



@SINGAPORE

COUNTRY REPORT

51st Executive Council Meeting

**Federation of Asia Pacific Air-cargo Associations
(FAPAA)**

**Manila, Philippines
2nd June 2025**



@ Singapore

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Industry Overview of Singapore

Background of Singapore:

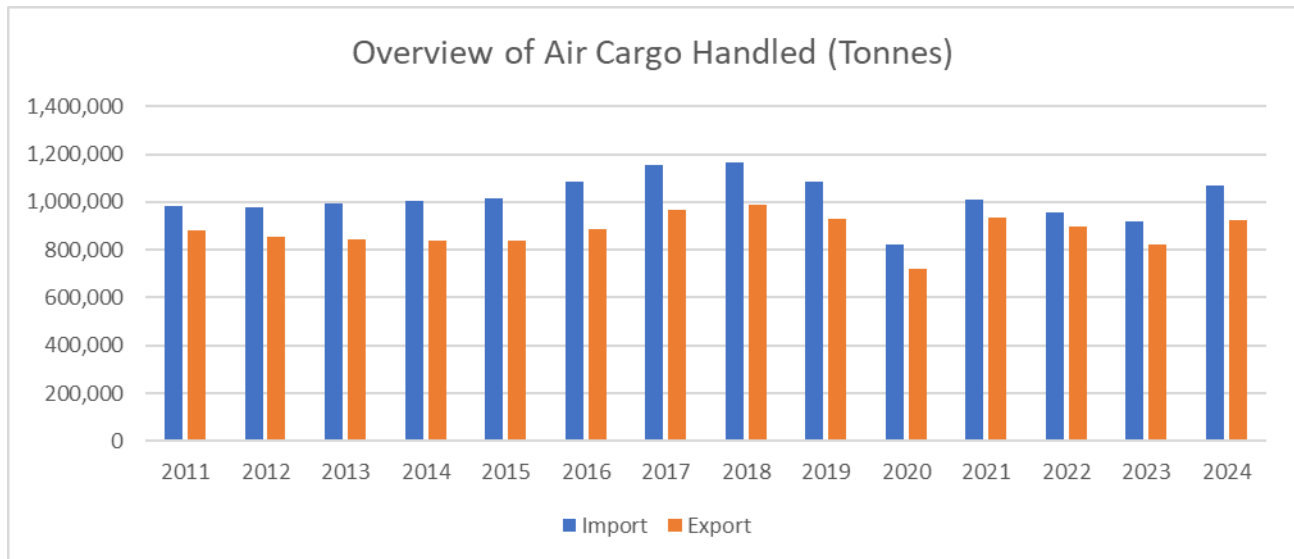
Singapore has built on its advantageous geographical location to become one of the world's top transportation hubs for sea and air cargo. Singapore's container ports are the busiest in the world. They offer a choice of 200 shipping lines with links to some 600 ports in 123 countries.

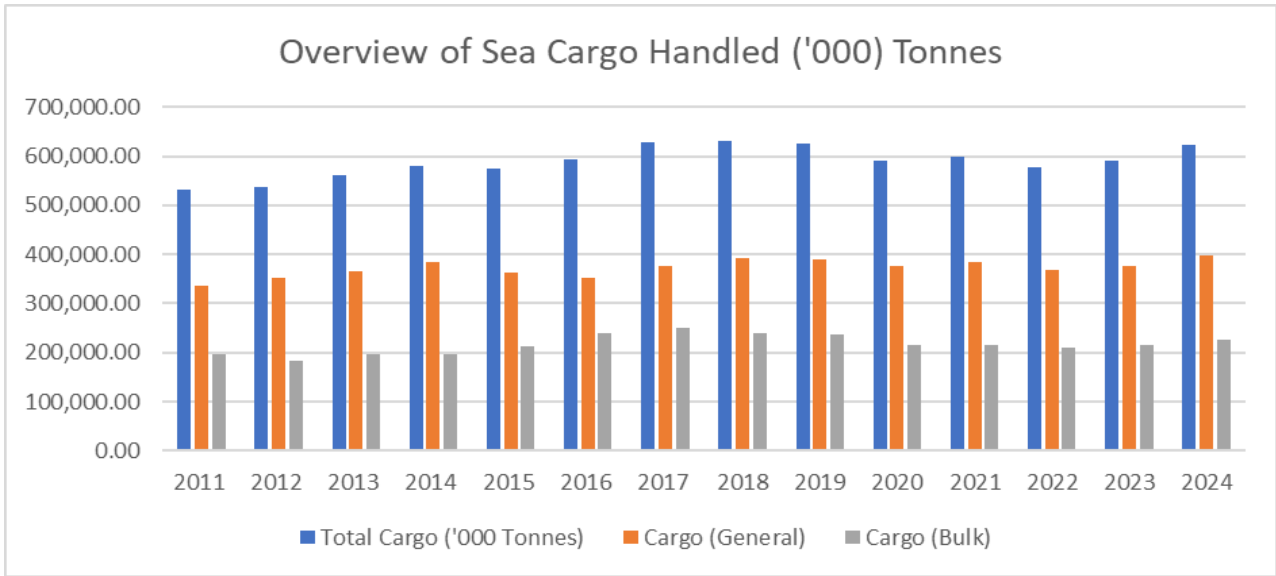
Changi International Airport is linked to some 280 cities in 60 countries, with about 6,900 weekly flights, providing convenience and effective connectivity for passengers and cargo. The Changi Airfreight Centre is a 24-hour, one-stop hub for the storing, moving and repackaging of goods without the need for documentation and custom duties. This has drawn some 6,000 logistics providers to Singapore, including 20 of the world's top 25 third-party logistics providers.

i) Singapore Statistics in Brief

Item Description	2023	2024
Gross Domestic Product	S\$673.3b	S\$731.4b
Share of Gross Domestic Product (%)		
Transportation & Storage	6.8%	9.1%
Air Cargo Handled ('000 Tonnes)	1.74	1.99
Sea Cargo Handled ('000 Tonnes)	591,698.50	622,912.10

ii) Past Trends of Cargo Handled by the various modes of transport





iii) Industry Challenges

The industry is striving onwards to be relevant, resilient, and competitive to uphold Singapore’s role as a global trade and connectivity hub in the post-COVID world.

Five broad Challenges experienced:

- 1) Inflationary Pressures
- 2) Digitalization, Automation, and Innovation Opportunities
- 3) Supply Chain disruptions and operation constraints
- 4) Manpower constraints
- 5) Green Logistics Transition

Profile of SAAA@Singapore

i) Vision, Mission, Values

Vision: To lead and transform the Airfreight Industry

Mission Statement : SAAA@Singapore was founded in 1971 with six pioneer members. As a representative of freight forwarders in the industry, SAAA@Singapore was formed with the aim of advocating the following objectives:

- To promote, protect and develop the business of carriage of goods by air transportation in general and the aircargo forwarding business in particular.
- To advance and promote education and technical training in the aircargo forwarding industry and for such purposes to support training schemes.
- To act as arbitrators and to assist in the settlement of disputes between members.
- To act as negotiating body for the member of the Association or with the approval of the Association, for any person, body or company for the transaction of any business connected with aircargo and to make recommendations to Government Departments or Agencies, IATA or other bodies in relation to any measure which may be taken involving members and/or the aircargo industry in Singapore.
- To set and regulate high standards and practices to be maintained by members.

Core Values:

PACT : **P**assion for continuous self-improvement, **A**ce in Innovation and delivering consistent excellence, **C**ommitment to pull great service and strive for change, **T**rust in our Partners and engaging in future collaborations.



ii) Members Profile

As of 02 May 2025, SAAA@Singapore has a total of 173 Members of which, 119 are Ordinary Members and 54 are Associate Members.

i) Executive Board Profile

No.	Name	Position	Organization / Company Name	Role at SAAA
1	Mr Steven Lee	Consultant / Air Product Development Sponsor	Ceva Logistics Singapore Pte Ltd	Chairman
2	Mr Paul Teo	VP, South Asia Centre	Speedmark Air Transportation Pte Ltd	First Deputy Chairman
3	Mr Benjamin Ong	President	Alliance 21 Pte Ltd	Second Deputy Chairman
4	Mr Jimmy Ler	Country Director	Logwin Air + Ocean Singapore Pte Ltd	Honorary Secretary
5	Mr Ken Chua	Sales & Marketing Manager	UT-WAYS Freight Services Pte Ltd	Honorary Treasurer
6	Mr Michael Yew	Honorary Executive	SAAA@Singapore	Honorary Executive
7	Mr Richard Chua	Honorary Executive	SAAA@Singapore	Honorary Executive
8	Mr Marc Ong	Director	Aspac Aircargo Services Pte Ltd	Council Member
9	Mr Tan Liang Jian	General Manager	Union Air Freight (Singapore) Pte Ltd	Council Member
10	Mr Ramadas Naidu	Director	Raffles Fulfillment Pte Ltd	Council Member
11	Mr Daniel Chng	Director	Airtropolis Express (S) Pte Ltd	Council Member
12	Mr Gabriel Lam	CEO	Shalom International Movers Pte Ltd	Council Member
13	Mr Lim Zhiwei	GM, Airfreight	Nippon Express (S) Pte Ltd	Council Member
14	Mr Roger Chew	Regional Sales Director	SFS Global Logistics Pte Ltd	Council Member
15	Mr Andrea Bettoni	Commercial Manager, Sales and Operations	Skynet Worldwide Express Pte Ltd	Council Member
16	Ms Chorina Khoo	Regional Director (South East Asia)	On Time Worldwide Logistics Pte Ltd	Council Member
17	Ms Kitty Teo	Managing Director, SG & Malaysia	Dachser (Singapore) Pte Ltd	Council Member

Local Regulatory and Industry Developments

i) Virtual Watch Tower Initiative

- Helps manage and track goods through global supply chains

Singapore's latest digital innovation in logistics, the Virtual Watch Tower (VWT), demonstrates the city-state's dedication to advancing supply chain technology. In collaboration with research institutes in Europe's Nordic region, the VWT initiative brings together a network of global supply chain leaders to create a digital platform, VWTnet, that tracks and manages goods in real-time. This platform functions like a "Google Maps" for logistics, aggregating primary data from various sources and sharing it securely with authorized parties.

What sets VWT apart is its collaborative, user-driven approach. As a neutral orchestrator, it allows supply chain and technology stakeholders to co-create the solutions they need. This initiative also highlights a unique partnership between Singapore and the Nordic countries, combining Singapore's logistics expertise with the Nordic region's technological innovation.

The VWT project involves 52 members, starting with Research Institutes of Sweden (RISE), Singapore Maritime Institute (SMI), PSA International, and A*STAR's Institute of High-Performance Computing (IHPC). The next step is to address a key challenge in supply chain visibility: gathering transport-related data from smaller players. To tackle this, VWT will introduce MicroShare, a solution powered by Roambee, a Silicon Valley-based company and VWT partner.

ii) Second Aviation Logistics Park

- To boost cargo capabilities

The Ministry of Trade and Industry has unveiled plans for the construction of a second Airport Logistics Park (ALPS2), set to begin in 2030, aimed at enhancing Changi Airport's capacity and solidifying its role as a leading regional air cargo transshipment hub.

ALPS2 will bolster the airport's logistics infrastructure by providing space for additional logistics companies and activities, including regional distribution centers and freight forwarding operations. This development is expected to increase Changi Airport's cargo handling capacity from 3 million to 5.4 million tonnes per year.

Similar to the existing ALPS, ALPS2 will be a Free Trade Zone, allowing third-party logistics (3PL) providers to efficiently manage and redistribute time-sensitive goods.

iii) Smart Warehouses

- To Enhance Sustainable Supply Chain Offerings for the Jurong Island Ecosystem

Singapore-based logistics company ST Logistics has partnered with Lenovo to enhance automation within its facilities by implementing a new warehouse execution system and AI-powered algorithms. The warehouse execution system is designed to optimize the flow of goods, automatically determining the fastest and safest routes for transporting items, thus accelerating the order fulfillment process.

Additionally, Lenovo's ThinkSystem servers will support AI algorithms that optimize storage within the warehouse, prioritizing items that are ready for immediate shipping to ensure easier access and faster dispatch.

In addition to the technological advancements, the partnership will also emphasize upskilling ST Logistics' workforce, ensuring employees are equipped with the necessary skills to effectively operate the new warehouse execution system. This highlights the continued importance of human oversight and interaction, even in highly automated environments.

iv) New Pharma Hub in Singapore

- **Enable efficient regional and global distribution of pharmaceutical shipments**

DHL Supply Chain, a leading German contract logistics provider, has unveiled a new pharmaceutical hub in Singapore, marking an \$11.37 million investment. This state-of-the-art facility is part of DHL Group's broader \$568 million commitment to strengthening its Life Sciences and Healthcare (LSHC) infrastructure across the Asia Pacific region, aligning with the company's Strategy 2030 focus on the healthcare sector.

Located at 8 Jurong Pier, the new Pharma Hub spans 8,200 sqm and is designed specifically for pharmaceutical logistics. The facility features temperature-controlled zones, ensuring optimal storage conditions for sensitive medical supplies. Compliant with Good Manufacturing Practice (GMP), it incorporates advanced cold chain infrastructure, including airtight loading docks and specialized anterooms, to maintain consistent temperature stability throughout the supply chain.

Strategically positioned near Tuas Bio-Medical Park, the Pharma Hub provides convenient access to Changi Airport and Tuas Mega Port, enhancing distribution capabilities for pharmaceutical partners across the region and globally.

SAAA@Singapore Events

A) 2024 Events

i) CeMAT South East Asia 2024 – Singapore Pavilion

The inaugural CeMAT Southeast Asia took place at Singapore EXPO Hall 3, Singapore, from 15 to 17 May 2024. It stood out as Singapore's exclusive showcase dedicated to warehousing technology, materials handling, intralogistics, cold chain solutions, and supply chain management.

SAAA@Singapore, serving as a Strategic Supporting Organization, led the Singapore Pavilion, which hosted 27 exhibitors presenting a diverse array of products, services, and technologies. This endeavor was made possible through the backing of LEAD funding from Enterprise Singapore. As a member of the VIP delegation team, Mr Steven Lee, Chairman of SAAA@Singapore, accompanied Ms Low Yen Ling, Senior Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry, on a tour of the CeMAT show floor, representing the Association.

A highlight of the exhibition was the Singapore Hour, featuring informative presentations by expert speakers from Singapore Pavilion exhibitors such as GUUD (Singapore) Pte Ltd, Slimstock Asia Pacific Pte Ltd, SICK Pte Ltd, Intellistrade Technologies Pte Ltd, XSQUARE Technologies Pte Ltd, and Samsung SDS Asia Pacific Pte Ltd.

CeMAT Southeast Asia facilitated valuable business opportunities for exhibitors to expand their international networks through on-site business networking meetings in the designated business networking area, with the use of a dedicated mobile application. This platform empowered exhibitors to gain a competitive advantage in securing potential leads and expanding their existing and new client base.

Looking ahead, CeMAT Southeast Asia promises further avenues for business growth, and SAAA@Singapore encourages its member community to seize these opportunities collectively.

ii) Kick-start 1- Day HazMat Transport Driver's Permit (HTDP) Course

SAAA Cargo Services Pte Ltd is pleased to announce the kick-start of the 1st 1-day HazMat Transport Driver Permit (HTDP) Course, accredited by SCDF, at CT Hub on 26 May 2024.

It was a privilege to have Mr. Steve Koa, a former SCDF personnel, as the esteemed training instructor, delivering pertinent content and skills, as well as the sincere appreciation to CBG Logistics (S) Pte Ltd for their generous support and belief in SAAA.

The successful launch marks the beginning of SAAA HTDP course, and SAAA encourage the members community to consider participating and acquiring essential skills through this training opportunity.

iii) Visit of Chinese Ministry of Transport Delegation to Singapore

On 2 September 2024, a delegation of 10 representatives from the Institute of Transportation Planning and Research, Ministry of Transport of China, visited Singapore. Their goal was to gain a deeper understanding of Singapore's air cargo and logistics sector.

During the visit, they met with key figures from SAAA@Singapore, including Mr Steven Lee, SAAA Chairman, Mr Jimmy Ler, SAAA Honorary Treasurer; Ms Chorina Khoo; and Mr Roger Chew, SAAA Council members, along with representatives from member companies, at CT Hub.

Mr Jimmy Ler delivered a detailed presentation about the Association, its stakeholders, and industry initiatives. The session ended on a positive note, featuring thorough discussions and valuable exchanges of knowledge about cross-border practices in the air transportation industry.

iv) Air Cargo Connect 2024

SAAA hosted the Air Cargo Connect 2024 at the Civil Service Club@Changi on 18 September 2024. The event was well attended by 60 industry stakeholders.

The event included a presentation from Changi Airport Group about recent updates to the Truck Dock Slot booking system, aimed at providing a clearer understanding of the current platform situation. This was followed by a presentation sharing on the WSG funding program, specifically the Career Conversion Programme for Air Transport Professionals and Coordinators.

The event concluded with an interactive closed-door session involving CAG and CAAS, designed for trucking companies and freight forwarders. This session aimed to gather constructive feedback, enhance understanding of the current landscape, and explore future improvements.

v) SAAA-LogiSYM Supply Chain Day 2024

On 4 October 2024, SAAA and LogiSYM co-hosted the successful SAAA-LogiSYM Supply Chain Day 2024 at Marina Bay Sands, attracting over 230 delegates. SAAA thanked key partners EDB and LogiSYM, as well as event sponsors WSG and Zuellig Pharma. Special appreciation was also extended to supporting partners: ESG, CAAS, CAG, IATA, TIACA, SATS, NTUC, and TP for their contributions to the event's success.

The morning featured insightful presentations from industry leaders of CAG, CAAS, IATA, and TIACA, covering crucial topics like the Singapore Sustainable Air Hub Blueprint and the journey towards Net Zero. In the afternoon, there were panel discussions focused on industry-government partnerships for decarbonizing logistics. The event also celebrated sustainability with the Supplier Sustainability Award.

vi) SAAA 50th AGM 2024

SAAA held its 50th AGM at the Tanah Merah Country Club (Garden Course) on 18 October 2024. The AGM was attended by 30 Ordinary and 4 Associates members.

SAAA was excited to introduce the new Council Board for the upcoming term, with Mr Jimmy Ler appointed as the Honorary Secretary and Mr Ken Chua as the Honorary Treasurer. The association also extends a warm welcome to Ms Kitty Teo, Managing Director of Dachser (Singapore) Pte Ltd, as the newest member of the Council Board. A live voting was conducted on-site in approval for the election of the 15 nominees for the new term of SAAA Council Board 2024/2026. The event ended with Mr Ken Chua expressing gratitude to the members for their ongoing support of the Association.

Council Board for new Council Term 2024/2026

<i>S/N</i>	<i>Names</i>	<i>Role</i>	<i>Representing</i>
1	Mr Steven Lee	Chairman	Ceva Logistics Singapore Pte Ltd
2	Mr Paul Teo	First Deputy Chairman	Speedmark Air Transportation Pte Ltd
3	Mr Benjamin Ong	Second Deputy Chairman	Alliance 21 Pte Ltd
4	Mr Jimmy Ler	Honorary Secretary	Logwin Air + Ocean Singapore Pte Ltd
5	Mr Ken Chua	Honorary Treasurer	UT-WAYS Freight Services Pte Ltd
6	Mr Roger Chew	Council Member	SFS Global Logistics Pte Ltd
7	Mr Gabriel Lam	Council Member	Shalom International Movers Pte Ltd
8	Mr Ramadas Naidu	Council Member	Raffles Fulfillment Pte Ltd
9	Mr Marc Ong	Council Member	Aspac Aircargo Services Pte Ltd
10	Mr Daniel Chng	Council Member	Airtropolis Express (S) Pte Ltd
11	Mr Tan Liang Lian	Council Member	Union Air Freight (S) Pte Ltd
12	Mr Andrea Bettoni	Council Member	Skynet Worldwide Express Pte Ltd
13	Ms Chorina Khoo	Council Member	On Time Worldwide Logistics Pte Ltd
14	Mr Lim Zhiwei	Council Member	Nippon Express (S) Pte Ltd
15	Ms Kitty Teo	Council Member	Dachser (Singapore) Pte Ltd

vii) SAAA eCommerce Talk Singapore

On 8 November 2024, SAAA@Singapore hosted an insightful SAAA eCommerce Talk in Singapore, bringing together industry professionals for an engaging and informative session.

Mr Tan Liang Jian, SAAA Council Board member, opened the event with a motivating remark. Expert speakers from Singapore Customs and the Immigration & Checkpoints Authority (ICA) shared valuable insights on import procedures, best practices, and the critical Screening of Advance Manifest (SAM). A lively Q&A session, led by Mr Andrea Bettoni, SAAA Council Board member, and supported by Mr Benjamin Ong, SAAA Second Deputy Chairman, and Mr Tan Liang Jian, encouraged meaningful discussions. With over 40 delegates in attendance, the event provided valuable knowledge and networking opportunities.

B) 2025 Events

i) SAAA CNY Dinner 2025

SAAA kicked off 2025 with a vibrant Chinese New Year celebration, gathering over 200 members and friends for an evening of joy and festivities. The event was honored by the presence of Ms Gan Siow Huang, Minister of State for Education, as the guest-of-honor.

The evening also marked the signing of two significant Memorandum of Understanding (MOUs): one with Institutes of Higher Learning (IHLs) to launch Project IMDD (Inspire, Mentor, Discover, Develop), and another with the Singapore Transport Association (STA) to promote training programs and strengthen community growth through industry collaboration.

It was a memorable night of reconnecting with friends, celebrating the new year, and embracing new opportunities!

SAAA extends heartfelt thanks to Workforce Singapore (WSG) for their continuous support as the event partner, and to SATS Cargo for sponsoring the stunning LED Lion Dance, Declarators Pte Ltd for the fantastic photobooth, and to Mr Steven Lee, SAAA Chairman, for his generous personal sponsorship contribution. A special thank you also goes to our member companies - Alliance 21 Pte Ltd, Brian Mae Pte Ltd, dnata Singapore Pte Ltd, Speedmark Air Transportation Pte Ltd, Silk Express Freight Pte Ltd, UT-WAYS Freight Services Pte Ltd, and Union Air Freight (S) Pte Ltd - and to Tanah Merah Country Club for their generous contributions to the exciting lucky draws. The evening concluded with lively conversations, laughter, and strengthened bonds within the community. Congratulations to all the lucky draw winners!

ii) ITE Aviation Symposium

On 14 February 2025, Mr Roger Chew, SAAA Council Board member, participated as a featured speaker at the ITE Aviation Symposium. During this event, he shared his expertise and insights, contributing to the enriching discussions of the symposium.

SAAA also actively supported the event by joining as an exhibitor. The association showcased its initiatives and commitment to fostering development and innovation in the logistics industry.

iii) Safe Transport of Dangerous Goods Cargo by Air Workshop

SAAA, in collaboration with CAAS and IATA, co-hosted the Safe Transport of Dangerous Goods Cargo by Air Workshop at the Civil Service Club @ Changi I on 24 March 2025. It was an honour to welcome international presenters, including Mr Ben Firkins, Head of Cargo Safety and Dangerous Goods at IATA, and Mr Trevor Howard, Vice President of Safety, Standards & Regulatory Compliance at Emirates and Chairman of the IATA Dangerous Goods Board.

The event was a great success, with over 100 delegates in attendance. Key topics covered included preventing undeclared Dangerous Goods incidents, leveraging IATA Guidelines for improving safety in Dangerous Goods compliance and management, the SAAA-IATA CBTA Excellence Centre, and best practices shared by industry experts. The session wrapped up with an engaging and insightful Q&A.

Prepared by: Ms Pammie Loh

Vetted by: Ms Pauline Tok

Approved by: Mr Steven Lee and Mr Jimmy Ler