



# ANNUAL REPORT

2023 / 2024

FOOD SAFETY

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**ENVIRONMENTAL  
SUSTAINABILITY  
DISCLOSURE**

**CHAPTER 1  
BUILDING A RESILIENT  
FOOD SYSTEM**

**CHAPTER 2  
GROWING THE LOCAL  
AGRI-FOOD SECTOR**

**CHAPTER 3  
ENSURING SAFE FOOD  
FOR ALL**

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**CHAPTER 4  
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# MESSAGE FROM THE CHAIRMAN

Food is an existential issue for Singapore and a topic close to the hearts of Singaporeans. As most of what we eat is imported, we are therefore subject to the vagaries of the global food supply chains. These supply chains have been disrupted as seen during the COVID-19 pandemic, the Red Sea situation, and the ongoing Russia-Ukraine conflict. There is also the profound impact of climate change on farming practices, crop production and prevalence of foodborne diseases. Despite these mounting challenges, we have continued to ensure and secure a supply of safe food for Singapore these past five years. On 1 April 2024, we were able to meaningfully commemorate the 5<sup>th</sup> anniversary of SFA.

“ Despite these mounting challenges, we have continued to ensure and secure a supply of safe food for Singapore... ”

## Bolstering Food Security

As a small country heavily reliant on imports, source diversification as a strategy is germane. In 2023, our food sources increased to 187 from 172 countries/regions in 2019. In April 2023, SFA promptly stopped the import of live pigs from Indonesia’s Pulau Bulan upon discovery of African Swine Fever in a consignment of pigs and worked with our industry partners to increase the availability of chilled and frozen pork from other sources. In May 2023, the first consignment of live chicken from Bintan, Indonesia, arrived in Singapore. This provided an alternative to the supply from Malaysia following their export ban of live chickens in June 2022. When India imposed an export ban on non-basmati rice, we managed it through our multi-pronged strategy of diversification and stockpiling, as

well as by working closely with the Indian authorities to secure a waiver from the ban. The sustained effort at source diversification and agility in navigating headwinds enabled us to buffer against shocks from these food supply disruptions. Since 2019, SFA has accredited 42 new sources that can supply livestock, meat, and eggs to Singapore.



▲ The first shipment of live chickens from Bintan, Indonesia arriving in Singapore.

We seek to add robustness to our food security strategy by nurturing local production capability and capacity, hence the ambitious and aspirational “30 by 30” vision, to sustainably produce 30% of our nutritional needs locally by 2030. It has not been an easy journey due to a combination of business and macroeconomic factors including the impact of delays in farm development during the COVID-19 pandemic; relocation of some farms; and business headwinds arising from significant increase in energy prices and manpower costs.

To better support our farmers through these trying times, SFA continued to co-fund their efforts to innovate, leverage on productive technology, and adopt energy efficiency solutions. For example, in April last year, the Agri-Food Cluster Transformation (ACT) Fund was enhanced to provide farms with co-funding to adopt energy efficient technologies. As of end 2023, SFA committed over \$23 million to 60 ACT Fund projects. Alongside this Fund, under the Singapore Food Story 2.0 R&D Programme, the Future Foods

grant call was launched in November 2023. These enabled researchers, technology providers, and industry players to collaborate and advance the manufacturing of alternative proteins. In addition, a public exhibition of the Lim Chu Kang Master Plan, themed “Feeding our Future: Building an Agri-Food Hub for All”, was held in September 2023 to showcase possibilities that would intensify land use for production (e.g. stacked farm concept) while guarding against rising sea level. This showcase was further brought to the world stage when we shared the Master Plan at the Singapore International Agri-Food Week 2023.

“ To better support our farmers through these trying times, SFA continued to co-fund their efforts to innovate, leverage on productive technology, and adopt energy efficiency solutions.



▲ Signing of the AquaPolis Agreement to formalise the structure of the Board and set strategic directions for the programme.

Understanding with different partners as part of the AquaPolis Programme to bring together local and overseas aquaculture academia and industry partners to develop innovative, sustainable solutions while nurturing talent for the industry’s workforce.

SFA continued with its efforts to drum up demand for local produce. We supported the Alliance for Action (AfA) on “Local Produce Demand Offtake and Consumer Education”. Through the AfA, an offtake aggregation framework led by Singapore Agro-Food Enterprise Federation (SAFEF) was formed to consolidate demand and supply of local produce. The AfA also supported the Farm-to-Table (FTT) Recognition Programme launched in 2023, which recognises food businesses that procure locally produced ingredients. More than 50 food businesses have adopted the FTT Logo. Since October 2023, government procurement has also incorporated a weighted criterion for sustainability into its catering contract to support the programme.



▲ Visitors got a glimpse of what the future Lim Chu Kang (LCK) could be like.

On the aquaculture front, SFA celebrated the Marine Aquaculture Centre’s 20<sup>th</sup> year of contributions to the local tropical marine aquaculture industry in areas such as hatchery production technology and selective breeding programmes. As part of the Singapore Aquaculture Plan, there were efforts directed to propel the aquaculture sector towards greater productivity and sustainability through conversations that balance the trade-offs between food security and the marine environment. In November 2023, SFA signed a Memorandum of



“ Food security is important to Singapore’s total defence. ”

Food security is important to Singapore’s total defence. SFA launched the Food Resilience Preparedness Pilot Programme in January 2024, as part of the 40th Anniversary of Total Defence, involving 50,000 students over 40 schools to strengthen food supply resilience among the population. Ready-to-Eat (RTE) meals containing local produce ingredients were distributed to sensitise students to the role of RTE meals as a sustenance source during crisis or emergency.



▲ Students were introduced to RTE meals featuring local produce ingredients. Photo credit: Ministry of Education

Another prong of the food security strategy is how the Government works closely with industry partners to maintain adequate stockpiles of essential food items in order to mitigate the impact of unforeseen disruptions to our food supply. On 1 April 2023, the SFA took over the administration of the Rice Stockpile Scheme from Enterprise Singapore.

### Strengthening Food Safety

There is no food security without food safety. As the national authority for food safety, SFA continues to protect consumers in Singapore from foodborne illness by adopting a science and risk-based approach in regulating food safety and harnessing the joint responsibility of the food industry and consumers. Singapore consistently enjoys one of the lowest incidences of food-borne disease outbreaks globally at 22.5 foodborne illness cases related to foodborne outbreaks per 100,000 population in FY2023. A total of 24 recalls of unsafe food was also conducted and 52 food establishments were suspended for unsafe food practices. In addition, tremendous efforts have been made to clamp down on errant food businesses, with a total of 3,930 inspections detecting non-compliance. SFA has also taken enforcement actions against illegal hawkers with 135 warnings issued, 97 composition fines imposed, and 76 court cases prosecuted in FY2023.

In March 2024, SFA approved a cell-cultured quail product, the first such approval in the world. This is the third cell-cultured novel food product approved by SFA following our approval of the world’s first cell-cultured chicken in 2020 and world’s first serum-free cultured chicken in 2023. SFA has remained at the forefront of safety assessment of novel food since we implemented our novel food regulatory framework in 2019.

“ SFA continues to protect consumers in Singapore from food borne illnesses by adopting a science and risk-based approach in regulating food safety and harnessing the joint responsibility of the food industry and consumers. ”



In October 2023, the National Centre for Food Science (NCFS) was relocated to International Business Park and officially opened by Minister for Sustainability and the Environment, Ms Grace Fu. This brought together SFA’s food safety capabilities in regulatory sciences, diagnostics, data science, and research and development into a single location and would enable NCFS to be the bedrock of SFA’s integrated food safety programme. In the next phase of its development, NCFS will continue to deepen its capabilities to investigate food poisoning outbreaks, identify unknown hazards in new food and production systems and support faster response to food incidents and emergencies.



▲ Staff at work at the National Centre for Food Science, the national reference laboratory on food science.

## Looking Ahead

Government, industry, and consumers have a joint responsibility to ensure a supply of safe food for Singapore. That is why we are working towards introducing a Food Safety and Security Bill. The Bill, for instance, will provide greater clarity on the regulatory framework for new food innovations (e.g. novel food and gene-edited crops), and equip the government with legal powers to assure Singapore’s food security given frequent global food supply disruptions. We look forward to consulting with our industry and community partners to help shape this new food legislation.

As we celebrated SFA’s fifth anniversary on 1 April 2024, I would like to thank all past and present SFA officers for their dedication towards a common cause — the supply of safe food for Singaporeans. This builds on the strong foundation laid by pioneering colleagues from the Primary Production Department, and the Agri-Food and Veterinary Authority of Singapore. Let us continue to deepen our commitment, capabilities, and collaborations to bolster food safety and security for Singapore.



“

As we celebrated SFA’s fifth anniversary on 1 April 2024, I would like to thank all past and present SFA officers for their dedication towards a common cause — the supply of safe food for Singaporeans.

”

**Mr Lim Chuan Poh**  
Chairman



# BOARD OF DIRECTORS



**Mr Lim Chuan Poh**  
Chairman



**Mr Lim Kok Thai**  
Chief Executive Officer  
(till 30 Apr 2024)



**Mr Damian Chan**  
Chief Executive Officer  
(with effect from 1 May 2024)



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



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



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



**Mr Chua Chim Kang**  
Chief Editor,  
News, Current Affairs,  
Chinese & Youth Editorial,  
Mediacorp Pte Ltd



**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**  
CEO,  
Sentosa Development  
Corporation



# LEADERSHIP TEAM



**Mr Lim Kok Thai**  
Chief Executive Officer  
(till 30 Apr 2024)



**Mr Damian Chan**  
Chief Executive Officer  
(with effect from 1 May 2024)



**Dr Tan Lee Kim**  
Director-General  
(Food Administration)  
& Deputy CEO



**Mr Chan Hian Lim**  
Deputy CEO  
(Corporate, Industry,  
and Technology)



**Dr Abdul Jalil**  
Assistant CEO  
(Operations)



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



**Ms Lee May Lin**  
Senior Director,  
Communications & Service  
Quality Division



**Dr Alvin Yeo**  
Senior Director,  
Joint Policy & Planning  
Division



**Mr Kevin Khng**  
Senior Director,  
International Relations  
Division



**Dr Astrid Yeo**  
Senior Director,  
Regulatory Standards  
& Veterinary Office



**Ms Siti Suriani**  
Senior Director,  
Joint Operations Division



**Dr Ngin Hoon Tong**  
Senior Director,  
Science & Technology  
Division



**Ms Wong Sheau Fong**  
Senior Director,  
Land & Sea Space Planning Division  
Food Infrastructure Development &  
Management Division



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



**Mr Melvin Chow**  
Senior Director,  
Urban Food Solutions  
Division



**A/P Joanne Chan**  
Centre Director,  
National Centre for  
Food Science



**Mr Tan Han Kiat**  
Senior Director,  
Licensing Division



# CHIEF EXECUTIVE OFFICER

Lim Kok Thai (till 30 April 2024)

► **Damian Chan** (with effect from 1 May 2024) ◀

# ORGANISATIONAL CHART

**Internal  
Audit Unit**

**Deputy CEO**  
(Corporate, Industry and Technology)

**Director-General**  
(Food Administration)  
& Deputy CEO

**Assistant CEO**  
(Operations)

**Corporate  
Development**

Administration  
Finance  
Procurement  
Human Resource  
Corporate Legal  
Training & Operations Risk

**Communications &  
Service Quality**

Strategic & Marketing Communications  
Media & Social Media  
Service Quality

**Joint Policy  
& Planning**

Policy  
Planning & Organisation

**International  
Relations**

**Regulatory  
Standards &  
Veterinary  
Office/  
National  
Codex Office**

Enactment of Supply of Safe Food Act

**Joint Operations**

Operations Management  
Operations Policy & Development  
Operations Planning & Contingency  
Special Incident Response  
Risk Management & Surveillance  
Investigation & Prosecution

**Science & Technology**

Research Planning  
Tech & Digital Masterplanning  
System & Project Management  
Data Governance & Transformation  
Infrastructure & Security

Digital Office

**Land & Sea  
Space  
Planning**

**International  
Programme  
Office**

**Food Infrastructure  
Development &  
Management**

Infrastructure Management  
Land & Sea Space Management

**Industry Development &  
Community Partnership**

3030 Planning & Development  
Industry Facilitation  
Community Partnership  
Market Access  
Capability Development

**Urban Food  
Solutions**

Aquaculture  
Agritech & Food Innovation

**National Centre for  
Food Science**

Research & Exposure Science  
Risk Assessment & Communications  
Laboratory Development  
Food Science Rapid Response

**Licensing**

Licensing Management & Development  
Food Production & Processing  
Food Services  
Food Trade  
Export Inspection & Certification

**SFA Central RO  
SFA East RO  
SFA Northwest RO  
SFA Southwest RO**



# ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

## Senior management statement

Climate change is a key concern for Singapore and our food security. Besides having profound impacts on our living environment and public health, it also puts pressure on our food supply as extreme climate events affect harvests and increase food safety risks. This means that Singapore, which imports more than 90 per cent of its food, will inevitably be affected. It also means that climate change will impact many parts of SFA’s operations and mission success.

As an organisation, SFA is committed to joining the national climate action movement. We have been organising ourselves to better coordinate sustainability initiatives within SFA. To ensure accountability, we have also aligned our sustainability targets with the Whole-of-Government (WOG) GreenGov.SG targets. We will cultivate a culture of

sustainability by encouraging and empowering all SFA officers to contribute actively to environmental sustainability in Singapore.

We regularly monitor and report on our progress towards GreenGov.SG targets such as the reduction of energy and water consumption, and waste generation. To achieve these sustainability targets, we have implemented resource management measures for the facilities under SFA and the events we organise. Measures include motion sensors to control lighting in areas where footfall is low or the luminance is sufficient, and switching to water fittings with at least a 3-tick rating under the Water Efficiency Labelling Scheme (WELS).

To foster a sustainability culture, we have provided opportunities for SFA officers to learn about how they can contribute towards a more sustainable future. For instance, the inaugural Ministry of Sustainability and the Environment (MSE) – MSE Family Go Green Week was held from 10 to 14 July 2023. SFA officers completed an Environmental Sustainability e-Primer, while policy officers also attended the Sustainability 101 course organised by the National University of Singapore in collaboration with the National Climate Change Secretariat (NCCS). In addition, SFA also shared our sustainability practices during the 4th



Annual Laboratory Recognition Programme (LRP) Stakeholder Engagement 2023 to encourage the LRP laboratories to adopt some of our sustainability practices. Sustainability practices shared included the installation of energy-saving, low flow fume hoods, and LED lighting.



## Sustainability governance structure

To oversee sustainability initiatives within SFA, we established the SFA Sustainability Committee in 2021. The SFA Sustainability Committee is led by the Chief Sustainability Officer, Senior Director of the Corporate Development Division. The SFA Sustainability Committee updates the Agency’s annual sustainability workplan and GreenGov.SG performance to the MSE Family Sustainability Steering Committee. The chart below illustrates the structure of SFA Sustainability Committee:

### Chief Sustainability Officer





## SFA's sustainability targets and performance

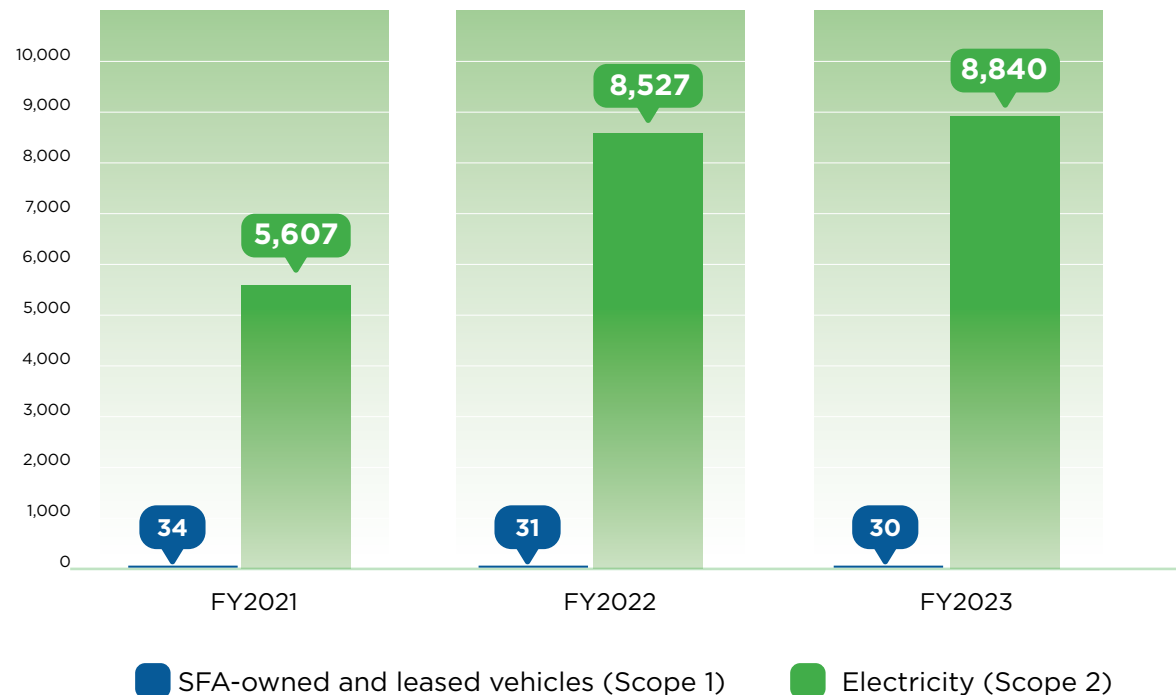
### Achieving WOG sustainability targets

Under the GreenGov.SG initiative launched in July 2021, the public sector has set sustainability targets that include reducing its energy and water consumption by 10 per cent by 2030 from average of 2018 to 2020 levels, and reducing the amount of waste disposed of by 30 per cent from 2022 levels. As SFA was formed on 1 April 2019, the baseline is an average of 2019 to 2020 levels. To achieve these GreenGov.SG targets, SFA will continue to implement resource management measures for our facilities, such as offices, laboratories, fishery ports and wholesale centre.

### Greenhouse gas (GHG) emissions - scope 1 and 2 emissions

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

**Carbon Emission of Scope 1 and Scope 2**  
(Tonnes of CO<sub>2</sub>)



For SFA, our carbon emissions are mainly under Scope 2, due to electricity consumption by our facilities. The re-commissioning of two blocks of tenanted cold rooms after refurbishment at Pasir Panjang Wholesale Centre (PPWC) since July 2022 has resulted in an increase in electricity consumption, which correspondingly led to the increase in carbon emissions from FY2022 onwards.



Notes:

1. Scope 1 emissions refer to direct emissions from sources owned or controlled by SFA. The total number of SFA-owned and leased vehicles for FY2021, FY2022 and FY2023 are 18, 20 and 19 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. FY2021 figures are calculated based on the 2021 electricity grid emission factor from the Energy Market Authority (EMA): 0.409kgCO<sub>2</sub>/kWh.
5. Grid-average emissions factor data is used to calculate GHG emissions from electricity SFA purchased from the national grid. FY2022 figures are calculated based on the 2022 electricity grid emission factor from the EMA: 0.4168kgCO<sub>2</sub>/kWh. FY2023 figures are calculated based on the 2022 electricity grid emission factor from the EMA: 0.4168kgCO<sub>2</sub>/kWh as the grid emission factor data for 2023 has not yet been released.

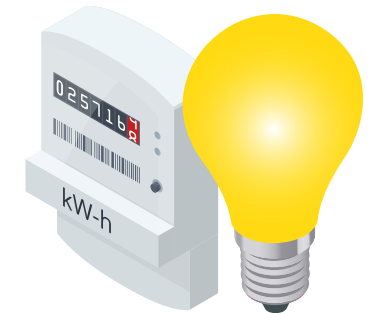


## Electricity consumption & EUI performance

Target: 10 per cent reduction in Energy Utilisation Index (EUI) by FY2030, compared to the average of 2019 - 2020 levels

In line with GreenGov.SG, we track the electricity consumption at our offices and facilities using two indicators:

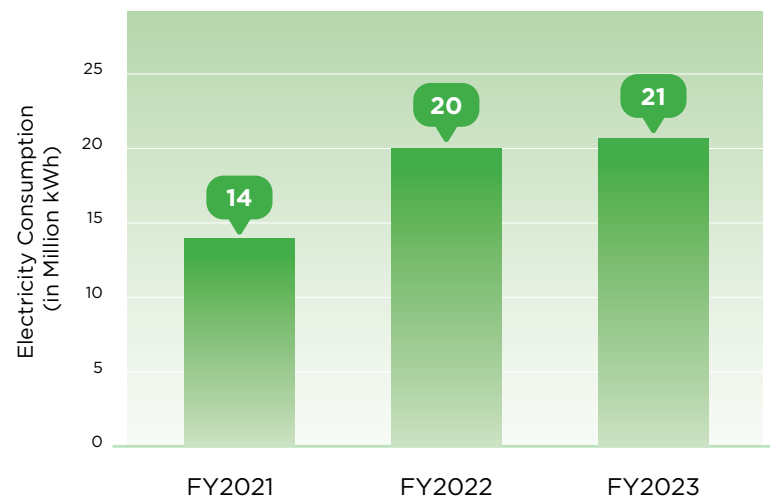
- Total electricity consumption
- Energy Utilisation Index (EUI) – amount of electricity used per floor area



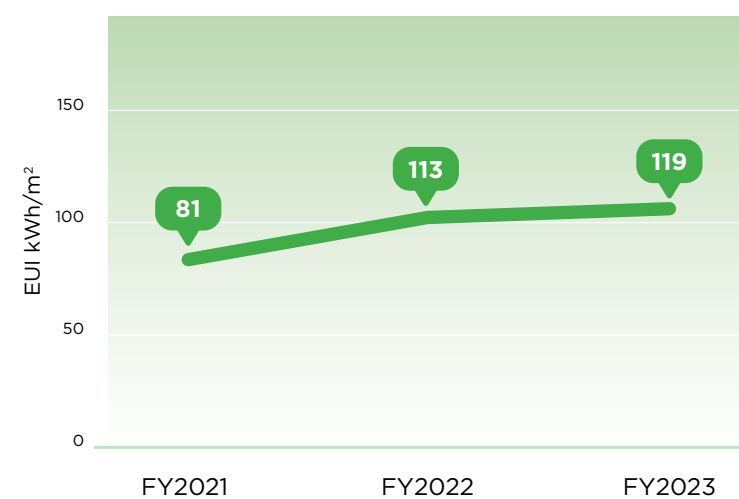
The total electricity consumption and electricity used per floor area increased by 43 per cent and 40 per cent, respectively, in FY2022 compared to FY2021. This was due to the re-commissioning of two blocks of tenanted cold rooms at PPWC in July 2022, leading to the increase in FY2023. The increase is projected to stabilise as cold room upgrading works at PPWC were completed in July 2022.

Across our premises, several initiatives have been implemented to reduce electricity consumption. Where operationally feasible, motion sensors have been installed to control lighting where the footfall is low or where the luminance is sufficient. Light fittings were also progressively replaced with energy-efficient LED lights.

**Total Electricity Consumption**  
(Million kWh)



**Energy Utilisation Index (EUI)**  
(kWh/m<sup>2</sup>)



Notes:

1. EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area (GFA).
2. The formula used to calculate the EUI is as follows:

$$EUI \text{ in Year } N$$

$$= \frac{\text{Total amount of electricity consumed for all SFA premises in EUI in Year } N}{\text{Total GFA for all SFA premises in EUI in Year } N}$$

## Water consumption and WEI performance

Target: 10 per cent reduction in Water Efficiency Index (WEI) by FY2030, compared to the average of 2019 - 2020 levels

The water consumption at our offices and facilities are tracked using the two indicators:

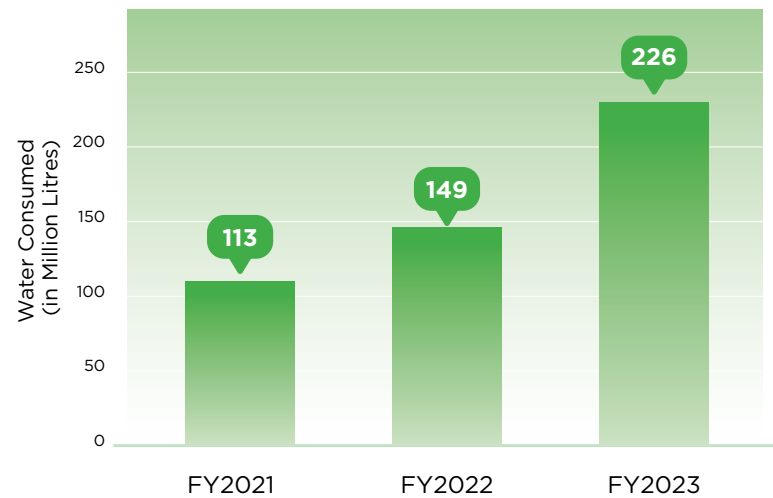
- Total water consumption
- Water Efficiency Index (WEI) – amount of water used per person per day



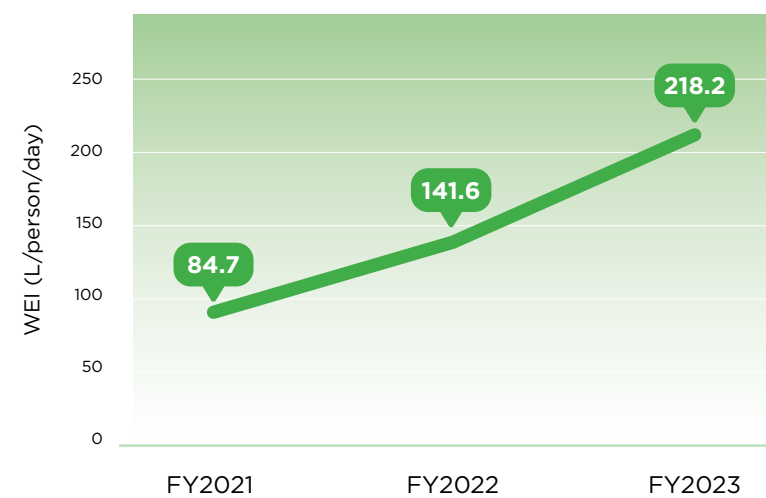
The total water consumption and water used per person per day increased by 51.6 per cent and 54.1 per cent, respectively, in FY2023 compared to FY2022. The increase was attributed to PPWC, Jurong Fishery Port (JFP) and Senoko Fishery Port (SFP) due to increased business activities post-COVID-19.

SFA has implemented water reduction measures at our premises, such as switching to water fittings with at least a 3-tick rating under the WELS. In addition, SFA has also obtained PUB's Water Efficient Building (WEB) certification for our offices and JFP. SFA is working towards getting the Marine Aquaculture Centre (MAC) and PPWC WEB-certified.

**Total Water Consumption**  
(in Million Litres)



**Water Efficiency Index (WEI)**  
(L/person/day)



Notes:

1. WEI is defined as the water consumption per day divided by the total number of occupants and visitors to the premises.
2. The formula used to calculate WEI is as follows:

WEI in Year N

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



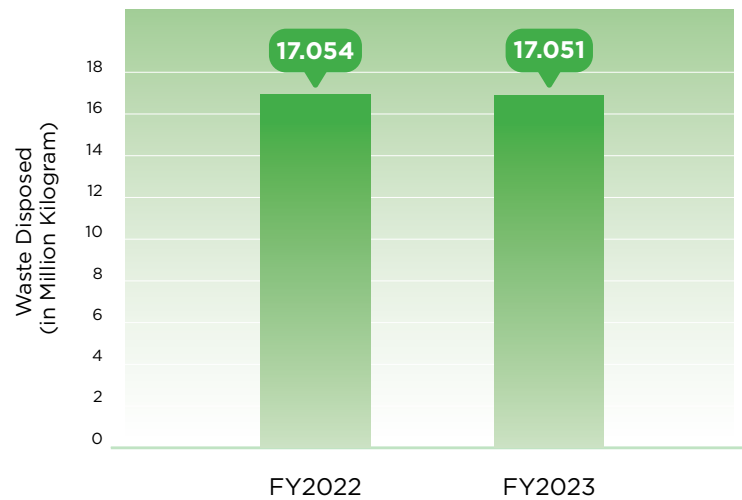
## Waste generation

Target: 30 per cent reduction in Waste Disposal Index (WDI) by FY2030, compared to FY2022 levels

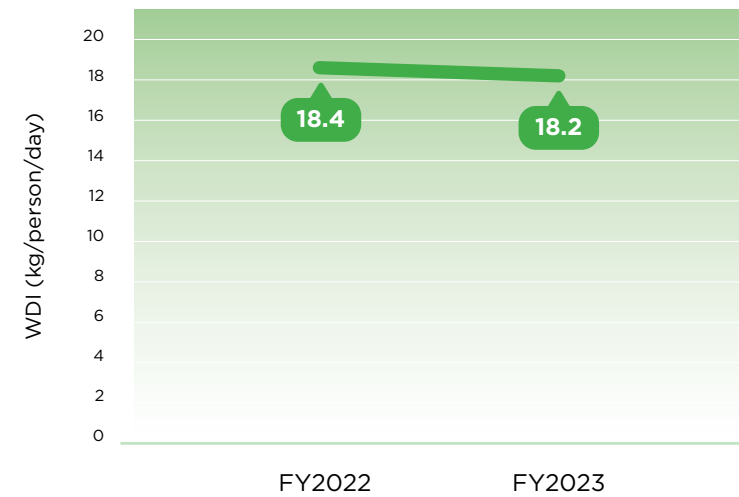
We track the waste disposed of at our facilities using the two indicators:

- Total waste disposed of
- Waste Disposal Index (WDI) - amount of waste disposed of per person per day

**Waste Disposed**  
(in Million Kilogram)



**Waste Disposed Index (WDI)**  
(kg/person/day)



Notes:

1. Waste data excludes offices.
2. WDI is defined as the total waste disposed of per day divided by the total number of occupants and visitors to the premises.
3. The formula used to calculate WDI is as follows:

WDI in Year N

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



There was a reduction of 0.02 per cent in waste disposed of and 0.6 per cent in WDI in FY2023, as SFA deployed five units of food waste digesters at PPWC to convert organic waste into compost for landscaping needs. Moving forward, SFA is exploring the feasibility of deploying more waste digesters at other facilities.

These digesters convert organic waste (food and horticultural waste) into compost for landscaping needs, thereby recycling around 3,000 tonnes of waste annually. The onsite digesters have also helped to reduce food waste haulage frequency and tonnage, leading to cost and manpower savings.



▲ Food waste is converted into compost through a food waste digester at PPWC.

## Other sustainability efforts within SFA

### Going Green with MSE

Playing their part in sustainability, SFA officers participated in a series of MSE-organised events and *Go Green SG* initiatives.

One such event involving SFA was the local Farmers' Market on 11 July 2023 selling local produce, which is fresher, lasts longer, and incurs less transport miles. SFA also supported MSE Family Earth Day 2023 on 14 July 2023 by switching off the lights at the JEM office headquarters and various SFA-operated facilities. On 1 June 2023, SFA officers participated in a litter-picking event at JEM. These activities help to raise awareness and foster a sustainability culture within SFA.



Local Farmers' Market jointly organised by Singapore Agro-Food Enterprises Federation Limited (SAFEF) and MSE Family on 11 July 2023.



MSE and SFA officers demonstrated commitment to community service and environmental preservation through the Kallang River Clean-up event on 10 July 2023.



Officers from various MSE agencies toured the SFA Marine Aquaculture Centre (MAC) on St John's Island on 13 July 2023. The visit concluded with a litter-picking activity at the island's beaches and mangroves.

### Greening our buildings

SFA's HQ@JEM, Central, East and Southwest Regional Offices have been Green Mark certified. Adding to the list in FY2023, National Centre for Food Science (NCFS) at TechQuest was awarded Green Mark Platinum for its level 5 office and Green Mark Gold for the laboratories on levels 1 to 4.



# SFA IS 5!



SFA marked its fifth anniversary on 1 April 2024 with a celebration involving the SFA Board, leadership team and staff.

In his opening remarks, SFA Chairman Mr Lim Chuan Poh recounted how SFA had to navigate headwinds such as the COVID-19 pandemic, which struck barely a year into SFA's formation, with great agility. He urged SFA to continue to partner the industry and the public to build our capability and capacity to produce food locally and champion a resilient and sustainable food future together.

Our very own SFA Band put up an energetic performance, alongside a showcase of SFA's journey and achievements over the past five years!

## Some key highlights of the day:



▲ SFA celebrates five years of achievements since its formation on 1 April 2019.



▲ Our talented SFA Band wrote and composed SFA's first original song, "Protecting Every Bite".



▲ A cake-cutting ceremony was held across all seven offices to celebrate the important milestone in SFA's journey.



# COMMEMORATING 65 YEARS OF SAFE AND SECURE FOOD SUPPLY

SFA also celebrated our fifth anniversary with a public exhibition highlighting 65 years of safe and secure food supply in Singapore.

Our food journey to ensure a resilient food supply and enhance Singapore’s integrated food safety system started in 1959, when the Primary Production Department (PPD) was formed to support the local farming community and ensure the safety of primary produce. The PPD was restructured into the Agri-Food & Veterinary Authority of Singapore (AVA) in 2000, and the food-related functions were consolidated with SFA in 2019.

As we commemorate 65 years of Singapore’s food journey, SFA will continue to create an enabling environment that supports and empowers all stakeholders to work together to contribute to Singapore’s food resilience for future generations of Singaporeans.

## Some key highlights from the public exhibition:



◀ In her speech, Guest-of-Honour Minister Grace Fu thanked officers from past and present agencies, industry partners, and other stakeholders for contributing to Singapore’s food journey. The public exhibition also featured fun and educational interactive games, SFA’s Body-Worn Camera, Mobile Laboratory and the SG Farmers’ Market. Watch our commemorative video [here](#).





# BUILDING A RESILIENT FOOD SYSTEM

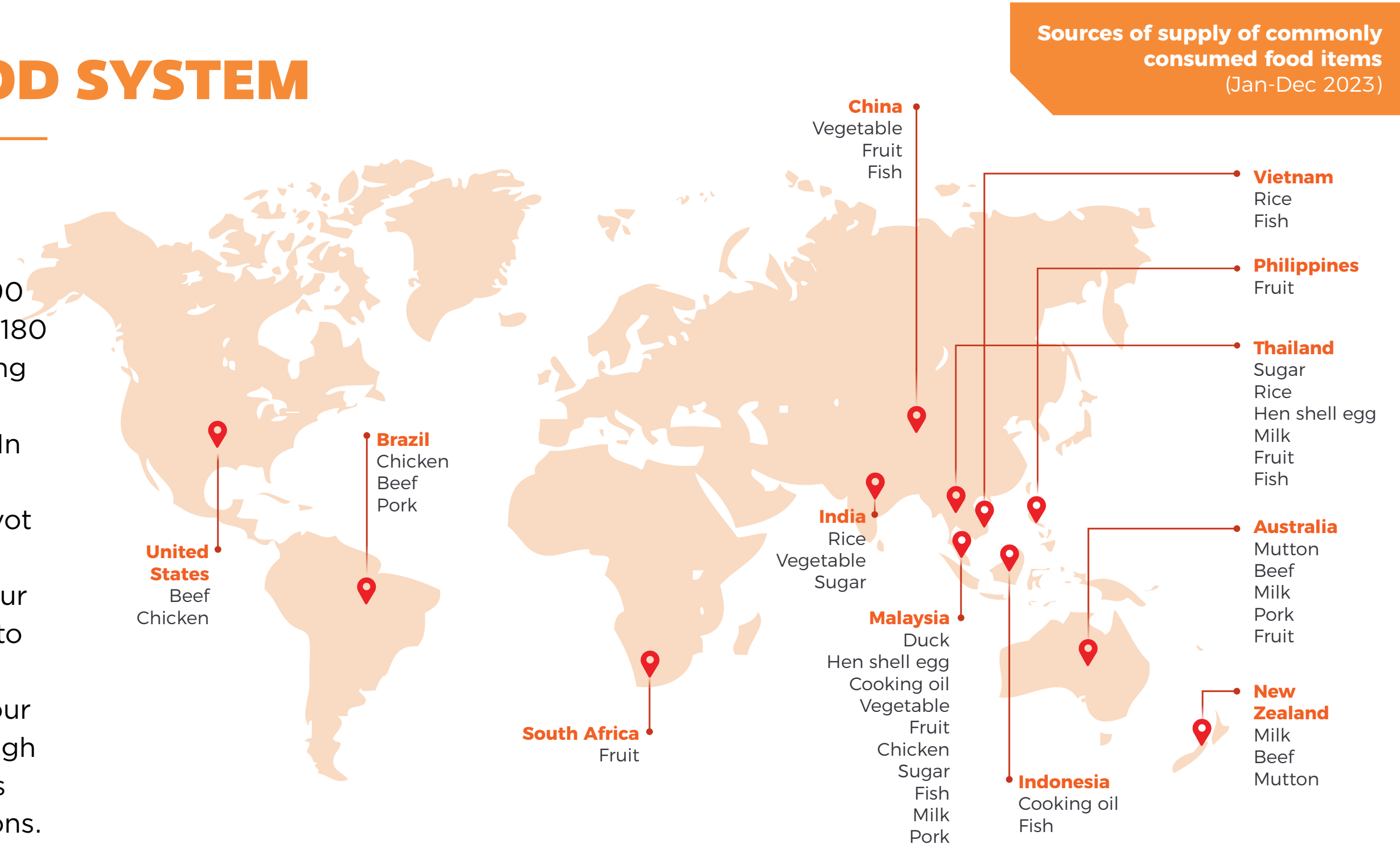


## CHAPTER 1:

# BUILDING A RESILIENT FOOD SYSTEM

## Diversifying our import sources

Singapore imports more than 90 per cent of our food from over 180 countries and regions, leveraging our strong global trading relationships and connectivity. In the event of disruptions to any food source, we can quickly pivot to alternatives and reduce the impact of such disruptions to our food supply. SFA will continue to support the local food industry to diversify their sources with our accreditation efforts, and through initiatives such as sourcing trips and business networking sessions.





## Accrediting new import sources

SFA facilitates the diversification of food sources by accrediting new sources while upholding stringent food safety standards. To ensure the safety of imported food, accreditation at the source is required for items such as livestock, meat, and egg items, which are more susceptible to contamination and diseases that could lead to foodborne illnesses.

## Diversifying our sources of eggs, live chickens and mutton

Through SFA's ongoing efforts to diversify sources of food supply, SFA approved the following new sources in the past year:

- » Indonesia for eggs in April 2023 and for live chickens in May 2023
- » Spain as a source for mutton in August 2023
- » Türkiye as a new source for eggs in September 2023

SFA remains dedicated to accrediting new import sources and promoting further source diversification by our local industry. We will continue to actively engage and consult importers on viable alternative food supply sources and work closely with the competent authorities of these countries/regions on the accreditation procedures.

## First shipment of live chickens from Indonesia

Following SFA's accreditation of Indonesia as a new source for live chickens, the first consignment arrived from Bintan, via sea on 13 May 2023. This new source of live chickens is another step forward in our efforts to enhance Singapore's food supply resilience, and better safeguard us against supply disruptions.



SFA and the Animal & Veterinary Service (AVS), a cluster of the National Parks Board (NParks), worked closely with the industry to monitor and refine the logistical processes at various points of the supply chain to ensure food safety and animal health.



Click to watch the video.

Watch how SFA works closely with industry stakeholders and overseas government authorities to accredit new food sources.

## Growing our network

SFA regularly organises business matching sessions for local food importers to explore business opportunities with overseas exporters. These sessions provide a platform for food importers to build connections and diversify their import sources.

### Cultivating meaningful business partnerships

SFA successfully conducted five business matching sessions between Singapore importers and exporters from Brunei, Indonesia, Mexico, Spain, and Vietnam. During these meetings, the companies discussed potential commercial opportunities and developed crucial trade relationships. Some examples of this collaboration include:

SFA facilitated a virtual business matching session between the Spanish Poultry Meat Association and Meat Traders Association on 11 September 2023. The session saw participation from 10 local meat traders, and seven Spanish exporters, with five leads generated.

The Seafood Industries Association Singapore led a physical seafood business sourcing mission to Indonesia from 7 to 11 May 2023. The mission brought together several Singaporean companies as well as Indonesian companies and associations. 19 leads were generated.



◀ Networking dinner between Seafood Industries Association Singapore (SIAS) and Indonesian Fishery Producers, Processing & Marketing Association (AP5I). Photo credit: EnterpriseSG

## Maintaining the flow and agility of our food supply

A smooth trade flow is essential for the resilience of Singapore’s food supply. Besides diversifying our import sources, SFA works closely with the industry to pivot to alternative sources when there are supply disruptions. We also ensure the operational resilience of our key wholesale and distribution hubs: Jurong Fishery Port (JFP) for fish and seafood, and Pasir Panjang Wholesale Centre (PPWC) for fruits and vegetables.

### Consolidating and enhancing our fishery ports

The Senoko Fishery Port (SFP) was closed and consolidated with JFP in March 2024. This is part of SFA’s plan to centralise wholesale seafood operations in Singapore, allowing buyers to conveniently purchase seafood at a single location. JFP underwent extensive upgrades to cater to tenants moving over from SFP. These included the construction of a new single-storey extension building to house 20 stalls, as well as the full refurbishment of its facilities to increase capacity and streamline operations.

### JFP Expansion at a Glance

Before Upgrading

**110**

market lots

➔

After Upgrading

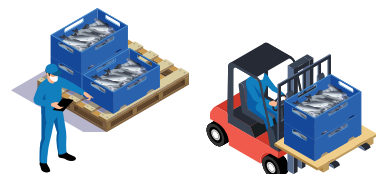
**130**

market lots

### Seamless Relocation from SFP to JFP


17 March 2024

Relocation day for SFP tenants



18 March 2024

Their operations resume at JFP





## Managing the disruption of live pig supply from Pulau Bulan

In April 2023, SFA stopped the import of live pigs from Pulau Bulan, Indonesia, due to the detection of African Swine Fever (ASF) in pig carcasses from a consignment of pigs. Through coordinated efforts with industry partners such as the Meat Traders Association, we managed to increase the availability of chilled and frozen pork from other sources.

As food supply disruptions can happen from time to time, businesses and consumers are encouraged to play their part by choosing alternatives such as chilled or frozen pork, or other protein options.



▲ SFA worked tirelessly with the industry to diversify our pork supply and ensure a steady supply of pork. Photo credit: National Environment Agency (bottom photo)



“ When news of the ASF outbreak from Pulau Bulan broke, it was all hands on deck. We had to act fast to respond to the situation. It was a tense time, but by working closely with the industry, we swiftly increased imports of both chilled and frozen options from other sources, reassuring the nation of a safe and secure supply of pork. I am proud to have been part of the response team. It was fulfilling to witness how our efforts minimised the impact of the disruption.

### Ms Yvonne Low

(second from left), Assistant Director, Joint Operations Division, who was part of the secretary team

## Response to ASF Outbreak and Pork Supply Management



### Immediate actions:

- » Suspension of imports from Pulau Bulan
- » Activation of a cross-divisional response team to secure pork supply



### Supply adjustments:

- » Ramped up pork supply from alternative sources
- » Opened up new sources for import of chilled pork



### Assuring consumers:

- » Addressed food safety and supply concerns
- » Encouraged consumers to be flexible and adaptable in their food choices



## Fostering a shared responsibility in food security

Everyone has a part to play in bolstering Singapore’s food supply resilience. For consumers, this involves being flexible and adaptable in their food choices.

SFA actively collaborates with schools, government agencies, and industry partners through various activities to raise awareness of the importance of food supply resilience, and how everyone can play a part in strengthening Singapore’s food security.

### Cooking up resilience with the community

In collaboration with the Singapore Chefs’ Association (SCA) and the People’s Association (PA), SFA introduced the “Food Resilience Cooking in the Community” programme. This initiative aims to increase awareness about local produce and Singapore’s food security, while encouraging the public to be flexible with their food choices.



▲ This “train-the-trainer” programme saw PA culinary instructors participating in masterclasses to learn recipes crafted with locally sourced ingredients and how they can bring out the best flavour using frozen meat. Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon, along with Ministry of Education’s Nutrition and Food Science curriculum planners and teachers attended the inaugural session.



## Cultivating a food resilient mindset from young

SFA, together with the Ministry of Education (MOE), SATS and Nexus, commemorated the 40th Anniversary of Total Defence through a pilot initiative to educate over 50,000 secondary school students and teachers on the importance of food security.

This Food Resilience Preparedness Project (FRPP) features ‘Ready-To-Eat’ (RTE) meals which could be a source of food during an emergency. These RTE meals have a long shelf life and require minimal preparation, making them ideal in times of crises where resources may be limited. Households and consumers can also contribute to our food security by opting for alternative food types or other options during food supply disruptions.



▲ Minister for Education Mr Chan Chun Sing and Senior Minister of State Dr Amy Khor engage with enthusiastic students and teachers during the FRPP programme at Cedar Girls’ Secondary School on 15 February 2024. Photo credit: MOE



▲ These RTE meals feature our local produce, such as healthy spinach (*bayam*), mushrooms, and fish from local farms. Photo credit: SATS



# GROWING THE LOCAL AGRI-FOOD SECTOR



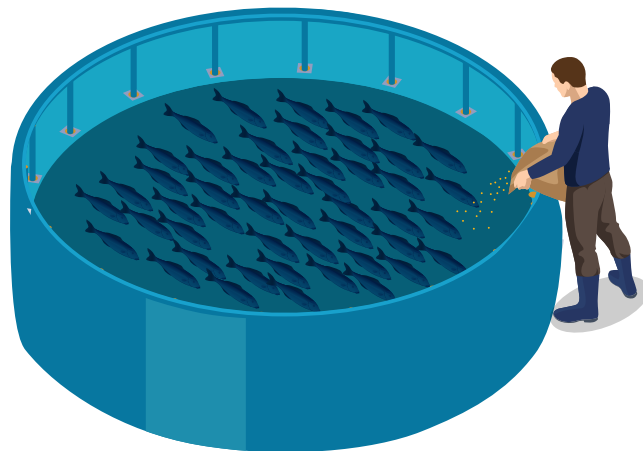


## CHAPTER 2:

# GROWING THE LOCAL AGRI-FOOD SECTOR

## Boosting local food production

Local food production can serve as a buffer supply during global supply disruptions. SFA is committed to uplifting the local agriculture sector and will continue to work closely with local farms towards our “30 by 30” vision — to build the agri-food industry’s capability and capacity so that 30 per cent of our nutritional needs can be produced locally.



## Co-developing the Singapore Aquaculture Plan

As part of the Singapore Aquaculture Plan (SAP), SFA brought together key stakeholders from the industry academia, nature groups, and various government agencies to discuss how we can collectively achieve sustainable and productive aquaculture in Singapore.

Two sub-committees were formed to look into balancing the needs of the industry and the marine environment, and transforming industry capabilities to increase demand offtake. The recommendations from the sub-committees will be reflected in an updated SAP, which will serve as a roadmap to uplift and transform our aquaculture sector.



▲ Consisting of diverse members from government agencies, nature groups, academia, farmers, and off-takers, the two sub-committees will focus on co-creating a plan to achieve sustainable and productive aquaculture.



## Optimising our space and infrastructure

With limited resources and many competing needs, it is essential to optimise our food production spaces and infrastructure. This includes the proper master planning of land and sea spaces, and working with the industry to ensure that space and infrastructure are used efficiently to support farm operations and increase production.



### Advancing the Lim Chu Kang Master Plan

SFA continued to advance our multi-year Lim Chu Kang (LCK) Master Plan to transform the LCK area into a productive, climate-resilient, and resource-efficient agri-food zone.

Following the award of the LCK Master Plan consultancy tender in 2022 and a series of stakeholder engagement sessions, SFA worked closely with the multi-disciplinary consultancy team and other government agencies to develop planning and design ideas for the future LCK site.

Some of these ideas were highlighted at SFA's 'Feeding Our Future: Building an Agri-Food Hub for All' exhibition which was held from 2 to 6 September 2023 at SAFRA Choa Chu Kang. The exhibition showcased potential infrastructural and spatial concepts for LCK, along with the potential trade-offs. It highlighted the milestones and challenges of our agri-food industry, and emphasised the importance of boosting local production for our food security. Visitors also got a glimpse of what the future LCK could be like.



▲ Then-Deputy Prime Minister Lawrence Wong highlighted the future of Singapore's agri-food ecosystem at the 'Feeding Our Future' exhibition launch.

## Driving research and innovation

Given Singapore's land and resource constraints, we need to harness science and technology to enable the local agri-food sector to grow more with less. To create a conducive environment for innovation, SFA provides funding for pioneering research projects and creates platforms for knowledge exchange and R&D collaboration. SFA also collaborates with various experts and researchers to help our farmers enhance their production capabilities and adopt sustainable practices.



### Fostering innovation in the agri-food ecosystem

SFA and the National University of Singapore co-organised the Global Agri-Food Scientific Symposium 2023 to facilitate the sharing of research innovations and promote synergies within the food ecosystem. The event brought together attendees from the industry, academia, and government for roundtable discussions and technical presentations on future foods, nutrition, aquaculture, and agriculture.



▲ Roundtable discussion delving into strategies and innovations to future-proof our urban food systems.

## Supporting food-related research projects

As part of the Singapore Food Story (SFS) R&D Programme, SFA launched three new grants in 2023 to strengthen food security, bridge research to practical applications, and support alternative protein manufacturing. This national programme aims to strengthen our food resilience by supporting research on food safety and security, as well as food innovation. More than \$300 million has been invested into the SFS R&D Programme since 2019.

### Three New Grants



#### Seed Grant

Exploring early-stage R&D to strengthen food security and resilience against food supply disruptions and climate change.

October 2023



#### Research Translation Grant

Transforming cutting-edge research into practical applications to benefit the industry.

October 2023



#### Future Foods Grant

Supporting process development and manufacturing of alternative proteins.

November 2023



**Click to show the link**

## Promising outcomes from projects under the SFS R&D Programme

A research team from the National University of Singapore (NUS), and Temasek Life Sciences Laboratory (TLL) developed a high-yielding choy sum cultivar and conducted field trials with local farms. Their project explores advanced breeding strategies to accelerate the selective breeding of vegetable varieties for indoor farming. This new cultivar will enable faster growth, higher yields, and enhanced crop quality for farmers.



▲ Researchers developed a high-yielding and uniformly growing choy sum cultivar (left). Photo credit: National University of Singapore, Department of Biological Sciences

## Driving innovation through the Food Grand Challenge

The inaugural Food Grand Challenge 2023, co-organised by SFA and Temasek Foundation, was awarded to TeOra, a Singapore-based aquaculture company, for its work in developing an oral vaccine to prevent and treat the Scale Drop Disease Virus (SDDV). SDDV is endemic in the Southeast Asian Region and affects barramundi fish. If successful, TeOra's solution is expected to enhance disease management and increase our farms' productivity.

The second run of the Food Grand Challenge, held as part of The Liveability Challenge 2024, focuses on food resiliency and safety in agriculture, aquaculture, and alternative nutrition sources, in the face of climate change, global supply disruptions, and changing population demographics.



**\$1 million grant**

that the winning solution will receive to pilot its technology and achieve commercialisation



## Advancing tropical marine aquaculture

### Propelling aquaculture innovation through AquaPolis

SFA, NUS and TLL signed the AquaPolis Framework Agreement on 1 November 2023. This formalises the structure of the AquaPolis Board to operationalise and set strategic directions in alignment with SFA's '30 by 30' vision for the AquaPolis R&D Programme. The Board is co-chaired by Professor Liu Bin, Deputy President of NUS, and Mr Peter Ho, Co-founder of Hope Technik.



▲ The AquaPolis Programme facilitates research and innovation in sustainable tropical aquaculture. With the signing of the AquaPolis Agreement, we can look forward to innovative and sustainable solutions that will be developed in the coming years.

## Celebrating 20 good years as our nation's aquaculture R&D hub

SFA's Marine Aquaculture Centre (MAC) celebrated its 20th anniversary on 14 August 2023. MAC marked this significant occasion with a symposium that brought together professionals and experts from both the industry and academia to explore research opportunities and discuss the future of aquaculture.

SFA will continue to strengthen MAC's position as a vital R&D hub in tropical marine agriculture and a global hub for collaboration and knowledge exchange, so as to shape a more vibrant and sustainable aquaculture sector for Singapore.



▲ Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon, addresses the MAC 20th Anniversary Symposium attendees, underscoring the crucial role of MAC in advancing marine aquaculture in Singapore.

## Strengthening tropical food production

SFA, NUS, the Economic Development Board, and Syngenta signed a Memorandum of Understanding (MOU) on 1 November 2023 to collaborate on R&D to breed vegetable varieties that can help farms boost their productivity and withstand the effects of climate change. This partnership will focus on developing robust and durable tropical crop types for controlled-environment agriculture, which are expected to significantly enhance farm output and strengthen Singapore's food security.



▲ Signing of the MOU at the Global Agri-Food Scientific Symposium on 1 November 2023 to collaborate on tropical vegetable breeding R&D efforts.

# Supporting ecosystem growth and building capabilities

SFA seeks to cultivate a vibrant ecosystem by incentivising industry players to adopt highly productive, climate-resilient, and resource-efficient farming technologies, and develop a local pipeline of skilled agri-food workers. SFA provides funding for pioneering research projects and creates platforms for knowledge exchange and R&D collaborations, so that we can increase the resilience and productivity of our farming sector with better yield and business continuity for our farmers.

## Overview of all funding options available to farmers

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

**\$60 million allocated**



- Launched in April 2021
- To support the transformation of the agri-food sector into one that is highly productive, climate-resilient, and resource-efficient
- Comprises three co-funding components for local farms to build and expand their production capacities and capabilities:
  - » Capability Upgrading
  - » Innovation and Test-bedding
  - » Technology Upscaling

### Singapore Food Story (SFS) R&D Grant Call

**\$309 million allocated**



- Launched in 2019, as part of Research, Innovation and Enterprise 2020 (RIE2020) plan
- To help local agri-tech and food industry and research institutions push towards the development and use of:
  - » Sustainable urban food production
  - » Advanced bio-tech-based protein production
  - » Food safety science and innovation

## Updates on Agriculture Productivity Fund (APF) & ACT Fund (cumulative as at end of FY 2023)

APF		ACT Fund	
Amount committed	52.74 mil	Amount committed	20.73 mil
Amount disbursed	41.86 mil	Amount disbursed	9.30 mil
Projects approved	232	Projects approved	67
Projects closed	220	Projects closed	29

## Enhancing energy efficiency of farms

SFA introduced the Energy Efficiency Programme (EEP) in April 2023, a new component of the enhanced ACT Fund, to support farmers in improving their energy efficiency and reducing their electricity consumption. Licensed food farms can tap on the EEP to conduct energy efficiency audits with enhanced Capability Upgrading support for priority food farms.

## Key productivity outcomes by APF recipients (cumulative as at the end of FY 2023)



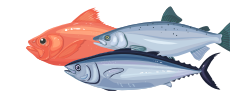
Man-hours saved

**534,175 man-hours**



Increased production of leafy vegetable by

**3,674 tonnes**



Increased production of food-fish by

**2,026 tonnes**



Increased production of hen shell egg by

**340 million pieces**



## Supporting and growing our local farms

SFA continues to support local farms in both the setup and operations of their farms, with dedicated account managers assigned to SFA-licensed food farms and successful tenderers who support and assist our farms on matters relating to their operations as required.

**103**

### Agri-tech companies engaged

including assisting with enquiries and facilitating link-ups at trade fairs

**40**

### Local champions supported

such as 30x30 Express Grant awardees, progressive farmers, and successful tenderers

**16**

### Best-in-class overseas farms engaged

to interest them in setting up farms in Singapore

## BOAT sails ahead with innovation

Blue Ocean Aquaculture Technology (BOAT) is Singapore’s first industrial indoor fish farm.

They developed a unique recirculating aquaculture system to optimise space and increase productivity. They now serve a broader market with a recent expansion into processed ready-to-cook products to provide more options for consumers.



▲ The indoor recirculating aquaculture system at BOAT. Photo credit: BOAT

## “30 by 30” Express Grant and the Agriculture Productivity Fund

Green Harvest is one of Singapore’s newest high-tech farms, producing a variety of vegetables such as *Kai Lan*, *Cai Xin*, and lettuce.

Its hydroponic glass greenhouse features an Automated Mobile Gully System, capable of producing up to 1,500 tonnes of leafy vegetables annually on a two-hectare plot — over five times more productive than traditional methods.



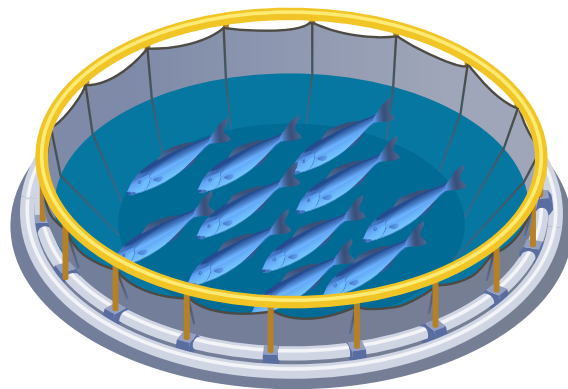
▲ The mobile gully system optimises resources and promotes efficiency, while the glasshouse offers protection against weather elements. Photo credit: Green Harvest



## Improving farm biosecurity and disease management

To help aquaculture farms prevent and control diseases that can affect their aquatic animals and harvests, SFA launched the Aquatic Animal Health Services (AAHS) in August 2023. This four-year funding programme by SFA provides veterinary consultations, disease investigation and diagnostic services to our farms. The data gathered through the AAHS, in addition to SFA's disease surveillance efforts, will help to improve biosecurity and disease management measures in Singapore's waters and help our local aquaculture sector.

**19**  
farms  
enrolled  
in AAHS



## Improving biosecurity with workshops for farmers

SFA engaged James Cook University to conduct two series of comprehensive workshops for farmers in an ongoing effort to enhance aquaculture biosecurity in Singapore. The workshops enhanced farmers' capability and skills on farm management and good aquaculture practices.



▲ Some of the topics covered include fish husbandry, feed management, basic disease treatment, and good farm biosecurity practices.

## Facilitating manpower development and job matching

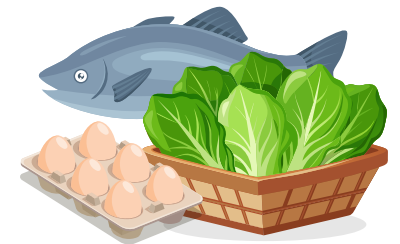
SFA, in collaboration with various organisations, developed the Skills Framework tailored for Singapore's agri-food industry, focusing on enhancing skill development, facilitating knowledge sharing and promoting ongoing education. The framework serves as a guide for job seekers or in-service employees, employers, and Institutes of Higher Learning (IHLs) to identify the key skills and competencies needed in agriculture and aquaculture.

To build up a local talent pipeline, SFA also worked with Workforce Singapore (WSG), IHLs, and farmers to promote job opportunities in the agri-food sector and facilitate job matches through the MyCareersFuture job portal.



# Rallying demand offtake for local produce

In addition to a stable supply of local produce, it is also critical to ensure sufficient demand offtake to support a thriving domestic farming sector. Besides working with local farms to brand and raise awareness of local produce, SFA also partners with the industry to increase market demand.



## Encouraging commercial offtake



▲ Senior Minister of State for Sustainability and the Environment, Dr Koh Poh Koon (front row, 6th from left) with members of the Alliance for Action (AfA) on Local Produce Demand Offtake & Consumer Education.

Since its formation in February 2023, the Alliance for Action (AfA) on Local Produce Demand Offtake and Consumer Education made significant strides in working on demand and supply aggregation of local produce, and increasing support for local produce.

Led by industry experts including Mr Stanley Goh, CEO of Food Solutions at SATS, Mr Vincent Tan, Group General Manager of Shin Tai Ho & Co (Rong-Yao Fisheries), and Mr Jack Moy, CEO of Sustenir Agriculture, the three sub-working groups under the AfA achieved several impactful outcomes when it concluded its meetings in August 2023:

Raised awareness and support of local produce among food businesses and consumers through initiatives such as the Farm-to-Table Recognition Programme (FTTRP) and Hotel, Restaurant and Catering (HoReCa) sector farm tours.

Onboarding of over 50 food businesses under the HoReCa sector onto the FTTRP, since the programme started in March 2023. In support of FTTRP, public sector catering contracts have also incorporated a weighted criterion for food caterers participating in the FTTRP to receive additional points.

Established an offtake aggregation framework led by Singapore Agro-Food Enterprises Federation (SAFEF) to consolidate the demand and supply of local produce. SAFEF signed MOUs with At Fresh Pte Ltd and the Seafood Industries Association Singapore (SIAS) to jointly promote the offtake of locally grown fresh produce and processed foods.

Aggregated production and offtake of locally farmed marine tilapia marketed as “The Straits Fish”. SAFEF facilitated partnerships between processors and distributors to boost production and negotiated the offtake of these locally farmed fish. An MOU between SAFEF and Hai Sia Seafood was signed in February 2024 to further drive collaboration efforts to support the offtake of locally farmed produce.

## Spotlighting local produce

Local produce formed a key component of the dinner menu served at the reception held for the swearing-in ceremony of Prime Minister Lawrence Wong at the Istana on 15 May 2024. The initiative demonstrated the Government’s support for local produce and its commitment to strengthening Singapore’s food security and sustainability.



▲ From cherished hawker favourites to buffet spreads, local produce was featured in 11 dishes at the buffet line and six hawker stalls.

## The Farm-to-Table Recognition Programme

Look out for these badges when dining out, to support food businesses that use locally farmed produce.



### Base Tier

HoReCa businesses that procure at least 15 per cent of local produce in one food category



### Mid Tier

HoReCa businesses that procure at least 15 per cent of local produce in two food categories



### Highest Tier

HoReCa businesses that procure at least 15 per cent of local produce in three or more food categories

## Recognising quality and sustainable local produce and farms

SFA officially rolled out the SG Fresh Produce 2-star (SG Good Agricultural Practice) and 3-star (SG Clean & Green) logos in June 2023 to recognise the quality and sustainable farming methods of our local farms. The logos allow consumers to easily identify local produce and can be used by local farms to brand and promote their produce.

SFA also collaborated with Aquaculture Innovation Centre and Temasek Polytechnic to develop a training course to support farms keen to pursue these certifications.

### SG Fresh Produce logos



#### 1-STAR

Local farms licensed by SFA



#### 2-STAR

Local farms licensed by SFA

+ GAP certified

#### SG GAP Standards

Singapore Standard - Specification for good aquaculture practice (SS 670: 2021)

Singapore Standard - Specification for good agriculture practice (SS 675: 2021)

Singapore Standard - Specification for good animal husbandry practice for layer farms (SS 676: 2021)



#### 3-STAR

Local farms licensed by SFA

+ GAP and C&G certified

#### SG C&G Standards

Singapore Standard - Specification for clean and green urban farms – Agriculture (SS 661: 2020)

Singapore Standard - Specification for clean and green urban farms – Aquaculture (SS 689: 2022) [NEW!]



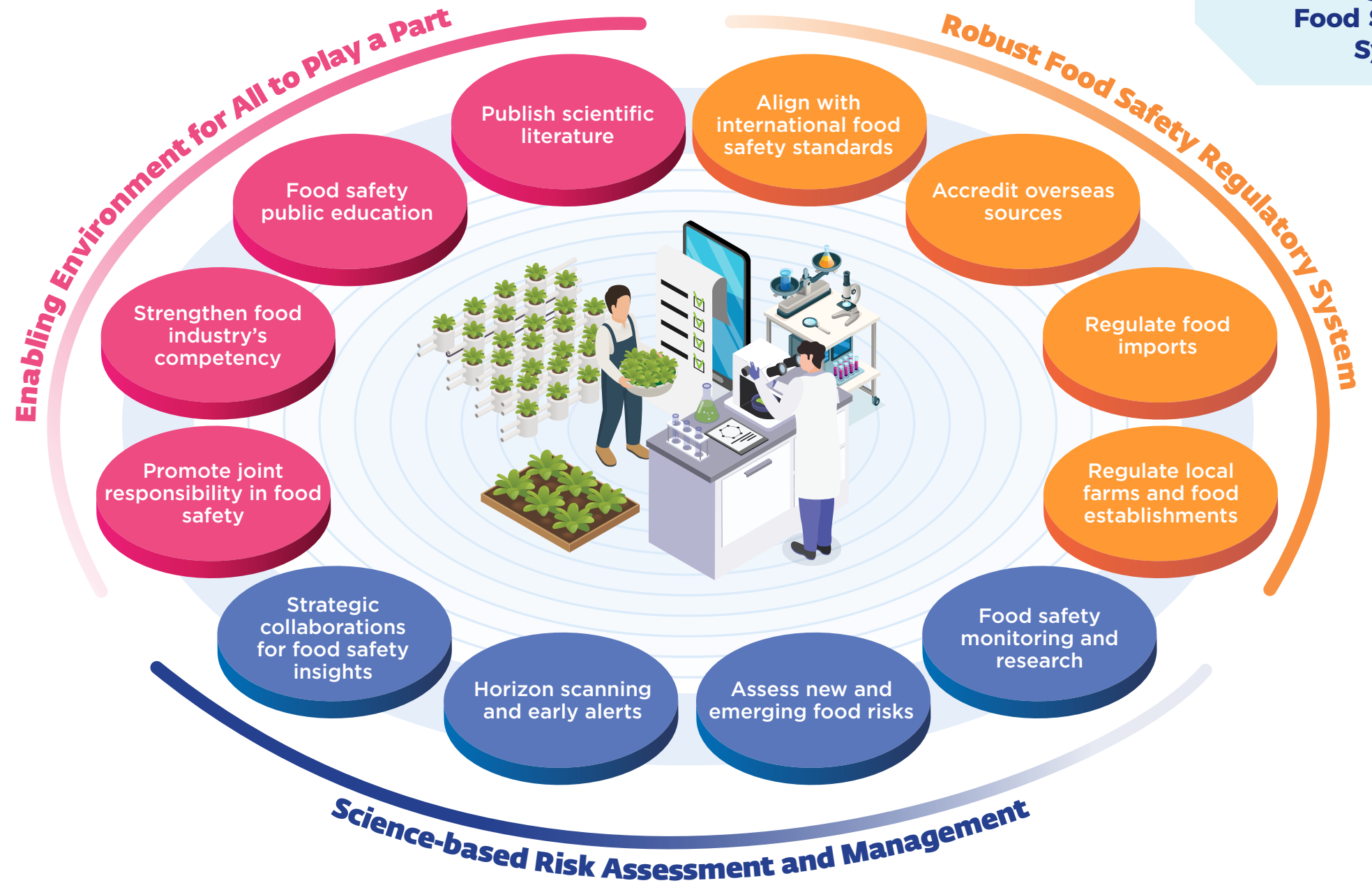
# ENSURING SAFE FOOD FOR ALL



## CHAPTER 3:

# 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. As food safety is ultimately a joint responsibility between the food industry, consumers, and the government, SFA strives to foster an enabling environment that supports all stakeholders to play their part.





# 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.

## Enhancing our regulations and processes

SFA keeps abreast of international developments to keep food safety regulations in Singapore aligned with global shifts and guidelines. We work with industry partners to streamline policies and update our standards to achieve food safety for all.

### Enhancing food safety and security legislation

SFA is working on the Food Safety and Security Bill which will consolidate and streamline food-related legislation from eight existing Acts into a single Act, and provide an overarching framework to ensure coherence across the entire food value chain. It will introduce new powers to enhance SFA’s regulatory functions to ensure a supply of safe food for Singapore. It aims to:

- i. Enhance the food safety regime to better protect the public
- ii. Facilitate joint responsibility between industry, consumers, and government
- iii. Strengthen resilience against food supply disruptions

The Bill is being drafted in consultation with industry stakeholders and the public.

## Facilitating the safe introduction of novel foods

SFA’s novel food regulatory framework enables food innovations while regulating the safety of novel foods, in line with the latest food safety standards and best practices. We updated our “Requirements for the Safety Assessment of Novel Foods and Novel Food Ingredients” to streamline the application process for tasting events of unassessed novel foods, and provide clear guidance for local manufacturing of novel foods through precision fermentation.

SFA hosted the fourth Roundtable for Novel Food Regulations on 30 October 2023, which brought together industry leaders, researchers, and food safety regulators to discuss regulatory approaches to support novel food innovations and to deliberate novel food safety matters.



**The world’s first cell-cultured quail product** was approved by SFA in March 2024, marking its third cell-cultured novel food product approval.



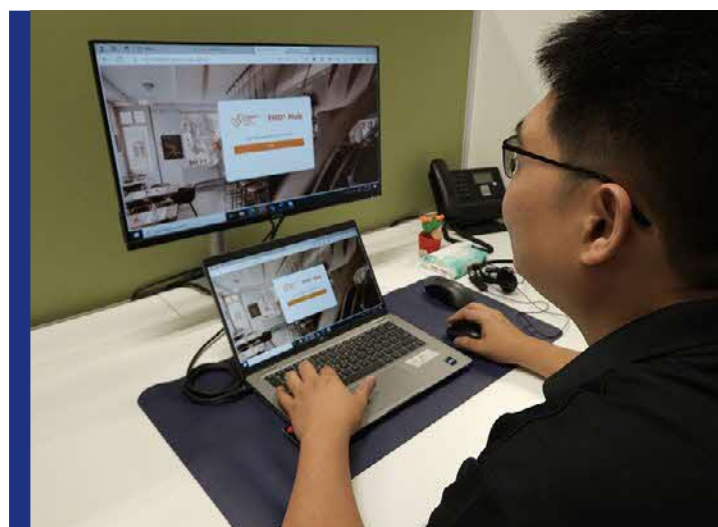
▲ SFA Director-General, Dr Tan Lee Kim, moderating a panel discussion on setting novel food standards.

## Streamlining processes through digital innovation

The SFA Food Handler Digital Data Hub (FHD<sup>2</sup>Hub), commissioned in April 2023, is a database of food handlers (FHs) who have passed the requisite food safety training. This centralised depository allows SFA officers to check the training status of FHs

quickly and on-the-go, enabling our officers to detect untrained FHs who are not allowed to prepare food.

Licensees can also check the database to ensure that their FHs have passed the food safety training and reduce the risk of employing untrained FHs. This initiative is part of SFA's digitalisation strategy to improve service delivery and operational efficiency across food safety management.



▲ The new FHD<sup>2</sup>Hub allows SFA officers to quickly check the training status of a food handler onsite, streamlining the inspection process.

## Regulating food imports

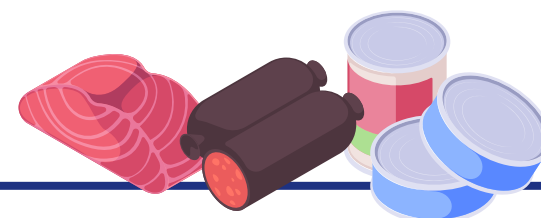
As more than 90 per cent of our nation's food is imported, SFA has a robust regulatory regime to ensure that imports comply with our food safety standards, while supporting the continuous diversification our trade flows. Our efforts to mitigate food safety risks include licensing and registering of importers, inspecting and testing of food imports, and clamping down on illegal imports.

### Conducting key food safety operations

SFA conducted a series of targeted operations to mitigate potential food safety risks and uphold food safety standards.

#### Crackdown on illegal food imports from Thailand and Myanmar

SFA conducted raids at multiple locations including an industrial building and food retail establishment. We uncovered unlicensed cold storage and nine retail establishments involved in illegal trade, and seized 6.8 tonnes of illegally imported food, including processed and raw meat.



#### Joint Operations with the Immigration & Checkpoints Authority (ICA) against illegal food imports

SFA conducted joint operations in collaboration with ICA to ensure the accuracy of import permit declarations by importers. Nine cases of inaccurate import declarations involving over 3.3 tonnes of produce, including fruits, vegetables, and processed food products were detected in 2023, with enforcement actions taken against five importers.



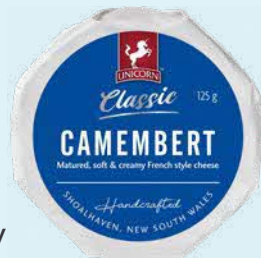


## Managing food safety incidents

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, and conduct food recalls where needed.

### Unicorn Classic Camembert Recall

Responding to a contamination alert from Food Standards Australia New Zealand (FSANZ), SFA promptly completed the recall of Unicorn Classic Camembert. The implicated batches were potentially contaminated with *Listeria monocytogenes*, a bacterium that can cause severe foodborne illnesses leading to symptoms such as fever, muscle ache, nausea, and diarrhoea. SFA also issued a public advisory for consumers who have purchased the implicated product to avoid consumption.



## 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, based on data from food safety incidents, reports of non-compliances to existing requirements, and food testing results.



## Streamlining NCFS's operations to one centralised site

SFA's National Centre for Food Science (NCFS) is the national reference laboratory dedicated to advancing food science. The Centre officially opened in October 2023, consolidating SFA's food science operations to one centralised site. This allows SFA to better streamline operations, improve accessibility for inspectors submitting samples for testing, and boost collaborative opportunities with industry partners and academic institutions.



▲ Official opening of NCFS by Minister for Sustainability and the Environment, Ms Grace Fu at International Business Park.

**40**  
new tests  
accredited

**18**  
current accredited tests  
had **expansion of scope  
or with improvement**



## Enhancing our testing methodologies and surveillance capabilities

### Enhancing detection capabilities for PFAS

SFA enhanced its testing scope for Per- and Polyfluoroalkyl Substances (PFAS) from four to 14 Perfluorinated compounds analytes, and achieved part per trillion (ppt) level of detection sensitivity in complex food matrices.

### Expanding screening capabilities for genetically modified organisms

SFA added six new Genetically Modified Organisms (GMO) screening markers, enhancing the surveillance of crops in Singapore as well as the effectiveness of our GMO regulatory framework.

### Integrating predictive data analytics to monitor food safety risks

SFA, in collaboration with the National Technological University (NTU), developed a new food safety monitoring prototype to enhance our horizon scanning capabilities. It automatically sorts and analyses online news articles related to critical food safety issues such as recalls and zoonotic diseases. This enables SFA to monitor and assess food safety risks more efficiently.

## 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.



◀ SFA utilised social media to reach out to more people on practical food safety tips, such as proper food handling at home.



◀ SFA partnered with content creators like Just Keep Thinking to dispel misconceptions and provide practical insights into food safety practices.





# STRENGTHENING INTERNATIONAL COLLABORATION





## CHAPTER 4:

# STRENGTHENING INTERNATIONAL COLLABORATION

SFA actively engages the international community and builds strategic partnerships in food safety and food security. These vital connections empower SFA to safeguard and promote Singapore’s interests, as well as enhance our capabilities in securing safe food for all.

## Affirming partnerships and cultivating an international collective

SFA actively fosters partnerships with our international and regional partners to enhance our collective effort in ensuring a supply of safe food. We do this by facilitating knowledge exchange through visits and exchanges as well as hosting and participating in relevant international forums.



### Charting the course for global urban food solutions

The Singapore International Agri-food Week (SIAW) held from 30 October to 2 November 2023 showcased Singapore as a thought leader in urban food solutions. Co-hosted by SFA and Temasek, SIAW is the agri-food sector’s flagship event, bringing together global stakeholders to tackle food industry challenges, discuss food security and sustainability issues, and explore emerging opportunities.

The week-long convention featured urban food innovations and facilitated fruitful discussions and collaborations on improving Asia’s agri-food ecosystem through innovative regulatory policies and technologies.

Besides the Roundtable on Novel Food Regulations and the Global Agri-Food Scientific Symposium, SFA also spearheaded other events held in conjunction with SIAW, including the Asia-Pacific Agri-Food Innovation Summit, the Agri-Food Tech Expo Asia (AFTEA), and the SIAW Gala Reception.



▲ The SFA pavilion at AFTEA provided visitors a better understanding of the Singapore Food Story with an immersive pod and realistic site models.



## Deepening international and regional partnerships

### Enhancing international partnerships

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



Signed a Memorandum of Understanding (MOU) with Qatar’s Ministry of Municipality to strengthen cooperation in food security.



Supported Ministry of Sustainability and the Environment (MSE) in concluding an MOU with China’s Ministry of Agriculture and Rural Affairs to promote cooperation in areas of vertical farming, climate resilient agriculture R&D and food security.



Established a Food Pact with Australia to boost the trade of food products, position Singapore as a transshipment hub for Australian food products, and promote collaboration on global food security issues.

### Combating Antimicrobial Resistance

Singapore, as the first country in the Asia-Pacific to achieve Stage 4 out of the five stages in the Food and Agriculture Organization of the United Nations (FAO)’s antimicrobial resistance (AMR) surveillance benchmarking, will be conducting an Assessment Tool for Laboratories and Antimicrobial Surveillance Systems (ATLASS) training for ASEAN Member States by 2025, enhancing regional surveillance efforts to address this critical public health threat.

#### What is AMR?

Antimicrobial Resistance is the ability of microorganisms to withstand the effects of antimicrobials, such as antibiotics, which make common infections harder to treat. It is a significant global public health threat impacting food security and safety, particularly in Southeast Asia. A multi-sectorial and multi-disciplinary approach is required to tackle the problem as antimicrobial resistant microorganisms can be transmitted through the food supply chain, the environment, and direct contact between animals and humans.

## Strengthening international food safety standards

As part of our efforts to build thought leadership and stay at the forefront of food innovation solutions, SFA actively contributes towards setting international food safety standards and efforts to support innovations in food technology.



### Contributing to international food standard setting

In November 2023, the Codex Alimentarius Commission (Codex) adopted the “Principles and Guidelines for the Use of Remote Audit and Inspection in Regulatory Frameworks” to aid competent authorities in conducting remote audit and inspection activities.

This was developed by an electronic working group co-chaired by Singapore, Australia, Canada, and China under the Codex Committee for Food Import and Export Inspection and Certification (CCFICS). It ensures that food safety assessments can be carried out even when traditional in-person inspections are not possible, such as during a pandemic.



▲ SFA officers with fellow co-chairs from Australia and Canada of the electronic working group.

# Facilitating agri-food trade

Leveraging Singapore’s position as a port hub, SFA strives to facilitate the opening of new food trade flows while ensuring the safe passage of incoming and outgoing food cargo.

## Enhancing the network of inspection bodies for food cargo inspections

SFA made strides in advancing the Food Cargo Inspection Body Recognition (IBR) Programme, which aims to establish a network of accredited third-party inspection bodies to perform inspection of bulk food cargo to support the food industry’s export, transshipment, and re-export needs.



Two SFA-recognised Inspection bodies demonstrated their inspection capabilities at SATS Coolport at the sidelines of the European Union-Singapore plenary meeting.

## Expanding export advisory services for stakeholders

SFA onboarded four new in-market food consultancies to provide export advisory services to local establishments and traders. In addition to SFA’s Export Library Market Reports, this initiative provides tailored advice to traders, enabling them to navigate the intricacies of exporting their locally made or grown food products. Farms can choose to engage the services of these consultants, if required.

## Facilitating trade with electronic certifications

In collaboration with the Singapore Customs, SFA implemented the electronic sanitary certificate (eSPS) exchange with Australia and New Zealand, facilitating the import of meat and meat products. This shift from paper-based to electronic certificates has several benefits:



Renewed two ISO 17020:2012 accredited inspection bodies

Inspection capabilities showcased at SATS Coolport as part of the 4th European Union-Singapore Free Trade Agreement (EUSFTA) Sanitary and Phytosanitary Meeting

Completed the United Kingdom’s in-country audit for the IBR Programme to support New Zealand-Singapore-United Kingdom meat transshipment for current air-to-sea and proposed sea-to-air routes

### Faster Processes

Traders can proceed to seek customs clearance without waiting for the physical certificate to arrive

### Increased Security

Reduces the risks of certification fraud and missing certificates

### Easy Access & Traceability

Certificates are easily retrieved and traced via the Singapore Customs’ Networked Trade Platform



# TRANSFORMING FOR THE FUTURE



## CHAPTER 5:

# TRANSFORMING FOR THE FUTURE

SFA continuously strives to optimise our operational efficiency to enable us to achieve our mission. We foster a culture that encourages innovation and continuous growth for our people to thrive in.

## Enhancing our processes and customer experience

In anticipation of future demands, SFA regularly enhances our processes and leverage technology to support our work. SFA is also dedicated to ensuring a seamless customer experience and constantly strives to improve our service delivery channels.

### Leveraging automation to improve efficiency

SFA implemented Robotic Process Automation (RPA) to automate repetitive tasks and improve work efficiency. The first set of RPA use cases included processes such as data processing and food sample labelling.



▲ Training and support to officers interested in improving their digital competencies such as building bots to automate repetitive tasks.

### Improving service delivery

The LiveChat function on the SFA website was enhanced to handle general inquiries and requests related to Food Trade and Food Services. More than half of such service requests were resolved instantly, resulting in a positive user experience.



More customers using LiveChat



More than half of Food Trade and Food Service service requests resolved instantly



Over 90 per cent customer satisfaction rating monthly



## Building a culture of innovation and excellence

SFA is dedicated to building a culture of innovation and excellence so that our officers can broaden and deepen their expertise.

### Catalysing the development of new ideas

The SFA Seed Fund fosters critical thinking, innovation, and collaboration across SFA. The fund supported the development of an application of *toxicogenomics* based on *Ribonucleic acid* (RNA) sequencing to assess the toxicity of micro- and nano-sized plastic particles (MNPs). This novel approach enables the assessment of the potential adverse effects on human gut cells, considering the size, type, and physiological concentrations of the MNPs.



## Caring for our people and the community

Our officers play a vital role in fulfilling SFA’s mission, and we are committed to their development and well-being. We provide opportunities for them to recharge through welfare and recreational activities, as well as care for our community.

### Initiatives for mind & body fitness

We actively safeguard the mental and physical wellness of our officers through a range of initiatives from meditative art therapy to health screening.



▲ Health screenings were arranged at SFA workplaces to encourage more officers to participate.



#### Counselling Services

Support for officers’ mental health



#### Meditative Art Therapy

Improvement of officers’ stress management skills



#### Enhanced Health Screenings

Coverage of more medical conditions and flu vaccinations



#### Family and Lifestyle Initiatives

Promote ‘Eat with Your Family Day’ and enhance ‘Send Your Child to School Day’ by covering a broader age range



#### Fitness Activities

Physical and virtual exercise classes to encourage an active lifestyle



## Enhancing workplace safety and health

Routine checks were conducted at SFA's key facilities to strengthen workplace safety (e.g. the safety of forklift and laboratory operations). Such checks were also done for operational assets and equipment like SFA vehicles and Personal Protective Equipment, to ensure our officers' health and safety during work.

### Pasir Panjang Wholesale Centre

#### Forklift Operations Safety Requirements

Register your forklift with LTA  
向陆路交通管理局注册您的叉车

Display the registration number plate prominently at the forklift  
在显眼处展示注册车牌

Install forklift with speed limiter, limiting speed up to 10km/hr  
叉车得安装限速器，速度限制10km/hr

Forklift operators need to attend refresher training every 3 years  
叉车操作员每三年得参加进修课程

### 巴西班让批发中心 叉车安全操作要求



▲ A banner on forklift safety requirements was put up at the Pasir Panjang Wholesale Centre.

## Staff welfare and recreation activities

### Shining in Sports and Fundraising

Our officers participated in a variety of sports and fundraising events, demonstrating teamwork, commitment, and community involvement.

- **MSE Vertical Challenge:** SFA raised over \$12,000 during the MSE Vertical Challenge fundraiser event as part of the annual President's Challenge.
- **Public Service STAR Games:** SFA officers were part of Team MSE with the men's badminton team reaching the semi-finals and the women's team in the quarter-finals.
- **SFA Tournaments:** From September 2023 to January 2024, SFA hosted tournaments in bowling, futsal, and badminton to encourage our officers to adopt an active lifestyle.



▲ Winners of the SFA Futsal Tournament proudly exhibited their trophy after a spirited performance at the Bishan Clubhouse.



▲ Officer He Yong achieved Gold in the men's open category, while team CDD@SFA Boleh! earned the title of the most pledged team for the MSE Vertical Challenge.



▲ Our officers demonstrated their speed, agility, and team spirit at the inaugural SFA Badminton Tournament held in October and November 2023.



▲ SFA staff gathered for the inaugural Bowling Tournament at CSC Bukit Batok, Westwood Bowl.



## Serving the community

### Caring for Seniors

On 3 November 2023, SFA volunteers helped to raise funds, pack welfare packages, and interact with seniors residing in rental blocks in Jurong East.



▲ SFA volunteers doing their part for the community by packing and distributing welfare packages to seniors.

## Caring for one another

### Celebrating Unity and Achievement

The SFA Appreciation Event, held on 12 January 2024 at the Grand Copthorne Waterfront Hotel, was a celebration of unity and achievement. SFA staff and their families also came together for a spectacular SFA Family Day at Mandai Bird Paradise on 9 March 2024.



◀ SFA divisions showcased their team spirit with lively performances during the SFA Appreciation Event.



◀ SFA staff enjoying the company of their fellow colleagues and family at the Mandai Bird Paradise during the SFA Family Day.



# AWARDS & ACCOLADES

## From the Public Service Division (PSD)

### Exemplary Leader Award 2023

for A/P Aung Kyaw Thu

### Exemplary SkillsFuture @ Public Service Award 2023

for Alex Ng

### Regulatory Excellence Award 2023

for “Green Economy Regulatory Initiative (GERI)”

## From the Ministry of Trade and Industry (MTI)

### Pro-Enterprise Transformation (PET) Award 2023 – Bronze

for “Strengthen Singapore’s Food Resilience through Supporting Food Businesses in Export and Transshipments of Food”

### Pro-Enterprise Partners Award 2023

for Tan Siow Hwei

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

### Service Excellence Award 2024 – Team Award

for “LiveChat: Enhanced Customer Experience”

### Service Excellence Award 2024

for Mohammad Rashidi Bin Said, Khor Jia Yi Jayden, and Lin Cuixia

### Exemplary Leader Award 2024

for Dr Chng Kern Rei, Dr Wong Yelin, and Lee Kah Meng Ken

### SkillsFuture Award 2024

for Anastasia Eu, Dr Ong Jun Xiang, Vishnu S/O Karuppiah Thandevam, and Tay Shu Wen

### Commendation Award 2024 – Team Award

for “Biosurveillance and Food Testing”

### Commendation Award 2024 – Team Award

for “Joint Effort in Safe Food E-Commerce”

### Commendation Award 2024 – Team Award

for “Korban 2023”

### Citizen Engagement Award 2024 – Team Award

for “Relocation of Toa Payoh Night Market”

### One Public Service Award 2024 – Team Award

for “Helping Small Businesses during COVID-19”

### Regulatory Excellence Award 2024 – Team Award

for “One-Stop Workflow for Novel Food Manufacturers”

### Regulatory Excellence Award 2024 – Team Award

for “Strengthening Food Regulatory Connectivity”

### Agility Award 2024 – Team Award

for “Diversifying Singapore’s Chicken Supply”

### Agility Award 2024 – Team Award

for “Safeguard Food Safety with Rapid Testing”

### Dare to Do Award 2024 – Team Award

for “Frontline Ops Transformation @ SFA ROs”

### Dare to Do Award 2024 – Team Award

for “Second-Life for Radioactive Waste”

### Dare to Do Award 2024 – Team Award

for “Industry BCP to Diversify Eggs Supply”

### Dare to Do Award 2024 – Team Award

for “Food Safety On-the-Go: Mobile Lab”

### Innovator Award 2024 – Team Award

for “Automating Outsourced Labs Monitoring”

### Innovator Award 2024 – Team Award

for “Onsite Rapid Microbiological Diagnostics”

### Innovator Award 2024 – Team Award

for “Real-Time Authentication of Food Handlers”

## 2023 National Day Awards

### Public Administration Medal (Silver)

for Kho Soo Pei

### Public Administration Medal (Bronze)

for Adelene Yap Ling Ling, and Jannie Wan Peck Fong

### Commendation Medal

for Loi Yu Zhen, Suhaila Binte Mohamed Riduan, Surianah Binte Sufarman, Pang Jing Ren, and Liao Wei Min

### Efficiency Medal

for Quek Wei Li, Zakiah Amirah Binte Abdul Mukti, Chew Wei Ling, and Tan Cheng Yong

### Long Service Medal

for Pong Yin Leng, Cheah Wei Yien, Geoffrey Kho See Pee, Lily Ling, Christi Michelle Lau Vun-Ching, Wang Kok Liang, Kho Shoo Peng, Yeong Yuen Kuan, Ng Wen Zen Helen, Ang Lay Kheng, Zulkifli Bin Yaakop, Leong Yim Wah, Kesumawati Binte Tusiman, Sophian Bin Salamat, and Toh Cheng Kang

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

### World Health Organization (WHO)

#### Collaborating Centre

for Food Contamination Monitoring (2020-2024) designation, received by the Food Science Rapid Response Department

### ISO17025 accreditation

for all testing methods in the mobile laboratory

### World Organisation for

#### Animal Health (WOAH) Collaborating Centre

for Food Safety designation (since May 2014)

### ASEAN Reference Laboratory

for Mycotoxins designation (since 2004)

### ASEAN Reference Laboratory

for Pesticide Residues designation (since 2004)

### ASEAN Reference Laboratory

for Environmental Contaminants designation (since 2014)

### ASEAN Reference Laboratory

for Marine Biotoxins and Scrombotoxin designation (since 2019)

### BCA Green Mark Platinum Award

for Healthier Workplace 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 on 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.

## 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 & 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.

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 2024, 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.

