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Report Highlights:

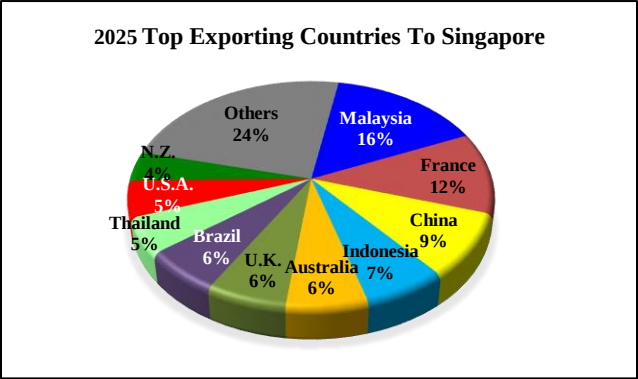
Singapore, a high-income and politically stable economy, remains a leading global trade and innovation hub. While reliant on 90 percent imports for most of its food and energy needs, the city-state maintains strong demand for imported products, supported by an open trade regime and world-class infrastructure. The United States benefits from duty-free access under the U.S.-Singapore Free Trade Agreement and supplied approximately five percent of Singapore's agricultural imports in 2025.

Market Fact Sheet: Singapore

Executive Summary

Singapore’s highly import-dependent, multi-billion-dollar food industry is supported by strong consumer spending, high disposable incomes, a growing affluent middle class, and one of the world’s most urbanized populations. With very limited domestic agricultural production and less than one percent of arable land, Singapore relies heavily on imports to meet its food security needs. In 2025, Singapore’s total agricultural and related product imports reached \$19.3 billion of which the United States supplied five percent, representing an estimated \$965 million in agricultural and food exports to Singapore.

Consumer-Oriented Agricultural Imports



Source: Trade Data Monitor

Food Retail Industry

Singapore remains one of Asia’s most attractive food import markets due to its sophisticated retail infrastructure, and reliance on imported food. Consumer-oriented food imports in 2025 were \$11.4 billion USD. Singapore sources from over 180 countries and regions, creating significant opportunities for foreign suppliers. The retail foods sector is dominated by NTUC Fair Price Cooperative, Cold Storage Supermarkets (acquired by Macrovalue), and Sheng Siong Supermarket Chain.

Food Processing Industry

Although relatively small compared with neighboring countries, Singapore’s food manufacturing sector serves both domestic consumption and regional export markets. Nearly all food ingredients and raw materials are imported. Opportunities exist for U.S. suppliers of dairy ingredients, meat ingredients, dried fruits and nuts, specialty food ingredients, and functional and health-focused products.

Food Service Industry

Singapore has one of Asia’s most developed Hotel, Restaurant, and Institutional (HRI) sectors. The country welcomed 17 million visitors in 2025. Tourism receipts reached \$26 billion USD. HRI market drivers include major summits, conferences and exhibitions, luxury tourism, exclusive concerts, growth in premium dining, specialty food consumption, and cruise tourism.

Quick Facts CY 2025

Imports of Consumer-Oriented Products - US\$11.4 billion)

Top 10 Growth Products in Singapore

- (1) Dog & Cat Food

(2) Fresh Fruits

(3) Food Preparations

(4) Processed Vegetables

(5) Poultry Meat & Prods.

(6) Chocolate & Cocoa Prods.

(7) Distilled Spirits

(8) Beef & Beef Prods.

(9) Tree Nuts

(10) Dairy Products

Food Industry by Channels (U.S. billion)

Retail Food Industry	\$12
Food Service-HRI	\$10.5
Food Processing (includes tobacco)	\$16
Food and Agriculture Exports	\$14

*Primarily soda ingredient manufacturing.

Top Singapore Retailers

NTUC Cooperative
Cold Storage Retail Group (acquired by Macrovalue)
Sheng Siong Supermarket Chain

GDP/Population

Population (millions): 6.11 million
GDP (billions USD): 574.18
GDP per capita (USD): 94,481

Sources:

U.S. Exporter Opportunities and Challenges

Opportunities	Challenges
- Singapore’s Retail, Food Processing, and HRI sectors are highly dependent on a broad range of imported food products and ingredients. - High disposable incomes drive demand for premium products. - Singapore is a trendsetter and an ideal launch pad for food and beverage concepts.	-The Singapore market is highly competitive and can be very price sensitive for certain products. - Other regional suppliers including Malaysia, China, and Indonesia have gained significant market share.
Strengths	Weaknesses
-U.S. food and agricultural products are trusted and perceived to be of high quality. -Top U.S. brands are popular and in strong demand.	-Many U.S. exporters are unfamiliar with the market and are therefore sometimes unable to meet specific requirements and order sizes. -Time commitment for brand building can be significant.

SECTION I. MARKET OVERVIEW

Singapore is celebrating the 60th year of partnership with the United States in 2026. The city-state celebrated its 60th year of independence in 2025 and is one of the world's most successful economies. With a population of 6.11 million, Singapore is a politically stable, wealthy, developed, and highly urbanized country. Singapore is heavily reliant on imports, which account for approximately 90 percent of food and energy inputs. It holds top slots in business rankings and positions itself as an economic hub globally. Singapore offers world-class infrastructure, fully integrated island-wide transport network, and a dynamic business environment. The city-state boasts one of the world's strongest economies, which expanded by 5 percent in 2025 with a GDP of \$94,481 USD per capita. Manufacturing and services sectors drive Singapore's economic growth. It has a low unemployment rate of 1.9 percent and a well-educated workforce. Singapore's economic outlook remains positive, but geopolitical risks, global trade conflicts, global gas and oil price increases could impact all industries. Trade analysts forecast GDP growth of two-to-four percent for 2026 given the global trade tensions and elevated economic uncertainties. The outlook for Singapore's food and beverage sector is structurally positive but operationally challenging with forecasted growth rate of less than five per cent over the next decade.

Singapore is the leading hub in Asia for innovation, research and development. The country excels in Artificial Intelligence (AI) development, with a government-backed National AI Strategy to accelerate AI adoption across manufacturing, health, finance, logistics, and public services. It is home to major regional headquarters and technology firms including Grab, Sea, Lazada and Razer. It maintains generally simplified business regulatory and taxation systems, and an open trade system.

The city-state's food laws, policies, and enforcement practices are focused on ensuring a consistent foreign supply of safe food and agricultural products. Singapore does not impose quotas and tariffs on most imported food and agricultural products. The current Goods and Services tax (GST) is nine percent. Singapore's total agricultural and related product imports in 2025 reached \$19.3 billion USD, with the United States capturing a five percent market share. U.S. imports enter Singapore duty-free, but for social and/or environmental reasons, it levies high excise taxes on distilled spirits and wine, tobacco products, motor vehicles, and gasoline.

Singapore has a network of 15 bilateral, 12 regional free trade agreements (FTA) with Australia, China, Costa Rica, India, Japan, Jordan, New Zealand, Republic of Korea, Panama, Peru, Sri Lanka, the European Union, the United Kingdom, and Turkiye, and Regional Comprehensive Economic Partnership (RCEP) membership. The U.S.-Singapore FTA is the oldest U.S. FTA in Asia. These established FTAs give Singapore-based companies tangible competitive edges through reduced tariffs, streamlined customs procedures, and protected market access.

Demographics

Singapore's resident population totaled approximately 4.2 million in 2025, while the overall population reached 6.11 million, including non-residents. The resident population comprises 73.9 percent Chinese, 13.5 percent Malay, 9.0 percent Indian, and 3.5 percent other ethnic groups. The major languages spoken are English (the official language), Mandarin, and Malay.

Singapore has one of the world's lowest fertility rates at 0.97 births per woman and a rapidly aging population. Residents aged 65 and above accounted for 18.8 percent of the population in 2025 and are expected to increase over the coming decade, driving demand for healthcare, wellness, and age-related products and services. The country also enjoys near-universal internet connectivity and one of the highest homeownership rates globally, about 94 percent.

Advantages

- Singapore is highly dependent on imports for 90% of its food requirements.
- Large, wealthy, and affluent population with high disposable incomes and a well-traveled and educated population drives demand for premium products.
- Preference for high quality, wholesome, and natural products (although the market is niche). Younger generations with higher spending power often purchase imported meats, premium fruits, wines, spirits and beers, and pet food.
- A large resident expatriate community of 1.1 million foreigners with a wide range of backgrounds, cultures, and ethnicities make the city-state highly diverse. It also contributes to significant demand for international brands and the proliferation of western-style restaurants and fast-food chains.
- Consumers generally perceive "Made in USA" or "Imported from USA" and U.S. brands as signs of high quality food and drink products.

Challenges

- Very high rental and operating costs in Singapore make promotional marketing activities more challenging.
- Competition in the Singaporean market is intense, with many countries investing significantly in promotion and market expansion.
- Imported U.S. products can be more expensive than other regional suppliers, with Malaysia and China making significant inroads to the Southeast Asia markets changing consumer mindsets with improved product quality, competitive pricing and innovative products.
- End-users lack knowledge on use of U.S. products and their versatility.
- U.S. exporters' inability to service Singapore importers, retailers, and end users, i.e. meeting smaller packaging and reduced pricing that fits the market and providing marketing support.

SECTION II. EXPORTER BUSINESS TIPS

Market Research

FAS Singapore recommends that exporters conduct thorough market research on Singapore's food regulations, import requirements, packaging and labeling standards, and buyer expectations before entering the market. Exporters should also develop a clear export plan (Tips can be found in: <https://www.trade.gov/develop-export-plan>) and assess product suitability based on local consumer preferences, market demand, and competition. Understanding market segmentation, pricing strategies, and packaging preferences is critical for success. High-quality packaging and effective marketing communications can help build brand awareness and differentiate products in Singapore's competitive food and beverage market.

Market intelligence reports on Singapore are available through the USDA Foreign Agricultural Service. Exporters may also seek assistance from [State and Regional Trade Groups \(SRTGs\)](#) and contact the [FAS Singapore office for guidance](#) on trade missions, trade shows, and export development programs.

Local Business Practice/Customs

Singapore is a cosmopolitan country that follows standard international business practices. Its legal framework is based on the British legal system, and English serves as the primary language for business communication. Business relationships are often built on trust and long-term engagement, making relationship management an important aspect of commercial success. Letters of credit are commonly used in trade transactions. Extended payment terms of up to 60 days are generally offered only after a strong and established business relationship has been developed. In some cases, U.S. exporters may request that buyers pay for airfreight and handling costs of samples if they become prohibitive.

To effectively navigate local regulations and business customs, U.S. exporters are encouraged to appoint a local distributor or representative. Exporters should also conduct thorough due diligence, including background and credit checks, before selecting business partners. Preference should be given to agents and distributors with proven experience, industry expertise, and a strong track record. Financial and credit arrangements may differ from those in the United States, many supermarket chains, restaurants, and other retail customers expect suppliers to offer credit terms ranging from 60 to 90 days. Note that a Singapore importer/company must have a trader's license and be registered with the Singapore regulatory body, [Singapore Food Agency](#) (SFA) and [Accounting and Corporate Regulatory Authority](#) (ACRA) before they are allowed to import food products into Singapore.

General Consumer Tastes and Trends

Singapore consumers are value-conscious but willing to spend on quality, health, convenience and experiences. Despite high incomes and low unemployment, consumers remain cautious amidst cost-of-living concerns, housing costs and economic uncertainty.

- “Value for money” is the dominant mindset. Singaporeans are spending but are spending selectively, comparing prices across channels, use loyalty programs and cashback rewards, wait for promotions, prioritizing products in groceries, healthcare, transport, and household necessities over non-essentials. Affluent consumers are becoming more deliberate in their purchases.
- Health and wellness trends continue to be prevalent as consumers are increasingly seeking functional foods and beverages, natural, organic, good source vitamins/minerals, low-sugar, and clean label products, gut-health and probiotic products and healthy aging solutions. The Health Promotion Board continues to work with stakeholders on potential regulatory measures to reduce sodium content in food. This initiative could affect the food service industry if enacted.
- Aging consumers are reshaping the market as Singapore's median age continues to rise, growing opportunities include senior nutrition, anti-aging products and convenient meal solutions.

- Consumers are increasingly focusing on convenience, seeking time-saving products and services that help make living easier and freeing up time for other leisure. Convenient food products such as recipe-specific cooking sauces and dry sauces that shorten meal preparation times, ready-to-eat Asian meals and soups, shelf-stable, chilled or frozen are gaining popularity as time-strapped Singaporeans seek convenience in meal preparations.
- Younger generations and affluent consumers are eager to explore diverse flavors and are keen on premium and imported items, premium coffee, specialty tea, craft beverages, premium ingredients, gourmet read-to-eat meals, and restaurant-quality home cooking products offering affordable luxury.
- Consumers are more concerned about climate and environmental impacts, leading to increased demand for green activity, for example, reducing food waste, recycling items, eco packaging, and reduced use of plastic bags.
- Digital first purchasing has become the norm, particularly among younger consumers, they continue to expect fast delivery, mobile ordering, digital payments, seamless omnichannel shopping, and personalized recommendations.

SECTION III. IMPORTED FOOD STANDARDS, REGULATIONS, AND PROCEDURES

Singapore maintains stringent food safety standards and labeling requirements. The Singapore Food Agency (SFA), a statutory board under the Ministry of the Environmental and Water Resources, oversees all food-related regulations in the country. SFA's Food Regulations, enacted under the Sale of Food Act, provide comprehensive guidelines governing the importation, sales, and labeling of food and agricultural products. Detailed regulatory requirements are available in the [FAIRS Country Report 2025](#).

The [FAIRS Export Certificate Report Annual](#) outlines the food and agricultural export certificates required by the Singapore Government. Key agencies involved in customs clearance include the [Accounting and Corporate Regulatory Authority \(ACRA\)](#), [Singapore Food Agency \(SFA\)](#), and [Singapore Customs](#). Only **SFA-registered importers, i.e. local importers** are allowed to apply for food import permits, and registration numbers can be obtained from SFA's Quarantine and Inspection Department. Detailed import procedures are provided in Section IX: Import Procedures in FAIRS Country Report 2025.

For information regarding geographical indicators, trademark, brand names, and intellectual property rights, exporters should refer to Section VIII, [FAIRS Country Report 2025](#).

SECTION IV. MARKET SECTOR STRUCTURE AND TRENDS

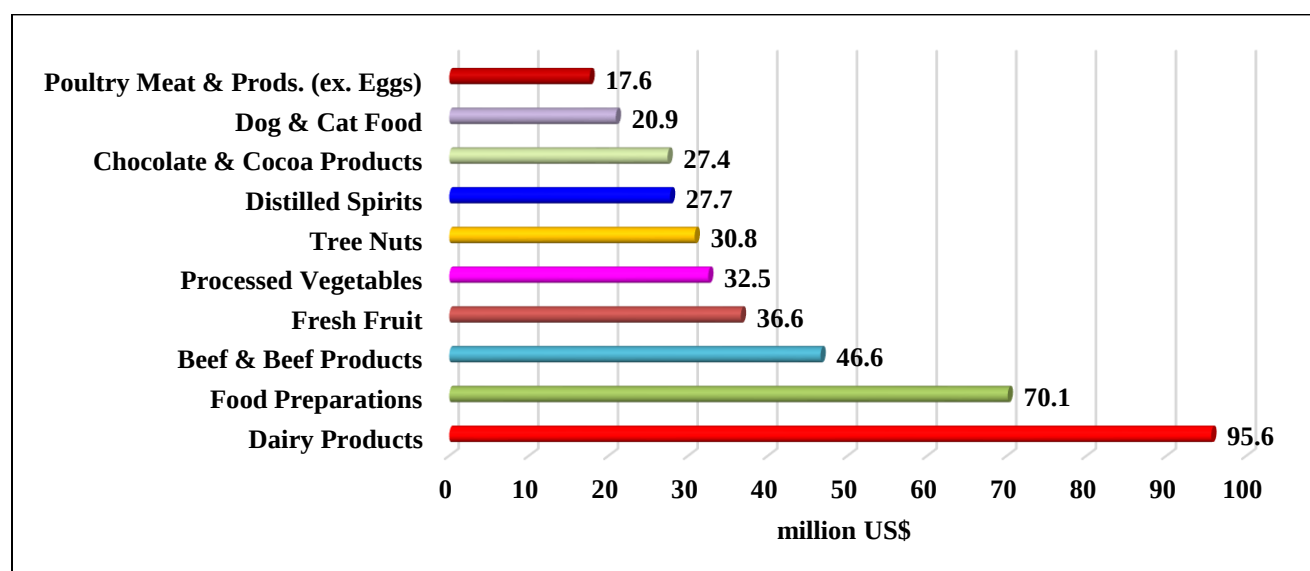
Singapore's affluent, well-traveled population and relatively high disposable incomes continue to drive demand for premium food and beverage products. Consumers are increasingly embracing digital commerce, with strong adoption of major e-commerce platforms such as Shopee, Lazada, Amazon, and TikTok Shop. Co-branding initiatives and strategic brand collaborations have also become more prevalent across the retail and food sectors.

AI, automation, and robotics are increasingly being integrated into the food and beverage industry, helping businesses address labor shortages and improve operational efficiency. AI-powered solutions are also enhancing customer service by providing faster and more accurate responses to consumer inquiries. Singapore continues to lead the region in digital payments, with cashless transactions becoming the norm as fintech adoption accelerates. Sustainability remains a major priority for both businesses and consumers, with growing emphasis on reducing food waste, adopting environmentally friendly packaging, and sourcing ingredients responsibly. Current challenges including ongoing global supply chain disruptions, geopolitical uncertainties, rising raw material costs, labor shortages, and increasing labor expenses continue to place pressure on operating margins and supply chain resilience throughout the food and beverage industry.

Market Sector	Best Product Prospects Category
<u>Retail Foods Sector</u>: over \$12 billion USD Singapore’s retail sector is highly developed, competitive in the Southeast Asia region. It comprised of supermarkets, hypermarkets, convenience stores, “mom and pop” traditional stores, and specialty retailers. The key players are: 1. NTUC Fair Price Cooperative, the largest retailer with a market share of 35% and a total of 230 outlets (supermarkets, hypermarkets, gas marts, and convenience stores). Targets all income groups with different retail formats. 2. Cold Storage Retail (acquired by Macro value, a Malaysian retail group), the second largest retailer in Singapore, with a market share of 15% with 48 Cold Storage stores, 39 Giant outlets, as well as two distribution centers. Targets the middle- and upper-income groups. 3. Sheng Siong Supermarket Chain, the third largest retailer with a market of 15% with 68 stores located mainly in the heartlands or residential areas. Targets middle to lower income groups. Detailed report: Singapore: Retail Foods USDA Foreign Agricultural Service	• Food Preparations • Cooking oils • Dairy products • Bakery Goods, Cereals, and Pasta • Fresh Fruit: citrus, apples, grapes, cherries and stone fruits or temperate fruits. • Poultry Meat and Products • Chocolate and Cocoa Products • Pork and Pork Products • Beef & Beef Products • Processed Vegetables • Tree Nuts • Pet Foods
<u>Hotel, Restaurant, and Institutional (HRI) Sector</u>: \$10.5 billion USD Singapore’s HRI sector is highly developed, and highly competitive. It is vibrant and diverse with a broad range of Asian and Western cuisines widely available. The industry includes hotels, restaurants, casual dining, fast food outlets, and local food stalls. The sector continues to face challenges with high operating costs, fluctuating food ingredients, high rentals and utilities, and labor shortages.	• Food Preparations • Cooking oils • Dairy products • Bakery Goods, Cereals, and Pasta • Fresh Produce • Poultry Meat and Products • Pork and Pork Products • Beef & Beef Products

Detailed report: Singapore: Food Service - Hotel Restaurant Institutional USDA Foreign Agricultural Service.	• Processed Vegetables • Tree Nuts • Seafood
Food Processing sector is modest and comprised of mainly small and medium-sized enterprises. Main products include flavorings, local sauces, ready-to-eat meals, noodles, deli meat, sausages, confectionary, chocolates, snacks, and beverages including beer. Almost all raw materials are imported as local agricultural production is minimal. Detailed report: Singapore: Food Processing Ingredients USDA Foreign Agricultural Servicehttps://www.fas.usda.gov/data/gain/2023/04/singapore-food-processing-ingredients	• Food Preparations • Dairy products • Pork • Beef • Tree Nuts • Seafood • Cocoa • Hops • Flour • Cooking oils

Table 1: Key U.S. Consumer-Oriented Food and Beverage Exports to Singapore in 2025



Source: U.S. Census Bureau Trade Data

SECTION V. AGRICULTURAL AND FOOD IMPORTS

Singapore remains one of the most trade-dependent economies in the Asia-Pacific region and serves as a leading regional hub for the import, distribution, processing, and re-export of food and agricultural products. As the world's busiest ports with a highly efficient logistics ecosystem, extensive cold-chain infrastructure and a network of 27 free trade agreements, Singapore continues to play a critical role in facilitating trade across Southeast Asia and the broader Asia-Pacific region. And a major hub for the re-export of food and agricultural products. Singapore's tourism sector has fully recovered and remains a key driver of economic activity. International visitor arrivals in 2025 were 17 million, supporting robust demand across the hotel, restaurant, and institutional (HRI) sector. The city-state continues to strengthen its position as

Asia's leading destination for business events and conferences. The meetings, incentives, conventions, and exhibitions (MICE) sector have experienced growth, supported by international trade shows, corporate meetings, technology conferences, and regional headquarter meetings. The hosting of major international events including exclusive concerts, including performances by Taylor Swift, as well as the Formula 1 Singapore Grand Prix, have driven increased visitor arrivals and consumer spending. The Singapore government and the Singapore Tourism Board continue to actively to pursue exclusive international events to reinforce Singapore's position as a premier tourism and business destination. Supported by world-class infrastructure, political stability, and a highly conducive business environment.

Table 2: Best High-Value, Consumer-Oriented Product Prospects Product Category

Product Category (2025)	Major Supply Sources (2025)	Foreign Supplier Situation	Local Supplier Situation
Beef and Beef Products Net Imports: \$395 million	1. Brazil: 35% 2. Australia: 28% 3. United States: 13% 4. Japan: 7% 5. New Zealand: 6%	Australia & Brazil are traditional suppliers and cheaper. Brazil competes in the frozen beef segment, while Australia competes in both.	Singapore does not produce beef.
Pork and Pork Products Net Imports: \$509 million	1. Brazil: 44% 2. Australia: 19% 3. China: 9% 4. Spain: 7% 5. Germany: 5% 6. Netherlands: 4% 7. United States: 2%	Brazil dominates the frozen segment. Australian pork dominates the fresh/chilled market. U.S. processed pork is growing in popularity.	Live pigs from Sarawak, Malaysia and Pulau Bulan, Indonesia. Most of the locally slaughtered meat is sold at wet/traditional markets and supermarkets.
Poultry Meat and Products Net Imports: \$551 million	1. Brazil: 52% 2. Thailand: 28% 3. China: 7% 4. Malaysia: 5% 5. United States: 4%	Brazilian poultry is currently price competitive in the Singaporean market.	Malaysian live chickens are imported and processed in-country.
Seafood Products Net Imports: \$1.2 billion	1. Malaysia: 15% 2. China: 14% 3. Vietnam: 12% 4. Indonesia: 10% 5. Japan: 8% 6. Norway: 7% 14. United States: 1.3%	ASEAN countries and China dominate the market. Fresh/chilled/frozen prawns, live crabs, frozen cuttlefish, and squid are key products.	90 percent of seafood is imported. The remainder is supplied by sea-based Singaporean aquaculture operations.

Fresh Fruit Net Imports: \$631 million	1. China: 19% 2. Malaysia: 13% 3. Australia: 12% 4. United States: 8% 5. South Africa: 8% 6. New Zealand: 7%	Top U.S. fruits in the market include grapes, oranges, strawberries, and apples.	Singapore produces very little fresh fruit.
Processed Fruit Net Imports: \$151 million	1. China: 23% 2. Malaysia: 12% 3. Indonesia: 11% 4. Thailand: 8% 5. United States: 8%	U.S. processed fruits are highly popular; some are repacked as private local brands.	Singapore is not a significant producer of processed fruit.
Tree Nuts Net Imports: \$186 million	1. Malaysia: 25% 2. Indonesia: 19% 3. United States: 17% 4. Vietnam: 8% 5. China: 8% 6. India: 5%	Along with cashews from neighboring countries, U.S. nuts are very popular. Some U.S. nuts are repacked under local brands.	Singapore is not a major producer of edible nuts.
Wine and Beer Net Imports: \$848 million	1. France: 65% 2. Australia: 8% 3. Italy: 4% 4. United States: 3% 5. Vietnam: 3% 6. Japan: 2%	France dominates the premium wine market. U.S. wines are growing in popularity.	Singapore does not produce wine. Heineken Asia Pacific and Asia Pacific Breweries dominate the beer market.

Source: Trade Data Monitor

Table 3: Singapore's Fastest Growing Host Country Imported High Value Consumer-Oriented Agricultural Products (million USD) with Good Sales Potential

Product Category (2025)/Import Value	Major Supply Source/Competing Country (2025)	U.S. Market Share	U.S. Rank
Seafood: \$1.2 billion	Malaysia – 15%, China – 13%, Vietnam – 12%	U.S. – 1%	14
Dairy Products: \$1.2 billion	New Zealand - 29%, Australia – 12%, Thailand - 8%	U.S. – 7%	4
Bakery Goods, Cereals, & Pasta: \$626 million	Malaysia - 40%, China - 9%, Japan - 6%	U.S. – 3%	8
Fresh Fruit: \$631 million	China - 19%, Malaysia - 13%, Australia - 12%	U.S. – 8%	4
Poultry, Meat & Products: \$551 million	Brazil - 52% Thailand - 28%, China - 7%	U.S. – 4%	5
Chocolate & Cocoa Products: \$664 million	Malaysia - 33%, Netherlands - 12%, Indonesia - 8%	U.S. – 4%	7
Pork & Pork Products:	Brazil - 44% Australia - 19%,	U.S. – 2%	7

\$509 million	China - 9%		
Beef & Beef Products: \$395 million	Brazil - 35% Australia - 28%, USA - 13%	U.S. – 13%	3
Processed Vegetables: \$317 million	China - 34% Thailand - 17%, USA - 12% \$38	U.S. – 12%	3
Tree Nuts: \$186 million	Malaysia - 25%, Indonesia - 19%, USA - 17%	U.S. – 17%	3

Source: Trade Data Monitor

SECTION VI. KEY CONTACTS AND FURTHER INFORMATION

Organization	Address	Contact
USDA Foreign Agricultural Service American Embassy Singapore https://fas.usda.gov/	27 Napier Road Singapore 258508 Tel: (65) 6476-9120	Email: AgSingapore@usda.gov
U.S. Dairy Export Council	20 Martin Road Seng Kee Building, #08-01 Singapore 239070 Tel: (65) 6230 8550	Dalilah Ghazalay Regional Director, SEA Marketing & Operations Email: dali@dairyconnect.biz
U.S. Grains & Bioproducts Council	Suite 14-1 Wisma UOA Damansara II No. 6, Changkat Semantan, Damansara Heights 50490 Kuala Lumpur, Malaysia Tel: (60) 3 2789 3288	Caleb Wurth Regional Director, SE Asia & Oceania Email: sea@grains.org
U.S. Meat Export Federation	2 Venture Drive #16-30/31 Vision Exchange	Sabrina Yin, Regional Director Email: singapore@usmef.com.sg
USA Poultry & Egg Export Council	3 Ang Mo Kio Street 62, #07-05 Link@AMK Singapore 569139 Tel: +65 6586 0940	Thomas Tan ASEAN Consultant Email: admin@usapeecasean.sg
California Wine Institute Food Export-Midwest Food Export-Northeast Western U.S. Agricultural Trade Association	48 Toh Guan Road East #02-129 Enterprise Hub Singapore Tel: (65) 6515 6113	Chuah Siew Keat Email: siewkeat@lieumktg.com.sg

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Attachments: [Singapore BICO 2021-2025.pdf](#)