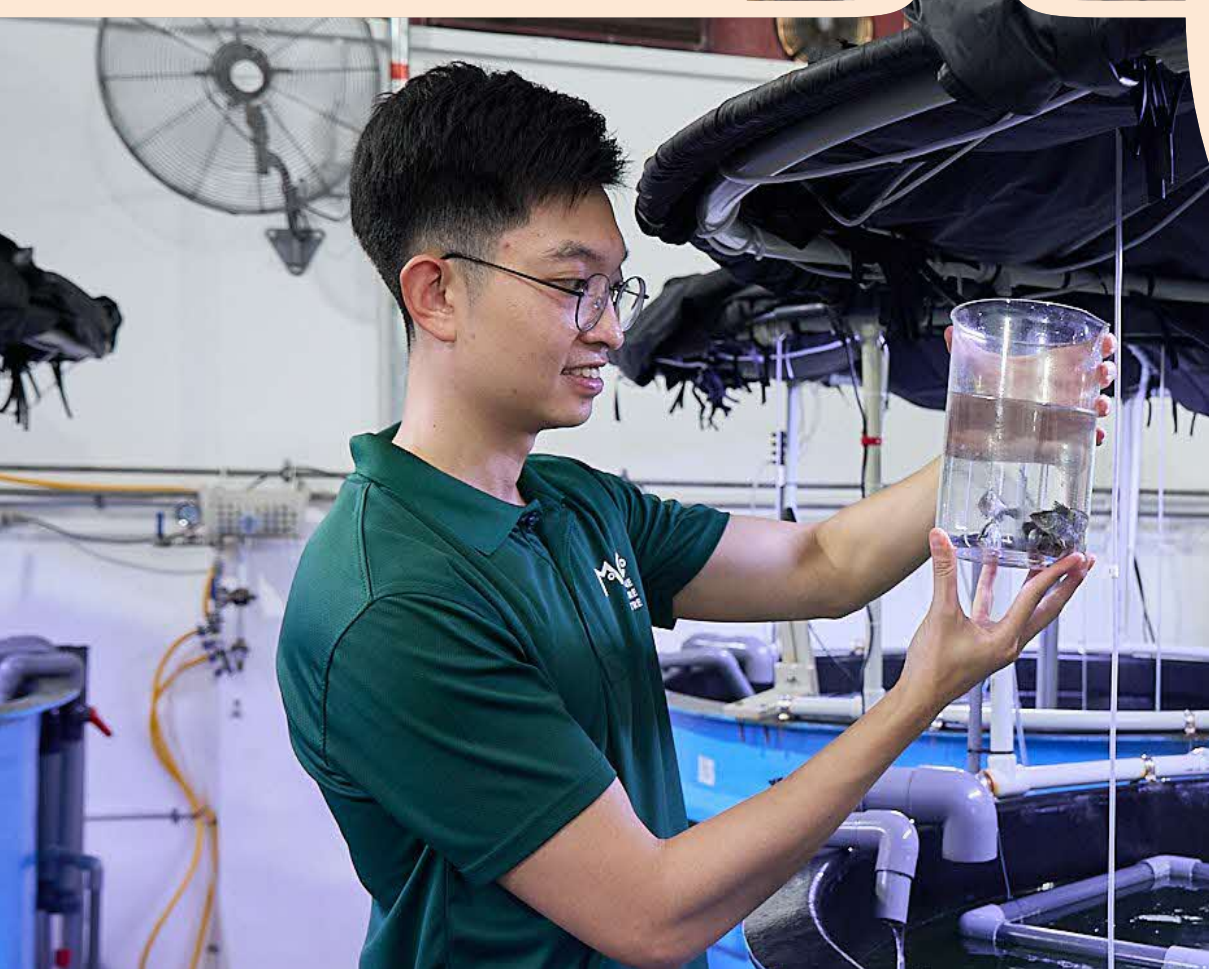




 Singapore
Food
Agency

ANNUAL REPORT 2025/26





Chapter 1

SINGAPORE FOOD STORY 2: FOUR PILLARS OF FOOD RESILIENCE



Chapter 2

FOOD SAFETY EXCELLENCE



Chapter 3

ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

A MESSAGE FROM OUR CHAIRMAN

Mr Lim Chuan Poh
Chairman

Introduction

Food has always been more than sustenance for Singaporeans. It is a shared language, a living heritage and a cornerstone of our national identity. As a country that imports more than 90 per cent of our food, Singapore remains inherently exposed to the uncertainties associated with the global food supply. In recent years, these uncertainties have become more pronounced. Weather shocks have disrupted food production across the world, with shifting weather patterns and extreme events making food supply increasingly unpredictable. The projected return of El Niño conditions in the latter half of 2026 poses risks to yields and therefore food supply. Geopolitical tensions and conflicts add further complexity, as trade restrictions and realignments in global trade flows introduce fresh vulnerabilities into the food ecosystem. The ongoing Middle East crisis has been consequential in this regard. Disruption to shipping routes through the Red Sea and the Strait of Hormuz have raised freight costs and extended supply chain lead times, severely impacting the movement of food commodities and agricultural inputs. While Singapore's food supply has remained largely stable thus far, we need to remain vigilant and strengthen our preparedness.

Beyond food security, evolving food safety risks and recalls across global supply chains serve as a reminder that food safety and security cannot be taken for granted. This underscores the importance of remaining resilient, forward-looking and resolute in our efforts to ensure and secure a supply of safe food for Singapore.

Strengthening Food Security

In November 2025, SFA introduced the Singapore Food Story 2 (SFS2), a refreshed strategy to strengthen Singapore's food resilience. At its core, SFS2 is built on four pillars — Diversify Imports, Global Partnerships, Stockpile, and Grow Local. These pillars work

in concert as Singapore's integrated approach to food security and enhance Singapore's ability to respond to disruptions with greater confidence and resilience.

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Grow local remains a vital part of our food security strategy, providing an assured and regenerative source of supply that is less exposed to the volatility of global markets. To support this, SFA has taken a multi-pronged approach, making space and infrastructure available for agriculture and aquaculture, driving research and innovation to address technological gaps and incentivising farms to adopt sustainable farming technologies. Through the Singapore Food R&D (SFR) Programme, SFA awarded \$82.5 million to advance food resilience and safety. This included funding for the Seed Innovation Hub, the AquaPolis R&D Programme and projects advancing nutrition and functionality in alternative proteins and New Approach Methodologies for food safety. Local production

also contributes to longer-term sustainability, making it an investment in both our resilience and our future.

SFA remains committed to support farms by helping them to increase productivity, reap economies of scale, build capabilities, strengthen supply resilience of key inputs, and enhance demand offtake. This enables local farms to improve efficiency while meeting demand for fresh, safe and reliable local produce. On demand offtake, SFA continues to work with the Singapore Agro-Food Enterprises Federation (SAFEF) to drive market penetration for local produce through aggregated offtake programmes and retail brands such as “SG Farmers’ Market” (vegetables) and “The Straits Fish” (marine tilapia). Collectively, these initiatives aim to help farms scale sustainably, adopt innovation and remain competitive in the long term.

Through import diversification, Singapore is better positioned to mitigate the impact of disruptions affecting any single country or region, allowing us to pivot quickly to alternative sources when needed. This is supported by rigorous accreditation processes and close engagement with international partners, ensuring that food imports continue to meet Singapore’s safety requirements even as global supply chains evolve. In 2025, SFA successfully accredited new sources from countries such as Greece, Lithuania, Paraguay, Brazil, and the Republic of Korea, spanning a range of food categories including shell eggs, processed eggs, poultry, pork, and beef.

SFA has been harnessing technology and data-driven tools to strengthen our ability to anticipate and respond to supply disruptions. In partnership with PSA BDP, we developed a risk monitoring dashboard and food supply visibility tool that provides

early warning of developments that could affect food imports and enhances upstream visibility of food supply shipments. By integrating supply chain data with other information sources, SFA is better able to quickly assess emerging risks, understand their potential impact and respond more swiftly. This capability has proven effective during Brazil’s Avian Influenza outbreaks and the conflict in the Middle East, which allowed us to expedite our risk assessment.

Despite our best efforts to reduce the likelihood and impact of disruptions, there may still be instances where we will face disruptions. This is where Stockpiling plays an important role, buying time to restore supply flows and help sustain our population in the interim. Since COVID-19, Singapore has expanded its range of stockpiled items beyond rice, to include frozen protein and canned vegetables and SFA continues to work with industry to strengthen stockpiling capabilities.

With Global Partnerships, Singapore is deepening its commitment to build strong and trusted relationships with like-minded countries and regions. As supply chains face growing risks of fragmentation, Government-to-Government partnerships are essential to strengthen supply chain resilience, facilitate cooperation in times of crisis and support knowledge exchange in areas such as food safety, regulation, and innovation. Singapore recently signed the memoranda of agreement on rice trade with Vietnam, Thailand and Cambodia, which helps to ensure a stable rice supply to Singapore and providing multiple avenues to activate additional rice supplies when needed. SFA has also been working with Brunei on a joint feasibility study on the Brunei-Singapore Agri-Tech Food Zone (ATFZ), which will help to strengthen bilateral agri-food trade and contribute to both our food security.

Ultimately, strengthening food resilience is a whole-of-society effort. SFA will continue to advance our efforts along the four pillars, but industry and consumers have an equally important role to play. Businesses can contribute by actively exploring new supply sources and choosing local produce to add robustness. Consumers can also make a difference by being flexible with food options, supporting local farms and choosing to patronise food businesses that are part of SFA’s Farm-To-Table Recognition Programme to contribute to their viability.

Food Safety: A Cornerstone of Resilience

There is no food security without food safety. As supply chains grow more complex and the food safety landscape continues to evolve, SFA maintains a comprehensive farm-to-fork safety system grounded in science-based risk management and aligned with international standards.

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Through data-driven inspections and horizon scanning, we are able to detect emerging food safety concerns early. These consistent efforts have kept the incidence of foodborne disease outbreaks low at 16.8 per 100,000 population in 2025, compared to an average of 22.9 over the last four years.

A significant milestone in 2025 was the passing of the Food Safety and Security Act (FSSA) in parliament. The FSSA consolidates and refreshes existing food-related legislation, strengthening Singapore's food safety regime to better protect consumers and public health, while keeping pace with emerging challenges in safeguarding food security. The Act will come into force progressively in tranches through to 2028, ensuring a structured and measured transition for both regulators and industry. Tranche 1, which covers provisions relating to defined food and non-packaged drinking water, had come into force on 28 November 2025.

Another key development was the implementation of Phase 1 of the Safety Assurance for Food Establishments (SAFE) framework across approximately 45,000 licensed food establishments. Instead of relying solely on point-in-time inspections, the framework evaluates establishments based on their long-term food safety track record and implementation of food safety management systems. This offers a more comprehensive picture of an establishment's food safety performance over time. By recognising establishments that consistently uphold high standards, we strengthen food safety across the industry while empowering consumers to make more informed choices.

Sustainability

SFA remains committed to supporting Singapore's national climate action initiatives and the goals of the Singapore Green Plan 2030. We recognise our responsibility as a public sector agency to lead by example, integrating sustainability across our operations and aligning our targets with the Whole-of-Government GreenGov.SG framework. Our commitment is reflected in the steps we have taken across our facilities. At the Marine Aquaculture Centre, we have upgraded to more energy-efficient lighting and pump systems, and implemented motion sensors and timer-configured lighting to optimise energy consumption. At the National Centre for Food Science, we have progressively adopted energy-efficient equipment to reduce our overall energy footprint. As we work towards our GreenGov.SG targets by 2030, SFA will continue to build a sustainability-focused culture where every officer actively contributes to Singapore's environmental goals.

At the industry-level, SFA also encourages our farms to adopt technology through the Agri-Food Cluster Transformation (ACT) Fund to improve productivity and increase resource efficiency.

Looking Forward

Moving ahead, SFA is committed to strengthening and advancing our food resilience pillars while ensuring food safety, as we navigate an increasingly complex global food landscape. I would like to extend my heartfelt gratitude to our partners, stakeholders, and the dedicated team at SFA. None of our achievements would have been possible without your hard work, commitment, and collaboration. Together, we remain steadfast in ensuring and securing a supply of safe food for Singaporeans today and the generations to come.

“
Together, we remain steadfast in ensuring and securing a supply of safe food for Singaporeans today and the generations to come.

”

Lim Chuan Poh

Chairman

Singapore Food Agency

Vision

Safe food for all

Mission

**To ensure and secure
a supply of safe food**



OUR LEADERSHIP

Board Members



Mr Lim Chuan Poh
Chairman



Mr Neo Kian Hong
Deputy Chairman



Mr Damian Chan
Chief Executive Officer



Prof Annie Koh
Professor Emeritus of Finance,
Singapore Management University



Ms Audrey Yap
Managing Director,
Yusarn Audrey LLC



Prof Derrick Heng
Deputy Director-General of Health
(*Public Health*), Ministry of Health



**Ms Dilys Charmaine
Boey Mengyi**
Chief Executive,
Skills and Workforce
Development Agency



Ms Ho Ghim Siew
Former CEO,
Products, PSA BDP



Ms Jennifer Tay
Partner, Head of Energy &
Infrastructure, Asia,
Baringa Consulting Ltd.



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



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



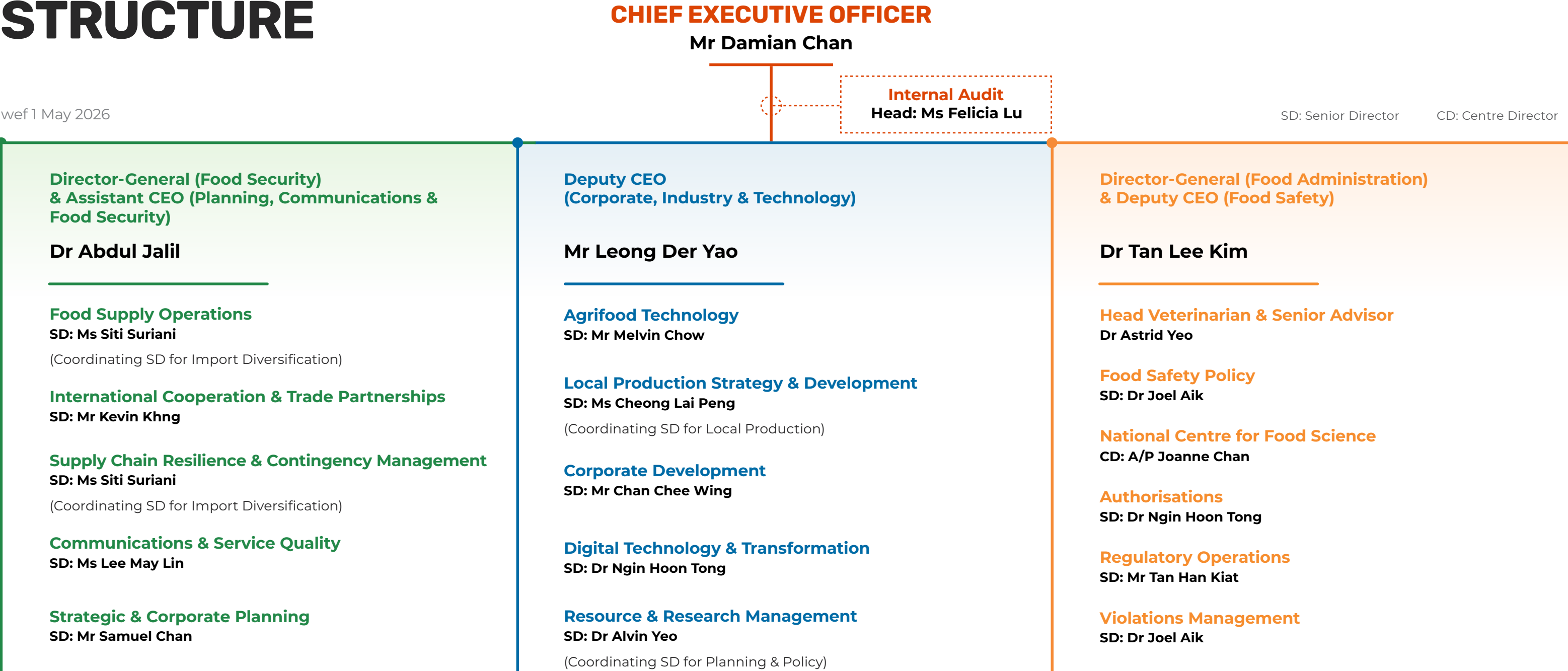
**Mr Raymond Tan
Choon Kwang**
Executive Director, Tan Seng Kee
(TSK); President, Singapore Food
Manufacturer's Association



Mr Yee Chen Fah
Former Assurance Partner,
PricewaterhouseCoopers
LLP Singapore

ORGANISATIONAL STRUCTURE

wef 1 May 2026



SFA's total staff strength as of 30 September 2025 is 872.

CORPORATE GOVERNANCE

Strong corporate governance underpins SFA's ability to deliver its mandate effectively and with integrity.

SFA is guided by a governance framework that supports sound decision-making, legal compliance, accountability and risk management across the organisation. This framework ensures appropriate oversight of strategy, resources and operations, while upholding transparency and compliance with public sector governance standards.

Through a multidisciplinary set-up, internal controls and assurance processes, SFA maintains public trust and ensures that its policies and actions are aligned with the public interest.



Governance Structure:

- **Board of Directors:**
Provides strategic direction, oversees performance, and ensures compliance with statutory requirements.
- **Board Committees:**
 - Finance Committee — strategic guidance on key financial matters
 - Audit and Risk Committee — financial reporting process, internal controls and risk management
 - Staff Development Committee — manpower development and management.

Key Governance Practices:

- **Internal Audit:**
Independent internal audit function reporting to the Audit and Risk Committee, providing assurance and consulting services to enhance internal control systems and governance processes.
- **Whistleblowing Policy:**
Secure channels for staff and external parties to report fraudulent and wrongful practices confidentially, with protection against retaliation.
- **Risk Management:**
Regular risk assessments and mitigation strategies to manage enterprise risks, which include cybersecurity risks and operational risks.
- **Compliance:**
Adherence to public sector governance standards, including the Public Sector (Governance) Act 2018 and relevant financial regulations.

SFA's governance practices are regularly reviewed against best practices to ensure continued trust and confidence among stakeholders.



A man and a woman are standing in a supermarket aisle, looking at a can of SPAM. The woman is holding the can, and the man is pointing at it. They are both smiling. The aisle is filled with shelves of various food products, including jars of jam and boxes of SPAM. The background is slightly blurred, showing other aisles and shelves.

CHAPTER 1
SINGAPORE FOOD STORY 2:
FOUR PILLARS OF
FOOD RESILIENCE



STRENGTHENING FOOD RESILIENCE THROUGH FOUR PILLARS

Global food systems continue to face disruptions from climate change, animal diseases, geopolitical tensions and supply chain shocks. To strengthen Singapore's food resilience, SFA refreshed its strategy through the Singapore Food Story 2 (SFS2), anchored on four complementary food pillars – Diversify Imports, Global Partnerships, Stockpile, and Grow Local.

Working in Tandem to Safeguard Singapore's Food Resilience

The four pillars of SFS2 give us options to respond flexibly to different disruptions to ensure we can meet our essential food needs.

Together, the four pillars of SFS2 work hand-in-hand to safeguard Singapore's food supply in an increasingly uncertain global environment.

Find out more: [Singapore Food Story 2](#)

DIVERSIFY IMPORTS

Diversifying import sources remains the cornerstone of Singapore's food resilience strategy as we import more than 90 per cent of our food. Sourcing from different countries and regions reduces the impact of a disruption and makes it easier to pivot to alternative sources when needed.

SFA works closely with various stakeholders to:

-  Accredit new sources of food of higher food safety concern
-  Strengthen safeguards for supply from existing sources through efforts like regionalisation
-  Connect local importers with overseas suppliers through business matching sessions and sourcing trips



GLOBAL PARTNERSHIPS

Singapore continues to strengthen global partnerships with like-minded countries and regions to enhance the resilience of existing food supply chains, especially in times of disruption.

SFA strengthens Singapore's food supply resilience through:

-  Exploring Government-to-Government collaborations to safeguard food flows
-  Knowledge-sharing, facilitating investments and overseas food production



STOCKPILE

As an import-dependent country, Singapore may still face food supply disruptions from time to time despite ongoing efforts to reduce the likelihood and impact of such disruptions. Stockpiling essential food items such as rice and meats buys us time and gives us options to restore food flows while sustaining our basic food needs.

SFA works with the industry to:

-  Stockpile essential food items effectively by developing capabilities and good practices in warehousing and logistics



GROW LOCAL

Local food production provides Singapore with an assured and regenerative source of fresh food that serves as a buffer during disruptions.

SFA builds the capability and capacity of the local agri-food sector by:

-  Availing Land and Infrastructure for Farming
-  Building Capability Through Technology and Innovation
-  Strengthening Supply Resilience of Agri-Inputs
-  Enhancing Demand Offtake of Local Produce



Spotlight story:

Singapore International Agri-Food Week 2025: Putting Food Resilience into Action

Singapore reinforced its commitment to food resilience with the launch of the SFS2, while strengthening collaboration with global and regional partners across the agri-food ecosystem.

These outcomes were advanced through engagements at the Singapore International Agri-Food Week (SIAW) 2025, held from 3 to 6 November 2025, which brought together partners to drive dialogue and action on more resilient and sustainable food systems.



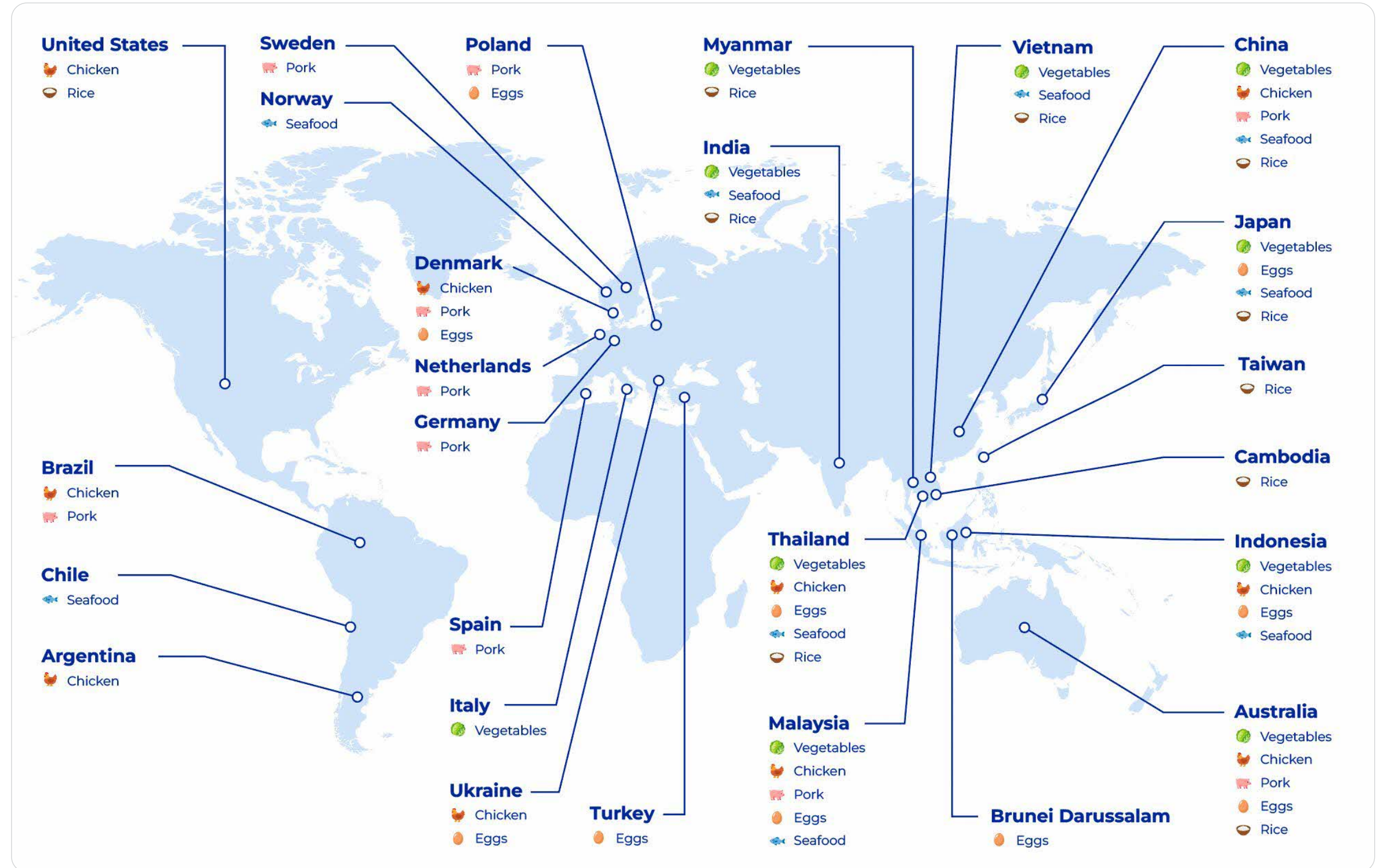
Minister for Sustainability and the Environment, Ms Grace Fu, reiterated Singapore's commitment to ensure food resilience with the announcement of the SFS2 at the Asia-Pacific Agri-Food Innovation Summit on 4 November 2025.



Then-Senior Minister of State for Sustainability and the Environment Mr Zaqy Mohamad, together with MSE and SFA leadership, at the SIAW.

DIVERSIFY IMPORTS

Diversifying our import sources and expanding our food network remains a core strategy to safeguard Singapore's food resilience.



Spotlight story:

New Food Sources and More Options

SFA continues to expand the list of approved food sources to enhance and diversify Singapore's import network to provide businesses and consumers with greater choice and flexibility, while ensuring the safety of food imported into Singapore.

For example, in 2025, the Republic of Korea's Jeju Island was accredited as a new source of chilled and frozen pork and beef. New sources were opened in 2025 for shell eggs (Lithuania), processed eggs (Brazil, Lithuania and Paraguay), poultry (Greece, Lithuania and Paraguay), pork (Greece, Paraguay and Republic of Korea), and beef (Greece, Paraguay and Republic of Korea).



Minister for Sustainability and the Environment, Ms Grace Fu, during an official engagement with South Korea's Minister of Agriculture, Food and Rural Affairs, following Singapore's approval to import Jeju pork and beef.



Working with partners to diversify Singapore's food import sources, including produce from Jeju Island, to strengthen supply resilience.

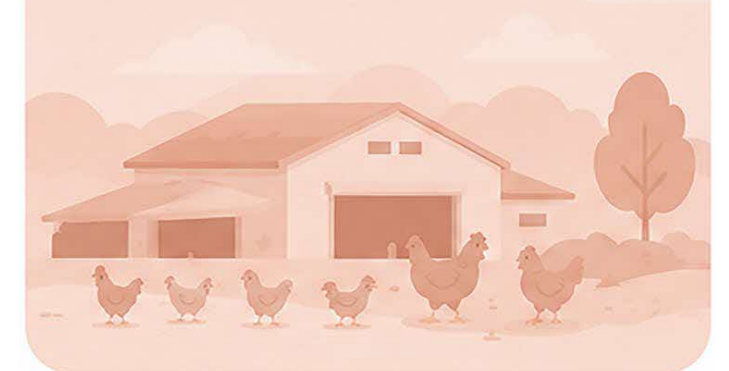
Regionalisation in Action

Singapore has regionalisation arrangements with several countries and regions for diseases such as African Swine Fever and Avian Influenza. These arrangements allow Singapore to impose targeted restrictions during disease outbreaks, so food imports from unaffected areas can continue. This reduces supply disruptions while maintaining food safety.



Challenge

- **Outbreak detected on a poultry farm in Brazil in May 2025**



Solution

- **Regionalisation allows targeted restrictions while maintaining supply**
- **Supply of Brazilian poultry from unaffected farms could continue**



Strengthening Preparedness Through Digital Innovation

SFA leverages digital technologies and data-driven tools to develop early warning systems to monitor emerging risks and trends across different source countries and regions. This enables us to strengthen safeguards across our food supply system and respond swiftly to potential disruptions.

Spotlight story:

Faster Risk Assessment and Response to Supply Disruptions

SFA strengthened its early warning and preparedness capabilities through a risk monitoring dashboard and food supply visibility tools developed with PSA BDP.

These efforts provide early notifications of developments that may affect food imports to Singapore and strengthen upstream visibility of sea-based shipments. By combining supply chain and other risk monitoring information, SFA can better assess potential disruption risks and respond more quickly.

This allowed SFA to conduct and share its risk assessment with industry partners quickly during the outbreak of Highly Pathogenic Avian Influenza (HPAI) in Rio Grande do Sul, Brazil in May 2025. Poultry imports could eventually continue as establishments exporting to Singapore were in unaffected areas under existing regionalisation arrangements.



Real-time monitoring of maritime logistics to assess supply chain risks.

GLOBAL PARTNERSHIPS

Singapore continued to deepen global partnerships with like-minded countries and regions. This allowed us to strengthen the resilience of existing food supply chains, especially in times of disruption.

BRUNEI DARUSSALAM

A joint feasibility study on the **Brunei-Singapore Agri-Tech Food Zone (ATFZ)** aims to help strengthen bilateral agri-food trade and build sector capabilities.



NEW ZEALAND

The signing of the **Agreement on Trade in Essential Supplies** on 4 May 2026 between Singapore and New Zealand will better assure access to essential supplies, including important food items, during supply chain disruptions.



VIETNAM, THAILAND & CAMBODIA

The formalisation of the **Memoranda of Cooperation on Rice Trade** with Vietnam in October 2025 and with Thailand in November 2025, as well as the **Memorandum of Cooperation on Food Security** with Cambodia in April 2026 will help to ensure a stable rice supply and provide an avenue for Singapore to activate additional rice supplies when needed.



STOCKPILE

Stockpiling provides an additional layer of assurance in Singapore's multi-pronged food resilience strategy. Strategic stockpiles act as an "insurance policy", providing a buffer to manage unforeseen supply shocks.

Over time, we have expanded our stockpiles to cover key food groups, including rice, frozen protein and canned vegetables. We work closely with the industry to maintain these stockpiles, and to continuously enhance and modernise our stockpiling capability.

We focus on stockpiling items such as:



Rice



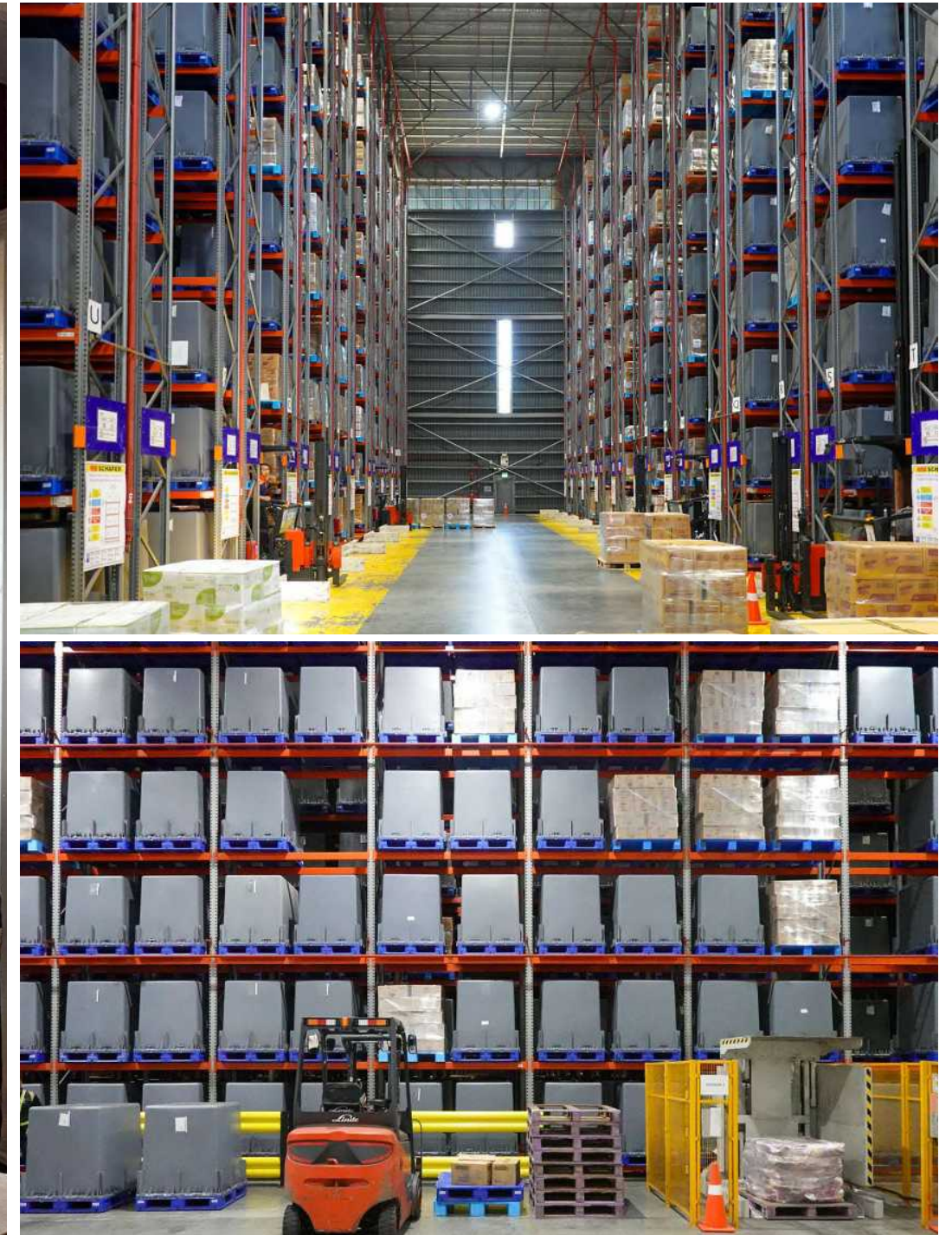
Frozen protein



Canned vegetables



Then-Senior Minister of State for Sustainability and the Environment Mr Zaqy Mohamad visits a national stockpile warehouse to better understand its operations and processes.



Modified Atmospheric Packaging (MAP) storage for rice stockpile.

GROW LOCAL

Local production strengthens Singapore's food resilience by providing a steady, regenerative source of fresh food. Given Singapore's resource constraints, we focus on growing food types that can be grown at scale efficiently.

SFA works closely with the industry to build the capability and capacity of our local farms to supply the following by 2035:

- 20% of our local consumption of fibre (fresh leafy and fruited vegetables, beansprouts, and mushrooms); and
- 30% of our local consumption of protein (eggs and seafood).

By 2035

20%
of our local
consumption of
FIBRE



30%
of our local
consumption of
PROTEIN



Locally grown vegetables displayed at a supermarket.

Strategic Thrusts for Sector Growth

SFA adopts a targeted approach to support and address the challenges faced by our nascent agri-food sector so that it can achieve sustainable growth.



Availing Land and Infrastructure for Farming



Building Capability Through Technology and Innovation



Strengthening Supply Resilience of Agri-Inputs



Enhancing Demand Offtake of Local Produce

Availing Land and Infrastructure for Farming

As announced by Minister Grace Fu at SIAW 2025, SFA will study the feasibility of developing a pilot multi-tenanted facility for agri-food production to potentially lower local farms' start-up and production costs. At the same time, Singapore continues to expand its agri-food production capacity through SFA's Singapore Agri-Space Sales (SAS) Programme – three land parcels at Lim Chu Kang and Sungei Tengah were awarded in December 2025. SFA is also working with other agencies to identify sea spaces for aquaculture.

Building Capability Through Technology and Innovation

Agri-food Cluster Transformation (ACT) Fund

The ACT Fund facilitates the transformation of our agri-food sector into one that is highly productive, climate-resilient and resource-efficient. In March 2025, the ACT Fund was expanded and enhanced to enable farms to invest more holistically in their operations, including marketing and branding expenses while also covering standalone pre- and post-harvest production facilities.

As of March 2026, the programme has awarded more than \$57 million to over 160 projects. A new tranche of funding of \$70 million under the ACT Fund 2 was also made available from May 2026, over a period of five years. Along with this, a new component on Industry Partnerships for the Capability Transformation Grant was introduced to support partnerships between farms and ecosystem players.



Spotlight story:

Transformation with SFA support: N&N Agriculture

With support from SFA's ACT Fund, N&N Agriculture has taken significant steps to modernise its farm operations and strengthen the resilience of its business. N&N Agriculture developed their layer hen housing infrastructure to support egg production, and robotic egg packing system to improve egg packing productivity.

These investments have strengthened N&N's operational efficiency, improved sustainability outcomes and supported the farm's long-term business viability. With such improvements, N&N can continue to contribute to the supply of locally produced eggs. These innovations demonstrate how targeted funding can drive technological advancement in Singapore's agricultural sector.



N&N Agriculture produces over 220 million eggs annually and is the first farm to pioneer pasteurised shell eggs in Singapore.

Singapore Food R&D (SFR) Programme

In November 2025, we awarded \$82.5 million to advance food resilience and safety under the SFR Programme, which included:



\$40.5 million

for the Seed Innovation Hub and the AquaPolis R&D Programme.



\$42 million

for future foods and food safety projects that focus on advancing nutrition, functionality in alternative proteins, and developing non-animal methodologies for food innovations' safety.

Spotlight story:

Boosting Seed Innovation and Aquaculture Research

Targeted programmes are enhancing the quality, productivity, and resilience of locally produced crops and seafood.

- The \$22 million Seed Innovation Hub (SIH) programme, led by the National University of Singapore (NUS), seeks to strengthen Singapore's ability to develop high-quality crop seeds with enhanced traits such as improved growth, yield and nutritional value, specifically tailored for tropical climates and controlled environment agriculture. This is done through a coordinated platform that brings together local research institutions and industry players under one flagship agriculture domain programme.
- The \$18.5 million AquaPolis R&D Programme is co-led by NUS and Temasek Life Sciences Laboratory (TLL), in collaboration with other local institutes as well as selected fish farms and industry players. It aims to lower production costs and improve the quality of locally produced Asian seabass by developing the next-generation high-quality, parasite-resistant fingerlings with reduced mortality rates.



Strengthening Supply Resilience of Agri-Inputs

Stronger eco-system for resilient farming inputs

SFA's National Broodstock Centre (NBC) and Hatchery Development and Recognition Programme (HDRP) aim to supply our farms with high-quality eggs and fingerlings. The NBC produces disease-free eggs that commercial hatcheries under the HDRP then develop into high quality fingerlings. The scheme has expanded from Asian seabass to include marine tilapia and red snapper — broadening the range of species supported for local production.

Five local hatcheries have been recognised under the HDRP to supply higher quality fingerlings to farms. These fingerlings demonstrated better growth performance, higher survival rates, and enhanced feed conversion efficiency, enabling faster market turnaround whilst reducing feed costs and mortality rates.

While high-quality eggs and fingerlings provide the foundation, health and nutrition inputs help farms achieve optimal growth and disease resistance. SFA's new Integrated Hatchery Support Programme (IHSP) enables local hatcheries to adopt specialised feeds and quality vaccines that maximise growth potential.



SFA staff monitoring water parameters in broodstock tank at the Marine Aquaculture Centre.



Seabass fry from a hatchery accredited under the HDRP.



Marine tilapia fingerlings bred at the National Broodstock Centre.

Spotlight story:

Strengthening Regional Cooperation in Fisheries Development and Management

The 57th SEAFDEC (Southeast Asian Fisheries Development Center) Council Meeting, held in Singapore from 20–22 May 2025, brought together ASEAN Member States and Japan to advance regional cooperation in sustainable fisheries and aquaculture.



The Marine Fisheries Research Department (MFRD), a SEAFDEC department hosted by Singapore with SFA's Marine Aquaculture Centre as the Collaborating Centre, reported key milestones — including the successful development of regional guidelines for safe handling of ready-to-eat raw fish products, and the Council's approval of its revised Plan of Operation and Programme of Work. These efforts support improved food safety practices, enhanced environmental monitoring, and greater resilience across the region's seafood supply chain.



Mr Leong Der Yao, SEAFDEC Council Chairperson for 2025–2026, chaired the meeting and guided discussions on strengthening regional cooperation to support the responsible development and management of fisheries and aquaculture activities.

Enhancing Demand Offtake of Local Produce

Supporting local through the Farm-To-Table Recognition Programme

The [Farm-To-Table Recognition Programme \(FTTRP\)](#) currently has over 119 HoReCa (Hotels, Restaurants and Caterers) businesses onboarded as of 31 March 2026. It enables:



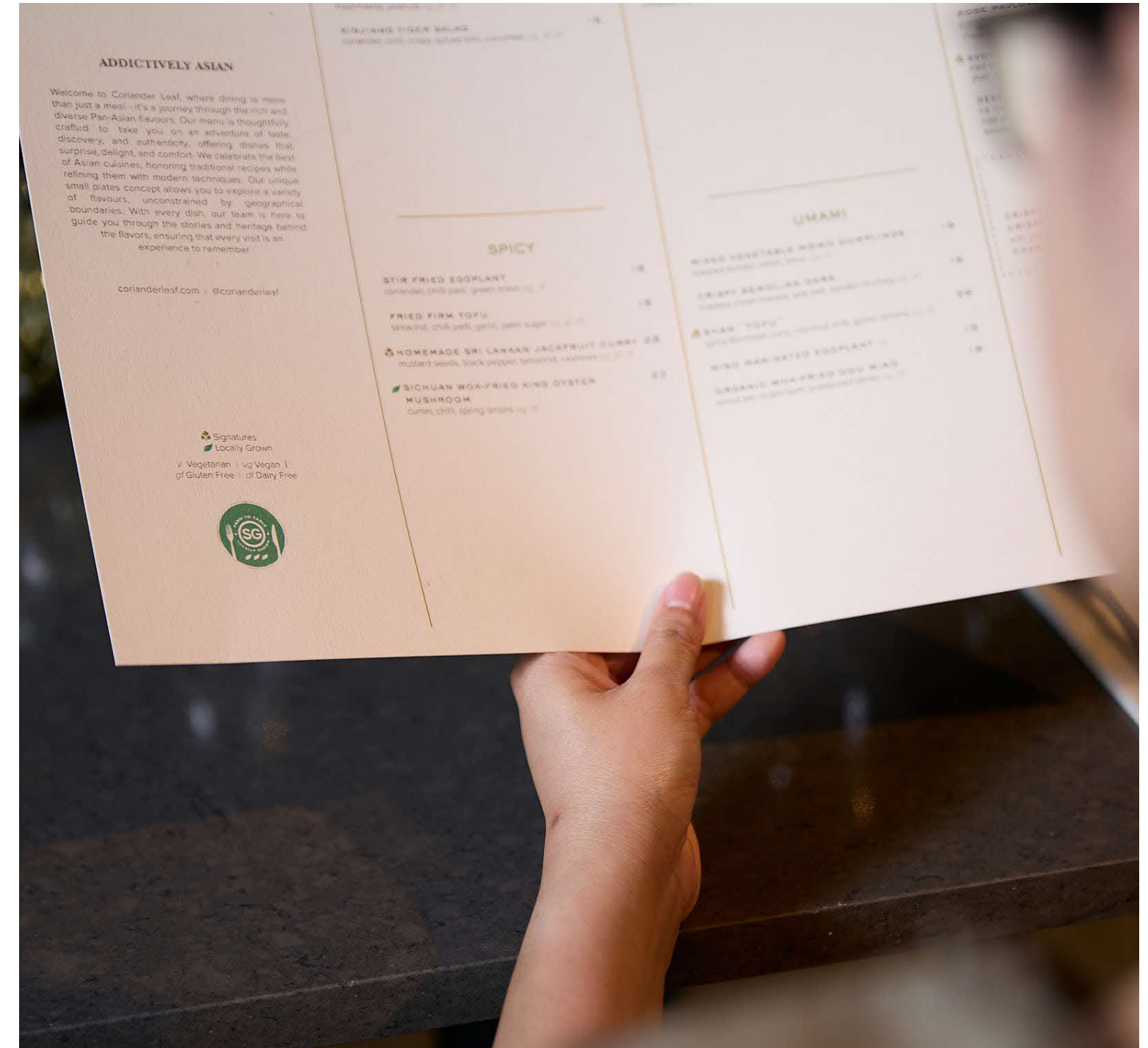
Businesses to offer fresher, often pesticide-free ingredients with lower transport miles, strengthening their value proposition and differentiation.



Consumers to enjoy fresher, sustainably produced food, while supporting local farmers and contributing to Singapore's food resilience.



Farms to benefit from more consistent demand, supporting business viability and enabling them to scale production to meet local needs.



The Farm-to-Table Recognition Programme (FTTRP) logo helps consumers identify participating food establishments that support local produce, strengthening awareness and demand for locally grown food.

Stronger Market Access Through Industry Partnerships

The partnership between SFA and the Singapore Agro-Food Enterprises Federation (SAFEF) has strengthened market access and offtake for local produce by helping farms aggregate supply and secure longer term commercial contracts with retailers and food businesses.



Industry stakeholders come together to forge new partnerships that expand market opportunities for local farms.

Spotlight story:

7x Increase Xiao Bai Cai Sales

Stronger consumer demand for local produce is reflected in the growth of Xiao Bai Cai sold under the SG Farmers' Market line.

Sales have increased sevenfold between May 2024 and May 2025, reflecting strong consumer response to the aggregated brand and its consistent quality.

Now in Major Supermarkets

Through SAFEF's aggregation model, flagship lines such as pesticide-free leafy vegetables under the "SG Farmers' Market" brand and "The Straits Fish" (marine tilapia) are now available across major supermarkets, boosting visibility and trust in local produce. SAFEF also expanded the model to include a wider range of produce and ready-to-eat products, helping local farms access new retail opportunities and reach more consumers.



Bringing Local Produce to You

SAFEF's weekend pop-up SG Farmers' Market continues to connect farms directly with consumers and expand market reach for local produce.



SG Farmers' Market

Strengthening Food Resiliency Together

Strengthening food resilience is a whole-of-society effort. SFA actively coordinates efforts across the food industry, consumers and Government to strengthen Singapore's food resilience, and enables Singapore to better navigate increasing global uncertainties and supply risks.

Spotlight story:

Vege Tales Challenge

The Vege Tales Challenge 2025, launched in collaboration with Republic Polytechnic (RP) and the Singapore Food Manufacturers' Association (SFMA), created innovative vegetable-based products that offer diverse alternatives and encourage flexibility with food choices. Through the challenge, students worked alongside industry partners to prototype innovative products that explore alternative forms of vegetables, with the potential for future commercialisation.



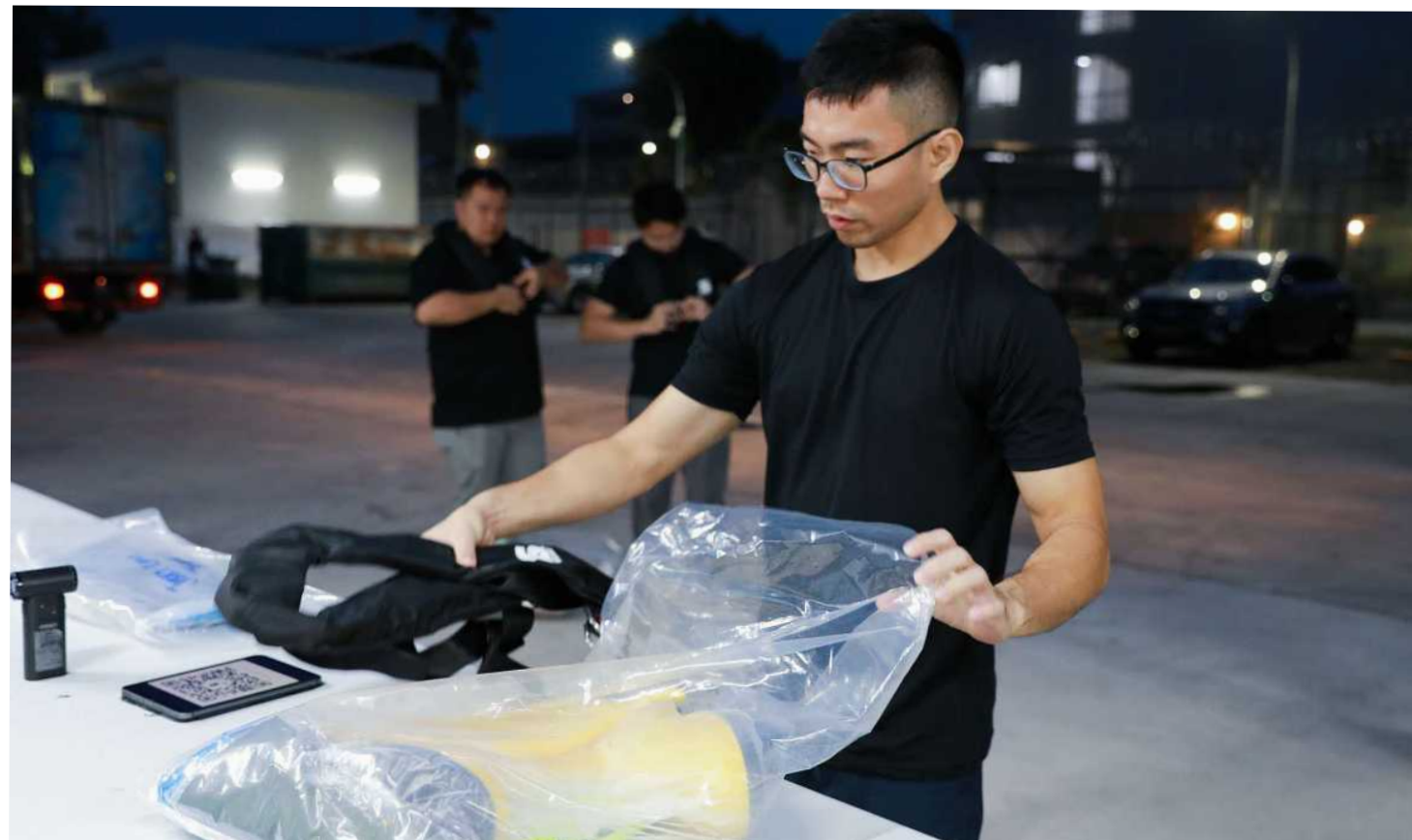
Participants of the Vege Tales Challenge 2025 at the challenge finale.



Spotlight story:

Strengthening Emergency Response Readiness

SFA conducted Exercise HYDRA in November 2025, a comprehensive simulation testing our operational readiness to respond to harmful algae blooms at local coastal fish farms. This multi-stakeholder collaboration brought together SFA personnel, logistics partners ST Logistics and Prestige Ocean, and local fish farms to test emergency harvesting protocols and harmful algal bloom management measures. The exercise also identified areas where SFA and its stakeholders could strengthen operational readiness against such environmental threats.



CHAPTER 2 FOOD SAFETY EXCELLENCE



Hot Plate Spicy Mee Tai Mak 铁板麻辣米台目	
02 Koo 高记招牌面	\$6.9
03 Laksa Yong Tow Foo 叻沙酸豆腐	\$6.9
04 Kway Teow / Bee Hoon Soup 粿条/米粉汤	\$7.6
05 Yong Tow Foo Soup 酸豆腐汤	\$7.6
06 Hot Plate Bean Paste Yong Tow Foo + Rice 铁板豆酱酸豆腐 + 饭	\$7.6
07 Hot Plate Spicy Yong Tow Foo + Rice 铁板麻辣酸豆腐 + 饭	\$7.6
08 Hot Plate Spicy Mee Tai Mak 铁板麻辣米台目	\$7.6
09 Yong Tow Foo w Chee Cheong Fun 酸豆腐猪肠粉	\$8.6
10 Laksa Yong Tow Foo w Chee Cheong Fun 叻沙酸豆腐猪肠粉	\$8.6
11 Spinach Yong Tow Foo Set 苋菜酸豆腐套餐	\$8.6

EFFECTIVE REGULATORY CONTROL FOR FOOD SAFETY



With increasingly complex food supply chains and the emergence of new food innovations, Singapore must constantly stay ahead to ensure safe food for all.

SFA continues to safeguard food safety through strong regulatory oversight, effective surveillance and early warning systems, as well as close partnerships with the industry and overseas food agencies to uphold food safety standards.

Strengthening our Food Safety Legislative Framework

The Food Safety and Security Act (FSSA), enacted in 2025, is being progressively implemented through to 2028.

Key FSSA developments in 2025:



PART
5

Safety of novel and genetically modified foods

Part 5 (Defined Food and Pre-Market Approval) - pre-market approval regime for genetically modified food and novel food, enabling SFA to assess and authorise these foods before they enter the market.



PART
6

Protection of drinking water safety

Part 6 (Provision of Non-Packaged Drinking Water) - strengthening public health safeguards for non-packaged drinking water.

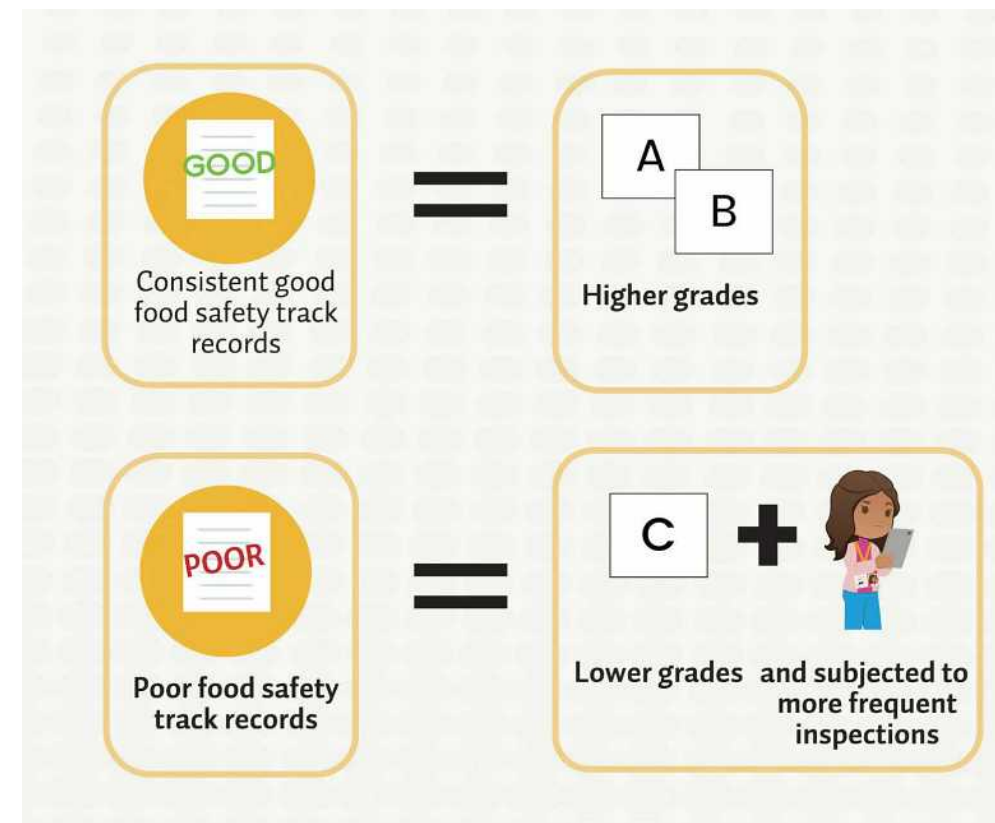
Keeping Food Safety Rules Relevant and Effective

SFA conducts regular reviews of food safety requirements to ensure that they remain effective and relevant.

Following a review of key risk factors for foodborne outbreaks, SFA removed the licensing requirement for food handlers to wear masks and spit guards from 1 January 2026. SFA nevertheless encourages food handlers to wear masks or spit guards properly as a food hygiene best practice.

Measuring Food Safety Performance More Effectively

Introduced in January 2026, the [Safety Assurance for Food Establishment \(SAFE\) framework](#) provides consumers with a more comprehensive picture of food safety performance by considering both the compliance history and food safety systems of SFA-licensed food establishments.



Consumers can make more informed dining choices by referring to the latest SAFE grade and the track record of the food establishments. This can be accessed through the QR codes on the SFA licence displayed at food establishments or by checking the [Track Records for Licensed Food Establishments](#) webpage.



Proactive Surveillance and Compliance Management to Safeguard Food Safety

SFA employs a science- and risk-based approach to ensure food safety in Singapore. High-risk products such as meat and eggs are subjected to more stringent requirements, including increased testing. Higher-risk food businesses are also inspected more frequently.

When a non-compliance is detected, the affected products are recalled from the market and advisories are issued to alert consumers.



Spotlight story:

Protecting Consumers Through Timely Recalls

Timely detection and response mechanisms ensure that risks to consumers are swiftly contained. In August 2025, following notification from the Food Standards Australia and New Zealand (FSANZ) on the presence of metal pieces in ready-to-eat food products imported into Singapore, SFA identified the relevant importers and initiated a recall.

A media release was issued to alert the public not to consume the affected products, reducing the risk of harm and reinforcing consumer protection through clear and timely communication.

Spotlight story:

One Health Response to Gastroenteritis Outbreak

In November 2025, a coordinated One Health response enabled the rapid containment of a gastroenteritis outbreak affecting students and staff across multiple preschools, following consumption of food supplied by a food business.

SFA, the Communicable Diseases Agency (CDA) and the Early Childhood Development Agency (ECDA) jointly responded to manage the incident. Given the scale of the outbreak, SFA issued a directive to the food business to cease operations and implement corrective actions such as thorough cleaning and sanitisation of the premises, equipment and utensils, and the re-training of their food workers.

This swift and coordinated response contained the situation and reinforced the importance of inter-agency collaboration in safeguarding public health and ensuring food safety.

Spotlight story:

Proactive Food Safety Surveillance During Festive Peaks

During festive periods, demand for certain food products spikes — raising both supply pressures and food safety risks. To safeguard food safety during the Mid-Autumn Festival, SFA intensified its surveillance across the supply chain.

Additional inspections of local mooncake manufacturers ensured compliance with food handling and storage requirements. There was also more product testing for potential contaminants. SFA ensured the prompt recall of non-conforming products, helping to ensure that festive foods remain safe for consumption.



Science in Action: Strengthening Food Safety Readiness at Home and Abroad

To stay ahead of evolving food safety risks, SFA strengthens food safety preparedness by combining strong scientific engagement at the international level with robust operational capabilities at home.



Spotlight story:

Reducing Response Time Through Rapid On-Site Food Safety Testing

SFA's mobile laboratory enhances emergency preparedness by significantly reducing the time required to screen food samples — from up to 24 hours to under two hours. Its ability to be deployed quickly to key locations allows SFA to take swift action during potential incidents.

To validate this capability, the mobile laboratory was deployed in an operational exercise in June 2025 to the Pasir Panjang Wholesale Centre, one of Singapore's key food distribution points.

During the deployment, National Centre for Food Science (NCFS) scientists conducted on-site radioactivity testing on imported mushroom samples, as mushrooms are known to absorb and accumulate certain harmful substances from soil, including radioactive materials.

This exercise demonstrated SFA's ability to deploy the mobile laboratory to deliver fast, accurate, and field-ready assessments which are critical during food safety incidents to enable timely risk assessment and intervention.



SFA actively fosters international and regional partnerships to keep abreast of developments and enhance collective efforts in ensuring a safe food supply.



Spotlight story:

Strengthening Global Collaboration in Food Safety Risk Assessment

Singapore's participation in international scientific platforms strengthens our ability to stay ahead of emerging food safety risks and contribute to global standards-setting.

The 2025 Plenary Meeting of the International Scientific Advisory Committee (ISC) of the China National Center for Food Safety Risk Assessment (CFSA), held in April 2025 in Beijing, convened leading international experts to discuss emerging food safety risks, exchange scientific insights, and strengthen global collaboration in risk assessment.

Dr Tan Lee Kim, Director-General of Food Administration and Deputy Chief Executive Officer of SFA, was appointed as a member of the ISC alongside seven internationally recognised experts. This marks SFA's first participation in the ISC, with Singapore being one of only two Asian representatives — reflecting growing international recognition of SFA's scientific expertise and leadership in food safety.

Spotlight story:

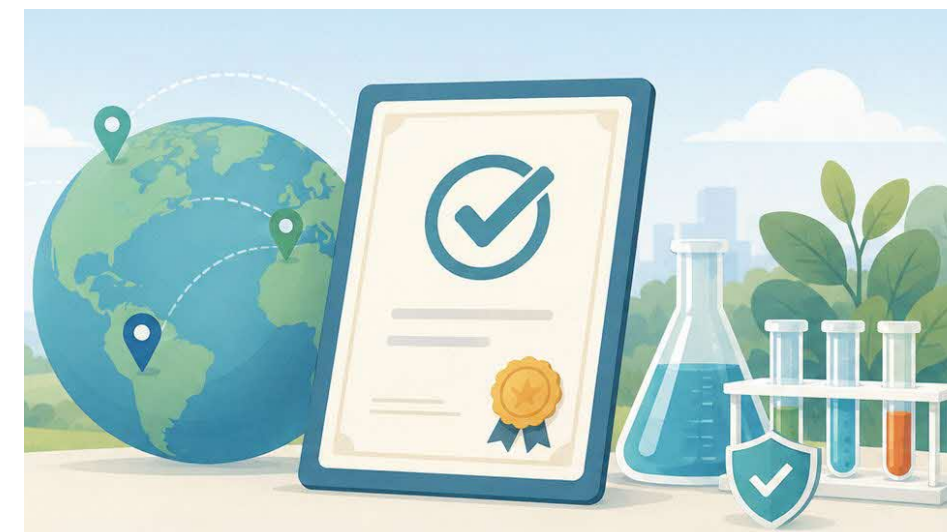
Recognition of the National Centre for Food Science's Technical Capabilities

SFA is committed to uphold high standards in food testing and science, and advance international and regional collaboration in food safety capability-building.

In 2025, the NCFS's food radioactivity specialist team was designated as the ASEAN Food Reference Laboratory for Radionuclides in Food. In this role, Singapore will support ASEAN Member States in strengthening technical capabilities for radionuclides testing, contributing to safer food across the region.



In February 2026, NCFS achieved its first ISO/IEC 17043:2023 accreditation as a Proficiency Testing Provider. The assessment was conducted by Singapore Accreditation Council, overseen by Enterprise Singapore, with technical support from the Hong Kong SAR Government Laboratory.



Overview of NCFS' accolades over the years

- World Health Organization (WHO) Collaborating Centre for Food Contamination Monitoring and Risk Assessment
- World Organization for Animal Health (WOAH) Collaborating Centre for Food Safety
- International Atomic Energy Agency (IAEA) Analytical Laboratories for the Measurement of Environmental Radioactivity (ALMERA) Network
- ASEAN Food Reference Laboratories
 - Environmental Contaminants
 - Marine Biotoxins and Scombrottoxins
 - Mycotoxins
 - Pesticide Residues
 - Radionuclides in Food

Engaging the Public and Businesses in Food Safety

Food safety is a shared responsibility that involves the industry, consumers and the Government. In 2025, SFA continued with public education and outreach efforts to raise awareness of food safety and promote shared ownership across the food ecosystem.

Through its public education initiatives, SFA raised awareness of the role that industry, consumers and the Government each play in supporting safe food practices.

Spotlight story:

Enhancing Food Safety Through Seamless Digital Services

Food businesses are now able to interact more efficiently with SFA through a single digital platform, making it easier for businesses to access regulatory services and information in one place.

Launched in October 2025, the Food Businesses Portal provides a single point of access for regulatory services and information, enabling food business operators to better manage transactions with SFA.

As part of SFA's food safety system, the portal includes a dedicated feature to support food recall and traceability processes, enabling timely and seamless information exchange between food businesses and SFA during recalls. This also enhances SFA's ability to respond quickly to potential food safety incidents, while supporting businesses in meeting their regulatory responsibilities efficiently.

Find out more: [Food Business Portal Tutorial Video](#)



A photograph of a hydroponic growing system in a greenhouse. Multiple white trays are stacked, each containing rows of small green seedlings growing in dark soil. A metal valve or pump mechanism is visible on the left side of the trays. The background is slightly blurred, showing more of the growing area.

CHAPTER 3 ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

Our Commitment to Environmental Sustainability

SFA is committed to environmental sustainability through the implementation of resource management measures that enhance energy and water efficiency and strengthen waste management practices across its premises, in support of the GreenGov.SG targets.

Sustainability Governance Structure

SFA's sustainability efforts are overseen by the *SFA Sustainability Committee*, led by the *Chief Sustainability Officer*, Senior Director of the Corporate Development Division. The Committee provides direction and coordination across the three GreenGov.SG pillars of Excel, Enable and Excite, and monitors initiatives that support SFA's environmental targets and operational needs.



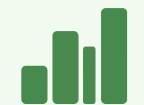
SFA's Sustainability Targets and Performance

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



Target:

Peak emissions (Scope 1 and 2) around FY2025.

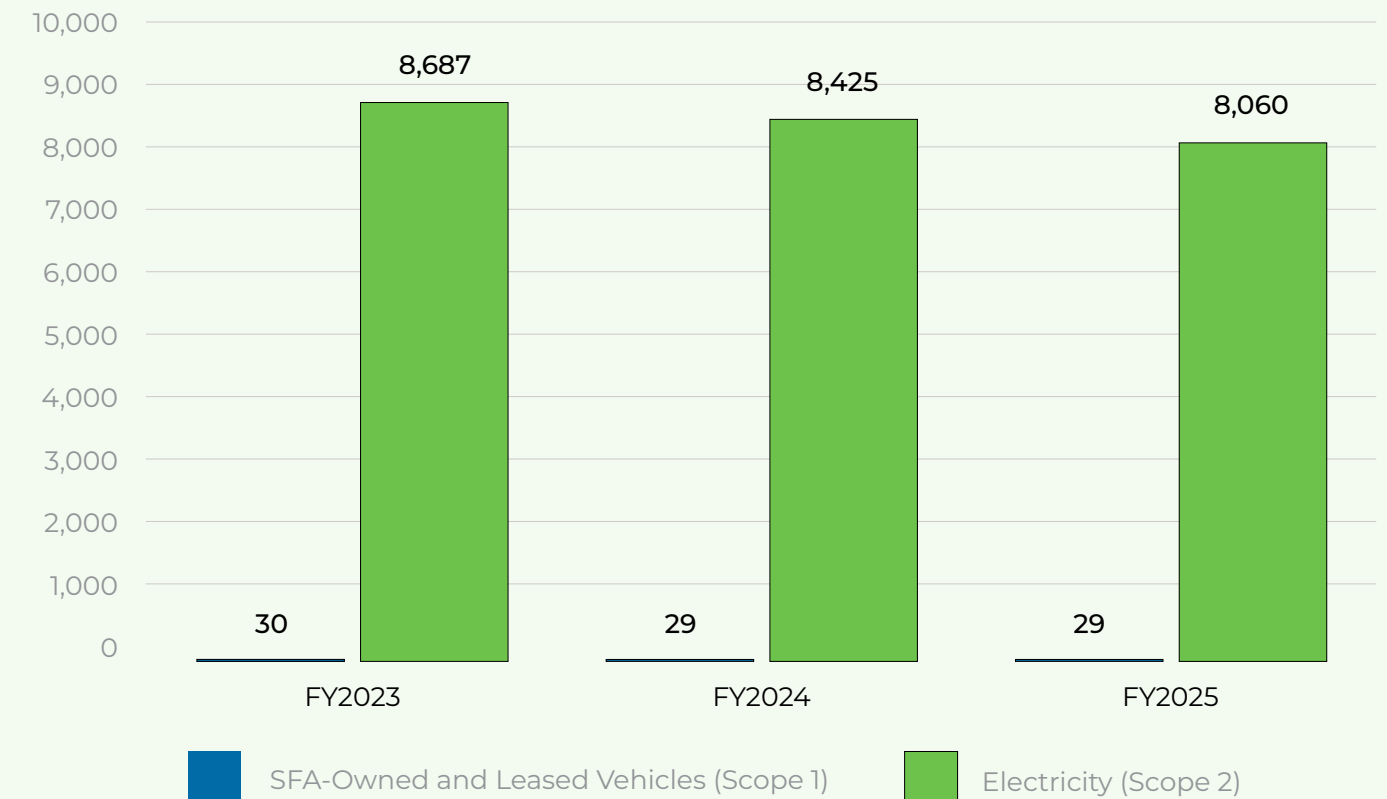


Progress:

Reduction of 4 per cent in Scope 1 and 2 carbon emissions in FY2025.

For SFA, carbon emissions are mainly from Scope 2 emissions arising from electricity consumption at our offices, laboratories, fishery port and wholesale centre. The reduction in carbon emissions in FY2025 was attributable to reduced electricity consumption arising from continued energy efficiency improvements, including LED lighting upgrades, motion-sensor and timer-controlled lighting, optimisation of equipment operations, and the adoption of more energy-efficient equipment across SFA premises.

Carbon Emissions of Scope 1 and Scope 2 (Tonnes of CO₂)



Notes:

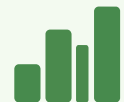
1. Scope 1 emissions refer to direct emissions from sources that are owned or controlled by SFA. The total number of SFA-Owned and Leased Vehicles for FY2023, FY2024 and FY2025 are 19, 18 and 18 respectively.
2. The emission factors for Scope 1 emissions were obtained from the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines Volume 2 Chapters 2 and 3.
3. Scope 2 emissions refer to indirect emissions that result from the use of purchased electricity.
4. 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): 2023: 0.412 kgCO₂/kWh, 2024: 0.402kgCO₂/kWh.
5. FY2025 figures are calculated based on the 2024 electricity grid emission factor from the EMA: 0.402kgCO₂/kWh as the grid emission factor data for 2025 has not yet been released at the time of publication.

Electricity Consumption & Energy Utilisation Index (EUI) Performance



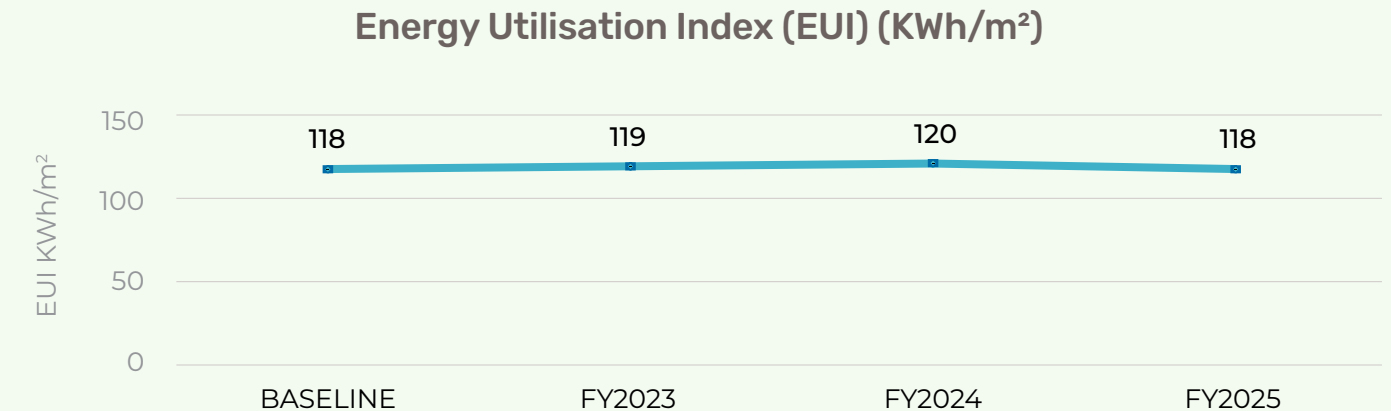
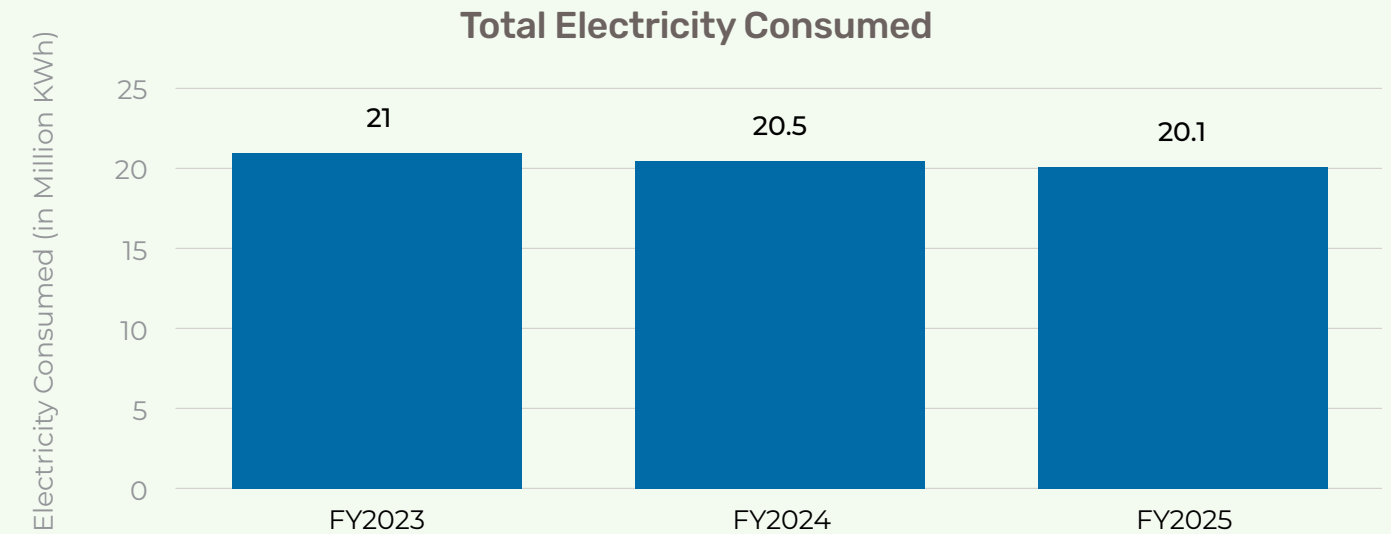
Target:

10 per cent reduction in EUI baseline by FY2030, compared to the average of 2019–2020 levels.



Progress:

In FY2025, SFA reduced total electricity consumption and EUI by 2 per cent compared to FY2024. Electricity remains essential to the core regulatory and operational functions of SFA, particularly for fishery port, wholesale centre operations, laboratories and temperature-controlled infrastructure that support food safety and food supply resilience. SFA continued to implement practical energy efficiency measures to reduce electricity use while maintaining service delivery. These measures include upgrading to more energy-efficient lighting and pump systems, implementing motion sensors and timer-configured lighting at the Marine Aquaculture Centre, and progressively replacing laboratory equipment with more energy-efficient alternatives at the National Centre for Food Science. SFA will continue to explore opportunities to improve energy efficiency by upgrading our existing equipment. Where feasible, we will also install solar panels to increase our use of renewable energy and reduce reliance on grid electricity.



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:

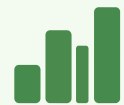
$$\text{EUI in Year N} = \frac{\text{Total amount of electricity consumed for all SFA premises in Year N}}{\text{Total GFA for all SFA premises in Year N}}$$
- SFA was formed on 1 April 2019, as such the baseline would be an average of 2019 to 2020 levels.

Water Consumption and Water Efficiency Index (WEI) Performance



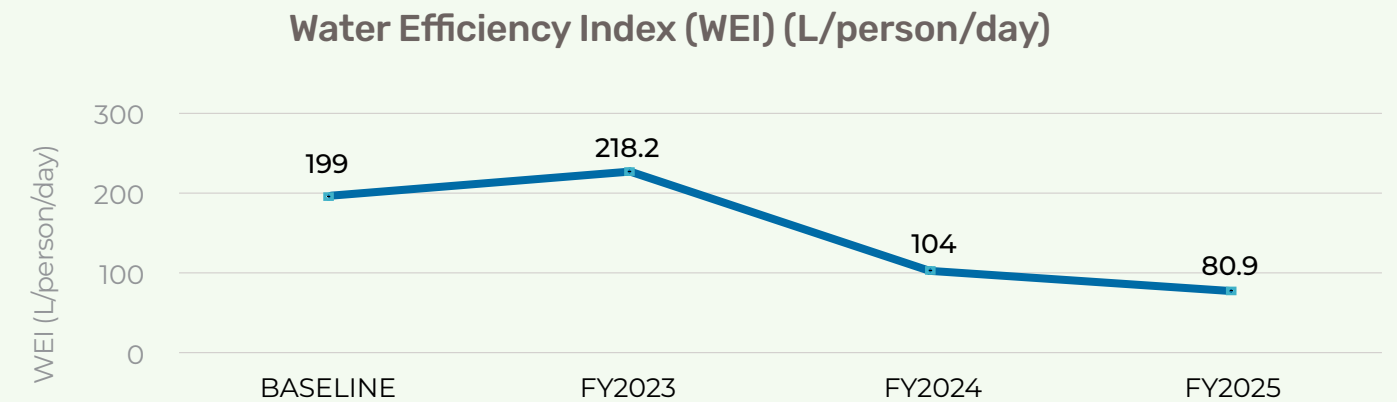
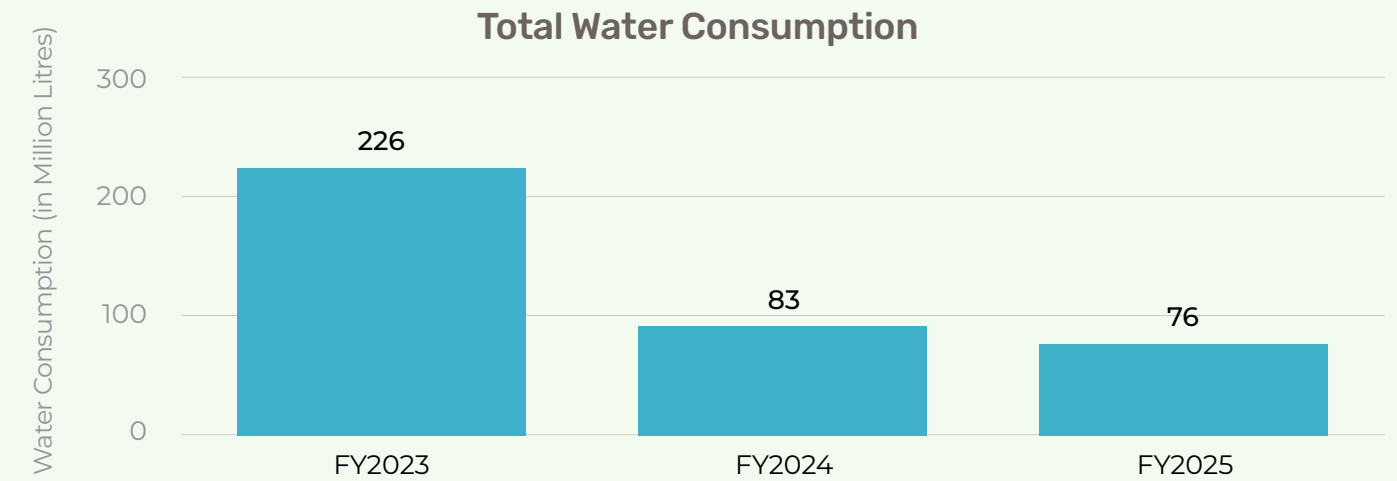
Target:

10 per cent reduction in WEI baseline by FY2030, compared to average of 2019-2020 levels.



Progress:

In FY2025, SFA reduced total water consumption by 8 per cent compared to FY2024. The decrease in water consumption in FY2025 was primarily attributed to water efficiency improvements, including replacement of ageing water pipes and the installation of water-efficient fittings, which improved overall water use efficiency across SFA premises. These efforts also reduced WEI by 22 per cent from FY2024, bringing SFA's WEI to 59 per cent below 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.

Waste Generation and Waste Disposal Index (WDI) Performance



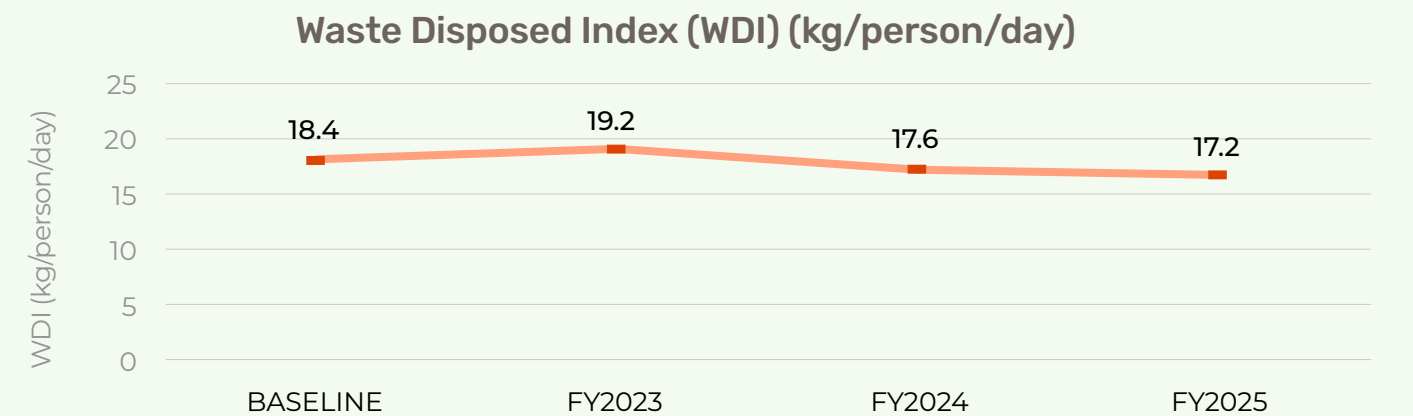
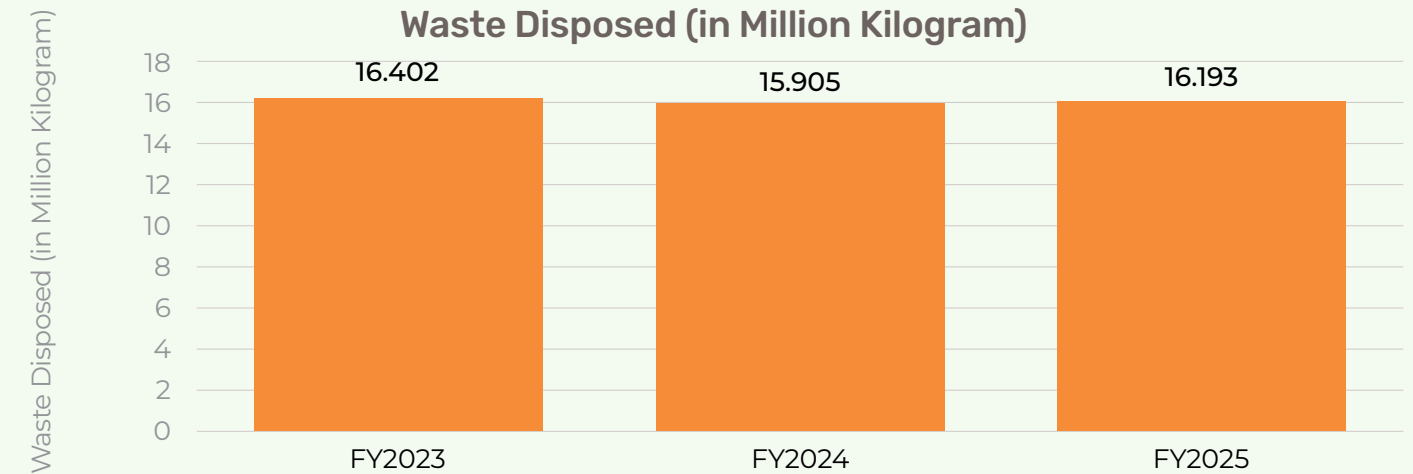
Target:

30 per cent reduction in WDI baseline by FY2030, compared to FY2022 levels.



Progress:

Total waste disposed of has been relatively stable since FY2023 with an increase by 2 per cent in FY2025 compared to FY2024. However, SFA's WDI decreased by 2 per cent, reflecting lower waste generated per person per day. Overall, SFA's WDI is 7 per cent below the baseline. SFA will continue its efforts to improve waste management practices and reduce WDI in support of the FY2030 target through engagement with consultants to identify practical opportunities to reduce waste disposal, and targeted awareness efforts to encourage more recycling.



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:

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

Sustainability Highlights



Excel: Improving Energy Efficiency in Daily Operations

SFA implemented practical measures to reduce office energy consumption and avoid unnecessary electricity use. These included identifying areas with sufficient natural lighting or low footfall for lighting reduction, as well as implementing lunchtime lights-off in selected offices during non-peak periods.

SFA also deployed smart plugs for selected appliances such as hot and cold water dispensers. The smart plugs allow appliances to be automatically powered down during non-operational hours, reducing standby energy use. These initiatives support SFA's broader efforts to improve operational energy efficiency and reduce Scope 2 emissions associated with purchased electricity.



Enable: Engaging Stakeholders to Support Sustainable Practices

At Pasir Panjang Wholesale Centre, SFA engages tenants to promote the responsible use of the cold room facilities, which play an important role in maintaining the quality and freshness of food products. Through stakeholder engagement, SFA encourages tenants to adopt energy-conscious operational practices and cultivate greater awareness of the shared responsibility to reduce resource consumption while safeguarding food quality and supply continuity.

At the National Centre for Food Science (NCFS), green chemistry initiatives including reduction of solvent and plastic waste to procuring energy-efficient equipment were shared with inter-agency partners and NCFS officers, empowering its scientists to make more intentional and sustainable choices of chemicals and solvents in their day-to-day work. NCFS is also planning to share these best practices with partner laboratories under SFA's Laboratory Recognition Programme.



Excite: Building a Sustainability Culture

SFA promotes environmental sustainability by raising awareness and encouraging officers to adopt sustainable workplace practices such as switching off unused appliances and reducing avoidable resource consumption. SFA also circulates sustainability-related electronic direct mailers and placement of posters at pantries, to share sustainability tips. To further strengthen staff engagement, SFA developed the Sustainability Portal on SFA intranet. The Portal serves as a central hub to raise awareness, inspire action and foster a culture of sustainability within SFA.



Chairman's
Message

SFA's Vision
and Mission

Board
Members

Organisational
Structure

Chapter 1
Singapore Food Story 2:
Four Pillars of Food Resilience

Chapter 2
Food Safety Excellence

Chapter 3
Environmental
Sustainability Disclosure

