

SECURING OUR BORDERS SAFEGUARDING OUR HOME



ANNUAL REPORT 2025



CONTENTS

OUR VISION

Secure Borders, Safe Singapore

OUR MISSION

We secure our borders and uphold our laws on immigration and national registration

OUR VALUES

Integrity, Commitment and Accountability

OUR PLEDGE

We, as ICA officers, pledge to uphold our values of integrity, commitment, and accountability, embracing a culture of teamwork, trust and care.

We pledge to ensure secure checkpoint clearance; and effective administration of our laws on immigration and registration.

We pledge as part of the Home Team to make Singapore a safe and secure home for all.

COMMISSIONER'S FOREWORD



2025 was a year marked by significant progress in ICA's transformation journey and continued operational excellence. As we reflect on our success stories, I am proud of the collective effort and dedication of our officers in advancing ICA's capabilities for the future.

Redefining Checkpoint Operations for Enhanced Border Security & Traveller Experience

Automated immigration clearance has become the norm across our checkpoints. In 2025, ICA fully realised the New Clearance Concept (NCC) for passenger clearance, allowing customers to enjoy the convenience of passport-less immigration clearance at all major checkpoints. At our land checkpoints, Singapore residents can enjoy seamless immigration clearance using QR codes. Group QR codes enable up to 10 persons in a single vehicle to be processed simultaneously at car zones, while QR code-enabled automated gates and special assistance lanes in the bus halls have enhanced clearance speed, convenience and inclusivity for travellers.

These initiatives have reduced immigration clearance time by more than 30%, demonstrating

how the innovative application of technology and user-centric design can significantly transform traveller experience.

Looking ahead, ICA will introduce the Automated Passenger Clearance Systems (APCS) for cars and cargo vehicles at Tuas Checkpoint in early 2027. Unlike the physical face-to-face checks currently conducted by our officers, APCS uses biometric verification to authenticate travellers. This next phase of automation will enhance the security of immigration clearance for car and cargo travellers and eliminate the need for an officer to be deployed at every counter. It will also enable the redeployment of officers from manual counter duties to higher-value roles, while further improving operational efficiency and border security.

We are also advancing new frontiers in cargo clearance through the use of Artificial Intelligence (AI) to augment the detection of anomalies in radiographic images at all cargo checkpoints. From 2028, we plan to progressively roll out AI-assisted analysis for containerised cargo, enabling our Image Analysts to assess scanned images more efficiently and accurately.



A key enabler of the NCC's success is the Integrated Targeting Centre (ITC), which leverages advance information and data analytics for pre-arrival risk assessments. Before the ITC was established, profiling relied heavily on the expertise and judgement of our officers at the counters. This shift to data-driven profiling, which complements profiling

by our officers, has significantly strengthened our ability to identify higher-risk travellers even before they reach our checkpoints.

With this enhanced capability, ICA is proud to be among the first agencies globally to achieve fully automated clearance for all travellers, including first-time visitors. This achievement earned us the Transformative Agency of the Year Award 2025, recognising ICA's leadership in driving meaningful public service transformation. Our success has also drawn strong interest from international and local organisations seeking to learn from our experience.

Transforming Service Delivery for Elevated Customer Experience

The opening of the ICA Services Centre (ISC) in April 2025 marked the culmination of our Services Centre Next Generation (SCNG) vision and a major milestone in the transformation of our service delivery. The ISC introduces new and redesigned systems, including an integrated smart document management system (iSMART) and Appointment & Queue System (AQS).

Today, more than 95% of our customers submit their applications online, and we continue to adopt

a "Digital-First, but not Digital-Only" approach. For customers who are required to come down to the ISC to transact with us in person, ISC has fundamentally reshaped the way we deliver service to improve customer experience.





AQS enables customers to book appointments through a digital platform, receive timely notifications, and check in online to view their queue status in real time. For those who need help with digital services, our Service Ambassadors are available to provide assistance at our “iAssist” service area.

Eligible customers can now collect their passports and identity cards at self-collection kiosks within five minutes, compared to approximately 11

minutes under the previous appointment-based counter service model. The kiosks also offer customers greater flexibility, allowing collection at any time during ISC operational hours on the day of their appointment.

Collectively, these enhancements reflect our commitment to delivering services that are more seamless, efficient and customer-centric.

Empowering Our Workforce for Operational Readiness

Our transformation journey is anchored by the dedication, resilience and adaptability of our officers. We have upskilled our officers to ensure that they are well-equipped to operate new systems, assume expanded roles, and meet evolving operational demands under NCC and SCNG.

Since assuming the protective security functions at the checkpoints, we have strengthened the competencies of our First Response Team (FRT) officers. Initiatives such as the implementation of the Individual Physical Proficiency Test (IPPT) have helped to maintain high standards of physical fitness, operational readiness and professionalism among our officers.

“ None of these achievements would have been possible without the collective efforts, commitment and professionalism of ICA officers, which underscore ICA’s critical role in safeguarding Singapore’s borders and protecting the safety of our loved ones and community.



Looking ahead, we will continue to deepen our tradecraft in security profiling, questioning and incident management, while building stronger data and digital capabilities across the organisation. By harnessing artificial intelligence and advanced analytics, we aim to enhance operational effectiveness and empower our workforce to meet tomorrow's challenges with confidence and resilience.



Collaborating with Our Strategic Partners for a Safer Singapore

The rising incidence of youth vaping remains a national concern. In support of the Whole-of-Government effort, ICA intensified enforcement checks at all major checkpoints, preventing more than 350,000 e-vaporisers and related components from entering Singapore in 2025.

Our officers remain vigilant in detecting and preventing the entry of contraband and undesirables. We continue to strengthen collaboration with fellow law enforcement agencies, leveraging data analytics to identify higher-risk individuals and sharing timely information to support downstream enforcement and investigative efforts.

None of these achievements would have been possible without the collective efforts, commitment and professionalism of ICA officers, which underscore ICA's critical role in safeguarding Singapore's borders and protecting the safety of our loved ones and community.

Embracing Opportunities Ahead for Tomorrow's Challenges

We stand on the cusp of significant developments, including the Johor Bahru-Singapore Rapid Transit System (RTS) Link, the new Singapore



Cruise Centre (SCC) and the redevelopment of Woodlands Checkpoint. These developments will demand new capabilities, deeper integration across systems, and closer coordination of operations.

As we advance our NCC and SCNG journey in 2026, ICA will continue to improve, innovate, and inspire confidence, to secure Singapore's borders and serve our nation with pride.

LIAN GHIM HUA
Commissioner, ICA

LEADERSHIP GROUP

COMMISSIONER & DEPUTY COMMISSIONERS



LIAN GHIM HUA
Commissioner, ICA



HSU SIN YUN
Deputy Commissioner
(Operations)



ONG CHOON BENG
Deputy Commissioner
(Policy & Transformation)



BENJAMIN CHIA
Deputy Commissioner
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LEADERSHIP GROUP

OPERATIONS



KELLY LIM
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WONG HONG MENG
Director Intelligence



CHUA SZE HOW
Domain Commander (Land)



NAM LIANG CHIA
Director Enforcement



JULIA SNG
Domain Commander (Sea)



SIEW CHUI LIN
Domain Commander (Air)

LEADERSHIP GROUP

OPERATIONS



ALAN KOO
Commander Airport



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Commander Ports



PHUA CHIEW HUA
Commander Coastal



LEONG MUN CHEONG
Commander Tuas



CHIA HOI MUN
Commander Rapid Transit System (RTS)



MARAN SUBRAHMANIYAN
Commander Woodlands

LEADERSHIP GROUP

POLICY & TRANSFORMATION



CHUI WAI CHENG
Director
Immigration & Registration Review

DOMINIC CHUA
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CEDRIC LAW
Director
Policy & Development

COLIN TAN
Director
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CHUA TUAN MENG
Director
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LEADERSHIP GROUP

CAPABILITY & TECHNOLOGY DEVELOPMENT

POH LI LI
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ICA Psychology

KWANG YEE LING
Director
Manpower

CHIA HUI KENG
Director
Data



THEODORE TAN
Director
Ops-Tech

YONG KOI HIN
Director
Logistics, Infrastructure
& Finance

VIVIEN ANG
Director
Director
(Immigration & Checkpoints Programme
Management Centre) HTX

SHARON WONG
Director
Corporate Communications & Service

ERNEST SOO
Commander Training

ICA WELCOMES COMMISSIONER LIAN GHIM HUA

Mr Lian Ghim Hua succeeded Mr Marvin Sim as Commissioner ICA from 15 September 2025. The leadership transition was marked by a symbolic handover of the ICA Command Mace at the Change of Command Ceremony on 5 September 2025.

Mr Lian brings extensive experience from his previous postings, including his role as Deputy Commissioner of Police (Operations), where he advanced the use of technology – such as cameras, drones and robots – to enhance policing operations. Embarking on his next chapter, Mr Lian shared:

“ I am committed to building on ICA’s legacy. We must remain nimble and forward-looking – embracing technology, strengthening partnerships, and staying ahead of emerging threats and challenges.

The ICA family warmly welcomes Mr Lian and looks forward to an exciting new chapter under his leadership.

Mr Lian Ghim Hua (right) receives the ICA Command Mace from PS (Home Affairs), symbolically marking the transfer of leadership



Deputy Commissioner (Operations) Hsu Sin Yun (right) presents a memento to Mr Marvin Sim, in appreciation and recognition of his seven years of dedicated service as Commissioner ICA



The ICA Leadership Group gathers for a commemorative photo at the Change of Command Ceremony

HIGHLIGHTS



HIGHLIGHTS

REDEFINING CHECKPOINT OPERATIONS

New Clearance
Concept (NCC)



MORE SECURE & FASTER CLEARANCE WITH QR CODE AT LAND CHECKPOINTS

Since January 2025, ICA has fully implemented QR code immigration clearance without the need to present passports at Woodlands and Tuas Checkpoints. Key features include group QR codes accommodating up to 10 persons at car zones and dedicated lanes for wheelchair users and families at bus halls. The initiative has reduced immigration clearance time by 30%, revolutionising border crossings and providing convenience for travellers. This paves the way for upcoming Automated Passenger Clearance Systems (APCS) for cars, cargo vehicles and motorcycles from 2027.

Dedicated lanes for wheelchair users and family groups



Motorcyclists can also flash QR code and ride on



No passport needed, just flash your QR code for immigration clearance at the bus halls



QR code clearance provides bus and cargo drivers with seamless traveller experience



Going for a road trip to Malaysia with up to 10 persons? Group QR code cuts clearance time by 30%

ENHANCING SEA CHECKPOINT OPERATIONS

ICA has introduced several initiatives to enhance operations at major sea checkpoints. These initiatives reflect ICA's commitment to leveraging technology and redesigning processes to deliver a more secure, seamless immigration clearance and an improved traveller experience at our checkpoints.

1 Passport-less Clearance at MBCCS and TMFT

In 2025, ICA implemented passport-less clearance at Singapore's major sea checkpoints – Marina Bay Cruise Centre Singapore (MBCCS) and Tanah Merah Ferry Terminal (TMFT). This initiative enables all residents and departing travellers to self-clear immigration at the automated lanes by scanning their facial/iris biometrics without the need to produce their passports.

With passport-less clearance fully implemented at MBCCS, all travellers – including children below 6 years old – now enjoy faster, seamless immigration process and can board their cruise ships more quickly

The newly renovated TMFT now offers passport-less clearance lanes, making travel faster and reducing clearance times by up to 60%



2 Increased Automated Clearance Capacity at SCC

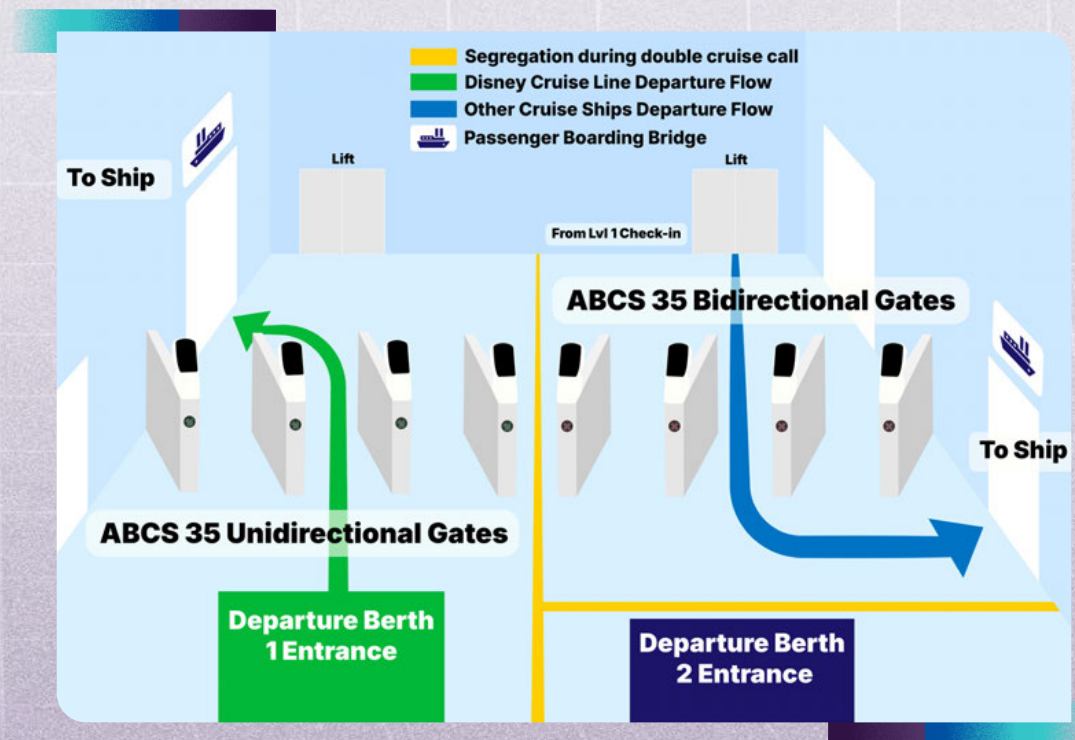
To support the New Clearance Concept (NCC) at the Singapore Cruise Centre (SCC) and address space constraints, 17 Automated Border Control System (ABCS) kiosks were installed. This boosts clearance efficiency by 50% and allows first-time visitors to self-clear, providing a faster, more seamless experience for crew and travellers.

These immigration kiosks are redeployed from Ports Command to boost clearance capacity and increase arrival throughput by 50%, from 2,600 to 3,920 passengers per hour



3 Conversion of 35 ABCS Lanes to Bi-directional Use at MBCCS

To prepare for Disney Cruise Line's arrival in March 2026, Coastal Command partnered with the MBCCS terminal operator to redesign operations and dedicate Level 2 to the Disney Cruise. This change requires other vessels to shift their departure check-in to Level 1. In addition, 35 ABCS lanes were converted to bi-directional use to enable smoother operations for Disney Cruise and improve overall passenger flow.



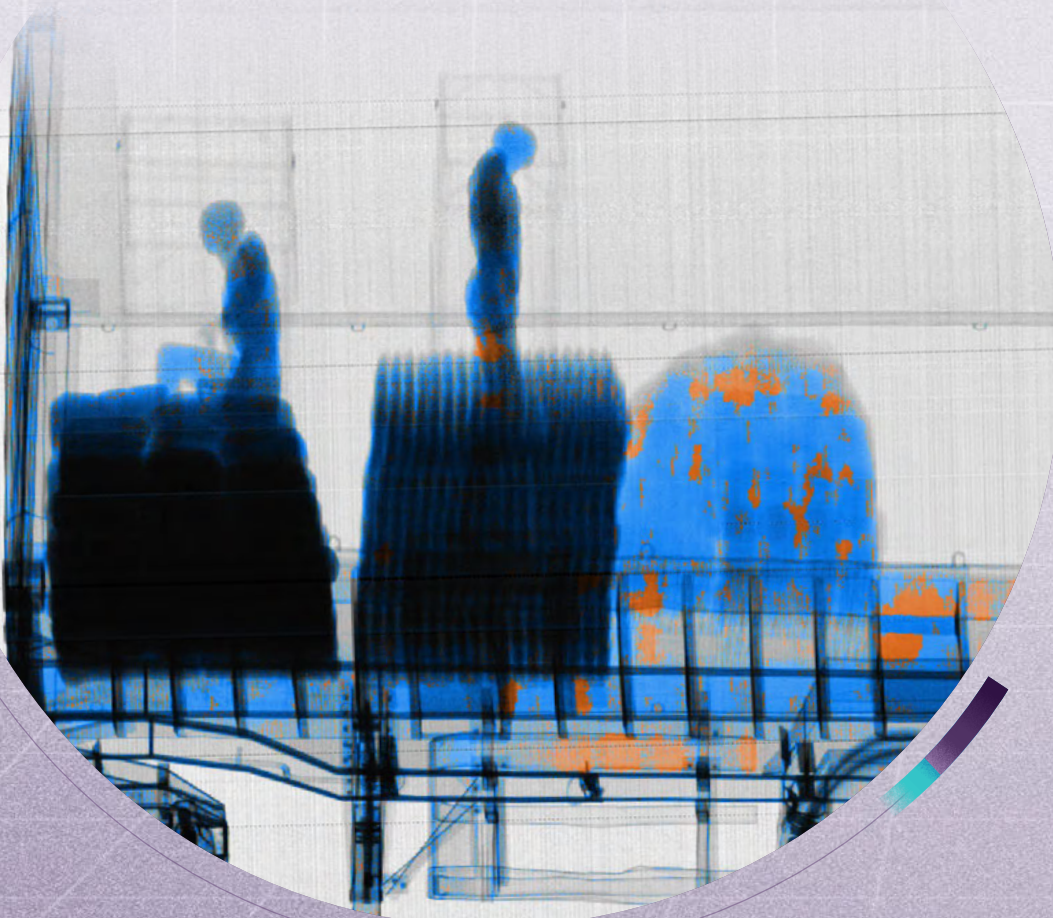
Operation flow during double cruise call

LEVERAGING AI TO ENHANCE CARGO SCREENING CAPABILITIES

ICA is harnessing Artificial Intelligence (AI) to enhance cargo screening and detection capabilities. Officers can automatically detect anomalies in radiographic images including controlled and prohibited items, as well as stowaways, making inspections faster and more accurate.

In 2024 and 2025, ICA successfully trialed AI-assisted image analysis at Tuas Port, Pasir Panjang Scanning Station and Woodlands Checkpoint. Prohibited and controlled items (e.g. cigarettes, firearms, and knives) and even stowaways hidden in containerised cargoes were picked up during these trials. ICA is developing a cloud-based system to centralise and future-proof our AI infrastructure. Progressive deployment of AI-assisted image analysis at containerised cargo checkpoints, including those with Radiographic Scanning Portals and mobile scanners, is planned to begin from 2028.

Moving ahead, ICA and Home Team Science and Technology (HTX) will expand data collection and AI model training to cover conventional cargoes, ensuring that our screening capabilities remain robust and adaptable to future challenges.



Automated AI trials successfully detect stowaways and firearms during containerised cargo screening

HIGHLIGHTS

REDESIGNING SERVICE DELIVERY

Services Centre
Next Generation
(SCNG)



REDESIGNING PROCESSES FOR A SEAMLESS SERVICE EXPERIENCE: OPENING OF THE ICA SERVICES CENTRE

The ICA Services Centre (ISC) was officially opened on 31 July 2025 by Mr K Shanmugam, Coordinating Minister for National Security and Minister for Home Affairs, during ICA's Work Plan Seminar themed "Transforming Service Delivery, Forging Ahead Together."

The new ISC integrates all of ICA's information services, which were once located across five floors, into a single level for easier access. Its service rooms support a range of services, improving customer experience and flexibility in deploying resources. Customers can also conveniently collect their passports and/or identity cards at self-collection kiosks any time on the day of their appointment, making the process smoother and more seamless.



Minister Shanmugam officiates the opening of the ISC

Service rooms support multiple products and facilities, offering customers a one-stop experience



Fast and hassle-free collection of passports or identity cards at self-service kiosks



The level 1 lobby features queue ticket services for appointments alongside an ICA heritage display

DELIVERING SEAMLESS END-TO-END SERVICE EXPERIENCE



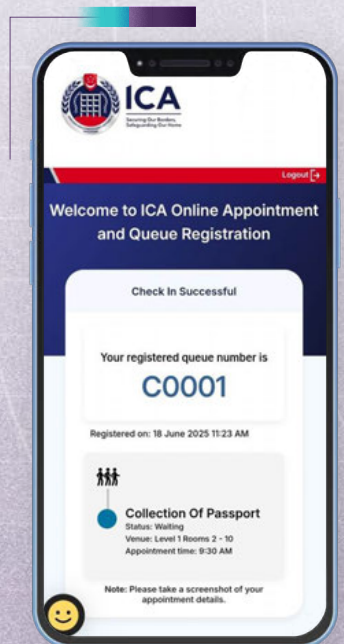
iSMART features iRobo transport robots, automated storage shelves managed by robotic arms, and self-collection kiosks



In July 2025, the launch of the Integrated Smart Document Management System (iSMART) at the new ICA Services Centre (ISC) transformed document handling through advanced robotics automation. This innovation has delivered remarkable efficiency gains – requiring just five officers to oversee 20 kiosks. For our customers, collecting passports and/or identity cards is much faster, taking about five minutes using the self-collection kiosks, compared to about 11 minutes through appointment in the past.

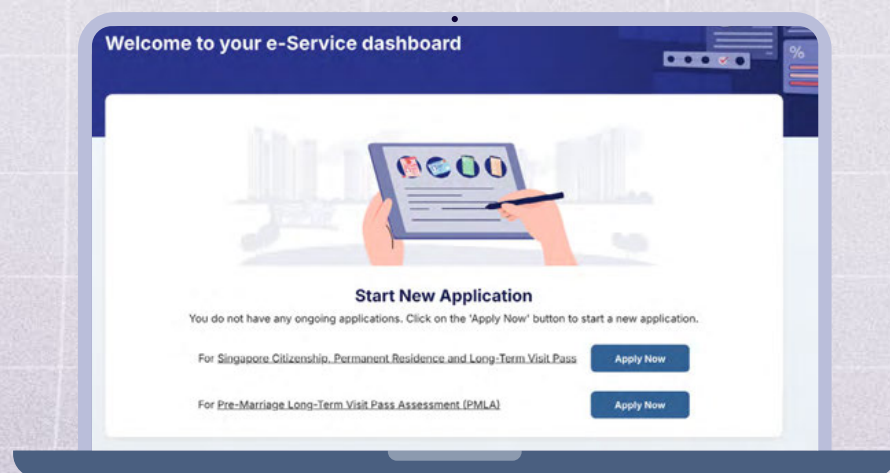
Complementing iSMART, the Appointment & Queue System (AQS) introduces a user-friendly digital platform for booking appointments, receiving timely notifications and checking in online. The inclusion of a service ambassador module ensures that customers who need help can receive personalised assistance.

Together, these systems deliver an enhanced, end-to-end experience for our customers.



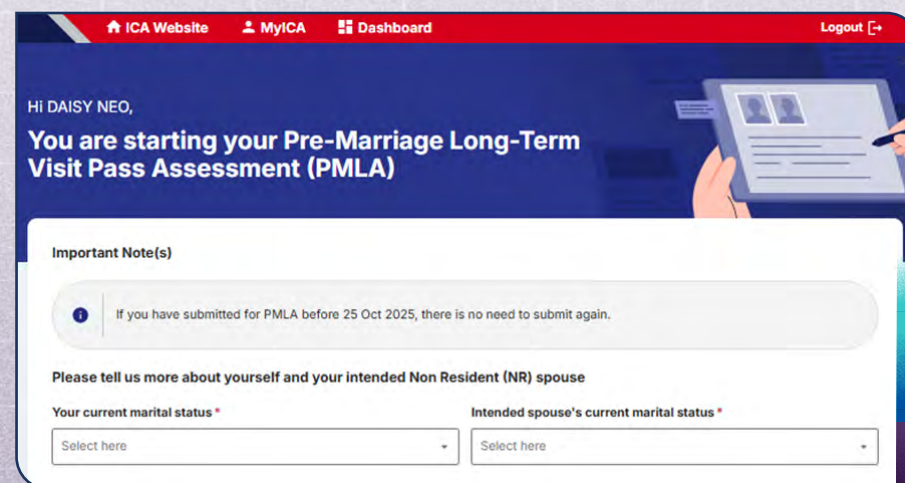
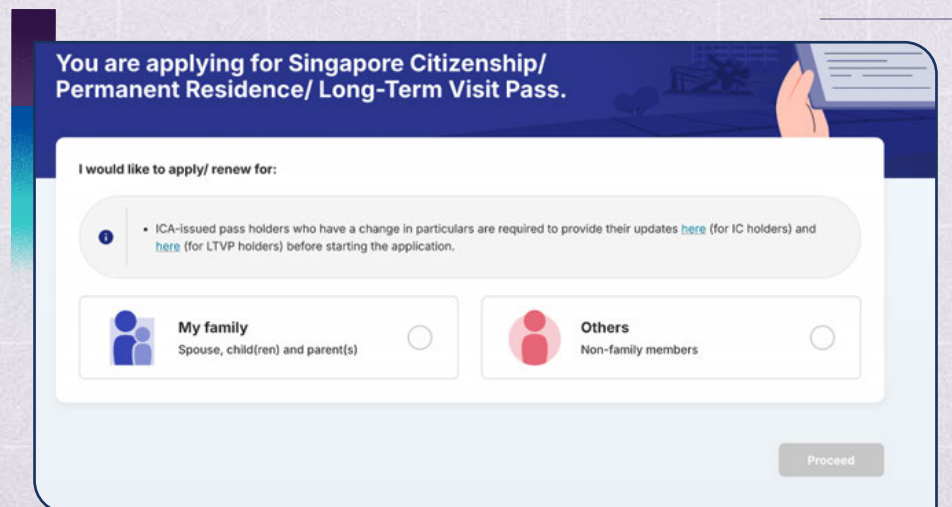
Streamlining customer experience with AQS digital platform

EXPANDING DIGITAL CAPABILITIES: INTEGRATED PROCESSING SYSTEM



Since the launch of the Integrated Processing System (IPS) in June 2024, ICA has continuously enhanced the platform with new modules and functionalities throughout the year. In October 2025, the introduction of the Pre-Marriage Long-Term Visit Pass Assessment (PMLA) module enabled a more streamlined application process. Transitioning from a three-step process to a one-step process, PMLA application has become more convenient for customers.

The progressive rollout continues as ICA integrates additional products, such as appeals, re-entry permits, passports, and identity cards onto the IPS platform. As more products are onboarded, officers are able to use a single processing system for more efficient processing and holistic assessment, improving overall service delivery across multiple application types.



ICA has also enhanced the experience for customers applying for Singapore Citizenship, Permanent Residence, Long-Term Visit Pass and PMLA by consolidating the applications into a single e-Service portal, making the process more seamless and user-friendly.

HIGHLIGHTS

EMPOWERING AND ENABLING OUR PEOPLE



ICA SERVICES CENTRE (ISC) INDUCTION PROGRAMME

ISC officers from different clusters come together to learn, collaborate, and sharpen their service and incident-handling skills



The first cohort of ISC Induction Programme graduates celebrates their achievement

The inaugural ISC Induction Programme was successfully launched on 28 October 2025. This comprehensive three-day foundational course was designed for newly posted ISC officers, equipping them with targeted tradecraft training aligned to their specific job profiles.

Beyond technical skills, the programme fostered cross-cluster networking and knowledge sharing, cultivating a strong sense of pride and purpose in ISC's work. Officers gained a holistic understanding of ISC's work processes and learned how their individual contributions drive better outcomes for both customers and ICA.

Through interactive lessons, collaborative activities, and direct engagement with Senior Management, participants completed the programme with greater confidence and inspired to serve with excellence.



STRENGTHENING OPERATIONAL CAPABILITIES AT CHECKPOINTS

1 Contact Tactics Training

In January 2025, ICA introduced the Contact Tactics (CTAC) training programme to enhance officers' competencies in engaging subjects through proper use of force. Through scenario-based assessments, officers are placed in realistic, high-pressure situations that allow them to hone their tactical skills and demonstrate professionalism under stress. This training builds confidence and ensures that ICA officers are equipped to handle use-of-force situations effectively.



Inaugural run of the Contact Tactics training programme



Participants demonstrating the use-of-force techniques during CTAC training

2 Enhancing Incident Management Capabilities at the Checkpoints

ICA officers deployed at the Integrated Operations Centre (IOC) at checkpoints play a key role in getting a clear picture of what's happening on the ground and coordinating responses to incidents. As the primary liaison with stakeholders, IOC oversees daily operations and executes operational plans during contingencies.

To enhance these competencies, ICA Training Command collaborated with Land Domain to develop a customised IOC Officer's Course. Launched in January 2026, the course employs interactive methods – such as Tactical Exercises without Troops, scenarios, and case studies – to provide training on effective decision-making and coordination skills when deployed at the IOC. Following its successful launch, this IOC course will be progressively rolled out to other domains to further strengthen ICA's operational capabilities.

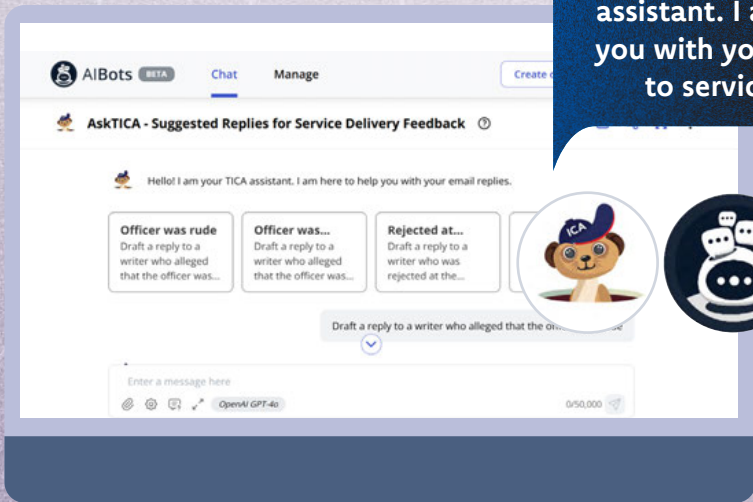


Participants taking part in an activity to understand the various systems in the IOC and their functions

UPLIFTING SERVICE DELIVERY WITH PROFESSIONALISM AND INNOVATION

In 2025, ICA introduced two initiatives to equip frontline officers with the skills and confidence needed to uphold the highest standards of professionalism in the face of evolving traveller expectations. The **'Enforcing with Professionalism'** programme, developed with Republic Polytechnic, equips officers with enhanced service skills through practical role-play and scenario-based learning. ICA also launched **AskTICA**, an AI tool that generates consistent, well-crafted replies to service feedback, helping officers respond more efficiently and professionally.

AskTICA



Hello! I am your TICA assistant. I am here to help you with your email replies to service feedback.



The training programme aims to enhance officers' service delivery competencies and build their confidence in managing and engaging travellers professionally

Enforcing with Professionalism



BUILDING CAPABILITIES FOR FIRST RESPONSE TEAM OFFICERS

FRT Training: Officers demonstrating tactical manoeuvres in modular training spaces.



FRT Training: Officers practising hostile vehicle mitigation techniques at the mini vehicle checkpoint



Warm up before the IPPT fitness assessment



FRT officers attending a safety briefing before the IPPT

To maintain high standards of operational readiness among our First Response Team (FRT) officers, ICA introduced two initiatives aimed at strengthening both their physical fitness and tactical expertise.

Since April 2025, ICA implemented the Individual Physical Proficiency Test (IPPT) for FRT officers. This was in recognition of the critical protective security functions performed by FRT officers, and the IPPT initiative ensures that they maintain the required standard of physical fitness. To safeguard officers' well-being, pre-IPPT medical screenings are conducted, and the test – which includes push-ups, sit-ups, and a 2.4km run – must be completed annually.

In the same month, ICA began conducting FRT training at the newly constructed Checkpoint Building within the Home Team Tactical Centre.

This purpose-built facility marks a significant milestone in raising training standards, offering safe, realistic, and modular environments that mimic operational areas at the checkpoints. The flexible training spaces can be modified to suit specific training needs, further enhancing the capabilities of FRT officers as part of the Home Team tactical response community.

ICARE2 2025 HIGHLIGHTS: BUILDING TOGETHERNESS

ICARE2 (ICA Recreation Club) is an in-house committee that sparks camaraderie among ICA officers by thoughtfully curating staff welfare and well-being initiatives for ICA. In 2025, ICARE2 dazzled colleagues with an exhilarating array of activities that sought to inspire healthy lifestyles, foster community spirit and filled ICA with memorable moments.

13 September 2025: ICA's Appreciation Dinner features nostalgic moments and performances by the ICA Leadership Group and ICARE2 Music & Talents Club



23 October 2025: Over 300 officers participated in ICARE2's annual ICA Run



Thanks to our dedicated Sports Convenors, ICARE2 conducted Inter-Domain Competitions and Introductory Clinics across over 20 sports disciplines



25 October 2025: A day of fun and bonding for ICA officers and their families at the ICA Cohesion Day at Universal Studios Singapore

HAPPY BIRTHDAY, ICA PSYCHOLOGY DIVISION!



Guests in action – fully engaged with the carnival games and photobooth!

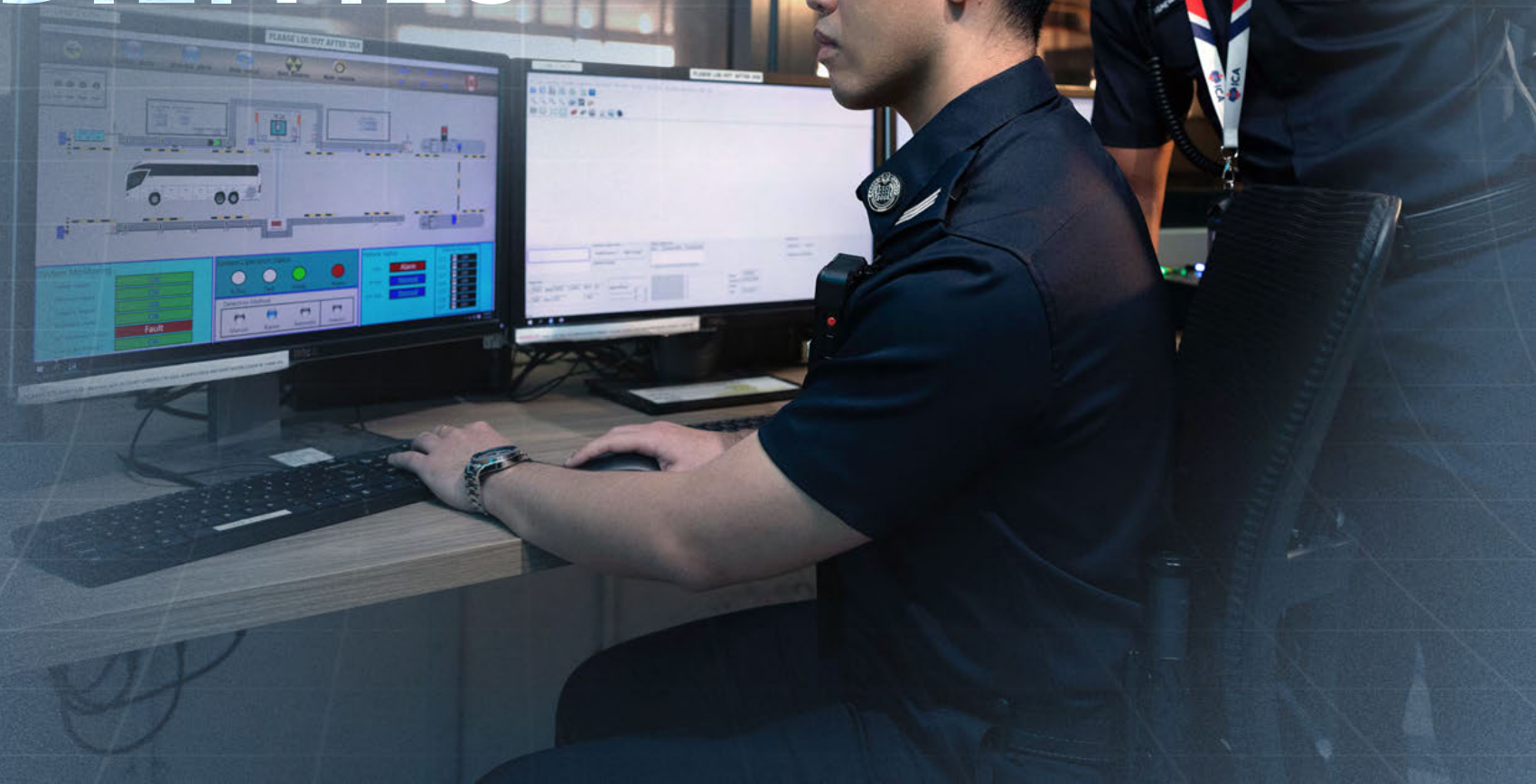


The ICA Psychology Division (IPD) marked its 10th anniversary on 25 September 2025 with a lively carnival celebration. Over the years, IPD has transformed psychological services within ICA with strong support from partners and stakeholders. The division supports officers' mental wellness, stress management, decision-making, and operational readiness. Additionally, IPD develops capabilities in recruitment selection, leadership development, team dynamics, employee engagement, and organisational change.

Commissioner ICA, Mr Lian Ghim Hua, officiated the event, where guests and ICA officers explored IPD's work through interactive games, enjoyed nostalgic treats like kacang puteh and ice cream, and captured memories at the photobooth – a fitting tribute to a decade of meaningful impact.

HIGHLIGHTS

STRENGTHENING OPERATIONAL CAPABILITIES

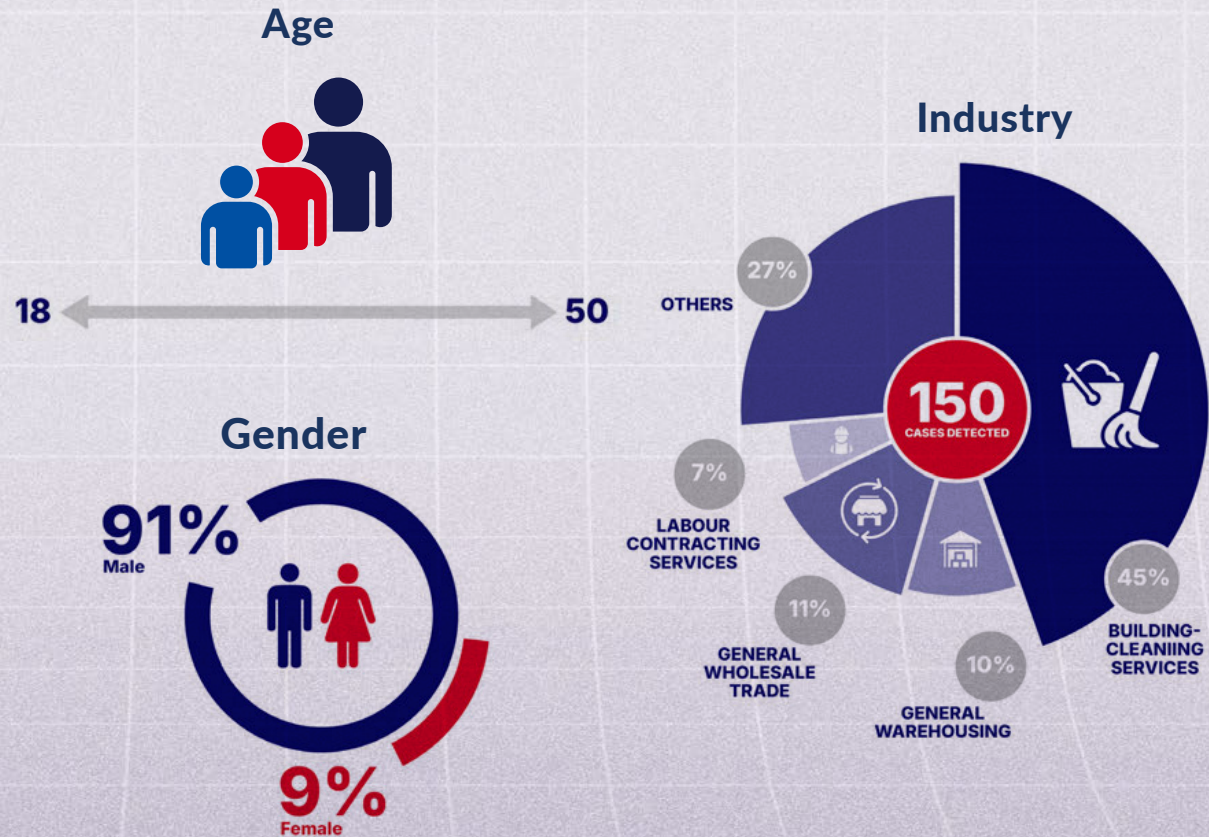


DATA RISK PROFILING AND TARGETING

To support ICA's New Clearance Concept (NCC), the Integrated Targeting Centre (ITC) leverages advance information and data analytics to conduct pre-arrival risk assessment of travellers, conveyances and cargo. Those flagged to be of higher risk by ITC will be referred for enhanced checks at the checkpoints.

Crackdown on Misuse of Training Employment Pass

In April 2025, ITC detected a growing trend of individuals abusing the Ministry of Manpower (MOM)'s Training Employment Pass (TEP) In-Principle Approvals (IPAs) to enter Singapore for unauthorised employment and illicit activities. Advanced data analytics were deployed to strengthen the screening of TEP IPA holders, leading to the detection of 150 such travellers across multiple industries. All were denied entry, and information was shared with MOM to support enforcement and tighten the TEP regime. This has demonstrated how ITC enhances border security through advanced data analytics and proactive detection while supporting inter-agency enforcement efforts.



ICA'S ENHANCED MEASURES AGAINST SMUGGLING OF E-VAPORISERS

As part of Whole-of-Government commitment to public health and safety, ICA has stepped up enforcement against the smuggling of e-vaporisers at the air, land and sea checkpoints. Two major operations between 1 and 4 September 2025, and 5 to 8 January 2026 led to the detection of 180 cases and the seizure of more than 1,841 e-vaporisers and related components.

Beyond the two major operations, our officers also remained vigilant and detected 667 cases across all checkpoints in 2025, seizing more than 350,000 e-vaporisers and related components.

ICA adopts a multi-pronged approach in our border security regime: leveraging officers' expertise in profiling and risk assessment, harnessing advanced analytics from the Integrated Targeting Centre, and collaborating closely with other law enforcement agencies through information sharing and joint operations. This ensures that high-risk travellers, conveyances and cargoes are identified and intercepted swiftly.

As guardians of Singapore's borders, ICA remains steadfast in our commitment to detecting and deterring smuggling attempts through Singapore's checkpoints.



Vigilance in action: ICA officers conducting enhanced checks against smuggling of e-vaporisers across all air, land and sea checkpoints



PREPARING FOR THE UNEXPECTED: ICA'S OPERATIONAL TRAINING EXERCISES

ICA conducts regular training and validation exercises to ensure officers' operational readiness. In January 2025, ICA participated in **Exercise Jupiter** – a Whole-of-Government exercise to test the preparedness, coordination and communication among multiple government agencies in managing crises.

To further strengthen its ground response capabilities, ICA conducted **Exercise Spectrum** in November 2025. Held at Tanah Merah Ferry Terminal, this joint exercise brought together ICA, Singapore Police Force (SPF) and Singapore Civil Defence Force (SCDF) to validate their joint response to an armed attack scenario.

As guardians of Singapore's borders, ICA will continue to enhance its ability to handle crises and safeguard our borders.



*ICA Leaders
in a Crisis
Management
Meeting for
Exercise Jupiter*



Officers from ICA, SPF and SCDF in action during Exercise Spectrum

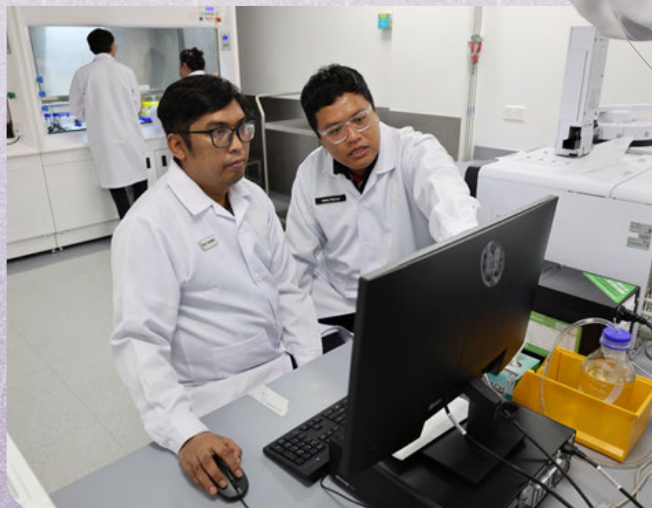
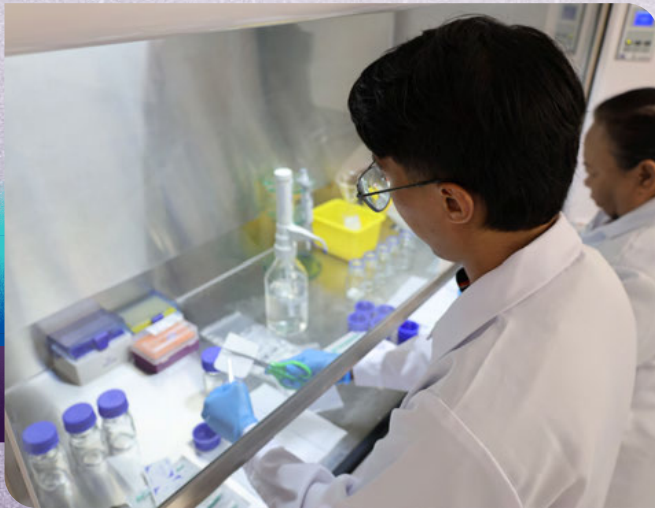


Representatives of the supporting cells at the HQ Command Post demonstrating their coordination and communicating skills in response to major incidents at the checkpoints

FASTER CBRNE THREAT DETECTION: ANALYTICAL AND RESEARCH AIRPORT LAB

Situated within Changi Airfreight Centre, the Home Team Science and Technology (HTX) Airport Lab commenced operations on 2 June 2025, strengthening our ability to detect and analyse Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) threats at the air checkpoints. The on-site facility enables faster and more accurate sample analysis, eliminating the need for fortnightly sample dispatch to Woodlands Lab.

In addition, the Airport Lab facilitates joint research and development initiatives with the Ministry of Health, focusing on testing and developing breakthrough technologies for pandemic preparedness. This partnership bolsters efforts for rapid pandemic testing and response during times of crisis.



ICA's Sensitive Security Materials officers conducting testing and sample analysis

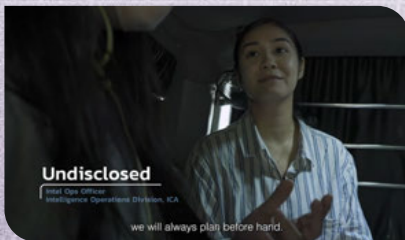
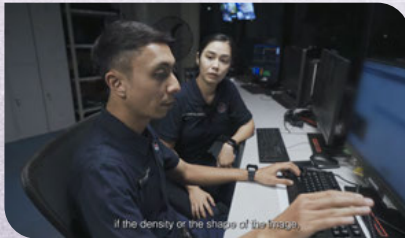
HIGHLIGHTS

ENHANCING ICA BRAND & PUBLIC TRUST



CONNECTING WITH OUR FOLLOWERS THROUGH ICA STORIES

ICA Reveals showcases behind-the-scenes operations, highlighting how officers use technology to facilitate trade and travel whilst combating smuggling and immigration offences.



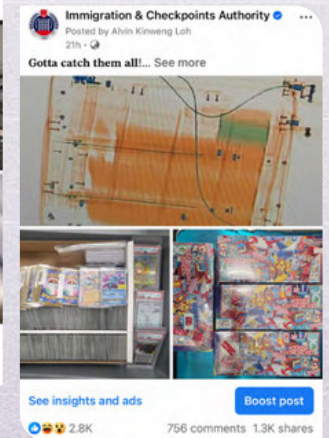
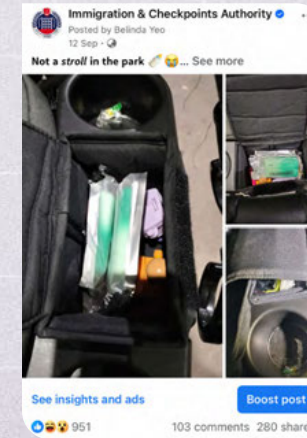
TICA (Tales of Kindness) highlights ICA officers who go beyond the call of duty in service delivery, featuring public commendations and acts of kindness.

To build a sustainable social media ecosystem, 92 ICA Creatives were appointed on 26 November 2025 to support content creation and develop internal digital capabilities, strengthening brand engagement through domain expertise, authentic storytelling, and a command-centric approach.

Public perception of ICA in 2025 remained positive across its social media platforms, evidenced by the significant growth of followers and engagement. ICA Facebook reached 370,000 followers, while its Instagram hit 100,000 followers. On TikTok, ICA amassed 276,000 followers, with 18 videos exceeding one million views.

ICA focuses on four key initiatives to strengthen our content and engagement:

ICA Beyond Detection educates the public on enforcement efforts beyond case detections, in collaboration with controlling agencies, to raise awareness of various risks.



Case detections and ground operations provide behind-the-scenes glimpses into ICA's work, building public understanding and trust in border protection efforts.



ON THE LINE: WHERE DUTY MEETS DRAMA

On The Line, a 10-episode micro-drama series on Mediacorp's TikTok, showcases the vital work of ICA officers through an authentic and engaging narrative to reach a younger and digitally savvy audience. The micro-drama series offers the viewers a glimpse into what it means to be a 'Guardian of Our Borders'. It has resonated strongly with the audiences, receiving positive feedback and contributing to an increase in application numbers during the campaign period. Building on this success, Season 2 is set to launch by June 2026, promising even more engaging and compelling stories.

Starring Mediacorp stars Seow Sin Nee and Glenn Yong, *On The Line* was launched on 27 June 2025 and achieved a remarkable 12 million views within 4 weeks



Behind the scenes at Tuas Checkpoint during eight days of filming

Meet the team from Mediacorp and ICA Recruitment Branch!

AWARDS

We Made It! Celebrating ICA's Achievements at Public Service Festival SPARK 2025

On 8 July 2025, then-Commissioner Marvin Sim received the Transformative Agency Award for ICA – the apex honour at the Public Sector Transformation Awards Ceremony – held at One Punggol. This award recognises ICA's achievement in making Singapore the first in the world to fully automate immigration clearance for all travellers, including first-time visitors. It also acknowledges our efforts in redefining border clearance through technology and data, enabling us to upskill our officers for higher-value roles to better safeguard our borders.

ICA remains committed to innovating and adapting to evolving operational needs for more secure and seamless immigration clearance for travellers.

Celebrating Success: ICA clinched the Citizen Engagement Excellence Award 2025



Then-Commissioner Marvin Sim receiving the Transformative Agency Award 2025 from Guest-of-Honour, Coordinating Minister for Public Services and Minister for Defence Chan Chun Sing

ICA was also a proud winner of the Citizen Engagement Excellence Award at the same event. This recognition celebrates ICA's innovative approach to involve the public in the roll-out of the QR Code clearance project – a key initiative aimed at streamlining immigration processes.

By actively engaging citizens through pilot trials and feedback sessions, ICA ensured the new system was user-friendly and responsive to real-world needs. This collaborative effort not only strengthened public trust but also demonstrated how co-creation with citizens can drive meaningful transformation in public service delivery.

ICA officers and citizens participate in pilot trials for the QR Code clearance project to identify usability issues and prioritise improvements before launch

AWARDS

Championing Community Impact at the Community Chest Awards 2025

At the Community Chest Awards 2025, held on 8 October 2025 at the Grand Hyatt Singapore, ICA was proud to receive three distinguished accolades: the Charity Gold Award, the Volunteer Partner Award, and the SGSHARE Award. These awards reflect ICA's dedication to social responsibility and active community engagement.

Throughout FY2024, ICA's contributions in fundraising and volunteerism have supported the Community Chest and our adopted charity, MINDS Towner Gardens School. By working together as a team, ICA officers showed their commitment in helping the less fortunate and building a more inclusive and caring society.

Community Chest Awards 2025
8 October
Grand Hyatt Singapore



ICARE2 Vice-Chairperson, Ms Kong Yong Sin received the Community Chest award from Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development

ICA Wins Best Discoverability Award at Digital Services Awards 2025

Organised by GovTech and supported by Smart Nation Group, the Digital Services Awards recognise outstanding achievements and excellence in delivering digital services through websites for the public. At the awards ceremony held on 21 November 2025, ICA has won the Best Discoverability Award which recognises government agencies that excel in helping users navigate and find information effortlessly.

Further affirming our commitment, ICA was also ranked Top 3 for the Most Popular Informational Website. These accolades reflect the trust and engagement of our users and validate our ongoing efforts to provide reliable, seamless and intuitive digital services for all.



ICA and HTX clinched the Best Discoverability Award at Digital Services Award 2025



HIGHLIGHTS

FOSTERING DEEPER STRATEGIC PARTNERSHIPS



JOINT COLLABORATION IN TRAINING

In today's interconnected world, strong regional partnerships are essential for effective border management and security. In 2025, ICA continued to deepen its collaborations across Southeast Asia and beyond through training, knowledge sharing, and trust-building with foreign counterparts.

Empowering Regional Expertise: 15th Checkpoint Competencies Programme

Held from 13 to 17 January 2025 in Singapore, ICA and the Ministry of Foreign Affairs (MFA) hosted participants from all ASEAN member states and Hong Kong. This five-day programme focused on developing competencies in people and goods clearance through presentations by various ICA units, and a site visit to Tuas Checkpoint.



Opening address by Deputy Director, MFA

Driving Regional Dialogue: 7th ASEAN-Australia Immigration Training Committee (ITC) Meeting

Co-hosted on 8 May 2025 by ICA Training Command and the Australian Department of Home Affairs, the 7th ASEAN-Australia ITC Meeting brought together 25 participants to discuss regional training needs and explore collaborative opportunities.



The meeting was co-chaired by Mr Ernest Soo, Commander (Training), ICA and Ms Lauren Richardson, Regional Director for Southeast Asia, Australian Department of Home Affairs

Innovating Training Delivery: 7th Train-the-Trainer Passenger Clearance Module (PCM)

From 2 to 4 September 2025, ICA conducted the 7th Train-the-Trainer PCM, delivered virtually for the first time due to changing circumstances. Led by 2 Deputy Director (Intelligence) DAC Ang Yean Kee, trainers from Training Command and Identity Authentication & Document Analysis trained 40 Indonesian Directorate General of Immigration (DGI) officers in profiling, intent analysis and document examination. The programme was well received and underscored ICA's ability to adapt its training delivery while continuing to strengthen regional training capabilities.



Opening remarks delivered by Mr Arief Munandar (Director, International Cooperation), DGI

DEEPENING ENGAGEMENT WITH REGIONAL COUNTERPARTS

Welcoming China National Immigration Administration (NIA)

From 19 to 22 February 2025, ICA welcomed a delegation led by Mr Xu Ganlu, Vice Minister of Public Security and Commissioner of NIA. The programme included visits to the ICA Services Centre (ISC), Marina Bay Cruise Centre (MBCCS) and Changi Airport, where delegates were briefed on ICA's transformation initiatives and the use of technology to enhance checkpoint operations.



Mr Hsu Sin Yun, Deputy Commissioner (Operations) welcomes delegates from NIA and shares insights on ICA's passport-less clearance process at MBCCS

Hosting Hong Kong Immigration Department (HKID)

From 4 to 6 June 2025, ICA hosted a delegation from the HKID, led by Deputy Director of Immigration (Control, Visa and Documents), Mr Ching Wo-mok, Wallace. The delegation observed ICA's operations at ISC and air, land and sea checkpoints, gaining insights into ICA's technology-enabled approach to strengthening border security and streamlining immigration processes.



HKID representatives visit ISC and various checkpoints, observing immigration operations to gain deeper insights into ICA's approach to border security

Courtesy Visits by Commissioner ICA

Following his appointment, Commissioner Mr Lian Ghim Hua made courtesy visits to regional counterparts to strengthen ties and reaffirm ICA's commitment to cooperation. These included meetings with Dato' Zakaria, Director-General of the Immigration Department of Malaysia, in Kuala Lumpur on 15 October 2025, and senior officials from the Directorate General of Immigration in Jakarta, Indonesia, on 5 November 2025.



Commissioner Lian (right) exchanges commemorative tokens with Dato' Zakaria, symbolising Malaysia and Singapore's ongoing commitment to strengthening strategic relationships and bilateral cooperation

WARM TIES: ICA LIAISON NITE 2025

On 5 September 2025, ICA hosted its 16th Liaison Nite at the ICA Services Centre (ISC). This special event brought together strategic partners from local agencies and foreign embassies, honouring the spirit of collaboration that has driven our shared success over the past year.

Guests were given an exclusive tour of the ISC, offering deeper insights into ICA's ongoing initiatives and innovative approaches. The evening fostered meaningful connections and celebrated more than just partnerships – it renewed our collective commitment to support one another in the year ahead.



GOVERNMENT CUSTOMER XPERIENCE FESTIVAL: UNLOCKING THE FUTURE OF CUSTOMER EXPERIENCE



In October 2025, ICA proudly hosted a programme for the inaugural Government Customer Xperience Festival (GCX Fest). Initiated by the Public Service Division (PSD), GCX Fest is a community-led festival that brought together public service officers from across the Whole-of-Government (WOG) for a series of immersive learning journeys focused on service transformation and citizen-centricity.

Over four days – 22, 23, 28 and 29 October – ICA welcomed 16 groups of more than 300 WOG officers, offering them a firsthand look at our



ICA Services Centre operations. This success was made possible by the collaborative spirit of more than 60 ICA officers, who stepped up as organisers, presenters, docents, guides, and subject-matter-experts.

Feedback from participants was overwhelmingly positive, with many expressing that the experience left them inspired and motivated to elevate customer service standards within their own agencies. This affirmation from fellow public service officers reinforces ICA's purpose and strengthens our ongoing commitment to delivering exceptional customer experiences for all.

SIGNIFICANT CASES



SIGNIFICANT CASES

Airport Command, Integrated Checkpoint Command (ICC) Air

11 January 2025

Changi Airport Terminal 1, Arrival East

WHAT HAPPENED

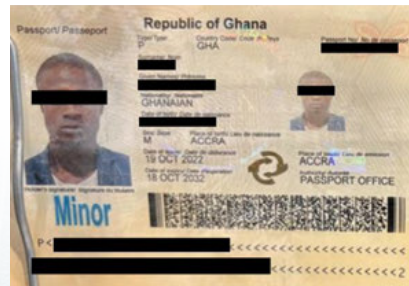
- Four Ghanaians were referred for further checks and ICA officers observed discrepancies in the passport photos produced.
- During preliminary interviews, the Ghanaians claimed to be the rightful holders of the passports.
- ICA officers uncovered the Ghanaians' own passports during further checks on their belongings, and they admitted to using false documents to enter Singapore.

✗ OFFENCE

- Knowingly produce any false or misleading document

✓ OUTCOME

- They were refused entry into Singapore.



Suspected forged Ghana passport



Original Ghana passport



Original passport concealed in clothing

Air Cargo Command, ICC (Air)

19 February 2025

Changi Airfreight Centre, Secondary Checking Bay

WHAT HAPPENED

- A vehicle carrying e-commerce/ low-value items was referred for enhanced checks as ICA officers detected anomalies in the scanned images.
- The consignment was physically examined and was found to contain 121 kg of codeine syrup.
- The exhibits were seized and referred to Health Sciences Authority (HSA) for further investigations.

✗ OFFENCE

- Importation of products containing codeine without a licence

✓ OUTCOME

- Investigations by HSA are ongoing.



SIGNIFICANT CASES

Enforcement Division and Woodlands Command

28 March 2025

Changi Airport Terminal 1, Arrival East

WHAT HAPPENED

- A female Dominican citizen had attempted to depart Singapore via Woodlands Checkpoint by bus using a Colombian travel document.
- She was detected for producing a false document and was referred to ICA Enforcement Division for further investigations.
- Investigations revealed that she had obtained the Colombian travel document fraudulently. She is a citizen of the Republic of Dominica and had never acquired the citizenship of Colombia.

✗ OFFENCE

- Knowingly produce a false or misleading document

✓ OUTCOME

- The Dominican woman was sentenced to four months and 14 weeks' imprisonment.



Forged Colombia passport



Original Dominican passport

Tuas Command, ICC (Land)

31 March 2025

Tuas Checkpoint, Arrival Cargo Zone

WHAT HAPPENED

- A Singapore-registered car was referred for further checks during a routine inspection.
- ICA officers uncovered a total of 150 cartons, one packet and 32 sticks of duty-unpaid cigarettes hidden in the modified car boot and spare tyre compartment.
- The Singaporean driver and exhibits were seized and referred to the Singapore Customs for further investigations.

✗ OFFENCE

- Attempted smuggling of duty-unpaid cigarettes

✓ OUTCOME

- The Singaporean man was sentenced to four months' imprisonment.



SIGNIFICANT CASES

Intelligence Division

9 April 2025

32J Lorong 22 Geylang

WHAT HAPPENED

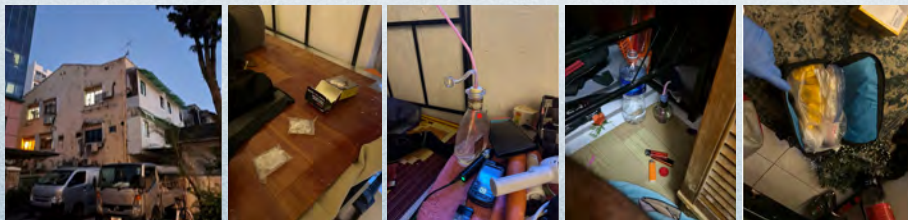
- ICA conducted a joint operation with SPF at Lorong 22 Geylang premises suspected to house immigration offenders.
- During the operation, seven male Bangladeshis were arrested for various offences under Immigration Act and Misuse of Drugs Act.
- Two Bangladeshis were overstayers, while one of them was also found in possession of controlled drugs.
- The other five Bangladeshis were found in possession of controlled drugs and drug-taking apparatus.
- All the seven Bangladeshis were arrested and referred to ICA Enforcement Division and Central Narcotics Bureau (CNB) for further investigations.

OFFENCE

- Remained unlawfully in Singapore
- Possession of controlled drugs

OUTCOME

- Pending prosecution.



Woodlands Command, ICC (Land)

16 April 2025

Woodlands Checkpoint, Arrival Car Zone

WHAT HAPPENED

- A Malaysian-registered car was referred for enhanced checks.
- During the checks, ICA officers observed that the Singaporean passenger appeared nervous and conducted more thorough search on him.
- ICA officers uncovered one slab of tablets suspected to be controlled drugs concealed within his belt at the waist area.
- Swab tests on the passenger yielded positive traces of Methamphetamine.
- The driver, passenger, exhibit and vehicle were referred to CNB for further investigations.
- CNB officers uncovered a total of 4,703 grams of Heroin, 3,288 grams of Cannabis, 1,613 grams of "ICE" and 1,000 Erimin-5 tablets in the passenger's belongings.

OFFENCE

- Detection of controlled drugs

OUTCOME

- Investigations by CNB are ongoing.



Photograph by CNB

SIGNIFICANT CASES

Airport Command, ICC (Air)

21 April 2025
Changi Airport Terminal 2,
Baggage South Red/Green
Channel

WHAT HAPPENED

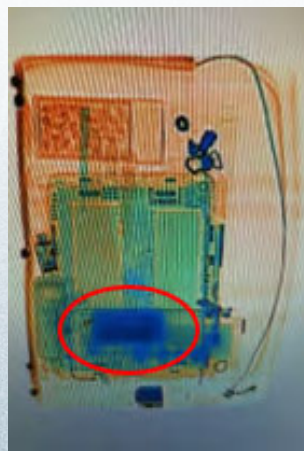
- A male Singaporean was referred for enhanced checks and ICA officers detected anomalies in scanned images of his baggage.
- A total of undeclared currencies amounting to SGD\$16,594 and MYR383,660 were uncovered in his baggage.
- The Singaporean and exhibits were referred to SPF for further investigations.

✗ OFFENCE

- Undeclared currencies exceeding \$20,000

✓ OUTCOME

- Investigations by SPF are ongoing.



Coastal Command, ICC (Sea)

3 May 2025
Singapore Cruise Centre

WHAT HAPPENED

- A female Norwegian was referred for further checks as there was an anomaly in the scanned image of her bag.
- A gun-shaped lighter was uncovered from the bag and the Norwegian claimed that it was a gift from a friend in Batam.
- The Norwegian woman and exhibit were seized and referred to SPF for further investigations.

✗ OFFENCE

- Importation of controlled goods without a permit


✓ OUTCOME


- The Norwegian woman was administered with a stern warning, in lieu of prosecution.



SIGNIFICANT CASES

Ports Command, ICC (Sea)

 21 May 2025

 Pasir Panjang Scanning Station

WHAT HAPPENED

- A 40-footer container was targeted by the Integrated Targeting Centre (ITC) for scanning and supervised unstuffing was conducted at importer's premises.
- A total of 133 counterfeit luxury goods were found within the consignment during unstuffing and referred to Singapore Customs.

✗ OFFENCE


- Importation of counterfeit luxury goods

✓ OUTCOME

- The counterfeit luxury goods were seized by Singapore Customs and referred to the Rights Holders for further actions.



Coastal Command, ICC (Sea)

 8 June 2025

 Singapore Cruise Centre

WHAT HAPPENED

- A male Singaporean was referred for enhanced checks and ICA officers detected bundles of cash amounting to SGD \$52,100 in his luggage.
- He claimed that he was unaware of the requirement to make a declaration and stated that the cash was used for on-board cruise gambling.
- The Singaporean man and exhibits were referred to SPF for further investigations.

✗ OFFENCE

- Undeclared currencies exceeding \$20,000

✓ OUTCOME

- The Singaporean was offered and paid a composition sum under Section 60(1) of Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act 1992 for his failure to make the requisite declaration of the movement of cash into Singapore.



SIGNIFICANT CASES

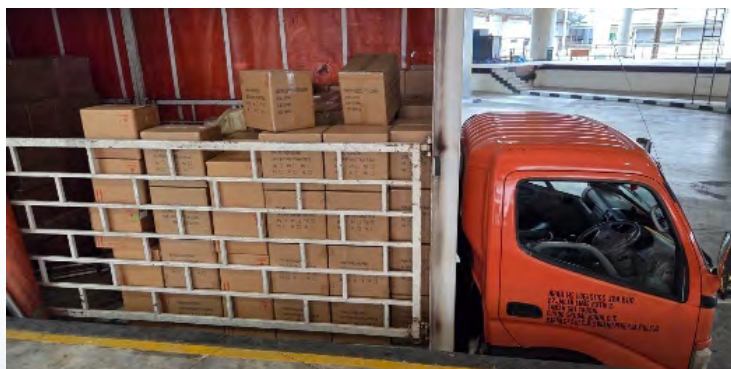
Tuas Command, ICC (Land)

9 and 12 June 2025

Tuas Checkpoint, Arrival and Departure Cargo Zones

WHAT HAPPENED

- On 9 June 2025, a Malaysian-registered lorry was targeted by ITC for enhanced checks.
- During the checks, ICA officers uncovered a total of 14,270 e-vaporisers and related components hidden within consignments at the back of the vehicle.
- The Malaysian driver (B1) and exhibits were referred to HSA for further investigations.



- On 12 June 2025, a Malaysian-registered vehicle was referred for further checks and ICA officers detected a male Malaysian lying at the back of the cargo compartment.
- Preliminary checks revealed that the male Malaysian was the same person (B1) arrested on 9 June 2025.
- Both the driver (B2) and B1 were arrested and referred to ICA Enforcement Division for further investigations.



✗ OFFENCE

- Attempted smuggling of e-vaporisers and related components
- Attempted illegal departure
- Abets illegal departure

✓ OUTCOME

- B1 was sentenced to 27 weeks' imprisonment for attempting illegal departure and smuggling e-vaporisers.
- B2 was sentenced to six months' imprisonment for abetting B1 to attempt to depart Singapore illegally.

SIGNIFICANT CASES

Woodlands Command and Enforcement Division

5 July 2025

Woodlands Checkpoint, Departure Car Zone

WHAT HAPPENED

- A Malaysian-registered car was referred for further checks.
- During the checks, the male Malaysian driver (B1) was found driving without a valid driving licence and abetting the illegal departure of two Malaysian men (B2 and B3). ICA officer found B2 and B3 hiding in the car boot without any travel document.
- B1 was arrested and referred to ICA Enforcement Division and SPF for further investigations, while B2 and B3 were arrested and referred to ICA for investigations.
- Further investigations revealed that B2 and B3 were being investigated by HSA for offences under the Tobacco (Control of Advertisements and Sales) Act.

✗ OFFENCE

- Various offences under ICA, SPF and HSA's purview

✓ OUTCOME

- B1 was sentenced to ten months and four weeks' imprisonment and disqualified from driving for a period of 24 months.
- B2 and B3 were each sentenced to 18 weeks' imprisonment.



Woodlands Command, ICC (Land)

5 August 2025

Woodlands Checkpoint, Arrival Bus Concourse

WHAT HAPPENED

- A Malaysian-registered van was flagged by ITC for enhanced checks.
- During the checks, ICA officers detected anomalies in the scanned images of the van and uncovered a total of 310 packets of chewing tobacco concealed within the rear passenger seats.
- The Malaysian driver and exhibits were seized and referred to HSA for further investigations.

✗ OFFENCE

- Attempted smuggling of chewing tobacco

✓ OUTCOME

- The Malaysian driver was issued with a stern warning, in lieu of prosecution.



SIGNIFICANT CASES

Ports Command, ICC (Sea)

20 August 2025

Pasir Panjang Scanning Station

WHAT HAPPENED

- A 40-footer container was referred for scanning and ICA officers detected anomalies in the scanned images of the consignment declared as consolidated cargo.
- A total of 42,000 cartons of 200 sticks of duty-unpaid cigarettes and 4,800 packets of 50g of duty-unpaid tobacco were uncovered during unstuffing.
- The driver and exhibits were referred to Singapore Customs for further investigations.
- Total duty evasion: \$4,240,793;
Total GST evasion: \$435,985

✗ OFFENCE

- Importation of duty-unpaid cigarettes and tobacco without valid approval

✓ OUTCOME

- Investigations by Singapore Customs are ongoing.



Photographs by Customs

Woodlands Command, ICC (Land)

27 August 2025

Woodlands Checkpoint, Arrival Bus Concourse

WHAT HAPPENED

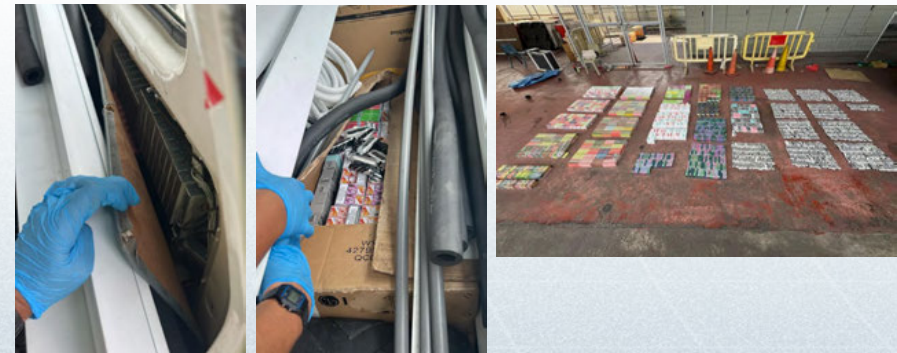
- A Malaysian-registered van was referred for further checks and ICA officers detected e-vaporisers and related components hidden in various compartments of the van.
- During the checks, more than 7,600 e-vaporisers and related components were uncovered.
- The Malaysian driver and the exhibits were seized and referred to HSA for further investigations.

✗ OFFENCE

- Attempted smuggling of e-vaporisers and related components

✓ OUTCOME

- Investigations by HSA are ongoing.



SIGNIFICANT CASES

Airport Command, ICC (Air)

6 September 2025

Changi Airport Terminal 4, Baggage North Red/Green Channel

WHAT HAPPENED

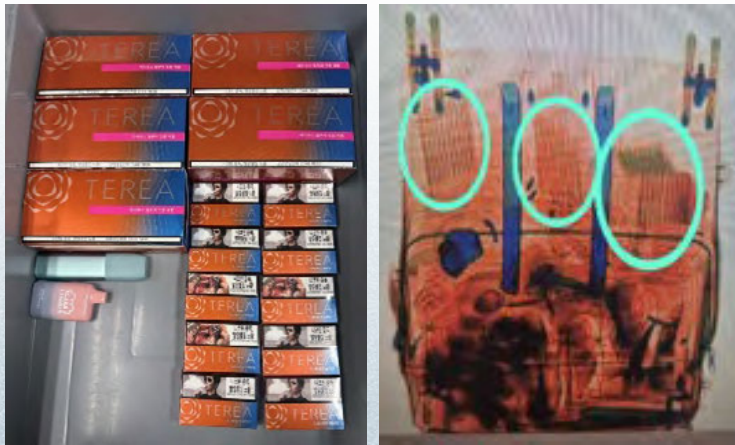
- A female South Korean Work Permit holder was referred for enhanced checks due to anomalies in the scanned images of her luggage.
- ICA officers uncovered a total of almost 1,200 heat sticks and two e-vaporisers in her belongings.
- The South Korean woman and exhibits were referred to HSA for further investigations.

✗ OFFENCE

- Possession of e-vaporisers and heat sticks

✓ OUTCOME

- The South Korean woman was fined for the possession of e-vaporisers and heat sticks, under the Tobacco (Control of Advertisements and Sales) Act.



Tuas Command, ICC (Land)

15 September 2025

Tuas Checkpoint, Arrival Cargo Zone

WHAT HAPPENED

- A male Malaysian and Malaysian-registered lorry were referred for enhanced checks as the consignment permit was targeted by ITC.
- During the checks, ICA officers uncovered a total of 19,842 e-vaporisers and related components hidden within the consignment.
- The Malaysian driver and exhibits were referred to HSA for further investigations.

✗ OFFENCE

- Attempted smuggling of e-vaporisers and related components

✓ OUTCOME

- The Malaysian driver was sentenced to 24 weeks' imprisonment.



SIGNIFICANT CASES

Coastal Command, ICC (Sea)

22 September 2025

Singapore Cruise Centre

WHAT HAPPENED

- A Singaporean was referred for further checks as ICA officers detected anomalies in the scanned images.
- A total of 26 packets of duty-unpaid cigarettes were found concealed inside a wrapped gift box and switch console pouch.
- The Singaporean and exhibits were referred to Singapore Customs for further investigations.

✗ OFFENCE

- Possession of duty-unpaid cigarettes concealed inside a luggage

✓ OUTCOME

- The Singaporean was issued with a composition sum of \$4,200.



Tuas Command, ICC (Land)

26 September 2025

Tuas Checkpoint, Arrival
Car Zone

WHAT HAPPENED

- A male Malaysian driver was targeted by ITC and his Malaysian-registered car was referred for further checks.
- During the checks, ICA officers detected a total of 441 packets of chewing tobacco concealed inside the engine bay and other locations in the car.
- The Malaysian and exhibits were seized and referred to HSA for further investigations.

✗ OFFENCE

- Attempted smuggling of chewing tobacco

✓ OUTCOME


- The Malaysian driver was sentenced to 7 weeks' imprisonment.



SIGNIFICANT CASES

Airport Command, ICC (Air)

 10 October 2025

 Changi Airport, Terminal 4, Baggage North Red/Green Channel

WHAT HAPPENED

- A male Singaporean was referred for checks and ICA officers uncovered a total of 2,139 pieces of Pokémon cards and four collector boxes in his luggage.
- The Singaporean man and exhibits were referred to Singapore Customs for further investigations.
- Further investigations by Singapore Customs revealed that this was the third time where the Singaporean brought in large quantities of Pokémon cards without declaring them. He had also admitted to selling some of these cards in Singapore through his registered business.

✗ OFFENCE

- Failure to declare goods (Pokémon Cards)

✓ OUTCOME

- Investigations by Singapore Customs are ongoing.



Air Cargo Command, ICC (Air)

 28 October 2025

 Parcel Post Section, Screening Area

WHAT HAPPENED

- ICA officers detected anomalies in scanned images of a postal article declared as pen.
- The postal article was physically examined and 10 pieces of electronic cigarettes believed to contain cannabis oil were uncovered.
- The exhibits were seized and referred to the CNB for further investigations.

✗ OFFENCE

- Attempted smuggling of electronic cigarettes believed to contain cannabis oil

✓ OUTCOME

- Investigations by CNB are ongoing.



ANNUAL STATISTICS



CHECKPOINT OPERATIONS

CONTAINERS CLEARED

2024
1,182,000

2025
1,164,000 ▼



TOTAL TRAVELLERS CLEARED

2024
230,399,000

2025
244,864,000 ▲



CONSIGNMENTS CLEARED

2024
4,569,000¹

2025
4,807,000 ▲



PARCELS CLEARED

2024
1,957,000

2025
1,718,000 ▼



MULTIPLE IDENTITY CASES DETECTED AT CHECKPOINTS ON ARRIVAL

2024
233

2025
223 ▼



LOW-VALUE GOODS CLEARED

2024
34,581,000

2025
25,069,000 ▼



FORGED/TAMPERED TRAVEL DOCUMENTS DETECTED ON ARRIVAL

2024
61

2025
37 ▼



(Figures are rounded to the nearest thousand)

¹ The figure for consignments cleared in 2024 has been revised to 4,569,000. ICA Annual 2024 had recorded the number of consignments as 5,323,000 due to a duplicate count of air express couriers permits.

SERVICES CENTRE OPERATIONS

IDENTITY CARDS ISSUED

2024	2025
67,000	64,000 ▼



SINGAPORE PASSPORTS ISSUED

2024	2025
753,000	485,000 ▼



PASSES AND PERMITS GRANTED TO FOREIGNERS (Excluding re-entry permits)

2024	2025
586,000 ²	412,000 ▼



LIVE-BIRTHS REGISTERED

2024	2025
34,000	30,000 ▼



DEATHS REGISTERED

2024	2025
26,000	26,000



(Figures are rounded to the nearest thousand)

² The figure on passes and permits granted to foreigners in 2024 was previously published as 603,000 in ICA Annual 2024. The figure has been revised to 586,000 to correct over-reporting in one of the passes granted to foreigners.

ENFORCEMENT OPERATIONS

ILLEGAL IMMIGRANTS ARRESTED



OVERSTAYERS ARRESTED



HARBOURERS OF IMMIGRATION OFFENDERS ARRESTED



EMPLOYERS OF IMMIGRATION OFFENDERS ARRESTED



PERSONS ARRESTED FOR MARRIAGE-OF-CONVENIENCE-RELATED OFFENCES



NUMBER OF CONTRABAND CASES DETECTED



(Figures are rounded to the nearest thousand)

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The Corporate Communications & Service Division would like to thank colleagues who have helped in one way or another, to make the ICA Annual 2025 possible.

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 tiktok.com/@ica_singapore

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