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Singapore

Food Service - Hotel Restaurant Institutional

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Approved By:

Joani Dong

Prepared By:

Alice Kwek

Report Highlights:

Singapore's Hotel, Restaurant, and Institutional (HRI) sector is highly dynamic and competitive, with steady growth in all sectors. Strong demand by tourists and business travelers drive the HRI sector offering opportunities for U.S. exporters. The HRI sector serviced some 5.5 million residents and 15 million tourists and business visitors in 2015. Tourist receipts totaled \$16.5 billion. Leading prospects include U.S. prime beef cuts and seafood, dairy and specialty fruits and wines for the sector.

Post:

Singapore

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SECTION I. MARKET SUMMARY

1. Singapore in overview

Singapore, with a population of 5.5 million, is a fairly wealthy country and a highly developed market economy as a highly urbanized island. Singapore is one of the most advanced consumer markets amongst the ten Association of Southeast Asian Nations (ASEAN)* member countries. The structure of the resident population is highly diverse and ranges from lower income group Singaporeans living in government subsidized apartments locally known as “Housing Development Board” (HDB) to wealthy Singaporeans and to the higher income group expatriates. This situation underpins a very diverse Hotel, Restaurant, Institutional (HRI) food service sector that ranges from basic cooked food stalls operating in local food centers located in residential heartlands to super-premium restaurants operating at a single site outlet and located in 4, 5, 6-star hotels and retail shopping malls. Between these two types of operations are a sizeable mid-range group of fast food, Quick Service Restaurant (QSR), casual dining and air-conditioned food courts in shopping malls and Full Service Restaurant (FSR).

Singapore is almost entirely dependent upon imports for all of its food requirements with virtually no local agricultural production, with only a very small food processing industry, its market is a captive market for a wide range of food and drinks that are used in its HRI/food service channels. This situation provides U.S. products with opportunities in a diverse range of channels, for e.g. U.S. frozen chicken parts demand by lower end cooked food stall operators and U.S. premium seafood demand in 5-star hotels and seafood restaurants.

2. The food service market

Singaporeans and expatriates are spoiled for choice with the availability of a diverse range of cuisine, they can often eat in a wide range of different food service outlets during the day (some food stalls/coffee shops are open throughout the night), for example, at a local coffee shop in the morning, a food court at lunch time and/or restaurant or casual dining at night. In one day, consumers could eat a Malay breakfast, Chinese lunch and an American dinner. Between meals could be a coffee from *Starbucks* or local franchise coffee outlet such as *Toast Box* or *YaKun* or *Wang*, or a bowl of local noodles from a cooked food stall in food courts/food centers in shopping malls located suburban areas.

According to an article in *The Straits Times* in May 2013, a MasterCard survey of consumer dining habits across the Asia-Pacific region revealed that Singaporeans were Asia’s top spenders on dining, with an average of US\$198 a month on eating out. Most of these meals are consumed in food courts, mid-range family restaurants and cafés, fast-food restaurants, standalone fine dining restaurants, fine dining restaurants within hotels, and pubs. Food courts are the most popular as they are found all over the island, with at least one in every mall and several in and around housing estates. On average, in a month, customers patronize food courts 15 times, quick-serve restaurants 7 times and fine dining restaurants 2 to 3 times.

Singaporeans are spending more on dining out because of their busier lifestyles, the increase in dining options, and word-of-mouth recommendations via social media. On average, consumers can buy a decent meal including drinks for around US\$5-US\$8 when dining at food courts.

Singaporeans are keen on good bargains, with 34% booking dining deals on coupon sites or via mobile phone apps, and 51% checking out credit card promotions. When deciding on a dining venue, 52% checks online reviews of eateries and 46% seeks recommendations from families, friends or colleagues.

If a meal or dish comes highly recommended, Singaporeans are willing to travel across the island to sample the food.

3. The HRI sector

Singapore's HRI industry is extremely competitive with the number of food service outlets and sales growing about 3 and 4% respectively. The HRI sector currently services around 5.5 million residents and about 15 million tourists and business visitors per annum. Within the resident population of 3.9 million are a sizable number of expatriate families and Chinese comprise 74.3% of the total population. Tourists stayed in Singapore for an average of around 3.7 days per visit in 2015, and about 60% of these persons stayed in a hotel. Tourism receipts from food and beverage totaled 2.3 billion in 2015.

In 2014, there were about 6,860 establishments in the food & beverage (F&B) services industry. In terms of operating receipts in the F&B services industry, all segments registered a year-on-year growth of 4.0% to \$6,728 million in 2014, except food caterers. Restaurants and fast food outlets recorded increases in operating surplus while food caterers and other F&B services reported declines in 2014. Restaurants were the largest contributor in terms of value added, accounting for 42.0% of the industry's total value added in 2014.

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Key Trends/Developments in the HRI Sector:

- **Changing Food Landscape.** Food landscape is changing as a result of the introduction and preference of more foreign foods and popularity of online shopping. Supermarkets are well stocked with foreign and exotic ingredients from around the world and the restaurant scene is more vibrant. The launch of the Michelin Guide in Singapore 2016 (<https://guide.michelin.sg/2016-michelin-guide-singapore-launches>) is expected to boost patronage for the 200 recognized players in more than 35 different cuisine categories and food establishments.
- **Stable Growth.** Stable growth in the food service industry in 2015. In Singapore, eating out is common due to the availability of hawker centers, food courts, coffee shops and casual dining places which provide a wide variety of local dishes at affordable prices. Singaporeans are clocking more work hours and less time are spent in cooking, which means opting for "meals to go" and or meals at casual dining cafes, food courts or opting for fast foods.

*a political and economic organization of ten [Southeast Asian](#) countries formed on 8 August 1967, member countries include Brunei, Cambodia, [Indonesia](#), Laos, [Malaysia](#), Myanmar (Burma) the [Philippines](#), [Singapore](#), [Thailand](#), and [Vietnam](#).

- Local foodservice operators are taking the lead. In comparison to international players,

major local players, Crystal Jade and Tung Lok Restaurants rank tops in full-service restaurants in 2015 with their interesting cuisines and themes.

- Franchising – Local/Asian and Foreign. Franchising is prevalent in Singapore, with casual dining chains and fast food chains having the strongest presence, for example, ABR Holdings Ltd which is the franchisee of Swensen’s. Korean cuisine are also finding success with consumers because of the influence by K-pop and K-dramas, for example, franchises such as Andon Zzimdak and Masizzim, Mr. Churro and Churro 101.
- Increased Operating Costs and Growing Manpower Crunch. The industry continues to struggle with a growing manpower crunch and rising rental costs. There is a high turnover in the sector and a great dependence on foreign labor. Players are therefore making use of technology, for example, iPads are used for displaying menus and ordering, to lighten their manpower requirements.
- Increased Interest in Healthier Meals. The local health authorities’ Healthy Dining Program has spurred consumers’ interest to eat healthy and increased demand for healthier meals, which in turn encourage players to offer more healthy options on their menus.
- Thirty party delivery service. The launch of “*Food Panda*” in 2012 offered consumers the convenience of on-demand delivery with choices from fast food, fast casual restaurants such as *Burger King*, *Yoshinoya* (Japanese), *Carl’s Jr.*, *Swensens* and *The Manhattan Fish Market*. “*Deliveroo*”, a recent entrant with a different positioning, provides delivery service for restaurants and cafés. These two players provided both operators and consumers with more choices as well as convenience, and they help simplify the process for food delivery. Food delivery provides an extra avenue for players to sell and reach out to consumers.



Local food stalls at a hawker center



Simply Wrapps food stand at a shopping mall

(Source: FAS Singapore)

Market Data

Table 1 - Units, Transactions and Value Sales in Consumer Foodservice 2010-2015

	2010	2011	2012	2013	2014	2015
Units	26,555	26,722	26,755	27,032	27,322	27,638
Transactions (billion)	1.147	1.169	1.185	1.208	1.218	1.239
US\$ (billion) current prices	7.53	7.79	7.95	8.21	8.43	8.67

Table 2 - Consumer Foodservice by Independent vs Chained: Units/Outlets 2015

Outlets	Independent	Chained	Total
100% Home Delivery/Takeaway	16	143	159
Cafés/Bars	1,657	541	2,198
Full-Service Restaurants	1,253	453	1,706
Fast Food	38	1,499	1,537
Self-Service Cafeterias	-	5	5
Street Stalls/Kiosks	20,034	1,999	22,033
Pizza Consumer Foodservice	37	143	180
Consumer Foodservice	22,998	4,640	27,638

Table 3 - Global Brand Name Brand Shares in Chained Consumer Foodservice: % Foodservice Value 2012-2015

% value	Global Brand Owner	2012	2013	2014	2015
McDonald's	McDonald's Corp	15.9	16.9	16.4	16.6
KFC	Yum! Brands Inc	6.1	5.7	5.9	5.9
Subway	Doctor's Associates Inc	2.6	2.6	2.7	2.7

Pizza Hut	Yum! Brands Inc	2.6	2.6	2.6	2.7
7-Eleven	Seven & I Holdings Co Ltd	3.2	3.1	2.6	2.5
Crystal Jade	Crystal Jade Culinary Concepts Holding	2.6	2.7	2.6	2.5
Starbucks	Starbucks Corp	2.0	2.1	2.1	2.4
Tung Lok Restaurants	Tung Lok Restaurants (2000) Ltd	2.4	2.0	2.0	2.0
Old Chang Kee	Ten & Han Trading Pte Ltd	1.7	1.7	1.7	1.8
Coffee Bean & Tea Leaf, The	International Coffee & Tea LLC	1.8	1.6	1.7	1.8
Burger King	Restaurant Brands International Inc	-	-	1.8	1.6
Sakae Sushi	Sakae Holdings	2.0	2.0	1.9	1.5
Swensen's	CoolBrands International Inc	1.1	1.1	1.2	1.2
Soup Restaurant	Soup Restaurant Group Ltd	1.1	1.2	1.2	1.2
Pastamania	PastaMatrix International Pte Ltd	1.1	1.2	1.1	1.0
Fish & Co	OB Singapore Operations Pte Ltd	1.2	1.2	1.1	1.0
Ajisen Ramen	Shigemitsu Industry Co Ltd	1.1	1.1	1.1	1.0
Toast Box	BreadTalk Group Ltd	0.8	0.8	0.8	0.9
McCafé	McDonald's Corp	0.8	0.9	0.9	0.9
Coffee Connoisseur, The	Sarika Coffee Co (S) Pte Ltd	1.2	1.2	1.0	0.8
Dian Xiao Er	YES F&B Group Pte Ltd	-	0.8	0.8	0.8
Harry's Bar	Harry's International Ptd Ltd	1.0	0.8	0.7	0.7
Ikea Restaurant	Inter Ikea Systems BV	0.7	0.7	0.7	0.7
Mr Bean	Super Bean International Pte Ltd	0.9	0.8	0.7	0.7
Long John Silver's	LJS Partners LLC	0.9	0.8	0.8	0.7
Umi Sushi	Neo Group Ltd	0.4	0.5	0.6	0.6
Domino's Pizza	Domino's Pizza Inc	0.3	0.4	0.5	0.6
Ya Kun Kaya Toast	Ya Kun International Pte Ltd	0.4	0.4	0.5	0.6
Thai Village	Thai Village Restaurant Ltd	0.6	0.6	0.5	0.5
Délicfrance	Grands Moulins de Paris SA (GMP)	0.4	0.4	0.5	0.5
Burger King	Burger King Worldwide Inc	1.9	1.8	-	-
Dian Xiao Er	Soup Restaurant Group Ltd	0.8	-	-	-
Others	Others	40.3	40.5	41.4	41.7
Total	Total	100	100	100	100

(Source: Euromonitor)

Advantages and challenges for the USA and its exporters of products targeted at the food service industry

Singapore importers generally have a mature and strong knowledge about food service industry

supplies, i.e. where to source appropriately from, for example, meat and poultry, fish and seafood, fruits, vegetables, dairy products, beverages, etc. Basically, the world is their supply source. For this reason, U.S. products offered in Singapore will generally have to be well differentiated, if they are to be successful. Unfortunately, “well differentiated” often means lower priced and of reasonable good quality. American products will come up against lower cost acceptable products from countries such as China, Brazil, Argentina, South Africa, etc., as well as Australian products that have a freight cost advantage over competing U.S. products.

Advantages	Challenges
<ul style="list-style-type: none"> • U.S. products are known to be high quality, healthier and consistently available. • Growing popularity of convenience and fast foods – especially U.S. fast foods - favors the use of these chains’ existing procurement systems which source food ingredients from the U.S. • Singapore is a major importer of food products; in fact, 90% of its foods are imported from 160 countries including beef, dairy products, fresh fruits and vegetables. • International restaurants, cafes, fast food outlets and hotel chains are increasing. • Singapore’s HRI sector is dynamic, thriving and expected to continue to grow in the next few years. • Singapore is one of the wealthiest markets in the region and also has one of the most liberal markets in the world. 	<ul style="list-style-type: none"> • Imported / U.S. products are generally more expensive. • There is a rising trend in Singapore on eating “healthier” food. Fast food is often associated with eating “empty calories” and considered as “junk” food. • Competition remains strong especially from “traditional” food supplying countries of Australia, New Zealand, China, Malaysia and other regional countries. They are also generally cheaper than U.S. products. • Scarce labor and also difficult/expensive to hire workers from neighboring countries due to government’s policy on foreign workers. • Labor and promotional/marketing costs are generally more expensive than regional countries. Also, the HRI sector is relatively fragmented. • Concerns on developing crisis/ economy slowdowns in Europe/China and negative impact on Singapore’s economy.

SECTION II. ROAD MAP FOR MARKET ENTRY

A. ENTRY STRATEGY

In Singapore, the United States has a good image as a supplier of food and drinks. While this is the case, this does not always transmit into the area of importers in the supply chain because of bad experiences in the past for some.

Some importers comment that some U.S. exporters are inflexible, short term and have problems in their product and packaging portfolio, as compared to local demand traits. This situation exists because many U.S. exporters tend to assume that the Singapore market and supply chain operates in a similar manner to that in the United States.

As there are often similar types of products competing for the same segment, U.S. exporters have to take into account what Singaporean importers are interested in, which include the following points:

- Unique products or functionality (now including convenience aspects) that are interesting to buyers and end users;
- Specialty products that can attract a higher margin;
- Good brands, i.e. usually the No. 1 to 3 in their home market;
- International quality products that stand up to competition from Europe, Australia and New Zealand, which set the benchmarks in many food service supply market segments.
- Participative exporters that will support their products in the market, i.e. on-going funding for relevant marketing activities through cooperative activity between exporter and importer.
- Exporters who can routinely deal with Singapore-sized orders and packaging sizes, and are flexible.
- Exporters that do not have short term objectives and weak commitment, but can take a longer term view of the market conditions for their brands, which can be difficult in the short term.
- Exporters that are well researched and do not make incorrect assumptions about their market opportunities.
- Appropriately sized packaging

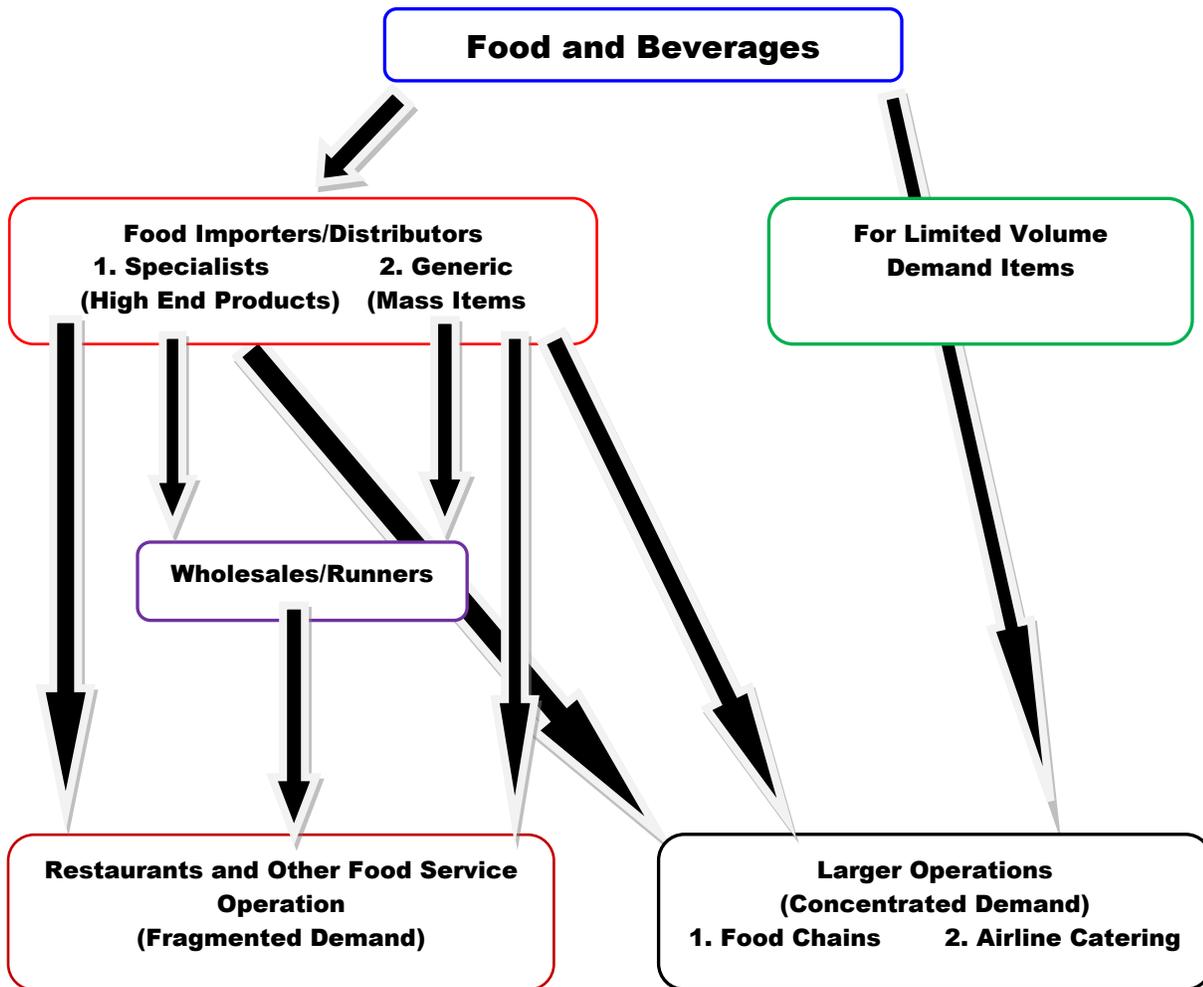
It should also be noted that halal-certified foods, ingredients and inputs are also becoming more and more important in Singapore's food service/HRI supplies market. Most of the fast food and Quick Service Restaurant (QSR) chains are already halal certified.

This trend is also happening in Singapore's hotels. The number of Muslim tourists and business visitors arriving from Indonesia, Malaysia, the Indian sub-continent, the Middle East and China, indicate that between 20% and 25% of Singapore's foreign visitor arrivals are now Muslims. Indonesia, the World's most populous country and a close neighbor of Singapore, has become more affluent over the past 5 years.

B. MARKET STRUCTURE

Singapore is a very open but a very competitive market with importers looking to the whole world for supplies. There are a number of factors that are constraints for U.S. products, including the strategies of U.S. multinational food and drink brands, the strategies of the international/U.S. fast food companies, competition from old and new sources, and the longstanding price sensitivity that is embedded in the Singapore market.

Distribution of Food Service/HRI Industry Supplies in Singapore



Many U.S. and other multinational brands in Singapore’s mid-range market are now sourced locally or from within the East Asia and Oceania region, with ASEAN-based production facilities becoming more important as the FTA’s have developed across the region. This situation has arisen from corporate strategies that have been implemented throughout the region to produce locally for the regional market.

Additionally, international fast food companies are no longer importing much in the way of U.S. products for use by their operations. This arises because new sources have developed in East Asia, and because of new licensing agreements. The latest products to switch are the frozen potato products, which are now entering the Singapore market from China.

Classic cases of these strategies exist within Coca-Cola, the Pepsico group, and in the supply chain of McDonald’s and *Yum!* Brands. They are also reflected in the business strategies of smaller companies, including the U.S. linked ice cream companies, such as Swensens. Other companies, such as Simplot,

are also changing export patterns out of the United States to Singapore with their investments in frozen vegetable plants in China.

The major impediments to U.S. agricultural exports are strict sanitary requirements on meat, poultry and egg imports. A good example is Singapore’s regulatory body, Agri-Food and Veterinary Authority’s (AVA) zero tolerance for *salmonella enteriditis* and extremely low tolerance for *staph aureus* in poultry meat to protect consumers from poor food handling and cooking practices. AVA approves only nine anti-microbial sprays on animal and poultry carcasses, which is a widespread practice in the United States.

The bulk of food service businesses in Singapore do not procure directly from overseas suppliers because the size of businesses is small. Trade sources advise that some of the more sizeable operations, for example, the airline caterers (which tender their supplies), do have limited demand for certain higher volume products on a direct basis, for example, wine.

The other businesses that do procure on a direct basis are the major fast food chains that are procured through a regional or corporate purchasing office based outside Singapore.

Singapore is a small market that does not operate with the same type of channels to food service/ HRI outlets that exist in the United States. There are no mega-sized food service suppliers operating with large sized delivery trucks which exist in the United States. By U.S. standards, most food service industry suppliers are small or very small in size.

The food service supply channels have not yet consolidated around large corporations. While there are some larger businesses involved, for example Auric Pacific, Ben Foods (QAF Group), Indoguna, and Singapore Food Industries, many food service suppliers are smaller family-owned and operated businesses. The larger businesses tend to be involved in the bulk area of the price sensitive market, with the smaller businesses operating as specialty food suppliers in the segments where quality and customer service is in high demand.

C. SUB-SECTOR PROFILES

1. Major International Chain Hotels & Resorts in Singapore

The table below profiles the food and beverage outlets in the top international chain hotels operating in Singapore. Their food products or ingredients are mainly procured through importers/distributors and or food service suppliers. There are also lower to mid-range hotels, generally they are not major purchasers of imported or U.S. food products.

Hotel Chains	Hotel Names	F&B establishments
Fairmont Raffles Hotels International	Swiss Hotel the Stamford	International cuisine, Asian cuisine, Italian, Western cuisine, fine dining, cafes, bars, and lounge

Fairmont Raffles Hotels International	Fairmont Singapore	Share the same F&B establishments with Swissotel as the hotels are located next to each other
Park Royal Hotels	Parkroyal Hotels: Beach Road, Pickering Rd, Kitchener Rd; Parkroyal Service apartments, Beach Road	International cuisine, fine dining, coffee house, Asian cuisine, deli, and bars.
Four Seasons Hotels and Resorts	Four Seasons Singapore	International cuisine, Asian cuisine and bar.
Hilton Worldwide	Hilton Singapore, Conrad Centennial Hotel	International cuisine, coffee house, Asian cuisine, and lounge, deli, bars, and juice bar.
Hyatt Hotels Corporation	Grand Hyatt Singapore	International cuisine, local food, Asian cuisine, European cuisine, coffee house, casual dining, bar, club and cafe.
Intercontinental Hotel Group	Intercontinental Singapore, Holiday Inn Express Clarke Quay, Holiday Inn Spore Orchard Center, Holiday Inn Singapore Atrium, Holiday Inn Express Singapore Orchard Road, and Crowne Plaza, Changi Airport	European cuisine, Asian cuisine, coffee house, bars and lounges.
Marriott International	Singapore Marriott Hotel, The Ritz Carlton Millenia Singapore	International cuisine, alfresco grill, Asian cuisine, deli, and lounge.
Millennium Hotels	M Hotel Singapore, Grand Copthorne Waterfront Hotel, Orchard Hotel, Copthorne King's Hotel, and Studio M hotel.	International cuisine, coffee shop, bar, Asian cuisine, and lounge.
Regent Hotels and Resorts	Regent Singapore	International cuisine, Asian cuisine, European gourmet, and cafe.
Shangri-La Hotel and Resorts	Shangri-La Hotel Singapore, Shangri-La's Rasa Sentosa Resort & Spa, Singapore, Hotel Jen Orchard Gateway, and Hotel Jen (formerly Trader Hotel)	International cuisine, Asian, Mediterranean, fine dining, deli, bars and lounges.
Starwood Hotels and Resorts	The St. Regis Singapore, The Westin Singapore, Sheraton Towers Singapore, and W Singapore	International cuisine, Asian cuisine, American cuisine, European cuisine, fine dining, bars, lounges, coffee/ tea place.
Pan Pacific Hotels and Resorts	Pan Pacific Singapore (Marina), Pan Pacific Orchard, Pan Pacific Serviced Suites Beach Road, and Pan Pacific Serviced Suites Orchard	International cuisine, Asian cuisine, American cuisine, gourmet grocery and café, bar and lounges.

Meritus Hotels and Resorts	Mandarin Singapore Hotel, Marina Mandarin	International /Mediterranean cuisine, Asian cuisine, café, lounge, and bars.
Mandarin Oriental Hotel Group	Mandarin Oriental Singapore	International cuisine, Asian cuisine, American cuisine, European cuisine, bar and lounge.

(Source: Hotel websites)



“Edge” Food Theatre at Pan Pacific Hotel, known for its award winning buffet spreads for lunch and dinner.

(Source: FAS Singapore)

2. Table on Restaurants/Fast Foods in Singapore

Company (Product Type)	Sales (2014)	Outlet Name, Type, & Number of Outlets	Locations	Purchasing Agents
 Crystal Jade Culinary Concept Holdings Founded and based in Singapore in 1991. The local restaurant	Turnover in 2014 was estimated at \$185 million	The group comprises 120 restaurants, from high-end, fine-dining concepts to casual Chinese cuisine, in 10 countries from China to India, and 21 cities.	Singapore. Overseas: across 18 cities in 9 regional countries: Indonesia,	Importers/ Distributors

<p>chain was bought over in 2014 by Paris-based luxury group LVMH Moet Hennessy Louis Vuitton's private equity arm, L Capital Asia. It owns over 90 percent of the group. The restaurant chain serves mainly Cantonese food.</p>		<p>It has 47 restaurants in Singapore.</p>	<p>Malaysia, Thailand, Hong Kong, China, Japan, Vietnam and South Korea.</p>	
 <p>Sakae Holdings Ltd. Flag ship brand of Apex-Pal International Ltd. The local restaurant chain offers quick service Japanese cuisine; sushi on a conveyor belt (kaiten); and ala carte, and caters to mainly low to mid- level markets. Does catering services via its Nouvelle Events brand</p>	<p>Total Revenue: \$72 million (2014)</p>	<p>Over 100 outlets (40 Sakae Sushi outlets in Singapore), China, India, Indonesia, Malaysia, the Philippines, Thailand, Vietnam, the United States, and Japan. Portfolio of brands – <i>Sakae Sushi, Sakae Teppanyaki, Sakae Delivery, Sakae Junior Club, Hei Sushi</i> and <i>Hei Delivery</i> (halal certified), <i>Senjyu, Kyo by Sakae, Crepes & Cream, Sakae Express, Sachi, Sakae Shoppe</i> and <i>Nouvelle Events</i></p>	<p>Singapore Regional countries: Indonesia, Japan, Malaysia, the Philippines, Thailand, Vietnam, and the United States.</p>	<p>Direct sourcing from fish farms (farm to fork) Importers/ Distributors</p>
 <p><i>Old Chang Kee</i> Brand An established local snacks (fast food) chain offering local snacks including curry puffs, all halal certified in 2005. Brand owned by Ten & Han Trading Pte. Ltd.</p>	<p>Total revenue: \$52 million (2015) \$50 million (2014)</p>	<p>75 <i>Old Chang Kee</i> outlets are located in Singapore, and overseas: three in China, two in Malaysia, four in Indonesia and three in the Philippines. Other brands include <i>Take 5</i> (local casual food), <i>Pie Kia</i> (local pies), <i>Dip n Go</i></p>	<p>Singapore Overseas: China, Malaysia, Indonesia, Australia, and the Philippines</p>	<p>Direct/Importers/ distributors</p>

<p>The company also operates mobile kitchen/catering services (brand (<i>O'My Darling</i>))</p>		<p>(snack food with dips), <i>Mushroom café</i> (Al fresco local food) and <i>Curry Times</i> (curry themed restaurant).</p>		
 <p>TungLok Group Owns and operates a number of mainly high end/ mid-scale Chinese restaurants. The local group provides management consultancy for the F&B industry as well; offers franchise opportunities for its outlets; and also manufactures festive food and dim sum.</p>	<p>Total revenue: \$61.5 million (2015) \$50 million (2014)</p>	<p>The group owns and manages over 83 (as march 2015) restaurants in Singapore, China, Japan, and Indonesia. The brands are (each one is a unique type of Chinese cuisine):</p> <ul style="list-style-type: none"> Dancing Crab Lao Beijing LingZhi Vegetarian Tóng Lè Private Dining TungLok Heen TungLok Signatures Ruyi - Chinese Fast Food Shin Yeh Restaurant Slappy Cakes TungLok Seafood TungLok Teahouse TungLok XiHé Peking Duck Singapore Seafood Republic Lokkee 	<p>Singapore Overseas: China, Japan, India and Indonesia.</p>	<p>Importers/ Distributors</p>
 <p>Imperial Treasure Restaurants Group Pte. Ltd. (Founded in 2004) The local group offers Chinese cuisine and caters to the mainly high-end and also mid-scale markets. In 2014, Navis Capital</p>	<p>N/A</p>	<p>The Group has 23 restaurants mainly in Singapore and 2 in Shanghai.</p> <p>Each brand is a unique type of Chinese cuisine, such as Teochew (a Chinese dialect group), Cantonese seafood, Peking duck, steam boat (Chinese hot pot),</p>	<p>Singapore Overseas: China</p>	<p>Importers/ Distributors</p>

<p>Partners Ltd. (Malaysian owned) has acquired a major stake in Imperial Treasure Restaurant Group (known for its “<i>super peking duck</i>”).</p> <p>Imperial Treasure founder Alfred Leung remains a shareholder and involved in the business. (Alfred previously started Singapore Crystal Jade Concept Holdings restaurant, which was bought over by L Asia Capital, private equity arm of Louis Vuitton Moet Hennessy (LVMH).</p>		<p>noodles and congee, hand-made noodles and bakeries.</p>		
 <p>McDonald’s Singapore – wholly owned by McDonald’s Corporation, Oak Brook, U.S. Like other McDonald’s worldwide, the Singapore outlets primarily sell hamburgers, cheese burgers, french fries, breakfast items, soft drinks, milkshakes and desserts. Responding to demand for healthier</p>	<p>N/A</p>	<p>McDonald’s Singapore has grown to 132 outlets across the island. The QSRs typically offer counter service and drive through service in a few outlets.</p> <p>Most outlets are located in shopping malls. There are also McCafés (Starbuck style coffee shop) that offer better quality coffee and cakes.</p>	<p>Singapore</p>	<p>Importers/ Distributors</p>

<p>products, the menu has expanded to include salads, wraps and fruit smoothies. The QSR opened its first restaurant in Singapore in 1979. All outlets are halal certified.</p>				
 <p>International Coffee & Tea LLC – privately owned by Singapore’s Sassoon family. Known for its Original Ice Blended coffee and tea drinks, hot coffee drinks, and hot and iced tea drinks. It also sells sandwiches/pasta and a variety of whole bean coffees, whole leaf teas, flavored powders, and baked goods. Opened the first outlet in Singapore in 1996.</p> <p>In 1998, Singapore’s Victor and Sunny Sassoon and Severin Wunderman bought the parent company bringing the chain globally.</p> <p>However, in 2013, a significant equity position was acquired</p>	<p>N/A</p>	<p>The coffee chain has 16 outlets in Singapore. The outlets are known as “Coffee Bean & Tea Leaf”</p> <p>The outlets are usually located in shopping malls.</p>	<p>Singapore</p>	<p>Importers/ Distributors</p>

<p>by US-based Advent International, in partnership with South Korea-based Mirae Asset Private Equity and Taiwan-based CDIB Capital, with the Sassoon family retaining a major share.</p> <p>The chain serves halal and kosher foods.</p>				
 <p>Burger King – Rancak Selera Sdn Bhd – current BK franchisee in Malaysia – acquired a 100% stake in Burger King Singapore in 2012.</p> <p>The QSR opened in 1982 and primarily sells hamburgers, cheese burgers, French fries, salad, breakfast items, soft drinks, milkshakes and desserts.</p> <p>The chain is halal certified.</p>	N/A	<p>More than 36 outlets across the island, mostly located in shopping malls.</p>	Singapore	Approved Importers/ Distributors
 <p>Carl's Jr. Restaurants Inc. entered into a franchise agreement</p>	N/A	<p>There are 4 “Carl’s Jr.” outlets across the country.</p> <p>Outlets are usually located in shopping</p>	Singapore	Importers/ Distributors

<p>with Aspac F&B Pte Ltd in 2004 to open Carl's Jr restaurants in both Singapore and Malaysia.</p> <p>The QSR offered premium quality charbroiled burgers, chicken burgers, fries and dessert.</p>		<p>malls.</p>		
 <p>Domino Pizza's – its franchise holder, Domino's Pizza Singapore – is a sister company of Domino Pizza Malaysia which has been running 40 outlets in Malaysia since 1997.</p> <p>Domino Pizza returned to Singapore in 2010 after a 10 years absence. It serves halal food.</p>	<p>N/A</p>	<p>There are 22 “Domino Pizza’s” outlets across the country.</p> <p>The outlets are located in shopping malls/ or as stand-alone outlets and some are also located in housing estates in suburban areas.</p>	<p>Singapore</p>	<p>Importers / distributors.</p>
 <p>Kentucky Fried Chicken (KFC) –with its HQ in KL, Malaysia, QSR Brands (M) Holdings Sdn.</p>	<p>N/A</p>	<p>There are 80 “Kentucky Fried Chicken” outlets across the country.</p> <p>The outlets are located mainly in shopping malls.</p>	<p>Singapore</p>	<p>Importers / distributors.</p>

<p>Bhd. operates KFC restaurants in Singapore – also Malaysia and Brunei. KFC Singapore opened its first outlet in 1977, and serves fried chicken, burgers, wraps and desserts. It serves halal food.</p>				
 <p>Long John Silver – Yum sold Long John Silver's to LJS Partners LLC, led by a group of franchisees and other investors.</p> <p>Long John Silver's opened its first outlet in 1983 in Singapore; and the QSR chain offers reasonably priced fish, seafood and chicken dishes. It serves halal food.</p>	N/A	<p>There are 19 “Long John Silver” outlets across the island. Outlets are mainly in shopping malls and MRT network at prime locations</p>	Singapore	Importers / distributors.
 <p>Pizza Hut – QSR Brands (M) Holdings Sdn Bhd also operates Pizza Hut outlets in Singapore – and Malaysia, too. Aside from pizzas, the QSR chain also offers pasta, baked rice, soup /salad, and dessert. It offers halal food.</p>	N/A	<p>There are 28 “Pizza Hut” outlets across the country.</p> <p>Outlets are mainly in shopping malls.</p>	Singapore	Importers / distributors.
	N/A	<p>“Starbucks” Singapore opened its 100th outlet in the</p>	Singapore	Importers / distributors.

<p>Starbucks Coffee Singapore, a wholly owned subsidiary of Starbucks Coffee Corporation since June 2004.</p> <p>Starbucks Coffee Singapore opened its first outlet in 1996. Aside from coffee beverages, the chain also offers tea, chocolate beverages, sandwiches and pastries.</p>		<p>country in February 2014.</p> <p>The outlets are mainly located in shopping malls and office buildings.</p>		
 <p>Krispy Kreme – Krispy Kreme signed a franchise agreement with Singapore’s Star360 Group to open 15 stores in the country. Star360 is owned by Andy Chaw – the group has businesses in retail and distribution, operating 30 retail stores and distributing to more than 4,000 point of sale in the region.</p> <p>Krispy Kreme opened its first outlet in 2013. It offers doughnuts and coffee /tea beverages.</p>	N/A	<p>There are currently 9 “Krispy Kreme” outlets across the country.</p> <p>So far, the outlets are located each at a shopping mall, airport and office building.</p>	Singapore	Importers / distributors.
	N/A	There are 2 “Chili’s”	Singapore	Importers /

<p>Chili's (R) Grill & Bar – Brinker international signed a franchise agreement with Grandko Restaurants to open four new restaurants in Singapore. Chili's is one of the returning restaurant franchises in Singapore. Chili's opened its outlets in 2009 after years of absence from Singapore. It is a casual dining restaurant that offers Tex-Mex cuisine.</p>		<p>outlets across the country.</p> <p>So far, one outlet is located in a shopping mall, and the other outlet is located in a mainly dining area along a riverside quay.</p>		<p>distributors.</p>
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“Starbucks” is popular with the younger generation.



“Wang,” a local franchise café popular among Singaporeans for noodles, coffee and tea.



(Source: FAS Singapore)

3. Institutional

“Tim Ho Wan,” a Hong Kong dim sum with a one star Michelin rating at a local shopping mall.

A. In Singapore, Singapore Airport Terminal Services Limited (SATS) is the leading provider of gateway services and food solutions in the region; and has operations at 35 airports in 10 countries. SATS control about 80% of Changi airport’s ground handling and catering business. It caters to the needs of various sectors including aviation; food; hospitality; and air freight and logistics services. SATS subsidiaries include SATS Airport Services, SATS Catering, SATS Security Services, Aero Laundry & Linen Services, Aerolog Express, Country Foods Pte Ltd. and Singapore Food Industries (SFI).

SATS provide both inflight and commercial catering. For inflight catering, SATS provides 80,000 meals per day to its customers including Singapore Airlines, SilkAir, Etihad Airways, Cathay Pacific and Qantas. For commercial catering, SATS provides catering for large scale markets: military, hospitals and food retail stores; events catering: corporate, MICE events and large scale events -Asian Youth Games (2009), 1st Youth Olympic Games (2010) and Singapore National Day; and via its premier Le Lifestyles brand, also provides catering services for food outlets such as bars and fine dining restaurants.

B. The “other” caterers in Singapore are typically small to medium sized private enterprises that serve local food products although they may use imported canned fruits, frozen vegetables, and bakery mixes. They typically cater to schools, company events, private social functions and factories.

SECTION III: COMPETITION

The USA’s competition comes from two broad types of countries, namely, developed and developing countries with temperate climates and related agri-food products. It should be noted that other developed countries such as the United States are also facing competitive challenges from competing countries such as China, some South American countries and South Africa.

Competition in the HRI/food service supply market is aggressive from certain low-cost countries in some of the United States’ core target markets for example, chicken (Brazil) and fish fillets (Vietnam). Competition from other quality countries, for example, Australia (freight advantages), New Zealand and some European countries (for example, France and Netherlands) because of strong and longstanding links between exporters in these countries and their loyal importers in Singapore. European exporters also benefit from demands for provenance (original origin of products) and also from very strong demand-pull from European executive chefs who work in 4 to 6 star hotels in Singapore.

Competition Summary Table

U.S. exports of agricultural products to Singapore totaled \$835 million in 2015.

Product Category	Major Supply Sources	Strengths of Key Supply Countries	Advantages/Disadvantages of Local Suppliers
Dairy Net Imports: \$763 million	1. New Zealand: 32% 2. Australia: 19% 3. U.S.: 6% 4. France: 6%	NZ: freight advantage and exportable supplies; traditional supplier Australia: freight advantage, leads in liquid milk; and processed cheese. Most retailers' in-house brands are imported from Australia. U.S. exports \$105 million in 2014.	Local dairy companies are strong competitors and have brand/name familiarity with the domestic consumers. The local brands include <i>Magnolia</i> , <i>Farmhouse</i> , <i>Daisy</i> (F&N), <i>Meji</i> (Meji Co. Ltd.) and <i>HL</i> and <i>Marigold</i> brands (Malaysian Dairy Industries)
Beef and Offal Net Imports: \$ 223 million	1. Australia: 33% 2. Brazil: 30% 3. U.S.: 11% 4. New Zealand: 10%	Australia has freight advantage and enjoys status as traditional supplier; NZ also price competitive. Brazil competes in the frozen beef segment.	Singapore does not produce beef.
Pork and Offal Net Imports: \$294 million	1. Brazil: 19% 2. Australia: 15% 3. Netherlands: 9% 4. U.S.: 7%	Brazil dominates the frozen segment while Australian pork dominates the fresh/chilled market due to its close proximity and the well-developed air-flown supply chain. U.S. processed pork is popular.	Live pigs from Indonesia are imported and slaughtered; most of the meat is sold wet/traditional markets and supermarkets.
Poultry Net Imports: \$ 250 million	1. Brazil: 78% 2. U.S.: 12% 3. Malaysia: 2% 4. Argentina: 2%	Brazil is the most price competitive. Notable Brazilian brands include Borella, Sadia and Seara. U.S. has been losing market share.	Malaysian live chickens are imported and slaughtered.
Eggs and products Net Imports: \$ 124	1. Malaysia: 88% 2. China: 4% 3. Vietnam: 2%	Malaysia has close proximity and lower transportation costs. AVA's strict import requirements, limit U.S.	Three local farms produce eggs, and are seeking various ways to differentiate their eggs.

million	4. U.S.: 1%	opportunities.	
Fish and seafood Net Imports: \$ 1.05 billion	1. China: 16% 2. Malaysia: 12% 3. Indonesia: 11% 4. Vietnam: 10% 5. USA: 2%	Price competitive. ASEAN countries and China dominate. Fresh/chilled/prawns, live crabs, frozen cuttlefish, and squids are key products.	90% of fish and seafood is imported. The remainder is supplied by the 100 sea-based aquaculture operations. Production is increasing.
Fresh fruits group Net Imports: \$ 525 million	1. U.S.: 16% 2. China: 13% 3. Malaysia: 11% 4. Australia: 11%	Top U.S. fresh fruits: grapes, oranges, strawberries and apples. U.S. dominates sales of these fruits when they are in season. Very competitive market with supplies from different sources.	Singapore does not grow any fruits.
Fresh vegetables Net Imports: \$ 431 million	1. Malaysia: 37% 2. China: 27% 3. Australia: 8% 4. Thailand: 5% 5. U.S.: 4%	Top suppliers have freight advantages in shipping these perishables. U.S. products are air-flown and caters to the premium market.	Singapore neither produces fresh vegetables or produce products that compete with U.S. vegetables.
Dried fruits and nuts Net Imports: \$ 675	1. U.S.: 18% 2. China: 11% 3. Malaysia: 9% 4. Indonesia: 9%	U.S. nuts are very popular. Some are repacked and sold under local brands.	Singapore is not a major producer of edible nuts and dried fruit.
Non-alcoholic beverages Net Imports: \$ 156 million	1. Malaysia: 48% 2. Indonesia: 9% 3. Thailand: 8% 4. U.S.: 7%	Regional fruit juices dominate food service products. U.S. leads the chilled retail-packed fruit juices. Notable U.S. brands include Welch's, Del Monte, Minute Maid FL Citrus, Ocean Spray.	A strong sector in fruit juices, such as Fraser & Neave, Malaysia Dairy Industries, and Pokka Singapore.
Wine and	1. France:	France	Singapore does not produce

Beer Net Imports: \$ 703 million	54% 2. Australia: 7% 3. Vietnam: 7% 4. Malaysia: 6% 5. U.S.: 3%	dominates the premium wine market. Australia dominates the retail market with its “mass market” wines to premium ones. The U.S. competes both on the “mass market” and premium products. For beer, Asia Pacific Breweries (APB) and import leader Carlsberg (Malaysia) dominate the domestic market.	wines. Asia Pacific Breweries (APB), Singapore’s biggest beer manufacturer dominates the beer market with well established brands such as Tiger, Heineken, Anchor, ABC, Baron, and Guinness stout. APB has a diverse repertoire of other imported beers.
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(Source: *Global Trade Atlas*)

SECTION IV: BEST PRODUCT PROSPECTS

As Singaporeans are becoming more affluent, its market has matured with many segments shifting from growth markets to slow and steady growth over the past 10 years.

This situation exists because the capacity of some segments to take in significant volumes of additional products as a result of rising household incomes and population growth. In some cases, this has also resulted in more challenging competition from local supplies as demand has slowed, for example from locally-slaughtered chicken and pigs, beer and locally produced and/or farm-raised fish and seafood.

Although the Singapore market is in its mature stage, it does not undermine United States’ opportunities because Singapore is a market for many food products. However, competition is made more intense, which results in the need for the United States and its exporters to take a much more targeted, service-oriented, brand-driven and differentiated approach in developing their target markets.

This is particularly the case in markets where the United States is faced with aggressive price competition from ASEAN countries (multinational-owned factories and some fresh produce from the Genting highlands in West Malaysia), and from China (now a very important and constantly evolving “direct” competitor) and Brazil (in some segments).

Category A: Products Present in the Market with Good Sales Potential

Product Category	2015 Market Size (Volume) Metric Tons	2015 Imports	5-Year Avg. Annual Import Growth Key	Key Constraints Over Market Development	Market Attractiveness for USA
Dairy Products	334,675	\$763 million	8%	Availability of products from New Zealand, Australia and France.	With better product understanding, opportunities exist for development for U.S. dairy products.
Fresh Fruits	449,160	\$525 million	11%	Strong competition from China, Malaysia, Australia and South Africa	Strong demand for U.S. products for premium fruits such as stone fruits, summer berries and avocados.
Dried Fruits & Edible Nuts	507,006	\$675 million	20%	Price sensitive market.	Very strong demand for U.S. nuts.

Category B: Products Not Present in Significant Quantities But Have Good Sales Potential

Product Category	2015 Market Size (Volume) Metric Tons	2015 Imports	5-Year Avg. Annual Import Growth Key	Key Constraints Over Market Development	Market Attractiveness for USA
Fish and Seafood	197,584	\$1.04 billion	4%	Intense competition from lower cost regional suppliers such as China, Malaysia, Indonesia and Vietnam	High fish consumption with fish and meat accounting for approximately 40% of a typical diet.
Pork	89,603	\$294 million	14%	Strong competition from Australian air-	Major protein food staple, good prospects in high-

				flown fresh product, and frozen Brazilian product at the lower segment	end outlets where consumers pay premium price for higher quality.
Fresh Vegetables (seasonal ones)	517,406	\$431 million	5%	Price sensitivity for some vegetables such as asparagus as well as lower priced alternatives from regional markets such as Malaysia, China, India and Australia.	Solid demand for U.S. produce, consumers will pay premium for fresh air-flown produce.
Wine & Beer	180,964,949 liters	\$704 million	12%	Diverse competitive market with a massive number of labels from Australia, France, Italy, Chile, South Africa, etc.	Broad and wide market, with many opportunities at the right price point.

APPENDIX I. POST CONTACT AND FURTHER INFORMATION

Office of Agricultural Affairs
(USDA/Foreign Agricultural Service))
U.S. Embassy Singapore
27 Napier Road
Singapore 258508
Tel: (65) 6476-9289
Fax: (65) 6476-9517
Email: agsingapore@usda.gov