Corrigendum to Housing and Development Board Annual Report for FY 2025
S.220 of 2026
Presented to Parliament pursuant to section 41(2) of the Public Sector (Governance) Act 2018.
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CORRIGENDUM TO HOUSING AND DEVELOPMENT BOARD ANNUAL REPORT FY 2025

This Corrigendum is made in respect of Paper No S.202 of 2026, Housing and Development Board Annual Report FY 2025, presented on 29 Sep 2026.

Please note the following corrections made to the Housing and Development Board Annual Report FY 2025:

1) On page 37, the photograph of Tampines GreenGlen has been replaced with a photograph of Tampines GreenGem.

2) On page 42, under “Members of the Board”, the following names have been included in the listing:
    a. Mr Chua Eu Jin
    b. Ms Ho Hern Shin
    c. Mr Jason Leow Juan Thong
    d. Brigadier-General John Nehemiah Samuel
    e. Mr Melvin Yong Yik Chye

3) On page 42, the organisation chart has been updated to reflect DCEO(E)'s concurrent appointment as Chief Customer Experience Officer.

HOUSING & DEVELOPMENT BOARD

Welcome Home

Supporting You on Your Home Ownership Journey

Annual Report 2025/2026





Welcome Home

There's something quietly extraordinary about the moment you hold the keys to your new home. It's the start of something real – a place that is yours to shape, to fill with people you love, or simply, to return to at the end of each day.

HDB is committed to making that journey as smooth as possible – from rendering the support to owning a home, to helping you settle into your neighbourhood, we are here with you throughout your home ownership journey.

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A Welcome Message

Mr Benny Lim
Chairperson





Mr Tan Meng Dui
Chief Executive Officer

For more than 65 years, HDB has played a central role in enabling Singaporeans to own a home and build a life in a quality living environment. Our public housing programme is more than just providing a roof over our heads. It is about creating affordable, well-designed homes and liveable towns where families can put down roots, neighbours can forge connections, and communities can thrive.

As the needs and aspirations of Singaporeans evolve, so too must the way we plan, build, and support our public housing communities. In Financial Year (FY) 2025, we continued to strengthen our efforts across the housing journey – from helping Singaporeans secure a home that meets their needs and budget, to planning and building quality homes and towns, and ensuring that our estates remain liveable and sustainable places to live through different stages of life.

Supporting Singaporeans in Securing a Home

Home ownership remains a key aspiration for many Singaporeans. Our priority is to keep home ownership affordable and accessible, while providing a range of housing options to meet diverse needs and circumstances. As at end-2025, 9 in 10 first-timer families who took up an HDB housing loan for their Build-To-Order (BTO) flat were able to service their monthly mortgage using their CPF contributions with little or no cash outlay.

FY2025 was the first full financial year following the implementation of the Standard, Plus, and Prime housing framework in October 2024. The New Flat Classification Framework is an important step in ensuring that public housing remains affordable and inclusive across different locations. Flats with stronger locational attributes receive additional subsidies to keep them affordable to a wider range of Singaporeans. To ensure fairness with other flat buyers, these flats come with tighter resale conditions, a longer minimum occupation period, and a subsidy recovery requirement upon resale.

Application trends from the 2025 sales exercises have been encouraging, with many first-timer families continuing to have a good chance of securing a flat. We will continue to monitor the impact of the framework and ensure that it meets the housing needs of Singaporeans over the longer term.

Providing an adequate and timely supply of homes is another key priority. In FY2025, we launched more than 28,000 flats in total, comprising BTO flats across 24 housing projects and Sale of Balance Flats (SBF) flats. About 62% of the BTO flats offered had waiting times of 4 years or less, providing home buyers with more options for homes that can be completed sooner.

Beyond first-time home buyers, we will continue to support Singaporeans with different housing needs and circumstances, including singles, seniors, second-timer families, and public rental households working towards home ownership. To provide seniors with greater support and help supplement their retirement income, we enhanced the Silver Housing Bonus (SHB) in December 2025, increasing the maximum SHB quantum from $30,000 to $40,000 for seniors who right-size to a 2-room or smaller flat, including Community Care Apartments (CCA).

Our commitment is to keep home ownership within reach, while ensuring that our housing options continue to respond to Singaporeans' changing needs at different stages of life.

Planning Quality Homes and Liveable Towns

A good home is shaped not only by the flat itself, but also by its location and the wider living environment. Singaporeans have diverse housing preferences – whether to live closer to family, enjoy convenient access to transport and amenities, or be near recreational spaces. To provide more choices, we continue to plan new homes across different parts of Singapore.

In FY2025, we launched homes in new housing areas such as Sembawang North and Woodlands North. We also unveiled plans for new housing areas in Berlayar and Mount Pleasant, and announced upcoming BTO projects in areas such as Lakeview, Shunfu, and Pearl's Hill, where new public housing will be introduced for the first time in decades.

As we create new housing opportunities, we remain mindful of the need to plan sensitively for the surrounding environment and steward our limited land resources carefully. Environmental studies were completed for Bukit Batok and Chencharu in FY2025 as part of our efforts to develop new housing areas with care. The completion of Singapore's first polder was another significant milestone, demonstrating how innovative approaches can help create space to meet Singapore's longer-term development needs.

Good planning ultimately comes to life in the towns and neighbourhoods that residents call home. The completion of Bidadari in FY2025 marked the realisation of a long-term planning vision for a distinctive town characterised by greenery, connectivity, and community spaces.

These efforts reflect our responsibility not only to meet today's housing needs, but also to plan ahead so that future generations of Singaporeans can continue to enjoy access to quality homes in well-designed and liveable towns.

Building Communities Where Residents Can Thrive

Our work does not end when a flat is completed. In FY2025, we completed about 15,000 flats and issued keys to 19,254 households, a 9% increase from the previous FY. As residents move into their new homes, we want them to feel at home not only in their flats, but also in the neighbourhoods around them.

This starts with putting in place the amenities and services that residents need to settle into their new surroundings. In larger new BTO estates, HDB continued to work closely with partner agencies through the BTO Coordination Committee initiatives to facilitate the earlier provision of key amenities and services, including cooked food, groceries, childcare centres, and public transport connectivity. Such whole-of-government coordination helps new neighbourhoods take shape and enables residents to settle in more smoothly.

But it takes more than amenities and infrastructure to turn a neighbourhood into a community. Residents themselves play an important role in shaping the places they call home. In Tengah, our newest HDB town, more than 80 residents joined the Friends of Our Heartland (FOH) Volunteer Network by the end of FY2025. They reached out to new residents through MyNiceHome roadshows, curated familiarisation tours around Tengah, and supported other outreach activities to encourage neighbourliness and bring neighbours together. Their efforts show how residents can play an active role in bringing a new town to life and fostering connections among neighbours.

At the same time, established towns and neighbourhoods must continue to evolve as residents' needs change. Through programmes such as the Silver Upgrading Programme (SUP), and in partnership with the Ministry of Health on Age Well Neighbourhoods (AWN), we continue to rejuvenate existing estates with improvements to the living environment, including senior-friendly features, services, and enhanced accessibility. These efforts help residents remain connected to familiar neighbourhoods and communities as they grow older.

Shared spaces are also an important part of creating inclusive and welcoming communities. Under the new Play Values Framework, playgrounds in future BTO projects and HDB parks will provide richer and more varied play experiences to support children's development. In FY2025, 4 Build-a-Playground projects were also completed in existing estates under the Remaking Our Heartland (ROH) programme, with residents playing an active role in shaping these community spaces. Such spaces give residents opportunities to meet, interact, and build connections, strengthening the sense of community over time.

Welcome Home

At every stage of the housing journey, HDB's role is to support Singaporeans – from finding a home that meets their needs and means, to settling into their neighbourhoods and building a life in the communities around them.

This is a long-term commitment. It calls for us to keep public housing affordable and accessible, anticipate changing needs and aspirations, plan responsibly for the future, and continually improve the homes and towns that generations of Singaporeans will call home.

None of this would be possible without the guidance of our Board Members, the dedication of our colleagues across HDB, and the close partnership of government agencies, industry partners, and the community. We thank them for their commitment and contributions to our public housing mission.

As we look ahead, HDB will remain steadfast in our mission to provide affordable, quality homes and a great living environment where communities can thrive. Whether Singaporeans are taking their first steps towards home ownership, settling into a new neighbourhood, raising a family, or growing older in a familiar community, we will continue to support them through the different stages of their housing journey.

Starting Your Home Ownership Journey

Buying a home is one of life's biggest milestones. HDB supports Singaporeans at different stages of their home ownership journey with a steady flat supply and housing policies designed to support the diverse needs of Singaporeans. Whether you are buying your first home or seeking to live closer to loved ones for mutual care and support, there are housing options to suit different budgets and needs.



Providing More Homes, Sooner

28,365
flats launched in FY2025

19,383
BTO flats in 24 projects

62%
of flats with waiting times ≤ 4 years

≤ 4 YEARS



To support Singaporeans at different stages of their home ownership journey, HDB continued to provide a steady pipeline of flats throughout the year. Across the sales launches in July 2025, October 2025, and February 2026, HDB launched a total of 28,365 flats, comprising 19,383 Build-To-Order (BTO) flats across 24 projects and 8,982 flats under Sale of Balance Flats (SBF) exercises.

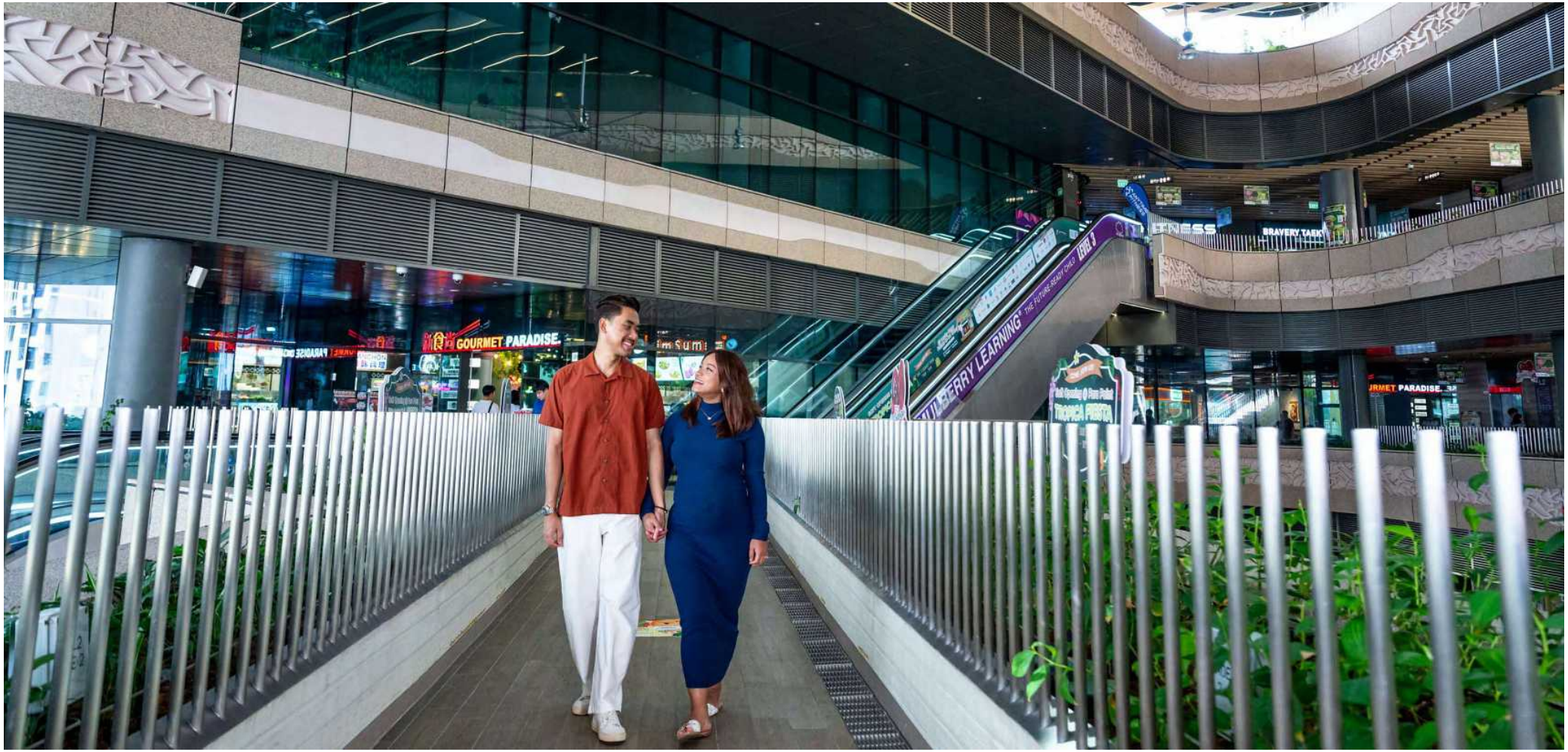
This steady pipeline reflects HDB's commitment to ensuring Singaporeans continue to have access to public housing. Alongside maintaining supply, HDB has also worked to reduce waiting times so that more home buyers can move into their new homes sooner.

Across these launches, about 62% of flats had waiting times of 4 years or less, and about 31% had waiting times of less than 3 years, giving home buyers greater certainty when planning their housing needs.

Bringing Homes to Completion

Alongside maintaining a steady supply of new flats, HDB remained focused on completing homes on schedule, so that home buyers can move into their new homes as soon as possible.

In FY2025, HDB completed 15,417 flats, including the final project affected by pandemic-related delays, marking the completion of all delayed projects. Keys were also issued to 19,254 households, 9% more than the previous FY, enabling more residents to move into their new homes. In Tengah, our newest town, more than 14,000 flats across 14 projects had been completed as at 31 March 2026, making up close to half of the approximately 30,000 flats planned for the town. As more residents move in, amenities have been introduced in tandem to support daily living needs, including Tengah's second neighbourhood centre, Parc Point, which opened its first shops in February 2026.



Parc Point offers residents convenient access to shops and amenities as Tengah continues to take shape



Another key milestone in HDB's delivery efforts this year was the completion of all BTO projects in Bidadari. With the completion of the final 4 BTO projects – ParkEdge @ Bidadari, ParkView @ Bidadari, Bartley Beacon, and Bartley GreenRise – the estate has been fully delivered since the first project was launched in 2015. In total, 8,872 homes across 12 projects have been completed in Bidadari, and as of January 2026, 98% of flat buyers have moved into or collected the keys to their homes.

The completion of Bidadari – with homes and amenities nestled within verdant greenery – brings the vision of a 'community in a garden' to life, enabling residents to live in a well-integrated and thoughtfully planned environment.

ParkEdge @ Bidadari is among the final 4 BTO projects completed in the estate; its squirrel playground harkens back to the estate's heritage as a wooded sanctuary



Seniors will receive more support to right-size to a 3-room or smaller flat, with the Silver Housing Bonus (SHB) enhanced from December 2025

Supporting Different Home Buyers

9 in 10

First-timer families who collected keys and took HDB housing loans for their BTO flats were able to service their monthly mortgage using their CPF contributions with little or no cash outlay.

In FY2025, HDB strengthened support for Singaporeans across different life stages, with measures to better meet their needs in their own home ownership journeys.

To provide greater support to seniors who right-size to a 3-room or smaller flat to supplement their retirement income, enhancements to the Silver Housing Bonus (SHB) were implemented from 1 December 2025. These enhancements included adjustments to the eligibility criteria so that seniors will qualify for SHB when they commit to a net increase of up to $60,000 in their CPF Retirement Account (RA) after right-sizing, with the sum going towards their retirement payouts. The amount can come from their CPF housing refunds, which means that seniors may no longer need to make a cash top-up to qualify for the SHB.

Seniors who right-size to a 2-room or smaller flat will also receive an additional $10,000 bonus, bringing the maximum SHB quantum to $40,000. SHB was also extended to seniors who right-size from a private residential property of lower-value. These enhancements provide seniors with greater support and flexibility as they plan for their retirement years.



To strengthen family support and intergenerational living, HDB introduced the Family Care Scheme (Proximity) with effect from the July 2025 sales launch, giving parents and their children, married or single, priority when applying for a flat to live with or near one another. This was further enhanced with the rollout of the Family Care Scheme (Joint Balloting) from the October 2025 sales launch, allowing eligible families to jointly apply for 2 flats within the same BTO project, where there are 2-room Flexi or 3-room flats offered. Together, these enhancements make it easier for families to remain close and share in one another's daily lives.

Separately, the Deferred Income Assessment (DIA) scheme was enhanced from the July 2025 sales launch to give young couples greater flexibility in planning their future together. With only 1 party required to be a recent or current full-time student or National Serviceman, more couples can apply for a flat earlier while deferring income assessment to a point closer to key collection.

To support families while waiting for their new flats, HDB extended the Parenthood Provisional Housing Scheme (PPHS) Voucher till 31 December 2025. This provided interim support for eligible households renting in the open market, while HDB ramped up the supply of PPHS flats.

HDB also strengthened support for lower-income households requiring additional assistance with home ownership. From the February 2026 sales launch, the Fresh Start Housing Scheme was extended to eligible first-timer families in public rental housing who are on the ComLink+ programme, providing more pathways for them to own a home.

For those facing difficulties with housing loan repayments, HDB continues to provide financial counselling and tailored assistance measures. This includes initiatives such as the Homeowner Job Support (HJS) pilot, introduced in April 2025, which helps eligible home owners work towards longer-term financial stability while receiving temporary relief on their mortgage payments.

Young couples can take their first steps towards buying a home earlier, with the enhanced Deferred Income Assessment (DIA)

Expanding Housing Options for the Future



Artist's impression of Berlayar Residences, where new homes will be complemented by playgrounds inspired by the area's smooth-coated otters and their natural habitats

Beyond meeting current housing needs, HDB continues to plan ahead to provide Singaporeans with more housing options in the years to come.

In October 2025, HDB launched the first BTO projects in new housing areas at Mount Pleasant and Berlayar in the Greater Southern Waterfront, marking the start of public housing developments in these locations.

At Mount Pleasant, HDB's plans will transform the area into a new housing estate that integrates modern homes with conserved heritage buildings and green spaces. Following further planning studies, the 33-hectare site is expected to yield about 6,000 new HDB flats across 4 projects, up from the previously announced 5,000 flats. The first project, Mount Pleasant Crest, was launched in October 2025, offering about 1,348 units of 2-room Flexi to 4-room flats, alongside 270 public rental flats.

The new Berlayar estate, nestled at the former Keppel Club site, will provide about 7,000 public housing units as well as some 3,000 private housing units, bringing the total housing yield of the estate to approximately 10,000 homes. The first project, Berlayar Residences, was launched in October 2025, offering 880 flats across 2-room Flexi to 4-room flat types, alongside 200 public rental flats within the project.

Together, these developments expand the range of housing options available across different locations, including in more central and well-connected areas.

HDB will continue to maintain a sustained pipeline of housing to help more Singaporeans achieve their goal of home ownership, today and in the years ahead.

Building Your Home

HDB plans long term to ensure that there is sufficient housing across a wide range of locations to meet the needs and aspirations of Singaporeans. In planning new homes, we consider not only housing needs, but also connectivity, amenities, greenery, and the wider living environment, so that our towns remain liveable for current and future generations.



Providing Homes in New Housing Areas

In FY2025, HDB unveiled master plans for Mount Pleasant and Berlayar estates – which launched their first Build-To-Order (BTO) projects, Mount Pleasant Crest and Berlayar Residences respectively. These plans are part of our broader strategy to enhance the geographical distribution of public housing and cater to the evolving aspirations and diverse needs of Singaporeans, including young families who wish to live near their parents for better mutual care and support.

Both estates are planned as well-connected, car-lite neighbourhoods, with extensive greenery and strong walking, cycling, and public transport networks. Environmental Impact Assessments (EIAs) were conducted to guide planning and identify measures to mitigate and manage potential environmental impacts.

Mount Pleasant

Envisioned as "a rich tapestry of homes, heritage, and nature", the Mount Pleasant estate will integrate new homes with the natural features and heritage of Singapore's first Police Academy. Given the area's historical and ecological significance, HDB worked with the Urban Redevelopment Authority (URA), National Heritage Board (NHB), heritage groups, architectural heritage specialists, and the Singapore Police Force (SPF) to shape the estate's plans. A detailed heritage study was undertaken to guide the integration of the site's history into the new estate, informing a Heritage Interpretation Plan that weaves Mount Pleasant's policing history and identity into its design.



Reflecting Mount Pleasant's Heritage

Six buildings identified as the most significant representations of police heritage have been conserved across the estate, and part of the former Old Police Academy parade square will be retained as a community space. One of the estate's main thoroughfares will be named "Old Police Academy Road" in tribute to the area's history. An urban verandah connecting various precincts in Mount Pleasant draws inspiration from the Old Police Academy's architecture, incorporating features such as white-painted columns, louvred ventilation details, and latticed panels reminiscent of tropical colonial architecture.

Within Mount Pleasant Crest, significant physical structures from the Old Police Academy have been repurposed – starter blocks from the swimming pool serve as seating at the drop-off porch, while trusses and columns from the Old Drill Shed will feature in the precinct pavilion.

Artist's impression of the drop-off porch, with swimming pool starter blocks from the Old Police Academy repurposed as seats



Artist's impression of BTO projects at Berlayar estate, where blocks will be staggered in height to form a distinctive terracing skyline along Singapore's southern coast

Berlayar

Planned as an extension of Bukit Merah town, the Berlayar estate will provide new housing in a well-connected harbourfront location, alongside green and recreational spaces.

Given Berlayar's proximity to ecologically sensitive areas such as Labrador Nature Reserve, Berlayar Creek, and the Southern Ridges, environmental considerations were an important part of the planning process. HDB worked closely with URA and National Parks Board (NParks) to shape the estate's plans, studying the site's biodiversity and incorporating feedback from nature groups and stakeholders to mitigate potential environmental impacts while meeting housing needs.

Berlayar will feature up to 10 hectares of greenery, equivalent to about 18 football fields. Four green corridors will be woven through the estate, providing recreational spaces for residents and helping to strengthen ecological connectivity between the Southern Ridges and Labrador Nature Reserve. The BTO developments will also incorporate design elements that respond to the estate's waterfront setting and local biodiversity, such as a white and blue colour palette, and design motifs referencing local fauna found in the area.

Bringing New Life to Cherished HDB Towns

Beyond developing new housing areas, HDB is also giving new life to well-established towns, with new public housing projects announced at Pearl's Hill, Lakeview, and Shunfu. This marks the first public housing in these areas in over 40 years.

In addition, a BTO project is planned to be launched next to Caldecott MRT station in 2026, providing more housing options for those looking to live closer to family in Toa Payoh and other nearby towns.

New Homes in Well-Established Estates

Lakeview and Shunfu

- 3 BTO projects launched/ planned
- About 1,600 BTO units



Artist's impression of the first Lakeview BTO project, which is designed with staggered heights and oriented to provide residents with scenic views of the surrounding area

Pearl's Hill

- 1 BTO project planned
- About 1,700 BTO units



Artist's impression of the first Pearl's Hill BTO project, which will be designed sensitively to respond to the area's unique hilly terrain

Toa Payoh West

- 1 BTO project planned
- About 1,400 BTO units, including about 260 Community Care Apartments (CCA)



(AI-generated image) To be launched in November 2026, the BTO project in Toa Payoh West will be next to Caldecott MRT Station

Tengah Taking Shape

Tengah, our newest town, is progressively taking shape as more amenities and infrastructure are rolled out to serve residents.

Parc Point – Tengah's second Neighbourhood Centre (NC) after Plantation Plaza – opened in February 2026, with its supermarket and food court among the first to welcome residents through their doors. Besides housing a new polyclinic, the NC will feature over 40 dining and retail shops, and a 190-metre-long sheltered retail street that runs through to the ground floor of 3 residential blocks at Parc Residences @ Tengah, the nearest BTO project. The retail street will comprise an education centre, a Residents' Network Centre, and various shops to support residents' day-to-day needs and community activities.

Parc Point and Parc Residences @ Tengah have also been designed with features to form a wellness trail, which connects the NC, residential blocks, and the precinct's Multi-Storey Car Park (MSCP). This ensures seamless connectivity and encourages residents to adopt an active lifestyle.



At Parc Residences @ Tengah, the rooftop garden features seating areas, thematic playgrounds, fitness stations, and a 225-metre-long rubberised running track

Realising Bidadari's Vision: A 'Community in a Garden'

In July 2025, HDB completed the final BTO projects in Bidadari, marking a major milestone for the estate. First planned in 2013 as a 'community in a garden', Bidadari integrates homes and amenities with nature and heritage, to create a quality living environment.

At the heart of the estate is Bidadari Park, a 13-hectare green sanctuary featuring walking trails, play areas, and open lawns. Developed in collaboration with NParks, national water agency PUB, and NHB, the park opened in September 2024. A key feature of the park is the scenic Alkaff Lake, which pays homage to the former Alkaff Lake Garden built in 1929, while also forming part of the estate's stormwater management system.

Since the 1990s, Bidadari has been known as a site for nature appreciation, including as a stopover for migratory birds. Recognising its ecological value, HDB worked closely with Nature Society (Singapore) to retain an approximately 1-hectare hillock as a bird stopover site and designed a dedicated bridge connecting it to the main park area.

Complementing the park is the 1.6-km Bidadari Greenway, a green spine that runs through the estate to connect homes with the park, transport nodes, and neighbourhood amenities. Residents across Bidadari's 8,872 homes can enjoy easy access to the park's walking trails, play areas, and open lawns via the Greenway.

More than a decade in the making, Bidadari is the result of careful, long-term planning – a liveable and distinctive estate where well-designed homes, green surroundings, and comprehensive amenities are integrated with the estate's rich heritage to create a place residents are proud to call home.

12
BTO Projects

8,872
Homes



A Tranquil Urban Oasis

Bidadari Park
A 13-ha green space with walking trails, play areas, and open lawns

Bidadari Greenway
A 1.6-km green spine running the full length of the estate, linking homes and amenities, while serving as a recreational spot

Rooftop and Courtyard Gardens
Woven into housing projects to bring greenery closer to homes and serve as intimate spaces for relaxation

2013 — Master Plan unveiled

2015 — First BTO projects launched

2020 — First BTO project completed

2023 — Woodleigh Mall opens

2024 — Bidadari Park opens

2024 — Woodleigh Village Hawker Centre opens

2025 — Woodleigh Bus Interchange opens

2025 — All 12 BTO projects completed

Residents can enjoy a panoramic view of the hillock park from the sky terrace at Woodleigh Glen





Seamless Connectivity

- Woodleigh and Potong Pasir MRT stations
- Woodleigh Bus Interchange
- Cycling paths of over 5.2km
- Extensive pedestrian network

Heritage Elements

Heritage Walk

A series of storyboards recounts Bidadari's history

Memorial Garden

A space in Bidadari Park incorporating design features from Bidadari's former cemeteries e.g. headstones, gates

Alkaff Lake

Pays homage to the Alkaff Lake Garden built in 1929, while serving as a scenic community space and a flood prevention infrastructure during heavy rain

Daily Conveniences Within Easy Reach

- Woodleigh Mall
- Woodleigh Village Hawker Centre
- 41 precinct shops
- 5 Residents' Committee centres
- 20 childcare centres
- Playgrounds and fitness stations across the estate

Bidadari Park provides a wide variety of recreational experiences, including the scenic Alkaff Lake – inspired by the former Alkaff Lake Garden



Four Distinctive Districts

Across Bidadari's 4 districts, the names of the BTO projects, as well as their colour palettes and architectural forms, have been specially chosen to correspond to the area's distinct character and features. For example, projects in Woodleigh district adopt an earthy colour palette in a nod to the area's hilly terrain, while those in Alkaff district incorporate shades of blue and green to reflect the hue of tranquil waters and lush greenery of the nearby Alkaff Lake and Bidadari Park.



Planning with Care for the Environment

Planning new homes in land-scarce Singapore requires HDB to balance development needs with environmental considerations, weighing trade-offs to make the best use of limited land. For sites of ecological and heritage significance, environmental and heritage studies help us better understand each site's ecological and heritage context and inform planning and design decisions. Their findings help shape development plans that respond to each site's unique characteristics, including measures to retain or enhance ecological connectivity and greenery.

In FY2025, environmental studies were completed for Bukit Batok N3 and Yishun Chencharu (Site 1), to guide us in developing new homes sensitively.

At Bukit Batok N3, the study informed measures to maintain ecological connectivity, including retaining a 0.48-hectare forest patch which serves as an ecological stepping stone between Tengah and the Bukit Batok Nature Corridor, as well as creating green links to support the movement of volant animals to Bukit Gombak Park. The development will also provide 45% green cover with native planting to support biodiversity, enhance stormwater management through rain gardens, mitigate urban heat with canopy trees, and create greener community spaces.

For Yishun Chencharu (Site 1), while the study did not identify areas of high ecological value, HDB consulted biodiversity experts and Nature Groups to review measures that will maintain ecological connectivity. These include multi-tiered naturalistic planting at linear green spaces and precinct landscaping along Yishun Ave 1 and Mandai Park Connector to support birds and butterflies.

For both sites, an Environmental Monitoring & Management Plan (EMMP) will be implemented throughout development works to mitigate and manage potential environmental impacts.

Across Bidadari's 4 districts, homes and amenities are integrated with greenery to create a quality living environment

Securing Land for Singapore

Given Singapore's limited land, HDB continues to explore planning, engineering, and construction approaches that can support longer-term land needs while using resources more efficiently and managing environmental impacts.

In FY2025, we completed Singapore's first polder at Pulau Tekong – creating about 800 hectares of reclaimed land, equivalent to about 2 Toa Payoh towns. To reclaim the land, we used the empoldering method for the first time in Singapore. Unlike the traditional method of reclaiming land above sea level, empoldering creates reclaimed land below sea level while using nearly 50% less sand for Singapore's first polder at Pulau Tekong. In addition, HDB repurposed about 4.5 million cubic metres of clayey soil excavated during the construction of the stormwater collection pond as infill material for the reclaimed land. Reusing this volume of soil – equivalent to about 1,800 Olympic-sized swimming pools – further reduced the need for new sand.

Enclosing the polder is a 10km-long coastal dike, which keeps seawater out while allowing the reclaimed land to sit below sea level. Designed to be strong and resilient, the dike incorporates nature-based features, such as vegetated slopes on the landward side to minimise erosion, reduce ambient heat, and beautify the landscape.

During periods of heavy rainfall, a 45km drainage network channels stormwater into a collection pond before excess rainwater is pumped into the sea.

The polder will be used for military training purposes, freeing up space on the mainland for new homes, amenities, and other uses.

Empoldering method reclaimed about **800 hectares** of land at Pulau Tekong

Close to **50% savings in sand** used



Singapore's first polder at Pulau Tekong demonstrates an innovative and more sustainable approach to land reclamation

Living In Your Home

Collecting the keys to a new flat marks one of life's most cherished milestones. HDB works with partner agencies to support residents as they settle into their homes, with essential amenities, green spaces, and community facilities planned within easy reach. As towns mature and residents' needs evolve, we also renew our towns so that they remain inclusive, accessible, and relevant across different stages of life.



Improving the Move-in Experience

In FY2025, HDB organised 21 MyNiceHome Roadshows, helping more than 44,000 soon-to-be home owners learn about their new estates and understand their responsibilities as home owners.

For those moving into new large-scale BTO estates – where clusters of 3,000 or more new flats are completed within 5 years – HDB and various agencies in the BTO Coordination Committee have worked closely to bring forward key amenities and enhance the living environment. Going forward, residents will enjoy earlier access to cooked food, groceries, childcare centres, and bus services – up to 3 months earlier than before.

Providing earlier access to:

- Cooked food and groceries
- Childcare centres
- Bus services

Enhancing the living environment:

- More sheltered linkways
- Increased capacity for bulky waste disposal

In new large-scale BTO estates, residents will enjoy earlier access to bus services, cooked food, groceries, and childcare centres – up to 3 months earlier than before



Shaping More Liveable HDB Towns

HDB towns are designed to support residents at every stage of life, with convenient access to amenities, green spaces, and community facilities. As residents' needs evolve, these spaces are continually enhanced to remain vibrant, inclusive, and relevant.

New Playground Experiences

From January 2026, a Play Values Framework will guide the design of playgrounds in newly tendered BTO developments and upcoming HDB parks, introducing more engaging and diverse play experiences for children.

Developed in consultation with children, parents, early childhood and health professionals, and playground specialists, the framework builds on existing safety guidelines to shape playgrounds that better support children's holistic development across different age groups in the physical, social, and creative play aspects – balancing safety, age-appropriate challenges, and space availability.

The framework has also been shared with Town Councils to guide enhancements to existing and new playgrounds during upgrading works.



Playgrounds will better support children's holistic development in the physical, social, and creative aspects, with their design guided by the Play Values Framework

Budget Meals

Since the launch of the budget meal initiative in 2018, HDB has engaged coffee shop operators, stallholders, and residents regularly to refine the scheme. In FY2025, several enhancements were rolled out to make it more sustainable, while meeting the essential needs of residents.

To enhance financial support for rental coffee shop operators and stallholders, the 5% rental discount for participating operators has been extended from a 1-year period to the full 3-year tenancy term. Privately owned HDB coffee shops that offer budget meals will also receive a discount on Temporary Occupation Licence (TOL) fees for their Outdoor Refreshment Area (ORA). Operators can decide whether to participate in the budget meal initiative in exchange for the discounts, as participation is now voluntary rather than mandatory. Those who sign up for the initiative are required to pass on the discount in full to stallholders providing budget meals in their coffee shop.

Beyond financial support, the scope of budget meal requirements has been standardised to 3 meals per coffee shop, creating a more consistent offering across different neighbourhoods. To improve transparency, HDB will also begin collecting data on stall rents charged by operators and explore sharing this data publicly, so that all stakeholders can make better-informed decisions on which coffee shop or stall to rent.



The budget meal initiative was enhanced to make it more sustainable while meeting residents' needs for affordable meals in the heartlands

Wellness Landscapes, Social Nodes, and Social and Wellness Hubs

In Queenstown, we are introducing social nodes to promote residents' well-being. These comprise wellness landscapes, community nodes, and a sports science node. Upgraded parks will also include clearer signposting to help visitors locate amenities such as public toilets.

Additionally, Social and Wellness Hubs are being developed within selected new BTO projects, such as Queensway Canopy and Tanglin Halt Integrated Development, bringing social communal and commercial facilities with wellness elements closer to residents.

Healthcare

In May 2025, HDB, jointly with the Ministry of Health (MOH), piloted the new Price-Quality Method (PQM) tender approach for a private General Practitioner (GP) clinic at Bartley Beacon, to holistically evaluate both price and quality factors when renting out HDB shops to GP clinics. Instead of evaluating tender proposals on price alone, quality aspects will account for 70% of the scoring criteria. These quality aspects include care models (e.g. offering multi-disciplinary care), manpower quality, and operational plans (e.g. operating hours).

The PQM approach, previously applied to supermarkets, childcare centres, and eating houses, has been extended to GP clinics to improve accessibility to quality healthcare for residents near their homes.

Renewing Homes and Towns

HDB's ongoing efforts to renew and maintain existing homes and towns ensure they continue to evolve, sustaining a quality living environment for residents today and generations to come.

Renewal Efforts at a Glance



17,913
Homes upgraded



377,000
Households with EASE improvements since 2012



12
Neighbourhood renewal projects completed



12
Precincts announced for Silver Upgrading Programme

Homes

Smarter Detection of Building Defects

HDB continued to trial microwave scanning technology that enables engineers to detect and diagnose building defects in ageing flats, such as water seepage and concrete spalling, more accurately. By producing 3D images within concrete structures, the technology helps engineers identify the root cause of defects while reducing the need for intrusive investigations. Between 2024 and 2025, the technology was trialled at 68 HDB flats with water seepage issues. HDB is evaluating the trial results to determine how the technology can complement existing inspection methods and be scaled up in a cost-effective manner.

Home Improvement Programme

The Home Improvement Programme (HIP) offers fully funded or heavily subsidised works to address common maintenance issues and enhance the living conditions in ageing flats. In FY2025, we completed upgrades for 17,913 homes.

Enhancement for Active Seniors programme

Residents whose flats are identified for HIP can opt into the Enhancement for Active Seniors (EASE) programme and install subsidised senior-friendly fittings that make daily living safer and more comfortable. Residents whose flats are not undergoing HIP or are not eligible for HIP may also apply for EASE directly. Since the programme's launch in 2012, 377,000 households have benefitted from the programme, either directly or in conjunction with HIP.



To help seniors age in place, older HDB precincts will be enhanced with senior-centric upgrades under the Silver Upgrading Programme (SUP)

Neighbourhoods

Neighbourhood Renewal Programme

Introduced in August 2007, the Neighbourhood Renewal Programme (NRP) carries out improvements at the block and precinct levels for HDB blocks built up to 1995.

As all eligible blocks under the original NRP have already been selected, the programme has been extended to include blocks built up to 1999. In FY2025, 17 projects were announced for this extension, forming the 16th batch of NRP projects.

In line with Age Well SG, future NRP projects will incorporate more senior-friendly amenities, such as wayfinding features along routes frequently used by seniors. These enhancements will help seniors to stay active and independent, enabling them to age in place and live comfortably within their community. To support these enhancements, HDB will increase the budget starting from the 16th batch of NRP projects, from $6,100 per flat to around $6,600 per flat.

Silver Upgrading Programme

Residents in older precincts that have already undergone upgrading, and hence do not qualify for NRP, can still benefit from senior-friendly enhancements under the Silver Upgrading Programme (SUP). SUP targets older HDB precincts, offering senior-centric upgrades to help seniors age in place. The programme was launched in August 2024 in 4 precincts in Chong Boon within Ang Mo Kio town, benefitting 3,400 households. In April 2025, 12 more sites across precincts in Ang Mo Kio, Bukit Merah, and Toa Payoh were announced for SUP Batch 2, which will benefit around 11,000 households.

Lift Upgrading Programme

The Lift Upgrading Programme (LUP) retrofits older blocks with lifts that stop at every floor, improving accessibility and mobility for residents. Since its introduction in 2001, about 98% of all HDB blocks have achieved direct lift access on every floor. For the remaining blocks, HDB continues to explore ways to further enhance accessibility. In the meantime, eligible households with medical conditions, residing in these blocks may tap on the Lift access Housing Grant (LHG) to purchase a new or resale HDB flat with direct lift access. In FY2025, we increased the LHG by almost threefold to provide greater support for affected households.

Increase in Lift access Housing Grant

Household Type	Previous amount	Revised amount
Family	Up to $30,000	Up to $80,000
Single	Up to $15,000	Up to $40,000

The Lift access Housing Grant (LHG) was increased by almost threefold to provide greater support for affected households

Shaping Stronger Communities

To bring our heartlands to life, we have in place a range of initiatives that build belonging and encourage community self-help. In FY2025, the FOH Volunteer Outreach (FVO) programme was launched, rallying Friends of Our Heartlands (FOH) volunteers and local stakeholders to conduct house visits and pop-up exhibitions, to promote responsible heartland living. These outreach events engaged over 4,300 households across precincts from Ang Mo Kio, Punggol Northshore to Jurong East.

At the biennial HDB Community Day in July 2025, the Singapore's Friendly Neighbourhood Award 2025 was presented to 12 neighbourhoods in recognition of their contributions to building caring and inclusive communities. Tengah FOH Volunteers also planned and led the community engagement at the event, reaching out to over 3,400 participants. Former President Madam Halimah Yacob was officially appointed as Patron of FOH, and HDB also renewed its Memorandums of Understanding (MOU) with Temasek Polytechnic and Singapore Polytechnic, deepening partnerships with youths to strengthen heartland communities. Together, these efforts strengthen the network of residents, volunteers, and partners who help make HDB towns more caring and connected.

Co-creating Spaces That Matter

As part of the Remaking Our Heartland (ROH) 3 programme, HDB worked closely with agencies and more than 7,000 community stakeholders to design enhancements for 10 parks across Toa Payoh, Woodlands, and Pasir Ris. Close to 550 participants, including Advisers and residents, also came together to help complete 6 upgraded parks through activities such as tree planting, sculpture painting, and the co-installation of playground equipment.



Through close collaboration with community stakeholders, park upgrading plans were shaped to reflect residents' needs, with key feedback incorporated into the enhancements

Key Upgrades

Fitness Stations

New and upgraded equipment, including those for wheelchair users, ensure everyone can stay active.

Sports Facilities

New multi-purpose courts and sports floor markings on existing open spaces unlock new possibilities for active play.

Pathways and Jogging Tracks

Anti-slip surfacing, distance markers, and additional loops make every run safer and more enjoyable.

Green Spaces and Shelters

Therapeutic trails, sensory gardens, wellness and community gardens offer spaces for relaxation, respite, and community bonding.

Play Spaces

Thoughtfully enhanced to deliver greater play value and richer experiences for children aged up to 12 years.

Pet Parks

New dedicated pet parks were prioritised for 4 parks, including Seashell Park in Pasir Ris.



Build-a-Playground

In FY2025, 4 Build-a-Playground projects were completed across Toa Payoh, Woodlands, and Pasir Ris. The initiative gives residents an opportunity to play an active role in shaping our neighbourhood spaces, by coming together to help build and install elements of the new playgrounds. Through this hands-on involvement, residents contribute to creating play spaces for their community, while building a stronger sense of connection and ownership towards their neighbourhoods.

River Crab Playground

Inspired by the Kallang River's heritage, this vibrant playground in Toa Payoh N1 Park centres on a structure shaped after the endangered Singapore freshwater crab. Children can explore climbing zones, slides, sensory panels, and inclusive play elements – all brought together by a rubber flooring design featuring an otter, designed by a primary school student.

Kampungs of Toa Payoh Playground

This playground in Toa Payoh N3 Park draws on the area's 19th-century agricultural heritage, featuring iconic towers adorned with gambier plant motifs and traditional attap pitched-roofs forms. Chosen by residents themselves, the design features tall climbing towers and exhilarating slides.

Sea Dragon Playground

The Sea Dragon playground located at Pasir Ris Seashell Park immerses children in a marine adventure with sea dragon and jellyfish thematic centrepieces set in flooring with sea creature and coral reef designs, in vivid colours. Challenging climbing, balancing structures, swings, and slides keep children engaged and active.

Kampung Courtyard Playground

Designed around the community's preferred theme, the Kampung Courtyard playground at Mandai Tekong Park encourages discovery, creativity, and social interaction through a rich mix of climbing, swinging, and sliding equipment. An outdoor learning area rounds out the experience, offering open-ended and nature play opportunities for children to explore.

The Build-a-Playground project empowers residents to shape play spaces that reflect the needs of their community, with a focus on delivering meaningful play experiences for children

"This (Sea Dragon Playground) is the best playground I have seen and one with the highest play value in Pasir Ris!"

— **Yeo Yu Quan**
Resident & Build-a-Playground Participant, Sea Shell Park

"The upgraded park is currently better equipped with facilities that cater for the wellness of all ages."

— **Wong Wei Jie**
Resident & Build-a-Playground Participant, Mandai Tekong Park



The Kampung Courtyard playground at Mandai Tekong Park honours the heritage of Mandai Tekong Village, with climbing, swinging, and sliding equipment designed to spark discovery, creativity, and social interaction

Behind Every Home

Supporting home owners also requires strong organisational foundations — to serve residents well, deliver effectively, and uphold public trust.



Vision, Mission, and Shared Values

Vision

An outstanding organisation creating endearing homes all are proud of.

Mission

We provide affordable, quality housing and a great living environment where communities thrive.

Shared Values

In everything we do, we embrace and display integrity, learning, teamwork, excellence, and care.

Integrity
We perform our duties with honesty, fairness and courage, so as to uphold the public's trust in us.

Learning
We practise life-long learning, share our knowledge, and constantly seek ways to do our work better.

Teamwork
We share and respect different views, and build on each other's strengths to achieve our vision and goals.

Excellence
We take pride in what we do, and deliver quality work for our organisation and customers.

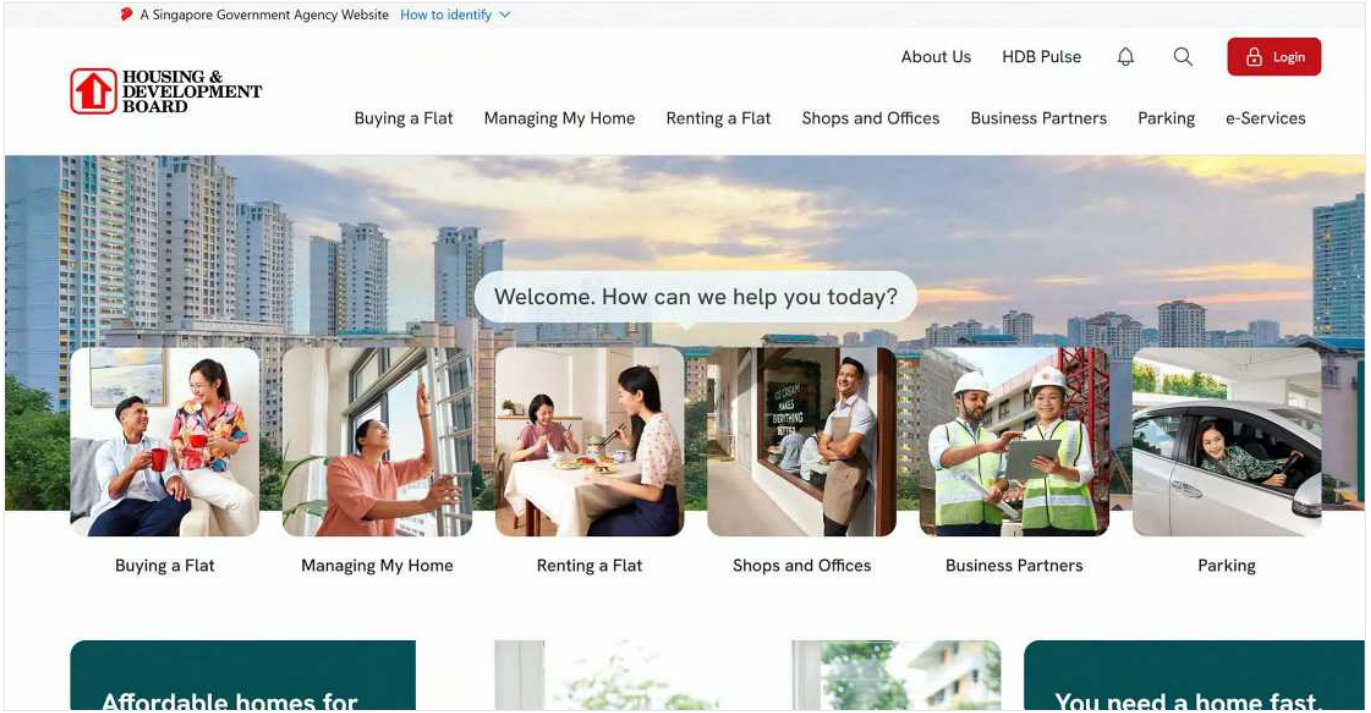
Care
We care for our colleagues, the community, and the environment.

Enhancing the Service Experience

Improving Digital and Frontline Touchpoints

To provide a better user experience for our customers, we launched our refreshed HDB InfoWEB, including 4 key e-Services (MyHDB Page, Write to Us feedback form, HDB Map, and catalogue of HDB e-Services), and the MyHDB mobile app (formerly known as Mobile@HDB) in March 2026.

The revamped website and mobile app offer a more intuitive digital experience, with clearer navigation and content reorganised around users' needs, making it easier for customers to find information and complete transactions online.



With a refreshed design and clearer navigation, the revamped website and mobile app make it simpler for users to find information and transact online



The HDB Hub Atrium Level 3 has been refreshed with nature-inspired design elements and a modern aesthetic, enhancing the experience for both customers and staff

Beyond our digital touchpoints, we also refreshed our physical spaces to provide a more welcoming and comfortable environment for customers. The HDB Hub Atrium Level 3 was completed in the second quarter of 2025, featuring a modern, biophilic design aligned with HDB's other frontline areas, alongside improved workspaces for staff. Separately, the MyNiceHome Gallery reopened in May 2025 following a renovation, featuring 6 new showflats comprising a Community Care Apartment (CCA), 2-room Flexi (38m^2 and 46m^2), 3-room, 4-room, and 5-room flats.

All showflats have been updated with the latest layouts, fittings, and finishes, alongside new interior design ideas. The gallery's common areas have also been enhanced to reflect the character of an HDB precinct, featuring picture stories that help visitors visualise the range of housing options available and better understand the HDB living experience.

Making Housing Information More Accessible

HDB launched its official TikTok channel to provide housing information in shorter, more accessible formats and broaden its reach, particularly among younger audiences. This complements HDB's existing communication channels and helps Singaporeans access information on housing policies and services in ways that suit their needs.

Through our outreach efforts, HDB also engaged more than 3,800 youths and prospective first-time flat buyers in person, helping them better understand the housing support available as they plan for home ownership.

Nurturing Staff Well-being and Engagement

Delivering good service to our customers starts with having an engaged and supported workforce. The Employee Engagement Survey (EES) helps us understand how engaged and motivated our staff are, and identify areas where we can better support them to deliver public services effectively. Conducted across the Public Service, the survey also allows agencies to benchmark their results against Public Service norms. In November 2025, 89% of HDB staff participated in the survey, up from 88% in 2023.

In EES 2025, HDB scored 83% on the Engagement Index and 76% on the Transformation Index, both exceeding the Public Service benchmarks of 81% and 74% respectively. Across 10 survey categories, HDB performed above the Public Service norm in 9 of them.

Following EES 2025, customised workshops were also conducted to help leaders interpret the survey findings, identify areas for improvement, and translate them into practical follow-up actions. Through these efforts, we continue to create a supportive workplace where our people can stay engaged and contribute their best.

Wellness Ambassador Network Expansion

Supporting our people also means looking after their well-being. HDB expanded its Wellness Ambassador network from 20 to 78 ambassadors, making peer support more accessible across the organisation. Each Wellness Ambassador has completed the Mental Health First Aid Full Accreditation Course, a comprehensive programme combining self-directed e-learning with in-person training. The training equips them to recognise when a colleague may need support and respond with care and confidence.

The ambassadors serve as trained points of contact for colleagues who may need a listening ear or guidance, contributing to a supportive workplace where staff can seek help when needed.



HDB remains committed to nurturing a motivated and supported workforce, with our 2025 Employee Engagement Survey results surpassing Public Service benchmarks in 9 out of 10 categories

Recognition and Accolades

HDB's work in architecture and landscape architecture, construction productivity and excellence, sustainability, and citizen engagement continued to receive recognition this year. On the international stage, HDB received the ASEAN Outstanding Engineering Achievement Award at the Conference of ASEAN Federation of Engineering Organisations (CAFEO). This accolade recognised our co-development of 2 innovative engineering solutions with our research partners – Microwave Scanning Technology (MST) and Corrosion-Resistant Repair (CRR) – which enable proactive maintenance and enhance the durability of ageing flats, improving the quality of life for residents.

Locally, 27 HDB projects were recognised at the Municipal Services Awards for contributions to addressing municipal issues and improving residents' living environment, reflecting our dedication to delivering integrated and citizen-centric solutions for the communities we serve.

Awards

Architecture, Landscape Architecture, and Environmental Sustainability

International

ENR Global Best Projects Awards 2025

- GeoBarrier System (Merit Award – Specialty Construction category)

Global Future Design Awards 2025

- Alexandra Peaks (Gold Award - Residential Architecture (Under Construction) category)

Global Sustainability (Sustainability Strategy) Award

- Green Towns Programme (GTP)

International Federation of Landscape Architects Asia-Pacific Region (IFLA-APR) Landscape Awards 2025

- Bidadari Park (Outstanding Award – Built Projects: Parks and Open Space category)
- Punggol Point Crown (Award of Excellence – Built Projects: Residential category)
- Common Green 2 @ Waterfront Northshore (Honourable Mention – Built Projects: Residential category)
- Rivervale Shores (Honourable Mention – Built Projects: Residential category)

World Smart City Awards 2025

- Waterfront I & II @ Northshore (Infrastructure & Building category)

Local

BCA Green Mark Platinum Super Low Energy (Provisional) Certification 2025/2026

- Heart of Yew Tee (2025)
- Joo Chiat Complex (2026)

BCA Green Mark Platinum (Provisional) Certification 2026

- Jurong Arcadia

BCA Green Mark GoldPlus Super Low Energy (Provisional) Certification 2025/2026

- Aranda Breeze @ Yishun (2025)
- Canberra Vista (2026)
- Fernvale Sails (2025)
- Kembangan Wave (Residential) (2025)
- Woodlands Beacon (2025)

BCA Green Mark GoldPlus (Provisional) Certification 2025

- Alkaff Breeze
- Tampines GreenTopaz
- Towner Breeze

BCA Green Mark GoldPlus Super Low Energy Certification 2026

- Ulu Pandan Vista

EuroCham Sustainability Award 2025

- Implementation of GeoBarrier System (Second Runner Up – Innovative Ecodesign category)

Landscape Excellence Assessment Framework (L.E.A.F.) Certification 2025

- Bidadari Park (Platinum Certified – New Park category)
- Punggol Point Crown (Silver Certified – New Development category)
- Rivervale Shores (Silver Certified – New Development category)
- Whampoa Park (Certified – New Park category)

Landscape Industry Association Singapore (LIAS) Award of Excellence 2025

- Bidadari Park (Best of Category – Implementation, Public & Urban Spaces category)
- Adventure Playwoods @ Bidadari Park (Gold Award – Playground category)
- HDB Hub Greenwall (Silver Award – Green Wall category)
- Keat Hong Verge (Silver Award – Implementation, Residential category)
- Punggol Point Crown (Silver Award – Playground category)
- Rivervale Shores (Silver Award – Playground category)
- Keat Hong Verge (Bronze Award – Playground category)
- West Coast Parkview (Bronze Award – Playground category)
- Whampoa Park (Bronze Award – Implementation, Public & Urban Spaces category)

Singapore Institute of Planners (SIP) Planning Award 2025

- Transformation of Dawson Estate (Gold Award – Excellence in Planning category)
- Master Planning of Farrer Park Area (Special Mention – Excellence in Planning for Community Engagement & Social Inclusiveness category)

Singapore Landscape Architecture (SLAA) Awards 2025

- Bidadari Park (Outstanding Award of Excellence – Parks & Recreational Landscape category)
- Biodiversity Index for Residential Towns Research (Gold Award – Research, Analysis & Planning category)
- Plantation Village & Plantation Farmway (Gold Award – Residential Landscape category)
- Limbang Shopping Centre (Merit Award – Commercial & Industrial Landscape category)
- Punggol Point Crown (Merit Award – Residential Landscape category)
- Spontaneous Vegetation Study (Merit Award – Research, Analysis & Planning category)
- Tampines GreenGem (Merit Award – Residential Landscape category)
- Whampoa Park (Merit Award – Parks & Recreational Landscape category)
- Woodleigh Glen, Woodleigh Hillside & Hillock Park (Merit Award – Residential Landscape category)



Tampines GreenGem, a Singapore Landscape Architecture Awards (SLAA) winner, seamlessly blends green courtyards and modern amenities - offering residents both urban convenience and tranquility

Construction Excellence and Productivity

International

ASEAN Outstanding Engineering Achievement Award 2025

- Innovative Building Maintenance Solutions: Corrosion-Resistant Repair and Microwave Scanning Technology

Local

IES Prestigious Engineering Achievement Awards 2025

- Innovative Building Maintenance Solutions: Corrosion-Resistant Repair and Microwave Scanning Technology

Singapore Concrete Institute (SCI) Excellence Awards 2025

- Bayshore Palms (Professionals category)

Service Delivery, Stakeholder Partnerships, and Organisational Development

Local

Community Chest Awards 2025

- Charity Platinum Award

GeoInception Award 2026

- Distance Calculation Automation WebTool

Ministry of National Development (MND) Minister's Award 2025

- Bidadari Park Project
- Cat Management Framework – Policy and Implemented
- Construction of Polder at Pulau Tekong
- CORENET X
- Effective Inter-Agency Collaboration to Enhance Public Safety Along Ulu Pandan Park Connector After the Clementi NorthArc Slope Failure
- Family Care Scheme
- Improving Last-mile Delivery through Tripartite Collaborations
- Rejuvenation of Keat Hong Food Centre & Market Following 30-Year Lease Expiry
- Resale Flat Listing Service – A Transparent, Reliable and Trusted Marketplace
- Virtual Inspections Transforming Regulatory Compliance for Construction Projects

Mob-Ex Awards 2025

- "Confirm Plus Chop" (CPC) Video Series (Bronze Award for Best Use of Geofencing)

Municipal Services Awards 2025 (Apex Winners)

- Ayer Rajah Migrant Workers Taskforce
- Bukit Panjang Pets Park
- Bukit Timah Community in Action
- Clementi NorthArc Taskforce
- Project Ubi – Multi-Agency Taskforce
- Road Repurposing Projects (Yung Sheng Road and Choa Chu Kang Terrace)
- Safety First @ Circuit Road

Municipal Services Awards 2025 (Certificate of Commendation)

- A Community Project: Decluttering initiative at a unit in Woodlands Street 11
- Advanced Solutions for Aging Infrastructure
- "Confirm Plus Chop" (CPC) Video Series (Community category)
- Digital Sentry in deterring illegal parking and waiting

- Dual-Tier Bicycle Racks at Trivelis
- GeoBarrier System Innovators
- Home Decluttering @ Sembawang Central
- Home Fire Safety Checker & Jalan Besar Fire Safety Kakis Initiative
- Improving Safety and Accessibility for Residents with Mobility Needs
- 'Many hands' approach towards managing a hoarding case in Clementi Ave 5
- Project Heartwarming
- Redhill Rise Rooftop Community Garden
- Staircase Widening with Shelter Installation at Kampung Admiralty
- Tampines Boulevard Park
- Tampines GreenGem Rodent Taskforce

Municipal Services Awards 2025 (Certificate of Appreciation)

- Community Action Network
- HDB Commercial Asset Management - AMK 712 Team
- Hoarding Case
- PA West Coast
- Seepage Taskforce
- Team 75 TBD

MUSE Creative Awards 2026

- "Maju-Lah!" Video Series (Silver Award under Video – Government category)

Ong Teng Cheong Institute (OTCi) Workplace Partnership Award 2025

- STAR Award

Public Sector Transformation (PST) Awards 2025

- Empowering Citizens, Supporting Migrants (Citizen Engagement Excellence Award)

Social Enterprise Advocate Award 2026

Tripartite Alliance Award 2025

- Age Inclusive Practices category
- Fair and Progressive Employment Practices category
- Work-Life Excellence category

Corporate Governance

HDB maintains high standards of corporate governance to ensure accountability, transparency, and sound stewardship of public resources. Our governance framework covers the following key areas:

Board Members

The HDB Board derives its strength from the diverse yet complementary backgrounds and qualifications of its members. The Board Members are respected individuals in their fields with extensive public and corporate sector experience. All Board Members are non-executive members, except for the Chief Executive Officer.

Internal Control Framework

HDB's internal control system ensures that assets are safeguarded, proper accounting records are maintained, and financial information is reliable. The overall control framework includes clearly-defined authority, delegation limits, reporting mechanisms, appropriate terms of reference for management of core policy areas, comprehensive policies/procedures relating to operations and financial controls, as well as an annual budgeting and monthly financial reporting system for all operating units.

Audit & Risk Committee

The Audit & Risk Committee assists the Board in maintaining a high standard of corporate governance, particularly in the areas of financial reporting, risk governance and the internal control systems of HDB. Consisting of members from the HDB Board, the Audit & Risk Committee considers any matter which, in its opinion, should be brought to the Board's attention and has explicit authority to independently investigate any matter within its terms of reference.

Fraud and Wrongful Practices Reporting Channel

HDB has a Fraud and Wrongful Practices Reporting Channel to reinforce HDB's commitment to a culture of integrity and transparency within the organisation. The channel is a confidential avenue for HDB staff to report suspected fraudulent incidents and wrongful practices directly to the Chairperson of the Audit & Risk Committee of the Board, who would oversee incidents reported and investigated.

Internal Audit Function

HDB's Internal Audit Group (IAG) reports functionally to HDB's Audit & Risk Committee and administratively to the Chief Executive Officer. IAG conducts risk-based audits to evaluate and provide independent and objective assurance on the adequacy and effectiveness of HDB's governance, risk management, and control processes. It also provides consultancy services to improve governance and control processes in HDB. IAG's audit and consultancy engagements conform with the Global Internal Audit Standards, set by the Institute of Internal Auditors.

Annual Audit

The audit findings by the External Auditor in the course of the annual financial audit as well as audit findings from selective audit performed by the Auditor-General's Office are reported to the Audit & Risk Committee, the Board, and the Ministry of National Development (MND). The annual financial statements are endorsed by the Audit & Risk Committee for the Board's approval.

Business and Ethical Conduct

HDB staff are obliged to comply with practices that reflect the highest standards of behaviour and professionalism. These include safeguarding official information under the Official Secrets Act (Cap 213), and abiding by the HDB Code of Conduct and Conduct and Discipline Rules.

Block Leave Policy

To complement HDB's existing risk management practices and align our internal control measures with industry practice as well as to promote work-life integration, HDB staff who perform job functions that are prone to fraud are subject to Mandatory Block Leave of 5 consecutive working days per calendar year.

Recertification for HDB's Business Continuity Management System

HDB continued to strengthen its organisational resilience capabilities through the structured implementation and continual improvement of its Business Continuity Management System (BCMS) in alignment with ISO 22301 requirements. The successful re-certification of the ISO standards in February 2026 reflected its sustained high level of readiness in its operational resilience and business continuity responses for both the HQ and zonal critical business functions.

Dissemination of Public Information

HDB's audited annual financial statements are available at the HDB InfoWEB and the Singapore Exchange (SGX) website. The HDB InfoWEB also contains corporate information such as Annual Reports, latest developments, and press releases.

Environmental Policy

HDB, the leading property developer and owner in Singapore, is committed to be the leader in environmental management. In line with our shared value to care for the environment, we shall:

1. Comply with all applicable environmental laws, regulations, and other relevant requirements
2. Contribute to environmental sustainability by:
   - Promoting conservation of energy and efficient use of resources in policy formulation, planning, development, management, and maintenance of public housing and commercial buildings;
   - Considering environmental requirements in land use and procurement of goods and services; and
   - Practising 3Rs (reduce, re-use and recycle) in resource and waste management
3. Continually improve our environmental performance by setting and reviewing environmental objectives and targets
4. Communicate with and educate all persons working for or on behalf of HDB, business partners, customers, and the public to achieve our environmental goals

Public Infrastructure Projects

Beyond developing homes, HDB undertakes projects to support broader national interests, including projects with partner agencies to deliver integrated, sustainable outcomes.

Major Infrastructure Works

HDB has ramped up the supply of new flats substantially to meet the housing needs of first-timer home buyers. To support these new flats, we will be implementing 98 infrastructure projects at an estimated total project value of $1.3 billion, to serve HDB towns nationwide, including locations such as Berlayar, Mount Pleasant, Sembawang, Tengah, and Yishun Chencharu.

Land Reclamation Projects

HDB is the agent to MND to carry out land reclamation works. The Construction of Polder at Areas A & C of Pulau Tekong was completed in FY2025.

Ongoing land reclamation projects include:

- $602 million contract for the Construction and Management of Staging Grounds & Infilling Works (Phase 2), which is scheduled to be completed by December 2026;
- $418 million contract for the Construction and Management of Staging Ground and Infilling Works (Phase 3) which commenced on 24 February 2020 and is scheduled to be completed by December 2026;
- $108 million contract for Infilling Works (Phase 4) which commenced on 21 June 2024 and is scheduled to be completed by October 2027; and
- $181 million contract for Pulau Sudong which commenced on 31 March 2025 and is scheduled to be completed by March 2028.

Ongoing Environmental Monitoring and Management Plan (EMMP) contracts support these land reclamation projects to monitor and ensure that the construction works will not cause any adverse impacts on the environment.

Solar Initiatives

In line with the HDB Green Towns Programme (GTP), which aims to harness green energy and bring sustainable living to all HDB towns, HDB has embarked on a solar capability building programme for public housing.

Since 2014, HDB and the Economic Development Board (EDB) have jointly led the SolarNova programme to encourage government agencies to come together and harness solar energy to power their activities. Under the programme, HDB aggregates solar photovoltaic (PV) demand from the Whole of Government. By allowing other government agencies to ride on our solar leasing tenders, greater economies of scale can be achieved for the solar energy purchased.

As of FY2025, HDB has awarded 8 solar leasing tenders under the SolarNova Programme, with the latest tender awarded in 2024. These awards bring the total committed solar capacity to 455 MWp[1] across HDB estates, representing about 85% of our 2030 target of 540 MWp. As of December 2025, HDB has installed solar panels on around 5,300 blocks. This is about half of the total HDB housing stock island-wide.

Mount Vernon Funeral Parlour Complex

HDB has been appointed by the National Environment Agency (NEA) as the agent to manage the design and construction tender of the Mount Vernon Funeral Parlour Complex (MVFPC). The design consultancy was awarded in October 2020, while the construction tender was awarded in August 2023. Working together with NEA, consultants, and the contractor, HDB aims to deliver a well-designed funeral parlour that is sensitively integrated with the topography and surrounding greenery.

Injecting Greenery and Waterbodies at Tengah South

HDB is leading a multi-agency project with PUB and NParks to integrate parks, greenery, and waterbodies at Tengah South. The design consultancy was awarded in August 2022, and the preliminary design was completed in March 2024. The team is preparing for the next stage of detailed design development.

[1] Includes HDB's efforts prior to the SolarNova programme, when HDB ran pilots on solar initiatives.

Subsidiary and Associated Companies

To support effective estate management and maintenance across HDB towns, EM Services Pte Ltd was established in 1988 as a dedicated service provider for Town Councils. HDB holds a 75% stake in this subsidiary, with Keppel Land Ltd holding the remaining 25%. During the year, EM Services Pte Ltd managed about 640,000 units of residential and commercial properties on behalf of Town Councils. The company provided essential maintenance and lift maintenance services to Town Councils, property management services to both private and Government agencies, and housing agency services. In addition, it installed and upgraded lifts in various HDB housing estates.

The total revenue and management fees of the company for FY2025/26 were $194 million.

Members of the Board

Chairperson

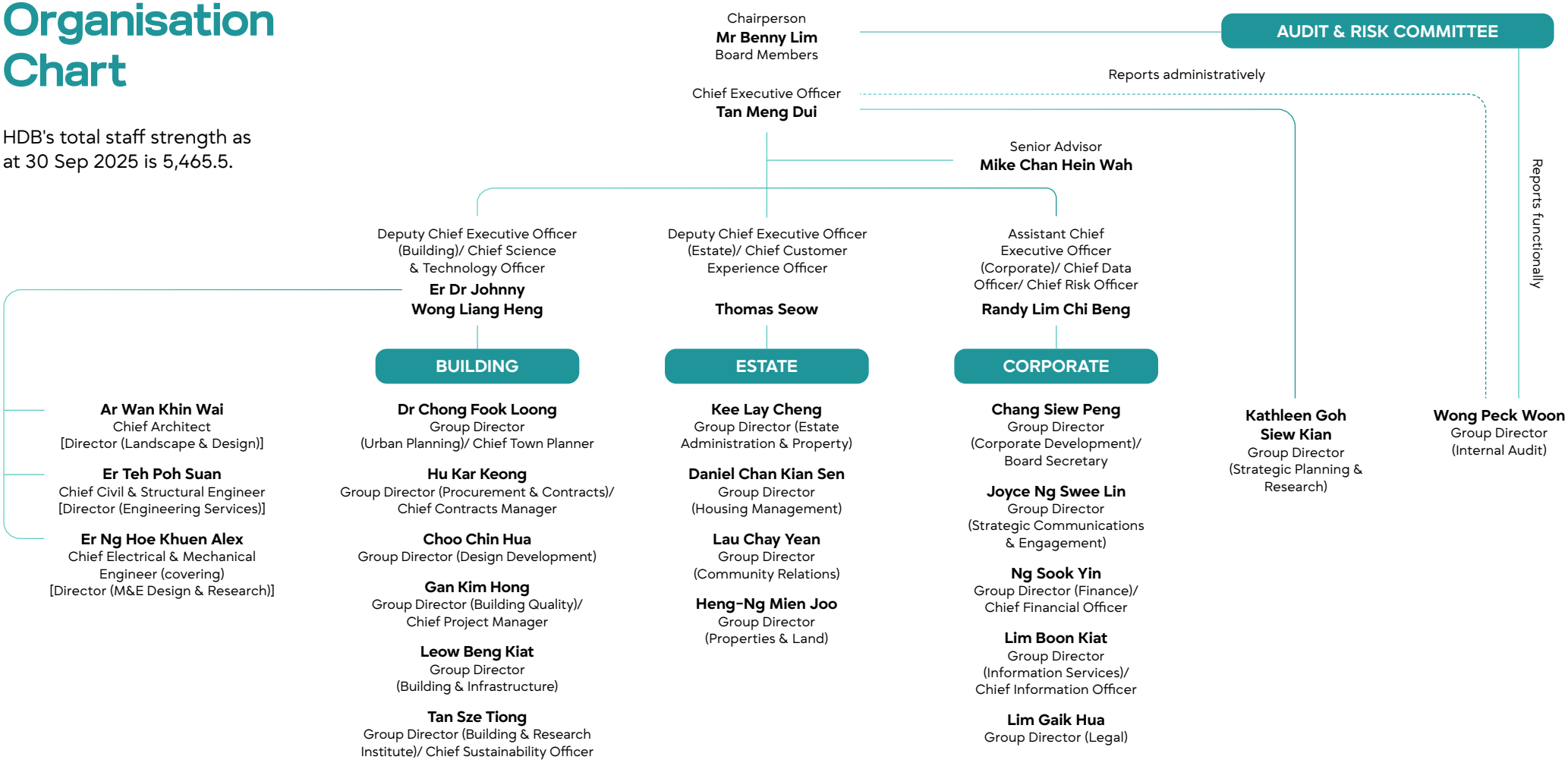
Mr Benny Lim

Board Members

Mr Tan Meng Dui
Ms Rita Soh
Mr Tan Wah Yeow
Ms Chia Yong Yong
Mr Ong Tze-Ch'in
Ms Pearlyn Phau
Mr Wendell Wong
Dr Wong Sweet Fun
Mr Zakir Hussain
Mr Chua Eu Jin
Ms Ho Hern Shin
Mr Jason Leow Juan Thong
Brigadier-General John Nehemiah Samuel
Mr Melvin Yong Yik Chye

Organisation Chart

HDB's total staff strength as at 30 Sep 2025 is 5,465.5.



Financial Highlights

Financial Highlights of HDB

$ million

	FY2025	FY2024	Increase/(Decrease)	FY2023	FY2022
Overall Income and Expenditure					
Gross loss	**(3,039)**	**(4,452)**	**1,413**	(5,105)	(3,909)
Income	**3,385**	**3,233**	**152**	3,139	2,992
Income (net)	**346**	**(1,219)**	**1,565**	(1,966)	(917)
Less: Net operating expenditure	**(5,054)**	**(5,123)**	**69**	(4,809)	(4,463)
Deficit	**(4,708)**	**(6,342)**	**1,634**	(6,775)	(5,380)
Capital expenditure	**17,056**	**17,966**	**(910)**	15,319	10,980
Results by Segment					
Deficit from:					
Home ownership	**(4,004)**	**(5,513)**	**1,509**	(6,225)	(4,680)
Upgrading	**(279)**	**(532)**	**253**	(396)	(558)
Residential ancillary functions	**(673)**	**(570)**	**(103)**	(446)	(432)
Rental flats	**(171)**	**(159)**	**(12)**	(160)	(141)
Mortgage financing	**(10)**	**(6)**	**(4)**	(9)	(10)
Elimination of inter-segment transactions	***10***	***10***	**-**	*10*	*10*
Housing total deficit	**(5,127)**	**(6,770)**	**1,643**	(7,226)	(5,811)
Surplus/ (Deficit) from:					
Other rental and related businesses	**433**	**441**	**(8)**	444	430
Agency and others	**(4)**	**(3)**	**(1)**	17	11
Elimination of inter-segment transactions	***(10)***	***(10)***	**-**	*(10)*	*(10)*
Other Activities total surplus	**419**	**428**	**(9)**	451	431
Overall Deficit	**(4,708)**	**(6,342)**	**1,634**	(6,775)	(5,380)

Financial Highlights

Financial Highlights of HDB (continued)

$ million

	FY2025	FY2024	Increase/(Decrease)	FY2023	FY2022
Financial Position					
Property, plant and equipment, and investment properties	**37,157**	**34,603**	**2,554**	31,782	30,274
Loans receivable	**45,892**	**43,993**	**1,899**	41,393	38,323
Properties under development and for sale	**26,349**	**22,469**	**3,880**	17,347	14,932
Other assets	**2,442**	**3,911**	**(1,469)**	5,520	5,131
Total assets	**111,840**	**104,976**	**6,864**	96,042	88,660
Less:					
Loans payable	**85,659**	**80,196**	**5,463**	72,049	65,927
Other liabilities	**10,983**	**9,583**	**1,400**	8,798	7,540
Total net assets	**15,198**	**15,197**	**1**	15,195	15,193
Capital and reserves	**15,198**	**15,197**	**1**	15,195	15,193
Financing of Public Housing					
Government grant to HDB	**4,732**	**6,349**	**(1,617)**	6,790	5,389
Government loans drawn during the year					
• mortgage financing	**5,632**	**5,918**	**(286)**	6,634	3,539
• upgrading financing	**2**	**4**	**(2)**	2	2
• housing development	**3,000**	**-**	**3,000**	-	-
Outstanding loans payable					
Government loans					
• mortgage financing	**46,008**	**43,759**	**2,249**	41,082	37,557
• upgrading financing	**15**	**15**	**-**	17	20
• housing development	**3,000**	**-**	**3,000**	-	-
Bonds	**34,748**	**31,555**	**3,193**	28,503	28,153
Bank loans	**1,579**	**4,500**	**(2,921)**	2,112	-

Financial Review

Financial Results

In the Financial Year (FY) 2025, HDB incurred a net deficit of $4,708 million, before the government grant, as compared with $6,342 million in FY2024. The net deficit comprised the deficit from the 'Housing' activities of $5,127 million, offset by the surplus from the 'Other Activities' of $419 million in FY2025.

HDB received a grant of $4,732 million in FY2025 from the Government to finance its deficit, and to protect the reserves of the past governments in accordance with the Constitution of the Republic of Singapore. The retained earnings of HDB as at 31 March 2026 remained at zero after the transfers to the capital gains reserve to protect the past reserves.

Housing Results

The Home Ownership segment covers the development and sale of flats to eligible buyers under the various home ownership schemes for public housing, and disbursement of housing grants to eligible households of new and resale flats. The Home Ownership segment reported a deficit of $4,004 million in FY2025 as compared with $5,513 million in FY2024.

When HDB begins the development of new housing projects, provision is made for the estimated loss of these projects as HDB flats are sold at subsidised prices. Due to the commencement of new development projects during the FY, and the accompanying subsidies and grants associated with these new projects, the FY2025 provision for foreseeable loss remained high at $3,209 million. However, the provision was lower than the $4,477 million recorded in FY2024, largely due to fewer units commencing development during the FY.

For the sales completed (i.e. keys issued to buyers) of 16,321 units in FY2025, HDB recorded a gross loss of $1,754 million, which was comparable to the gross loss of $1,771 million in FY2024. Upon completion of the sales, the provisions for foreseeable loss recognised in prior years were released. Accordingly, $1,900 million provisions recognised previously were released in FY2025. Taking into account the provisions made and released during the year, the provision for foreseeable loss increased by a net $1,309 million in FY2025.

HDB also disbursed $711 million of CPF housing grants to eligible buyers of resale flats and Executive Condominiums in FY2025 as compared with $881 million in FY2024.

The Upgrading segment reported a deficit of $279 million in FY2025, as compared with $532 million in FY2024. The programmes included the Home Improvement Programme (HIP), Neighbourhood Renewal Programme (NRP), and Lift Upgrading Programme (LUP). The decrease in the deficit was due to lower expenditure on HIP, as the upgrading works for some projects were close to completion, with the bulk of expenditure already incurred in prior years, and others remained in early stages of constructions where spending had yet to ramp up.

The Residential Ancillary Functions segment includes lease administration, provision and management of ancillary facilities such as car parks in housing estates, and planning and building administration. It reported a deficit of $673 million in FY2025, as compared with $570 million deficit in FY2024. The increase in the deficit was partly due to higher expenditure on electrical supply upgrading works for older HDB blocks to accommodate increase in electricity demands of the residents.

The Rental Flats segment reported a deficit of $171 million in FY2025, an increase from $159 million in FY2024. The Mortgage Financing segment also recorded a higher deficit of $10 million in FY2025 as compared with $6 million deficit in FY2024.

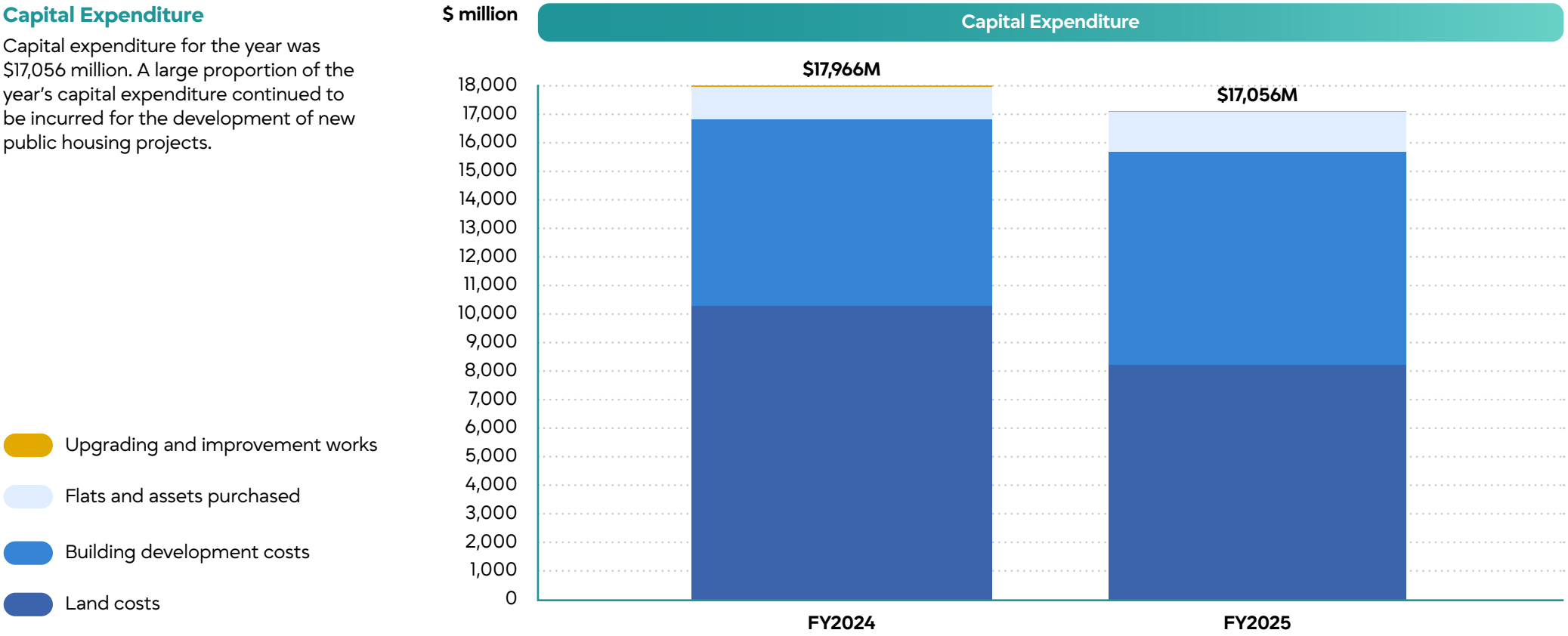
Results of Other Activities

The segment on Other Rental and Related Businesses focuses on the provision, tenancy, and management of commercial properties and land. It reported a surplus of $433 million in FY2025, as compared with $441 million surplus in FY2024.

Financial Review

Capital Expenditure

Capital expenditure for the year was $17,056 million. A large proportion of the year's capital expenditure continued to be incurred for the development of new public housing projects.



Breakdown	FY2024		FY2025		Change over FY2024	
	$M	%	$M	%	$M	%
Land costs	10,268	57	8,221	48	(2,047)	(20)
Building development costs	6,495	36	7,411	43	916	14
Flats and assets purchased	1,162	6	1,413	8	251	22
Upgrading and improvement works	41	1	11	1	(30)	(73)
Capital Expenditure	**17,966**	**100**	**17,056**	**100**	**(910)**	**(5)**

Financial Review

Financial Position

As at 31 March 2026, HDB's total assets amounted to $111,840 million. Loans receivable were $45,892 million. Property, plant and equipment, investment properties, and properties under development and for sale were $63,506 million. Together, these assets accounted for 98% of the total assets.

Capital and reserves stood at $15,198 million as at 31 March 2026. Reserves comprised capital gains reserve of $7,607 million and asset revaluation reserve of $5,128 million. The loans payable of $85,659 million comprised mainly loans from the Government and bonds.

Total Assets

- Loans receivable
- Property, plant and equipment, and investment properties
- Properties under development and for sale
- Other assets

Capital, Reserves, and Liabilities

- Loans payable
- Other liabilities
- Capital and reserves



*Fulfilling **Dreams**, Building **Homes**, Creating **Communities***

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SingaporeHDB