

**CONGRATULATORY REMARKS BY ENTERPRISE SINGAPORE  
MANAGING DIRECTOR MS CINDY KHOO  
AT THE LAUNCH OF THE BOLTON FOOD RESEARCH & INNOVATION CENTRE  
ON 13 JANUARY 2026**

His Excellency Dante Brandi, Ambassador of Italy to Singapore,

Ms Marina Nissim, Executive Chairwoman, Bolton Group,

Distinguished guests,

Ladies and gentlemen,

- 1 Good evening.
- 2 What a joy it is to be here with you this evening, celebrating this momentous occasion – the inauguration of the Bolton Food Research & Innovation Centre.
- 3 For more than three decades, Bolton has had a significant trading presence in Singapore. As one of our leading seafood trading companies, Bolton has brought the very best of Italian excellence to our shores, enriching our food trading ecosystem with your dedication to driving positive change in the seafood industry.
- 4 The establishment of the Research & Innovation Centre marks an evolution of your presence here from trading to innovation, and we are delighted that you have chosen Singapore as the base for this strategic investment.

A shared commitment to food innovation and sustainability

- 5 Singapore shares Bolton's commitment to food innovation and sustainability, driven by our goal to address global food challenges and ensure resilient supply chains.

- 6 We offer a vibrant agri-food ecosystem of over 200 companies across the entire value chain, supported by strong research capabilities, advanced infrastructure, and a wide network of partners. Despite our size, we have been consistently recognised as a key startup and innovation hub in Asia, ranking among the top five most innovative economies worldwide for the third consecutive year and 4<sup>th</sup> in the Global Startup Ecosystem Index.
- 7 I am excited to see Bolton's growing presence in Singapore already sparking new collaborations. The new Research & Innovation Centre is exploring partnerships with Singapore-based companies in the marine biotechnology and sustainable food sectors. I can't wait to see the new seafood solutions that the Centre will come up with – which will not only serve this region but also reshape how the world approaches responsible food production.

#### Supporting Bolton Group's Growth Ambitions in Singapore

- 8 Singapore remains committed to supporting companies like Bolton, that have chosen us as their base for trading, research, and innovation, as well as future growth activities. The Centre is also a welcome addition to the over 850 Italian companies that have established a presence in Singapore.
- 9 We will continue to connect the Group with leading research institutions and partners, such as the Aquaculture Innovation Centre and Temasek Life Sciences Laboratory to explore collaborations that will translate cutting-edge research into commercial opportunities and practical solutions for the global seafood industry.
- 10 Once again, my heartiest congratulations to Bolton Group on this significant milestone. I am reminded of an Italian saying that resonates deeply with me:
- 11 *A tavola non si invecchia* – which means “at the table, one does not grow old”. How perfect this is for Bolton, a family company that brings trusted, nourishing food to families around the world. May this new Centre bring us together around the table of innovation, creating a legacy for generations to come.

12 Thank you.