FY2024, achieved through the consolidation of fishery ports, installing motion sensor lighting controls, energy-efficient LED lights and IE3-rated seawater pump motors across our facilities. Increase of 0.8 per cent in EUI versus FY2023 (2 per cent higher than the baseline) due to the reduction in total floor area following the closure of Senoko Fishery Port (SFP).



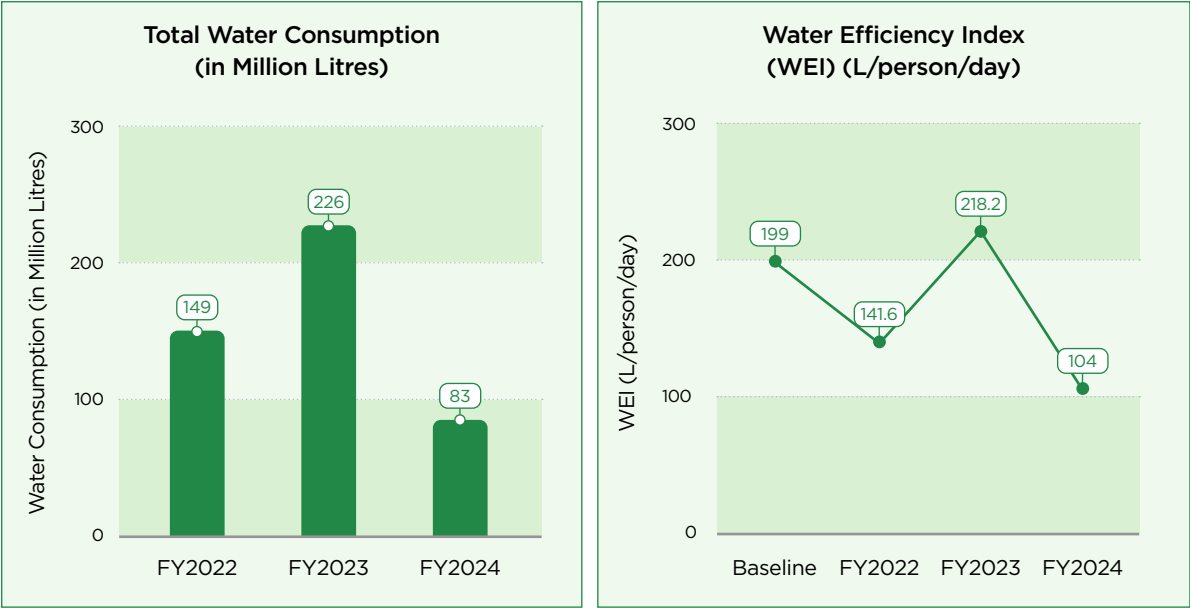
- Notes:
- In line with GreenGov.SG, the electricity consumption at our offices and facilities is tracked using two indicators: (i) Total electricity consumption; and (ii) EUI – amount of electricity used per floor area.
  - EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area (GFA).
  - The formula used to calculate the EUI is as follows:  
EUI in Year N = (Total amount of electricity consumed for all SFA premises in EUI in Year N) / (Total GFA for all SFA premises in EUI in Year N).
  - SFA was formed on 1 April 2019. As such the baseline would be an average of 2019 to 2020 levels.



### Water consumption and Water Efficiency Index (WEI) performance

**Target:** 10 per cent reduction in WEI by FY2030, compared to average of 2019-2020 levels

**Progress:** Reduction of 63.3 per cent in total water consumption and 52.2 per cent in WEI in FY2024, achieved through the consolidation of fishery ports, water pipe replacements at the Jurong Fishery Port (JFP) and Marine Aquaculture Centre (MAC), as well as the installation of water fittings with at least 3-ticks rating under the Water Efficiency Labelling Scheme (WELS) across our premises. SFA also obtained PUB’s Water Efficient Building (WEB) certification for our facilities including JFP and Pasir Panjang Wholesale Centre (PPWC). Overall, the WEI is 48 per cent lower than the baseline.



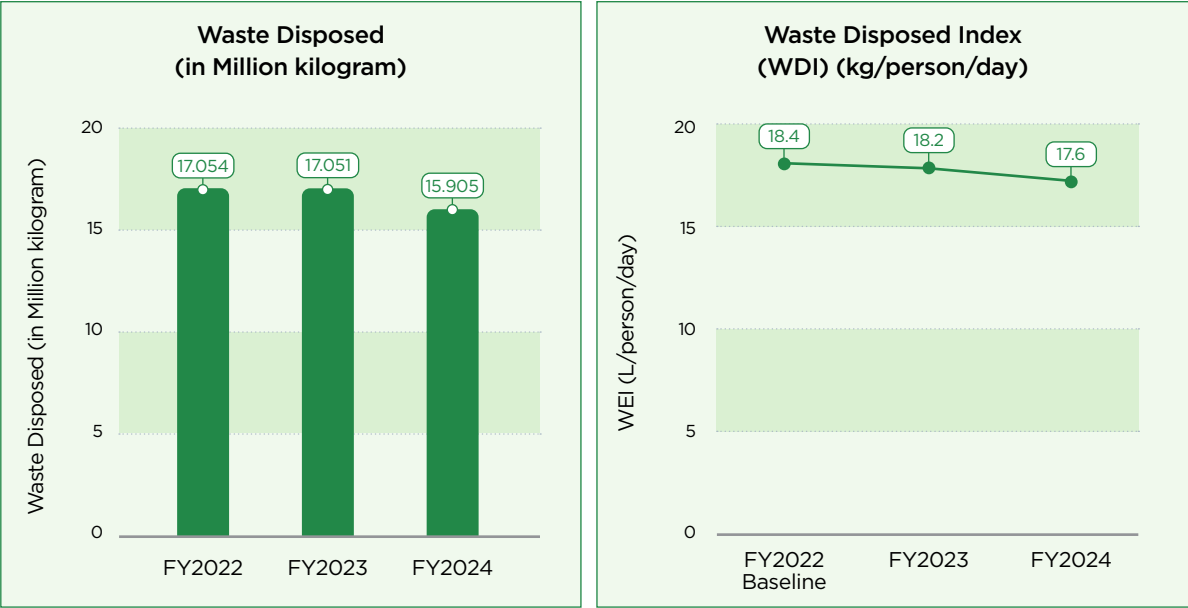
- Notes:
- The water consumption at our offices and facilities is tracked using the two indicators: (i) Total water consumption; and (ii) WEI – amount of water used per person per day.
  - WEI is defined as the water consumption per day divided by the total number of occupants and visitors to the premises.
  - The formula used to calculate WEI is as follows:  

$$\text{WEI in Year N} = \frac{\text{Total amount of water consumed for all SFA premises in Year N}}{\text{Average number of operational days in Year N for all SFA premises} \times (\text{Average number of occupants per day for all SFA premises} + (0.25 \times \text{Average number of visitors per day for all SFA premises}))}$$
  - SFA was formed on 1 April 2019. As such the baseline would be an average of 2019 to 2020 levels.
  - The increase in water consumption in FY2023 was attributed to refurbishment works at JFP, as well as intensified cleaning works at PPWC, JFP, and former SFP for operational reasons.

### Waste generation and Waste Disposal Index (WDI) performance

**Target:** 30 per cent reduction in WDI by FY2030, compared to FY2022 levels

**Progress:** Reduction of 6.7 per cent in waste disposed and 3.4 per cent in WDI in FY2024, achieved through the deployment of food waste digesters at JFP to convert organic waste into compost. This was in addition to the current five food waste digesters at PPWC. Overall, the WDI is 4 per cent lower than the baseline.



- Notes:
- The waste disposed of at our facilities is tracked using the two indicators: (i) Total waste disposed of; and (ii) WDI – amount of waste disposed of per person per day.
  - Waste data excludes offices.
  - WDI is defined as the total waste disposed of per day divided by the total number of occupants and visitors to the premises.
  - The formula used to calculate WDI is as follows:  

$$\text{WDI in Year N} = \frac{\text{Total amount of waste disposed of for all SFA premises in Year N}}{\text{Average number of operational days in Year N for all SFA premises} \times (\text{Average number of occupants per day for all SFA premises} + (0.25 \times \text{Average number of visitors per day for all SFA premises}))}$$

## Sustainability highlights

### SFA Sustainability Portal

SFA developed the SFA Sustainability Portal on our intranet to serve as a central hub to raise awareness, inspire action, and foster a culture of sustainability within SFA.

### Study on Greenhouse Gas Emissions in Singapore’s Agrifood Sector

SFA collaborated with the Agency for Science, Technology and Research (A\*STAR) on a study to update the agrifood sector’s GHG emissions estimates and develop tools to support farms in calculating their own emissions. The aggregated estimates were used to report Singapore’s agriculture sector GHG emissions at 8.04 kt CO<sub>2</sub> -eq in Singapore’s first Biennial Transparency Report and National Inventory Report submitted to the United Nations Framework Convention on Climate Change in November 2024.

# SECURING A SUPPLY OF SAFE FOOD THROUGH THE FOOD SAFETY AND SECURITY ACT

The Food Safety and Security Act (FSSA), passed in Parliament on 8 January 2025, is a significant milestone in Singapore's food regulatory landscape. Shaped through extensive consultations with industry stakeholders and the public, the FSSA strengthens Singapore's ability to respond swiftly and decisively to food safety risks, and addresses emerging challenges in safeguarding food security. Provisions under the FSSA will be implemented in phases by 2028.



▲ Prime Minister Lawrence Wong speaking with guests at a reception for food industry players in Parliament House.  
(Photo credit: MDDI)



▲ Minister for Sustainability and the Environment, Ms Grace Fu (centre) with SFA CEO Mr Damian Chan (far right) at an engagement session to thank stakeholders for contributing their views in the drafting of the Food Safety & Security Bill.



▲ Ministers, SFA leadership, and key stakeholders commemorating the passing of the FSSA in Parliament.  
(Photo credit: MDDI)

## Key features of the FSSA

### Streamlining food-related legislation



- Harmonisation of requirements in existing food-related legislation into a single Act for greater clarity and ease of reference for the industry.
- Licensed food businesses and animal feed producers will develop Food Control and Feed Control Plans suited to their operational model.
- Consumers will have greater flexibility on food<sup>1</sup> brought in for private consumption.

### Strengthening food safety



- Food safety will go beyond the sale of food to include the supply of food, which includes food donated or distributed for free.
- Key distribution nodes will be required to keep records to facilitate traceability and faster recalls of unsafe food.
- Increased maximum and tiered penalties based on severity of offence, and disqualification of recalcitrant offenders from holding new licences.

### Safeguarding food security



- Introduction of the Minimum Stockholding Requirement to future-proof our food security levers.
- Local farms will be required to develop Farm Management Plans to mitigate risks to food safety, disease spread and ensure sustainable production.

<sup>1</sup>subject to quantity limits and excludes food of higher regulatory concern (e.g. puffer fish, animal blood), as set out in the FSSA.

## CHAPTER 1

# BUILDING A RESILIENT FOOD SYSTEM

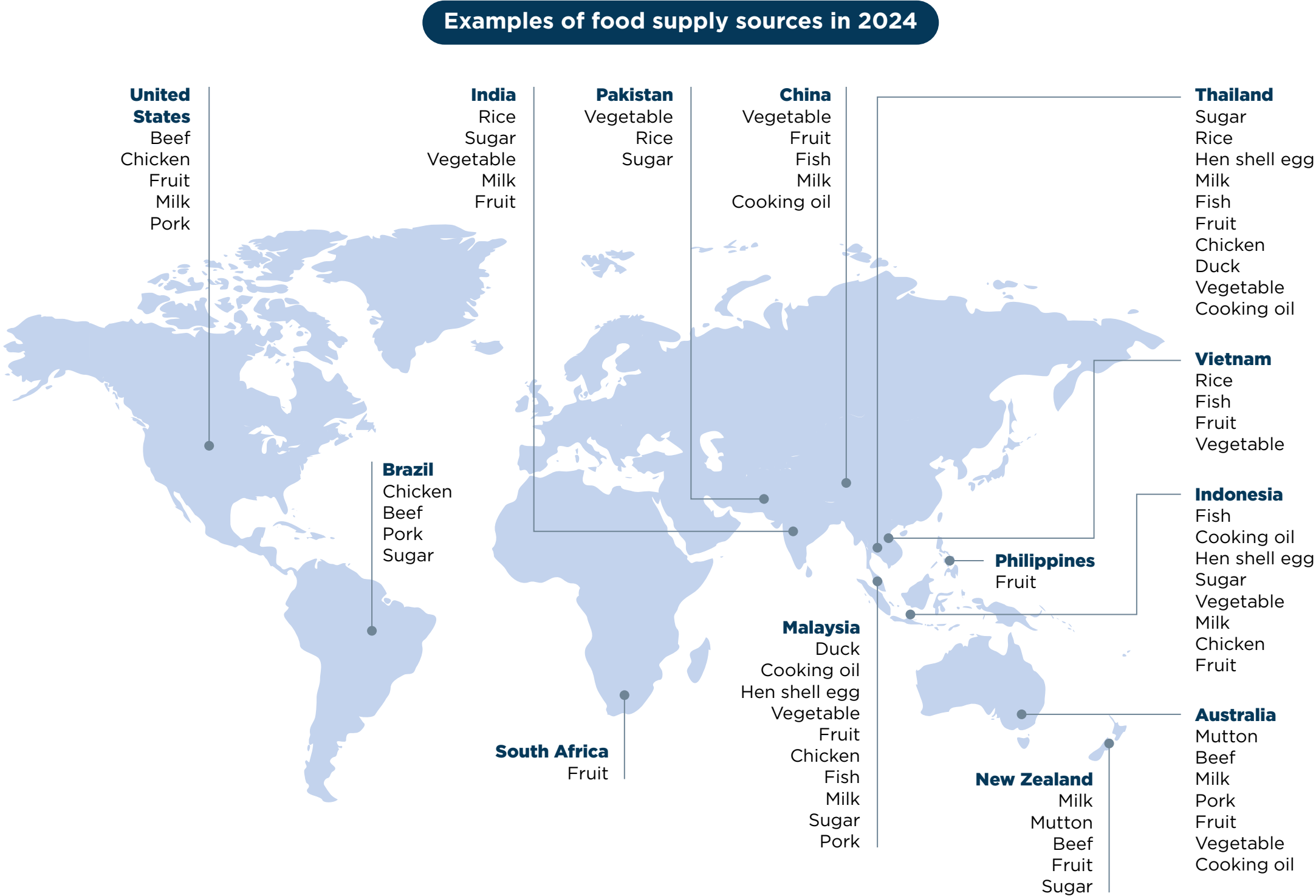




BUILDING  
A RESILIENT  
FOOD SYSTEM

Diversifying  
our import sources

Diversifying our import sources remains SFA’s core strategy to safeguard Singapore’s food supply resilience. Singapore imports over 90 per cent of our food from all over the world. This extensive network of global food supply partners allows us to switch to alternative sources swiftly when there are disruptions to any food source.







## Accrediting new import sources

Accreditation at the source is required for the import of meat and meat products, as well as eggs and egg products that carry higher food safety risks and animal diseases that could impact local public health and trade. SFA works closely with other overseas competent authorities, as well as global and local partners to ensure that these foods meet Singapore’s food safety and animal health standards.

### Diversifying our meat sources

In the past year, SFA accredited four new sources for various meat products to expand our access to key food supplies and enhance our food supply resilience.

New meat sources accredited				
Country	Brunei Darussalam	Poland	Portugal	Türkiye
Food Types	 <div>Processed beef products</div>	 <div>Beef and beef products</div>	 <div>Pork and pork products</div>	 <div>Poultry and poultry products</div>
Date Accredited	November 2024	May 2024	November 2024	October 2024

Following SFA’s accreditation of a new Bruneian beef establishment, a commercial Memorandum of Understanding (MOU) was signed between Singapore’s Pondok Abang and Brunei’s PDS Abattoir Sdn Bhd on 20 November 2024.

The MOU further promotes agri-trade between Singapore and Brunei, demonstrating how SFA works to diversify its import sources and strengthen industry relations between both countries.



▲ Food Supply Working Group Co-Chairs and SFA CEO Mr Damian Chan witnessing the signing of the commercial MOU.



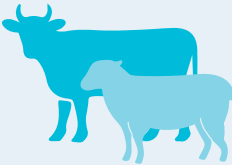
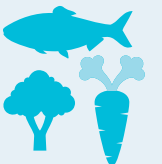



## Growing our food network

SFA collaborates closely with relevant agencies and industry stakeholders to expand our network of suppliers across various food types. These efforts to deepen trade ties and diversify sourcing channels are crucial in strengthening the resilience of our food supply.

Through overseas trade missions and business networking events, SFA connects local food importers with overseas exporters, giving them direct exposure to new supply links, including overseas farming and production facilities.

### Connecting importers with global partners

Vietnam	United States	New Zealand	Indonesia	
				
Fruits & vegetables	Poultry	Red meat	Seafood & vegetables	Poultry
August 2024	October 2024	December 2024	June & November 2024	March 2024

### Sourcing mission to Vietnam: unlocking new trade ties



SFA and the Vietnam Embassy in Singapore co-organised a fresh produce sourcing mission to Ho Chi Minh City and Dalat in August 2024. Participants from the Singapore Fruits and Vegetables Importers and Exporters Association and Mustafa Centre gained insights into Vietnam’s agri-food practices and capabilities, and obtained new sourcing channels through this initiative.



▲ Participants took part in two networking sessions and visited eight farms in Ba Ria and Lam Dong provinces during the sourcing mission.



## Enhancing our food distribution hubs

Keeping our food supply steady requires strong infrastructure and systems that can adapt quickly in times of emergency. SFA ensures that our food distribution hubs remain responsive, efficient, and secure, even during disruptions.

### Stepping towards smarter operations

Through digital upgrades and smart technology, SFA is strengthening operational continuity across Singapore's food supply nodes.

An upgraded Visitor Management System (VMS) was installed at the Jurong Fishery Port and Pasir Panjang Wholesale Centre. These improvements help to keep our critical food supply hubs safe, efficient, and better equipped to manage potential pandemics and other future challenges.



#### Before VMS upgrade

Only able to  
register entry  
on-site

Physical pass  
exchange at  
guardhouse

Operators renew  
annual pass at  
\$14 per user

#### After VMS upgrade

Additional option  
of pre-registering  
via online portal

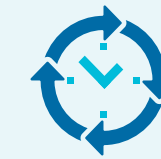
Barcode scan  
of NRIC/FIN at  
VMS kiosks

No cost for pass  
renewal

#### Improvements



Increased  
convenience  
and improved  
personnel tracking



Quicker, more  
seamless access and  
contactless entry



Cost savings

## Boosting local food production

Local production is part of our multi-pronged approach towards food security and complements our other strategies. It serves as an assured and regenerative source to mitigate the impact of overseas food supply disruptions. SFA works closely with farmers and stakeholders to scale production, drive innovation and build a more resilient system to bolster our food security.

### Co-creating our shared vision for productive and sustainable aquaculture in Singapore

The Singapore Aquaculture Plan (SAP), launched on 19 November 2024, aims to establish a more productive and sustainable aquaculture sector. SFA conducted stakeholder engagement workshops, field trips, as well as overseas study visits to obtain feedback and insights and apply international best practices to local operational challenges.

The SAP provides a set of guiding principles based on outcomes and science-driven approaches. This includes the evaluation of competing sea space demands and ecological sensitivities when selecting sites for aquaculture activities. It also sets out the support provided to the sector through infrastructure development, progressive regulations, and the use of science and technology.



#### Space and Infrastructure Planning

- Site Selection Study to Improve Efficiency and Robustness of Sea Space Planning
- Development of Key Infrastructure such as Energy Supply and Shared Facilities

#### Enabling Regulations

- Transition to Nutrient Budget Approach in Regulations for Sea-Based Farms
- Strengthen Farm Management and Animal Husbandry through the Food Safety and Security Bill, and Farm Management Plan

#### Research, Innovation, and Enterprise (RIE)

- Fostering Closer Alignment Between Researchers and Industry via the AquaPolis Industry Consortium Platform and Improving Access to Intellectual Property
- Enhancing Capabilities Through Research Into New Growth Opportunities

#### Ecosystem Development

- Grow Local Champions and Establish Strategic Partnerships
- Launch of National Broodstock Centre and Hatchery Development and Recognition Programme

#### Demand Offtake and Promotion of Local Produce

- Expand Marketing and Consumer Education Initiatives
- Strengthen Supply Chain and Distribution Networks



▲ SAP Steering Committee members, including representatives from industry, nature groups, and government agencies, came together to exchange perspectives and co-create strategies for Singapore's aquaculture sector.



▲ Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon, launched the SAP together with stakeholders at the Singapore International Agri-Food Week 2024.

## Optimising our space and infrastructure

Given Singapore's limited resources and competing needs, careful planning of farming spaces is essential. SFA collaborates with stakeholders to provide effective farm zone planning and purposeful infrastructure, ensuring that space and systems are optimised for efficient and high-yield farming.

### Unlocking more land for local farms

Four land parcels at Lim Chu Kang and Sungei Tengah for vegetable farming were awarded in April 2024, expanding local production space. These land tenders form part of SFA's broader strategy to boost food resilience by increasing farming capacity through the use of innovative and sustainable farming practices.



## Driving research and innovation

SFA supports Singapore's agri-food sector in overcoming land and resource constraints by funding pioneering research projects and fostering collaboration between scientists and the industry. SFA also supports the transformation of the sector by creating platforms that accelerate innovation and technology adoption.

### Scaling up food-related research for real-world impact

The Singapore Food Story (SFS) Research & Development Programme continued to deliver practical, real-world solutions to enhance food security.

Over  
**\$300 million**  
committed to  
advance research in:

- Sustainable Urban Agriculture
- Aquaculture
- Future Foods
- Food Safety



**14**  
promising projects  
awarded under:

- Seed Grant
- Research Translation Grant
- Future Foods Main Grant on Process Development

**2 new grants launched**



- Future Foods Main Grant on Nutrition and Functionality
- Food Safety Main Grant on Toxicological Evaluation of Food Innovations



## Enhancing local fish yields through the SFS R&D Programme

- A\*STAR Infectious Diseases Labs (A\*STAR IDL), in collaboration with UVAXX, has developed an epitope-based vaccine to protect Asian seabass against scale drop disease virus (SDDV) infection. A preliminary small-scale trial has shown that the vaccine offers protection against SDDV. This has led to plans for a planned commercial-scale trial, which is essential for regulatory approval. Upon approval and launch, this vaccine has the potential to significantly reduce mortality from SDDV, thereby improving Asian seabass yields and strengthening aquaculture productivity.
- Researchers from the Nanyang Technological University collaborated with Opal Resources to develop encapsulated aquaculture feeds that enhance disease resistance and increase growth in Asian seabass. These functional feeds are now moving towards farm trial validation and would subsequently be commercialised through a partnership with a leading global feed additives manufacturer.



▲ The vaccine tackles the threat of SDDV and supports the long-term sustainability of Asian seabass farming.



▲ The superior feed developed by the team boosts the growth of Asian seabass, as seen in the visibly larger fish at the bottom.

## Bridging research and industry in tropical aquaculture

A new AquaPolis Technologies Industry Consortium (AquaTIC) was launched under the SFS R&D Programme's AquaPolis initiative, to bring together researchers, farms, and solution providers to accelerate aquaculture technology deployment.

SFA also co-organised the inaugural AquaTropics Forum to provide a platform for stakeholders to exchange insights on innovation pipelines, research advances, and commercial applications.



▲ Stakeholders at the AquaTIC consortium engaged in collaborative discussions to drive innovation in local aquaculture technology.



▲ Drawing over 220 participants, the AquaTropics Forum showcased research breakthroughs and facilitated industry collaboration.



## Advancing global innovation in the agri-food ecosystem

Co-organised by SFA and the Singapore Institute of Technology, the third Global Agri-Food Scientific Symposium showcased the latest advancements in aquaculture, agriculture, future foods, nutrition, and food safety.

Themed “Innovation and Sustainability: Transforming the Food Landscape”, the symposium catalysed global exchange on emerging R&D priorities and cross-sector synergies, thereby reinforcing Singapore’s role in shaping the future of agri-food research.



▲ Over 300 participants attended the event, where global experts shared cutting-edge insights on the future of agri-food research.




▲ Professor Ross Houston of Benchmark Genetics presented new frontiers in aquaculture genetics.

## Building capabilities for local farming

SFA supports the growth of a future-ready ecosystem by enabling industry players to adopt highly productive and resource-efficient farming technologies, and through the development of a skilled local agri-food workforce.

### Agri-Food Cluster Transformation (ACT) Fund

[Click here to learn more](#)

  
**\$60**  
 million allocated

- Launched in April 2021
- To assist local farms in their capability development and drive towards higher productivity in a sustainable and resource-efficient manner
- Comprises two co-funding components for local farms to build and expand their production capacities and capabilities:
  - Capability Upgrading
  - Technology Upscaling

### Updates on usage of ACT Fund

Amount committed	Amount disbursed	Projects approved	Projects closed
<b>\$32.4</b> million	<b>\$17.2</b> million	<b>101</b>	<b>54</b> <small>(cumulative figures as of March 2025)</small>

SFA continues to strengthen the local agri-food ecosystem by enhancing farms’ capabilities and capacities, as well as offering dedicated support to the farms in their operations.



## Supporting Yili Farm in its growth journey

Since 1996, Yili Farm has been a pioneer in Singapore's vegetable farming landscape. With SFA's support, the farm relocated to a new site at Neo Tiew Lane in 2023 which features climate-resilient greenhouses, as well as both land-based soil farming and hydroponic systems to enhance crop productivity.

Supported by SFA's ACT Fund, the new site features a Mobile Gully System that enhances resource efficiency by increasing land productivity, reducing labour requirements, and conserving water. Yili has also embraced solar energy as part of its commitment to environmental sustainability.

Today, Yili continues to expand its base of loyal customers and remains a sought-after name in the local produce market.



Modern greenhouses at Yili Farm has automated climate control systems and efficient Mobile Gully Systems, enhancing crop production capabilities.



Brother-sister duo Zheng Jie (left) and Ying Ying (right) are second-generation farmers who work full-time at Yili Farm, founded by their father, Alan Toh.



“

Supporting Yili Farm goes beyond day-to-day problem-solving. It is about enabling sustainable growth. I worked with them to align their growth plans with future-ready solutions, such as adopting solar power, facilitating their relocation with regulatory agencies, and connecting with technical experts to further improve their production yield. It is fulfilling to be part of their journey and to witness how the right support can help a farm grow stronger season after season. ”

**Olivia Lai**

Assistant Director, Industry Development  
& Community Partnership Division



## Advancing smart water monitoring with the Aquaculture Sensing Network

The Aquaculture Sensing Network (ASN) was launched in September 2024 to strengthen water quality management at fish farms. It combines real-time sensors with regular water and sediment sampling across Singapore’s aquaculture zones.

The ASN provides SFA and local fish farmers with near real-time updates on water quality and alerts on potential environmental risks, such as harmful algal blooms and low oxygen levels. This early-warning system allows for timely action to safeguard our farm production.



▲ Deploying and installing ASN real-time monitoring stations.

## Strengthening Singapore’s fish hatchery capabilities

To increase the local supply of high-quality fish fingerlings, SFA launched the National Broodstock Centre (NBC) and the Hatchery Development and Recognition Programme (HDRP) in November 2024.

The NBC will focus on producing genetically superior Asian seabass and marine tilapia eggs, while the HDRP supports local hatcheries in implementing best practices to improve hatchery standards. Together, both initiatives will boost fingerling survival and growth rates while maintaining consistent quality and reducing dependence on imported fingerlings.



▲ SFA's Marine Aquaculture Centre's indoor broodstock facility is equipped to operate either as a fully recirculating system or as a flow-through system for Asian seabass brooders.



## Reeling in results with smart aquaculture

Singapore Aquaculture Technologies (SAT), established in 2012, has been transforming fish farming with its Closed Containment Aquaculture System (CCAS)—a high-tech floating setup that improves water quality control, reduces disease risk, and delivers consistent, high-quality harvests.

To scale its operations sustainably, SAT leverages AI and video analytics to enhance fish survival and improve harvest quality. In partnership with the National University of Singapore (NUS) and supported by SFA, SAT also developed a novel denitrification solution to reduce nitrate in aquaculture discharge and minimise the risk of algal blooms. This technology offers a sustainable and efficient approach to treating aquaculture wastewater, protecting the waterways of Singapore.

SAT continues to drive innovation and resilience, helping to secure Singapore's seafood supply.



▲ SAT's high-tech floating farm demonstrates modern aquaculture solutions in Singapore's waters.

## Rallying demand offtake for local produce

Sustained demand is critical to maintaining a thriving local farming sector. Beyond increasing supply, SFA works with farms and industry partners to increase visibility, strengthen branding, and encourage demand for homegrown produce.

### Bringing local produce to the spotlight with King of Culinary TV Programme

SFA partnered with Mediacorp on the King of Culinary (KOC) programme, a cooking competition series where home cooks battled celebrity chefs using locally farmed produce and food alternatives, such as frozen seafood.

As part of this campaign, a series of three videos was produced featuring celebrity chefs visiting local farms and showcasing local produce. The videos, which aired during commercial breaks, featured three farms: Blue Ocean Aquaculture Technology (BOAT), LivFresh, and Sustenir.

Through such initiatives, SFA aims to raise national awareness and appreciation for fresh homegrown ingredients and alternative food forms.



▲ Chef Khaled introduced local produce and its benefits on Raja Kulinari, the Suria edition of KOC.



▲ Celebrity Chef Eric Teo and BOAT CEO Mr Ng Yiak Say showcased homegrown hybrid grouper as part of the programme.



## Recognising businesses that champion local produce

With over 100 food businesses onboarded by March 2025, the Farm-to-Table Recognition Programme (FTTRP) has gained momentum in promoting the use of locally produced ingredients since its launch in 2023.

To commemorate growing industry adoption, SFA hosted the third FTTRP Award Ceremony in October 2024 alongside the Association of Catering Professionals Singapore (ACAPS) Friendship Night. The FTTRP Award Plaque was presented to 32 businesses during the ceremony.



▲ FTTRP award recipients with Senior Minister of State for Culture, Community and Youth, and for Trade & Industry, Ms Low Yen Ling, SFA CEO Mr Damian Chan and ACAPS President Mr Patrick Chan.



## Amplifying farm-to-table messaging through theatrical dining

Local produce took the spotlight in a theatrical farm-to-fork experience. The Long Table, a theatrical dining event that was part of the Singapore Food Festival 2024, featured locally farmed produce in dishes that were specially curated by renowned chefs.



▲ Over 300 guests attended the theatrical dining event on 17 and 18 October 2024.



## Increasing retail visibility for local produce through SAFEF's aggregation pilot

The Singapore Agro-Food Enterprises Federation (SAFEF), with support from SFA, led a six-month pilot from May 2024 to feature aggregated local produce more prominently at selected FairPrice outlets.

Besides bringing local farms together under the “SG Farmers’ Market” and “The Straits Fish” brands retail labels, the pilot initiative also helped retailers better promote the awareness, visibility, and sales of locally farmed produce.



▲ Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon, officiated the launch at FairPrice Jem.



▲ Dedicated sections in FairPrice outlets prominently feature local fish and vegetables under the “SG Farmers’ Market” and “The Straits Fish” labels.



## Strengthening food resilience preparedness

Everyone has a role to play in safeguarding Singapore’s food future. SFA partners with schools, communities, government agencies, and industry partners to raise awareness, encourage adaptability, and build a culture of shared responsibility.

### Driving awareness of food resilience

SFA brought the message of food resilience to students and seniors during Exercise SG Ready in February 2025, on the need for us to stay flexible and adaptable in our food choices.

Together with the Ministry of Education, Institutes of Technical Education, the Agency for Integrated Care, Active Ageing Centres and SATS, this exercise aimed to increase public awareness and instill a stronger sense of collective responsibility in food resilience preparedness.



▲ SFA officers shared about the importance of food resilience at the Total Defence Day Commemoration Event 2025.

CHAPTER 2

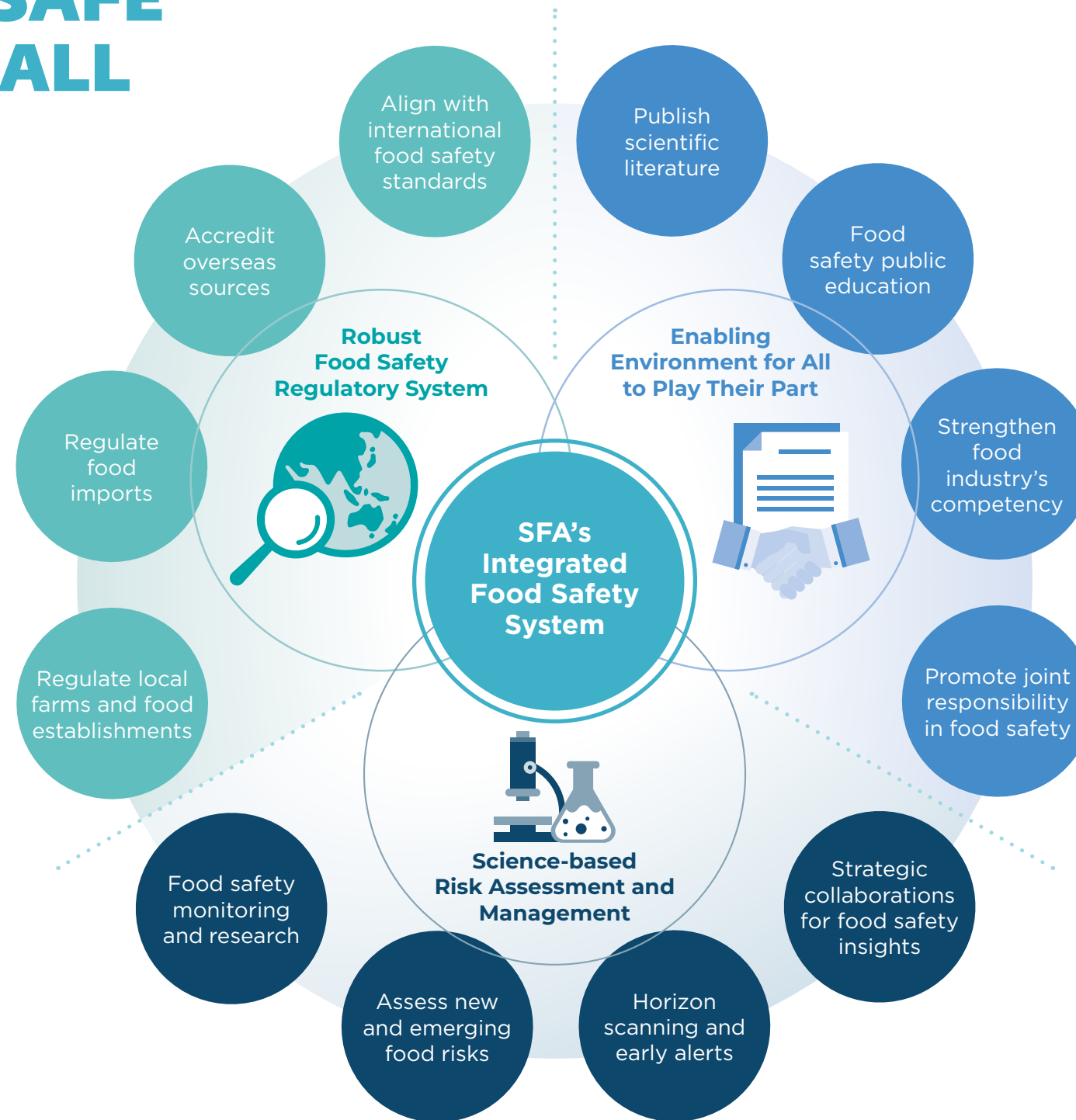
ENSURING  
SAFE FOOD  
FOR ALL





# ENSURING SAFE FOOD FOR ALL

SFA has in place an integrated farm-to-fork food safety system which adopts a risk-based approach that is guided by science and aligned with international standards. SFA also keeps abreast of the latest scientific developments to further strengthen food safety capabilities and ensure that food in Singapore is safe for consumption. Food safety is ultimately a joint responsibility between the food industry, consumers, and the government.



## Maintaining a robust food safety system

SFA regulates the safety of food from import to primary production and local manufacturing, all the way to food retail. We identify key stakeholders and control points along this farm-to-fork food supply chain.

### Clamping down on illegal food imports

As more than 90 per cent of our nation's food is imported, SFA has a robust regulatory regime to ensure that imports comply with our food safety standards, while supporting the continuous diversification of our trade flows.

#### September 2024

- SFA conducted raids at food retail outlets at City Gate and Golden Mile Tower.
- Four establishments were found to be involved in illegal trade, including two unlicensed operators.
- Over 300kg of illegally imported raw and processed meat and insect products were seized.

#### April 2024 – March 2025

- SFA and the Immigration & Checkpoints Authority conducted joint operations to combat illegal imports of fruits and vegetables. Enforcement actions were taken against offenders.
- About 4.5 tonnes illegally imported fresh produce were seized and destroyed.



## Leveraging technology for food inspections and investigations

SFA equips our officers with body-worn cameras during their inspections at various premises, including food establishments, farms, and slaughterhouses.

The use of these cameras helps to improve the effectiveness and efficiency of our food inspections and investigations. Officers can tap on the video footage for investigations into food safety offences, after-action performance reviews, as well as any post-incident investigations. The cameras also allow greater accountability and transparency during interactions between our officers and members of the public.



“

The BWC provides a clear record of our inspections. It helps keep things objective for both sides and avoids misunderstandings during inspections. The recordings serve as a factual reference of what was observed and discussed, making our inspections fairer and more transparent. ”

**Jayden Khor**  
Manager,  
SFA's East Regional Office





## Protecting our fish farms: a multi-agency response

Despite rigorous safeguards, food safety incidents may occur in the complex food supply chain. SFA has in place robust processes to swiftly identify, investigate, and resolve these incidents.

SFA partnered closely with government agencies, industry, and consumers to mitigate food safety and security risks from the oil spill incident at Pasir Panjang Terminal in June 2024.

Through swift action and close collaboration with the industry, we implemented precautionary measures to assure food safety and protect our local fish farms. Some of these measures include sampling and testing of seafood, as well as helping farmers to install preventive measures such as canvas skirtings and providing them with oil absorbent pads.

Even though our fish farms and their produce were unaffected by the incident, SFA remained vigilant by monitoring the sea waters near local fish farms to enable quick alerts if needed.



▲ Officers collected fish samples near affected fish farms as part of precautionary food safety testing in response to the oil spill.



▲ Coastal fish farmers installed canvas skirtings around the perimeter of their farms with SFA's support to shield stocks from possible oil exposure.

## Hatching a national readiness plan against bird flu

To protect public health and ensure food security, SFA and National Parks Board's Animal & Veterinary Service conducted a ground deployment exercise in November 2024, simulating a local outbreak of high-pathogenic avian influenza (HPAI) at an egg farm.

Involving more than 150 officers, the exercise tested the agencies' operational response to a possible disease incursion, which could affect up to one-third of Singapore's egg supply and compromise the country's disease-free status.



▲ Exercise participants received a safety briefing before entering the poultry houses while wearing Personal Protective Equipment.



▲ An SFA officer retrieving a spent hen during a depopulation drill at a poultry house.



## Adopting a science-based risk management approach

SFA uses a science-based risk management approach to assess the level of food safety risks posed at various control points along the farm-to-fork supply chain. This is based on data from food safety incidents, reports of non-compliances, and food testing results.

## Setting the stage for safe novel foods

To support the safe introduction of novel foods, including cultivated meat and fermentation-derived products, SFA continued to drive several initiatives to build regulatory clarity both locally and internationally.

Led an initiative under the Codex Alimentarius Commission to develop harmonised food safety guidelines and identified two priority areas – guidelines for the safety assessment of cell culture media components and code of hygienic practice for manufacturing of cell-based foods.

Co-organised a side event with the Saudi Food and Drug Authority at the 47th Codex Alimentarius Commission (CAC47) in Geneva, Switzerland, to raise awareness and engage global regulators on cell-based foods and harmonisation of Codex standards.



▲ Participants engaged in discussions on food safety frameworks for cell-based foods at a side event hosted by SFA and the Saudi Food and Drug Authority during CAC47.



▲ Opening address by SFA CEO Mr Damian Chan and panel discussion by regulators at the Roundtable on Novel Food Regulations on 18 November 2024.

Hosted the 5th Roundtable for Novel Food Regulations in November 2024, bringing together over 200 stakeholders to discuss safety considerations for cultivated meat and fermentation-derived foods and best practices for risk assessment and management.

## Clearing the pathway for genome-edited crops innovation



SFA introduced a regulatory framework for genome-edited (GE) crops in food and animal feed on 1 August 2024. The framework, developed in consultation with the industry, academia, and government partners, facilitates the development of new crop varieties with desirable traits such as improved nutrition, disease resistance, and suitability for urban farming. This science-based, risk-proportionate approach provides safeguards and clarity to the industry and the public in anticipation of increased global trade in genome edited crops.



## Establishing Singapore's insect regulatory framework

From 8 July 2024, 16 insect species were allowed to be sold as food in Singapore. Following thorough scientific review and public consultation, SFA established a regulatory framework that sets out clear food safety guidelines for companies looking to import, farm, or process insects and insect products for food or animal feed.

## Developing food testing methodologies and detection capabilities

SFA developed new testing capabilities and testing methods to safeguard and protect the public against emerging food safety risks.

- Testing capabilities for two emerging chemical risks — ciguatoxins and PFAS (per- and polyfluoroalkyl substances) — which enhances food safety monitoring in seafood, meat, eggs, and milk.
- New test methods for avian influenza (H5N1) and Mpox to monitor emerging risks.

## Tracking down unsafe food at the retail level

As part of its surveillance system, SFA regularly collects and tests food samples from the retail market under its Market Monitoring Programme (MMP). This science- and risk-based initiative helps monitor and evaluate safety of foods sold at Singapore's retail markets, and identifies potential food safety risks.

Between April 2024 and March 2025, SFA tested more than 6,000 food samples from retail outlets under the MMP. Apart from looking out for food safety concerns, MMP also helps to uncover foods with undeclared allergens, as these pose a risk to individuals with food allergies. When such issues are detected, SFA directs importers to recall affected batches and issues public advisories to help vulnerable consumers make informed decisions.



Through MMP, we collect and test food samples from retail outlets, and analyse data to detect potential high-risk food products. The findings from MMP also allow SFA to work closely with the industry to strengthen food safety measures. It is rewarding to know that our work directly contributes to food safety for consumers, ensuring that unsafe products are quickly taken off the shelves. ”

**Dr Khor Wei Ching**  
Specialist Team Lead,  
National Centre for Food Science



## Creating an enabling environment for food safety

Food safety is a joint responsibility. While SFA maintains a robust regulatory framework and enabling environment to ensure food safety, the food industry is responsible for upholding food safety standards to ensure the safety of the food offered to consumers. Consumers can also protect themselves by knowing more about food safety risks and making informed decisions, as well as adopting good food safety practices.

## Educating the public on food safety

SFA conducts targeted outreach programmes to educate the industry and people of all ages about food safety risks, good food safety practices, and how everyone can play a part in ensuring food safety.

SFA collaborated with the Chinese Development Assistance Council and held three workshops across different centres from May to October to hold food safety workshops for seniors on basic food hygiene, safe handling, and preventing foodborne illnesses.



▲ SFA officers with senior participants at a food safety workshop organised in collaboration with CDAC.

SFA supported the Early Childhood Development Agency's Start Small Dream Big (SSDB) initiative in April and August 2024, as well as March 2025, by conducting food safety talks for about 200 preschool students and providing educational materials for classroom learning.



▲ Preschoolers learn about food safety during an SFA-led session under the SSDB initiative

SFA teamed up with McDonald's Singapore on its inaugural Food Safety Day on 6 and 7 June 2024, where practical food safety tips were shared with Food Quality Managers and Restaurant General Managers from across 151 outlets. The partnership reflects how industry and regulators can work hand-in-hand to ensure that every meal is a safe (and happy) one.



▲ An interactive session with McDonald's outlet managers on food safety practices during their first-ever Food Safety Day.



## Helping families stay allergy-safe

Held in partnership between SFA and KK Women's and Children's Hospital (KKH) on 6 and 7 July 2024, the Food Allergy Awareness Roadshow helped families better understand food allergen safety risks and reduce the risk of accidental exposure.

The public got to learn more about food allergy through hands-on activities, educational displays, and talks by experts. This initiative reflects SFA's continued commitment to community outreach, public health, and service excellence.



▲ SFA CEO Mr Damian Chan and officers from SFA and KKH engaged families at the Food Allergy Awareness Roadshow held at Compass One shopping centre.



▲ Participants learned about food allergy through interactive talks and hands-on activities.

## CHAPTER 3

# PARTNERING FOR OUR FOOD FUTURE





# PARTNERING FOR OUR FOOD FUTURE

SFA works closely with local and international partners to strengthen food safety and security. Through strategic collaborations, knowledge exchange, and community outreach, we safeguard Singapore's interests and enhance our capabilities in securing safe food for all. Driven by our people, we nurture a culture of innovation, learning, and shared purpose to create meaningful change.

## Forging strategic partnerships for a safer food future

SFA actively fosters international and regional partnerships to keep abreast of developments and enhance collective efforts in ensuring a safe food supply. We facilitate knowledge exchange and share best practices through visits and exchanges, as well as host and participate in relevant international forums.

### Positioning Singapore as a global agri-food innovation hub

SFA and Temasek co-hosted the fourth edition of the Singapore International Agri-Food Week (SIAW) from 18 to 21 November 2024. Themed, "Scaling Innovation in Asia's Agri-Food Systems", the event facilitated discussions on how we can advance agri-food technology across the region.

Bringing together around 12,000 local and global participants, SIAW also highlights Singapore's agri-food capabilities and contribution in convening key players from across the food ecosystem.



▲ Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon, delivered the opening speech for the Asia-Pacific Agri-Food Innovation Summit and visited various booths at the Agri-Food Tech Expo Asia.



## Hosting global food safety leaders in Singapore

SFA hosted the 5th International Heads of Food Agencies Forum (IHFAF) for the first time in April 2024, with representatives from 18 countries and three international organisations, including the World Health Organization (WHO), United Nations Food and Agriculture Organization (UN FAO) and Codex Alimentarius. Centered on the theme “Food Safety for a Resilient and Sustainable World”, the three-day forum tackled pressing topics such as the impact of climate resilience and sustainability on food safety, as well as novel foods regulatory frameworks and risk communications.



▲ International delegates gathered in Singapore for the 5th IHFAF.

## Contributing to regional capability building in Antimicrobial Resistance

SFA participated in the UN FAO’s Regional Training on the International FAO Antimicrobial Resistance Monitoring (InFARM) System and IT Platform in Bangkok, Thailand in July 2024. InFARM is a newly launched global information system to assist countries in antimicrobial resistance monitoring and surveillance.



◀ Representatives from Asia Pacific attending the regional training on the InFARM System and IT Platform conducted by UN FAO.

## Championing scientific exchange in food toxicology

SFA launched the Singapore Food Toxicology Network with NUS and the Singapore Institute of Food Science and Technology in August 2024, to promote networking and foster scientific exchange on food safety and innovation.

This new initiative will facilitate professional networking among multi-disciplinary stakeholders such as toxicologists, food and pharmaceutical industries, regulatory agencies, and institutes of higher learning to advance food toxicology and safety in Singapore and develop the next generation of talent in this field.



▲ The Singapore Food Toxicology Network was announced by SFA CEO Damian Chan at the inaugural Singapore International Food Forum in August 2024, co-organised by SFA and NUS.



Strengthening bilateral cooperation in food

SFA made progress towards improving food safety and security through strategic partnerships with our regional and international counterparts.

Agri-food collaboration with Brunei

Memorandum of Understanding (MOU) on Cooperation in Food Safety

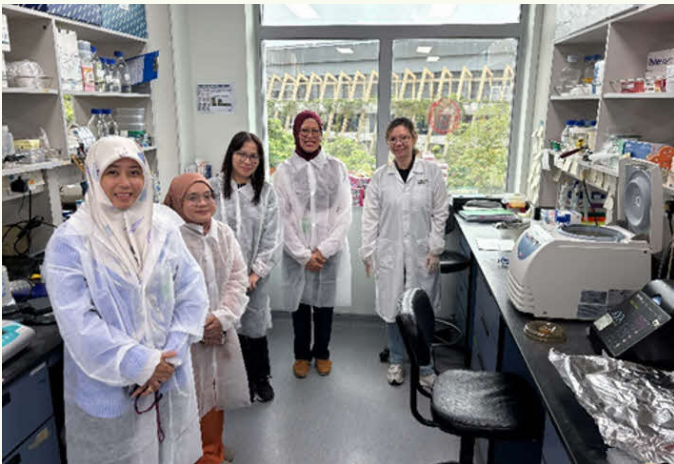
- Signatories
  -  SFA
  -  Brunei Darussalam Food Authority

Research Collaboration Agreement on Analysing Genetic Diversity of Giant Freshwater Prawn in Three River Systems in Brunei Darussalam

- Signatories
  -  SFA and Temasek Life Sciences Laboratory Limited
  -  Brunei’s Department of Fisheries, Ministry of Primary Resources and Tourism, and Universiti Islam Sultan Sharif Ali



◀ The MOU on Cooperation in Food Safety was signed on 20 November 2024 by Brunei Darussalam Food Authority CEO Dr Hajah Anie Haryanti, and SFA CEO Damian Chan, witnessed by Permanent Secretary, Brunei Ministry of Primary Resources and Tourism, Puan Hajah Tutiaty.



◀ Bruneian officials received hands-on training in genetic tools and data analysis.

Food safety collaboration with Germany

Joint Declaration of Intent (JDI) to advance collaboration in research and risk assessment in food safety

- Signatories
  -  SFA
  -  German Federal Institute for Risk Assessment (BfR)



▲ BfR’s Vice-President Professor Tanja Schwerdtle (left) and SFA’s Director-General Dr Tan Lee Kim (right) during the signing ceremony.



▲ A group photo marking the new collaboration in food safety research and risk assessment.

# Building a culture of innovation and service excellence

SFA continues to refine our systems and service delivery by embracing digital solutions and enhancing touchpoints. We are committed to cultivating innovation and excellence, equipping our officers to adapt and thrive in a dynamic landscape.

## Processing TIC application for food safety recognition digitally

SFA launched a new Food Safety Management Information System (FSMIS) in April 2024 to streamline applications of recognition programmes for Testing, Inspection and Certification service providers.


The platform enables efficient application, real-time status monitoring, and streamlined document submission. Food testing laboratories can now access Proficiency Testing schemes organised by the National Centre for Food Science with online tracking and reporting capabilities. For SFA officers, the system enhances regulatory oversight through automated processes and digital certificate generation.

FSMIS serves a diverse range of stakeholders, including Singapore Accreditation Council accredited testing laboratories, inspection bodies, auditing organisations, and ASEAN food testing laboratories.

# Continuous improvement in service quality


To enhance customer experience, SFA upgraded our digital service channels to offer faster, smarter, and more intuitive support.

March 2024



SFA’s Virtual Intelligent Chat Assistant chatbot, Oscar, was launched on our website. Oscar is powered by Large Language Models and artificial intelligence (AI), providing personalised responses and smoother customer experience.

October 2024



SFA revamped our corporate website to improve navigation and interactive features. More than 80 per cent of users polled were able to easily obtain the information they needed, resulting in higher customer satisfaction ratings.



## Catalysing innovation through digital efforts

Through various events and workshops, SFA advanced its digital transformation to drive operational efficiency and foster a culture of innovation.

SFA's digital innovations include in-house AI-powered chatbots that support officers across various functions—from quality documentation and corporate enquiries to audit and risk management. Together, these initiatives have yielded significant operational efficiency gains, while providing more timely and consistent responses.

### Digital innovation tools developed by SFA:

- No-code/low-code automated berthing algorithm for Jurong Fishery Port to automate vessel docking applications and berth allocations, replacing manual Google Form processing to improve efficiency and safety.
- AI chatbots developed to navigate Quality Manual & Procedures documents within SFA's Quality Management System, handle administrative queries, and provide guidance on audit and risk management matters.

SFA also showcased its AI capabilities at other Whole-of-Government platforms, such as GovTech's Prompt Royale competition and the AI Bots Workshop which involved MSE and its statutory boards.



▲ SFA officers participated in GovTech's Prompt Royale and advanced to the semi-finals of the competition.



▲ MSE Family officers participated in the SFA-led AI Bots Workshop.





## Fostering dialogue, purpose and unity

SFA stepped up internal communications and emphasised leadership direction, bonding, and teamwork through platforms including the Corporate Planning Seminar (CPS), townhalls, and fireside chats. These platforms allow open communication and strengthen alignment with our strategic objectives.



▲ Team SFA gathered together for CPS2025, reinforcing unity and shared goals



▲ The SFA Executive Leadership team outlined strategic priorities during the CPS 2024 panel discussion.



◀ Townhall sessions provided an opportunity for staff to hear from SFA's CEO Damian Chan.

## Caring for our people and the community

Our officers are core in fulfilling SFA's mission. We are committed to their development and well-being and support their growth and well-being. We also provide opportunities for them to recharge through welfare and recreational activities, as well as to demonstrate care for our community.

## Building capabilities through structured learning

SFA has progressively enhanced its staff training initiatives to build essential competencies across all levels.

### New hires

- Enhanced SFA Foundation Programme
- New On-the-Job Training Framework

### Existing staff

- Regulatory and Science Competency Frameworks
- Broad-based training
  - 2,000 course placements covering over 200 courses

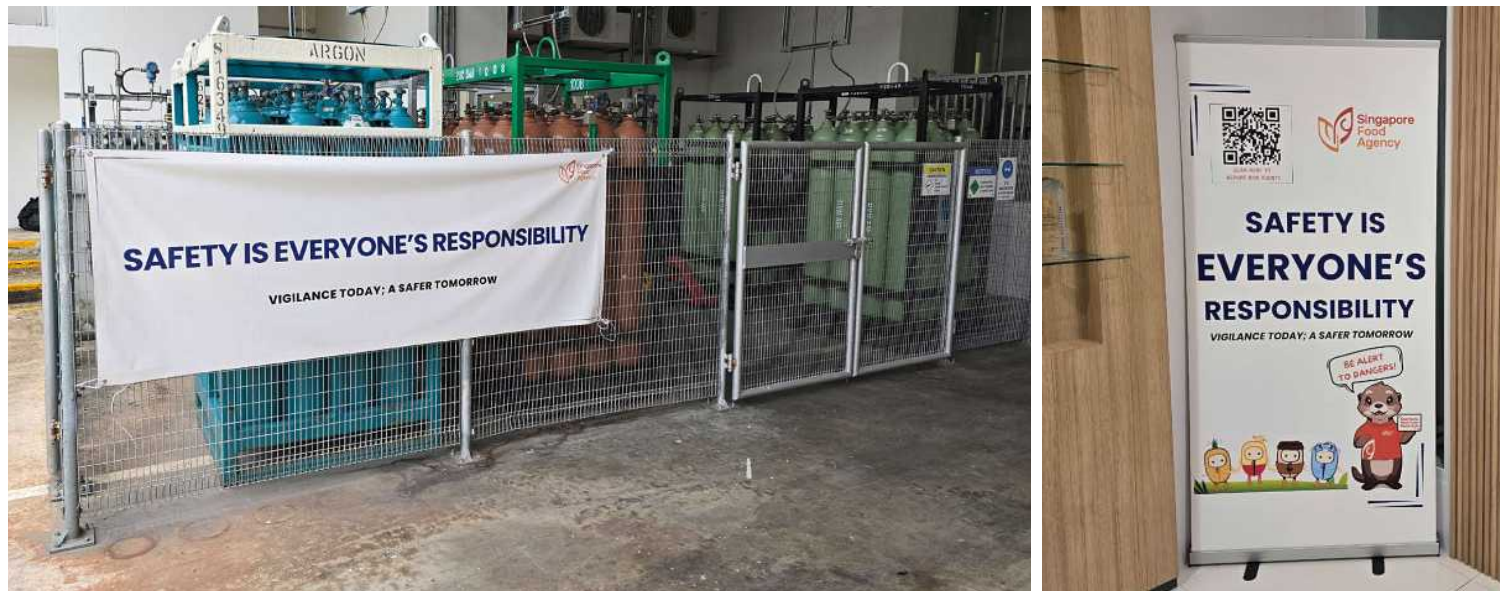


## Strengthening workplace safety and awareness

SFA continued to improve workplace safety across our key premises through the Risk Event Reporting (RER) Framework, which raises awareness of workplace risks, encourages near-miss reporting, and proactive risk mitigations. Safety walkabouts were conducted quarterly at SFA premises, and a suite of Workplace Safety and Health (WSH) collaterals were put up.



▲ SFA officers participated in quarterly RER Sessions to proactively resolve workplace hazards and reduce workplace injuries.



▲ WSH materials on display across SFA premises to raise awareness and visibility of key safety messages.

**50%**  
drop  
in workplace  
injuries  
(May-Dec 2024)

**33**  
safety  
walkabouts  
conducted

**118**  
workplace  
hazards  
resolved

## Championing safer workplaces through innovation

SFA's Team "+Guardians", represented by staff from the National Centre for Food Science (NCFS), clinched top honours at the 2025 MSE Family Ideathon on 19 February 2025. Their proposal to replace chloroform with isooctane in SFA's food safety testing—an alternative that is less toxic, non-carcinogenic, and environmentally friendly—emerged first among six finalist teams.



▲ Team "+Guardians" from NCFS, winners of the 2025 MSE Family Ideathon.



Fostering team spirit through sport and service

SFA strengthened staff camaraderie, wellness, and community involvement through active participation in sporting events and fundraisers.

Over \$15,000

raised at MSE Vertical Challenge, part of the President’s Challenge



Held 3 sports tournaments

– badminton, bowling, futsal



Quarter-finalists

at the Public Service Archery Challenge



Clinched 4 wins at MSE Vertical Challenge, including Champion (Men’s Open), Runner-up (Women’s Open and Mixed Relay), and Second Runner-up (Women’s Relay)



▲ Officer Soon Fang Min clinched runner-up in the women’s open at the 2024 MSE Family Vertical Challenge.



▲ SFA staff built camaraderie at the Bowling Tournament at CSC Bukit Batok in May 2024.



▲ Teams had a ball of a time at the SFA Futsal Tournament at Orchid Country Club in February 2025.



▲ SFA officers showed speed, agility, and team spirit at the SFA Badminton Tournament in August 2024.



## Championing sustainability with the MSE Family

SFA demonstrated its commitment to environmental stewardship through active participation in MSE-organised events and Go Green SG Initiatives. SFA officers engaged in various sustainability programmes, including showcasing food waste management solutions and conducting coastal clean-ups.



▲ At the MSE Sustainability Fair on 8 July 2024, SFA officers showcased our food waste digesters installed at Pasir Panjang Wholesale Centre.



▲ Officers from MSE agencies participated in a learning journey at SFA Marine Aquaculture Centre, followed by a coastal clean-up on St John's Island's beaches and mangroves on 11 July 2024.

SFA also supported MSE Family Earth Day 2024 on 12 July 2025 by switching off the lights at the JEM office headquarters and various SFA-operated facilities. In May 2024, SFA officers participated in a litter-picking event around JEM. These activities help to foster a stronger sustainability culture within SFA.



▲ As part of our sustainability efforts, SFA officers conducted a litter-picking exercise around JEM on 14 May 2024.



Serving with heart to support seniors in the community

Volunteers from SFA helped seniors in rental flats at Jurong East in December 2024 and March 2025 with household chores and provided companionship.



▲ SFA volunteers took part in home visits to assist with basic cleaning tasks such as sweeping and mopping, while also spending time engaging with the seniors.

Celebrating unity through shared milestones

SFA staff bonded over a night of celebration at the SFA Dinner & Dance on 24 January 2025. A month later, they gathered again with their loved ones for a fun-filled SFA Family Day carnival on 22 February 2025 at the Marina Barrage. These key events strengthened camaraderie and celebrated our collective achievements.



▲ SFA staff gathered in high spirits at the SFA Dinner & Dance.



▲ SFA staff and their families enjoyed a vibrant day out at the SFA Family Day at Marina Barrage.



# AWARDS & ACCOLADES

## From the Public Service Division (PSD)

**Public Sector Transformation Agility Award 2024 – Team Award**  
for “Diversifying Singapore’s Chicken Supply”

**Exemplary SkillsFuture @ Public Service Award 2024**  
for Anastasia Eu, Dr Ong Jun Xiang, Vishnu S/O Karuppiah Thandavam

## From the Ministry of Sustainability and the Environment (MSE)

**Citizen Engagement Award 2024 – Team Award**  
for “Food Resilience Preparedness Programme”

**Citizen Engagement Award 2024 – Team Award**  
for “Lim Chu Kang Master Plan Launch at SAFRA & Singapore International Agri-Food Week”

**Dare to Do Award 2024 – Team Award**  
for “Pioneering Ops Transformation using Software-as-a-Service”

**Dare to Do Award 2024 – Team Award**  
for “Aquatic Animal Health Services”

**Dare to Do Award 2024 – Team Award**  
for “Singapore Codex Proposals on Cell-based Food”

**Agility Award 2024 – Team Award**  
for “Mitigating Ponni Rice Supply Disruption”

**Regulatory Excellence Award 2024 – Team Award**  
for “Wet Market Stall Licensing Review”

**Service Excellence Award 2024 – Team Award**  
for “Revamped Accreditation Database”

**Innovator Award 2024 – Team Award**  
for “Digital Recognition and Proficiency Testing Programme”

**Innovator Award 2024 – Team Award**  
for “Advancement in Genetically Modified Food Crops Detection”

**Innovator Award 2024 – Team Award**  
for “MSE Sustainability Training Playbook”

**Open Category Award 2024 – Team Award**  
for “Per-and Polyfluoroalkyl Substances Capability Development and Study”

**Open Category Award 2024 – Team Award**  
for “Optimised Light for Indoor Asian Greens”

**Open Category Award 2024 – Team Award**  
for “MSE Family Employee Value Proposition”

**Open Category Award 2024 – Team Award**  
for “Hawker Fare and Local Produce Reception for Prime Minister’s Swearing-In Ceremony”

**Minister’s Award 2024 – Team Award**  
for “MSE Family’s Response to Oil Spills”.

**Exemplary Leader Award 2024**  
for How Siew Tang, Lim Poh Choo, Choong Foong Choong, and Tan Lu Hsia

**SkillsFuture Award 2024**  
for Low Yi Lin, Chow Khai Yin, Ignatius Lim, and Ivan Ng

**Exemplary Service Award 2024**  
for Foo Mun Leng, Chong Wenda, and Sharene Toh

**Dare to Do Award 2024**  
for Eunice Koh

**Innovator Award 2024**  
for Jeremy Chin

**MSE Family Innovation Ideathon - PS Challenge Shield**  
for team ‘+Guardians’, comprising Chin Zan Xin, Ang Thiam Hong, Koh Jia Xin, and Ken Lee

## From the Community Chest

**SHARE Platinum Award 2024**

## 2024 National Day Awards

**Public Administration Medal (Silver)**  
for A/P Joanne Chan Sheot Harn

**Public Administration Medal (Bronze)**  
for Luna Cheong Wai Yin and Dr Wong Yelin

**Commendation Medal**  
for Dr Yeo Wee Sing, Raj Muruga, Teng Meng Hua Simon, and Lee Geok Peng

**Efficiency Medal**  
for Serene Toh Hwee Khim and Lai Lye Mun

**Long Service Medal**  
for Brian Chin Seng Nang, Foo Yek Seng, Jeffrey Chan Kok Ling, Masrynda Binte Maskor, and Noorlinda Binte Salim

## Received by the National Centre for Food Science (NCFS)

**World Health Organization (WHO) Collaborating Centre**  
for Food Contamination Monitoring (since 1992)

**World Organization for Animal Health (WOAH) Collaborating Centre**  
for Food Safety (since 2014)

**International Atomic Energy Agency (IAEA) Analytical Laboratories**  
for the Measurement of Environmental Radioactivity (ALMERA) Network (since 2023)

**ASEAN Food Reference Laboratories**  
– Mycotoxins (since 2004)

**ASEAN Food Reference Laboratories**  
– Pesticide Residues (since 2004)

**ASEAN Food Reference Laboratories**  
– Environmental Contaminants (since 2014)

**ASEAN Food Reference Laboratories**  
– Marine Biotoxins and Scombrottoxins (since 2019)

**ISO/IEC 17025 Accreditation (since 2023)**

**BCA Green Mark Platinum Award**  
for Healthier Workplace (since 2023)

**BCA Green Mark Gold Award**  
for Laboratories (since 2023)

# CORPORATE GOVERNANCE

The SFA Board and Leadership Team have put in place a framework to ensure good corporate governance. The SFA Act governs the work of SFA and its Board. Board members hail from a broad range of fields from both the public and private sectors, providing a spectrum of expertise and depth of experience to the organisation.

## Internal Control Framework

SFA established an organisation-wide system of internal controls, which include:

- An organisation structure with clear definitions of responsibility and reporting mechanisms at different levels of the organisation.
- Documented policies and procedures, proper segregation of duties, approval procedures and authorisations, and checks and balances built into SFA's processes.
- Systems to safeguard assets, maintain proper accounting records and reliability of financial information, compliance with applicable laws and regulations, and follow best practices.

- Financial Regulations that set out financial policies, procedures, and financial authority on the various operations in SFA.
- A Code of Conduct that lays out the values and key principles governing the conduct of officers, and provides guidance as they carry out their daily work.
- A whistleblowing policy that allows officers and external parties to report fraudulent and wrongful practices.
- Independent internal and external audit functions.

These internal control systems are designed to manage risks and provide reasonable assurance against fraud, material misstatement, or loss.

## Risk Management, Internal and External Audit Functions

The Internal Audit Unit operates independently in SFA, and reports to the SFA Board's Audit and Risk Committee. The Internal Audit Unit performs independent and objective reviews of the functions of

SFA and advises SFA's management and the Audit and Risk Committee on the system of internal controls in SFA. Reviews performed by the Unit help the Board in promoting good corporate governance by assessing the design and operating effectiveness of the controls. The reviews also focus on compliance with government instruction manuals and SFA's policies and procedures.

To further strengthen SFA's operational and regulatory functions including workplace safety and health, the Training and Operational Risk Department conducts regular operation examinations and workplace safety inspections. These help to identify operational and capability gaps, as well as mitigate operational and workplace safety risks within SFA. Findings from the examinations and inspections would be surfaced at the relevant platforms, such as the Audit and Risk Committee, where applicable.

SFA's accounts are audited by the Auditor-General's Office of Singapore or such other auditor that may be approved by the Minister of Sustainability & the Environment in consultation with the Auditor-General. The

external auditor engaged for the financial year, which ended on 31 March 2025, was KPMG LLP. The external auditor reports its audit findings and recommendations to SFA Board's Audit and Risk Committee. SFA's Board approves the accounts and forwards the audited statements to the Ministry of Sustainability & the Environment and Auditor-General's Office.

## Board Committees

As part of corporate governance, three Board Committees comprising Board members are formed to provide strategic advice:

- [Finance Committee](#), for key financial matters;
- [Audit and Risk Committee](#), for financial reporting process, internal controls and risk management; and
- [Staff Development Committee](#), for manpower development and management.



