

IGNITE THE POWER OF



HTX (Home Team Science and Technology Agency)

ANNUAL REPORT FY2025



HTX is the Science and Technology agency in Singapore that integrates a diverse range of scientific and engineering capabilities to innovate and deliver transformative and operationally-ready solutions for public safety. As a statutory board of the Ministry of Home Affairs, HTX works at the forefront of science and technology to empower Singapore's frontline of security. The mission is to amplify, augment and accelerate the Home Team's advantage and secure Singapore as the safest place on planet earth. Singapore's Home Team Departments include the Singapore Police Force, Singapore Civil Defence Force, Immigration & Checkpoints Authority, Singapore Prison Service and Central Narcotics Bureau.

htx.gov.sg

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WHY WE EXIST

OUR MISSION

Advance
Science &
Technology

Force
Multiply
our Home
Team

Secure
Singapore's
Future

OUR VISION

Exponentially Impacting Singapore's Safety and Security



"The public safety landscape is being reshaped by new threats and rapid technological change. Threat actors are increasingly using emerging technologies like artificial intelligence and drones for malicious purposes.

For these reasons, HTX's role within the Home Team is becoming more important than ever.

We have lived up to our billing of force multiplying the Home Team with science and technology. Over the past year, we have delivered new technology and invested in advanced infrastructure, including both engineering and science labs, that further enhance public safety in Singapore. We have also ramped up artificial intelligence adoption and set the foundation for us to quickly scale the impact of our HTxAl movement, which would ensure that the Home Team can use AI to not just improve its operations, but also fend off the latest threats.

The business of safeguarding Singapore is never-ending, and it will only get more complex. However, we are not alone in this journey. The strong exhibitor turnout at MTX (Milipol TechX Summit) 2026 said it all – we can count on our numerous partners from around the world to supercharge our innovation drive and contribute to the safety of Singapore.

All the achievements listed in this report would not have been possible without the dedication and ingenuity of our Xponents, whose unwavering commitment to HTX's mission continues to strengthen Singapore's safety.

I hope you enjoy reading this report."

Mr Tan Chye Hee

Chairman, HTX (1 October 2025 to 31 May 2026)

Permanent Secretary for Home Affairs



"FY2025 was a significant year for HTX as we strengthened the foundations that will power the next phase of innovation and transformation for the Home Team.

Over the past year, we expanded our capabilities with the launch of Garage@ HTX, FIRST and XPLORE, creating new spaces for experimentation, engineering and operationalisation. We also accelerated our HTxAl movement through key investments such as NGINE and Phoenix, establishing the building blocks that will enable the Home Team to harness artificial intelligence securely and effectively at scale. These investments are not ends in themselves; they are enablers that will help the Home Team stay ahead in an increasingly complex and technology-driven security landscape.

We were also reminded of what truly matters: the impact of science and technology on real-world operations. One example was the deployment of our cyborg cockroach during Operation Lionheart in Myanmar to support search-and-rescue efforts following the earthquake. From our laboratories to the field, our focus remains on translating innovation into capabilities that can make a meaningful difference when it matters most.

None of our achievements would have been possible without the support of our partners. MTX 2026 demonstrated the power of bringing together government, industry and academia to tackle shared challenges and advance public safety through innovation.

Most importantly, I would like to thank our Xponents. The dedication, ingenuity and sense of purpose displayed by our people continue to be HTX's greatest strength. Whether driving breakthroughs in research, engineering critical systems, or answering the call of duty overseas, they embody our mission of using science and technology to keep Singapore safe.

As HTX enters its next chapter, our focus will be on amplifying our impact to the Home Team and Singapore. We will continue to push the boundaries of science and technology, strengthen partnerships, and build capabilities that deliver tangible operational outcomes. Together, we will ensure that the Home Team remains ready for the challenges of tomorrow and continue to power a safer Singapore."

Mr Chan Tsan

Chief Executive, HTX

YEAR IN REVIEW

KEY HIGHLIGHTS

APRIL 2025

Not all heroes wear capes – some rock up in coveralls. Four Xponents dropped everything to aid the Singapore Civil Defence Force's (SCDF) **Operation Lionheart** in Myanmar after a devastating earthquake hit. They worked tirelessly to deploy our cyborg cockroaches, marking the first time in the world such robots have been used in a humanitarian operation.

At HTX, goal setting looks a little different. **HTX Convention 2025** was no regular workplan seminar, but a football-themed gathering that saw over 1,700 Xponents come together to reflect on the past season's achievements and discuss "tech-tics" for the matches ahead.



Illicit drugs are evolving, but so are our drug detection capabilities. We launched the **FIRST (Forensic Innovation and Research for Strategic Transformation) Lab**, an advanced forensic research and development facility and the national testing facility for New Psychoactive Substances (NPS), bolstering Singapore's fight against synthetic drugs and emerging crime.

MAY 2025

We're going all in on Artificial Intelligence (AI), and we proved just that with **#WFH**, which comprised an exhibition segment called AI TechXplore and a career fair that gave aspiring AI talent a front-row seat to game-changing public safety innovations, including AI-powered applications and humanoid robots.

Elections don't run themselves. When Singapore took to the polls, HTX got to work. From setting up infrastructure to keeping critical command systems and communication equipment running, over 150 Xponents worked tirelessly behind the scenes of the **Singapore General Election 2025** to ensure citizens' safety.

Turns out, Xponents really like working here. For the third consecutive year, HTX made The Straits Times and Statista's **Singapore's Best Employers** list, thanks to a workplace culture where mission, innovation and fun collide.

Battery fires aren't something you want to learn about the hard way. That's why HTX, together with the Agency for Science, Technology and Research (A*STAR) and the Singapore Battery Consortium, brought together regional experts and regulatory agencies to launch the **Association of Southeast Asian Nations (ASEAN) Battery Safety Network (ABSN)**.



JUNE 2025

Look, a new dolphin in Singapore's waters! **Blue Dolphin**, the 2nd Generation Marine Rescue Vessel, joined the SCDF's marine fleet after nearly four years in the making. Equipped with features such as advanced chemical, biological and radiological (CBR) detection systems, this hi-tech vessel developed by HTX and its partners is a boon to lifesaving operations.

Xponents know how to throw a party. Some 2,200 Xponents and their loved ones gathered for **HTX Family Day 2025**, revelling in feasts, song and games. The fiesta celebrated the families behind each Xponent and the work they do to keep the public safe.



JULY 2025

Teamwork makes the tech work. At **Mesh! 2025**, around 400 guests from 190 organisations – including government agencies, industry partners and academia from around the globe – gathered to celebrate the collaborations powering some of HTX's biggest public safety breakthroughs. Because when brilliant minds come together, everyone wins.



We struck a partnership with DEF CON to bring the world's largest hacking and cybersecurity conference to Singapore. **DEF CON SG** will feature a host of activities like community learning "villages" and Capture the Flag contests.

Walking the beat at one of the world's busiest airports is no small feat. This is why we worked with A*STAR Institute for Infocomm Research (A*STAR I²R) to develop **GIBSON**. This dual-mode innovation can be used as a mobility augment for officers and as an autonomous patrol bot. The bot is currently being trialled at Changi Airport.

We don't wait for a fire to find out if our maritime firefighting technologies work. That's why, in collaboration with SCDF and ST Engineering, we launched **RAPID XIPHAS**, a **Firefighting Unmanned Surface Vessel testbed** equipped with advanced capabilities such as video analytics-enabled hotspot detection.



AUGUST 2025

What does it take to keep Singapore's frontline operations running without a hitch? The answer lies in **HTX's new Home Team Sustainment Centre (HTSC)**. Launched on 26 August, this facility tracks the performance of everything from police cars to critical infrastructure. It achieves this by harnessing info from a multitude of Internet of Things (IoT) devices and sensors.

Our AI ambitions require serious computing muscle. With the launch of **NGINE**, HTX's first enterprise-grade AI infrastructure, engineers can now train, model and scale Large Language Models faster, more securely and on demand.

HTX has its **very first patent!** Our scientists have developed a compact DNA testing device that can help infer a person's biogeographical ancestry from DNA traces. Think of it as a mini lab that combines DNA analysis and machine learning to generate investigative leads faster. The innovation could potentially sharpen the Home Team's crime-solving capabilities.

Data leaks have become a pervasive cyber risk, affecting organisations across sectors. Our solution? **DumpSieve**, an AI-powered platform that scans massive dark web data dumps to check if Home Team data has been compromised. DumpSieve was presented at renowned cybersecurity conference Black Hat USA in Las Vegas on 6 August 2025.



SEPTEMBER 2025

Our leaders know their stuff. Chief Executive Chan Tsan picked up the Digital CEO of the Year accolade at the **Asia Digital Leaders Awards** while HTX Deputy Chief AI Officer Lim Kian Boon picked up the Data & AI Excellence Leader of the Year award.

OCTOBER 2025

Garages aren't usually as hi-tech as this one. Singapore's first purpose-built engineering Developmental Testing and Evaluation facility for public safety, **Garage@HTX** was launched to provide us with a dedicated space and tools to test and evaluate Home Team assets like drones and communication systems. This place even comes with a cool-looking chamber that tests for Electromagnetic Interference.

Three Xponents levelled up their street cred when they showed off their expertise to an international audience at the **INTERPOL Conference on AI in Digital Forensics**. During this event, the trio shared the agency's deepfake detection capabilities and the work we're undertaking to strengthen digital forensic science and tackle emerging AI-enabled threats.

One of our engineers brought the ornithopter from the Dune universe to life and showcased it at the **HTX Greenfield Showcase and Associates' Graduation Ceremony**. Other exciting innovations on display included a rapidly deployable shelter for hazardous incidents and an AI-powered platform that can detect data leaks and ransomware threats.

NOVEMBER 2025

Did you know that HTX also leverages tech like multisensory extended reality systems to enhance human performance? Besides doing that, the newly launched **XPLORE** also allows us to explore innovations in terms of human-AI collaboration. Home Team officers can even take part in a mixed reality tactical firearms simulation here. But no, this lab doesn't produce any super soldier serum.

Same same, but different. During **Milipol Paris 2025**, HTX shone the spotlight on the upcoming Milipol TechX Summit (MTX), a rebrand of the previous Milipol Asia-Pacific – TechX Summit. The rebranding encapsulates MTX's mission to supercharge innovation for a safer tomorrow and reflects its aspiration to become a global nexus where technology, policy and operational expertise converge.

Talk about bragging rights. Engineers from our Q Team Centre of Expertise (CoE) and the Sensors and Sensemaking (S&S) CoE showed off their research papers at **NeurIPS**, which is widely regarded as the world's top international AI conference. The two papers were related to shrinking massive models without losing smarts, and how to ensure AI sees the world the way we do.

We engaged with some brilliant young changemakers from secondary and tertiary institutions at **HacX! Hack for Public Safety 2025**, during which they showcased their innovative solutions for real-world public safety challenges. The event also saw them learn about design thinking, do 3D printing and pilot an AI-driven drone.

DECEMBER 2025

It was a homecoming of sorts when **Senior Minister Mr Lee Hsien Loong visited HTX HQ** on 4 December – not because he once worked here, but because he was the one who launched the agency in 2019. During this visit, SM Lee got to see just how much we've grown over the years as well as some of the many science and technology solutions we're developing for the Home Team. He also got to take photos with many starstruck Xponents!

JANUARY 2026

Don't play, play. Covid-19 may be long over, but the prospect of another pandemic hitting us is very real. And this is why we launched **CBRNE@Changi**, which doesn't just improve Singapore's pandemic preparedness – it also augments the Home Team's response to Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) threats. Coordinating Minister for National Security and Minister for Home Affairs Mr K Shanmugam was the guest of honour at the opening ceremony.



Administrative work can be a chore. Training engagement can be challenging. To address these points, HTX rolled out the **Home Team AI Suite**, which comprises three AI-powered products designed to boost efficiency, engagement and productivity. Among these products is Paperwork, which validates Approval of Requirement documents quickly and flags factual errors, logical inconsistencies and missing information – shortening processing time by up to 30%!

FEBRUARY 2026

It's that time of the year when HTX becomes adorned in more red than purple. To usher in the Year of the Horse, we held our usual **Chinese New Year celebrations**, which came with lion dances, a patrolling God of Fortune, yusheng and lots of cheers and laughter.

MARCH 2026

We went to space. Well, kind of. At **HTX Convention 2026**, Xponents gathered for a space-themed event complete with astronaut suits as CE Chan Tsan spoke about HTX 3.0, the agency's newest growth chapter that is focused on scaling our impact on the Home Team through advancements in AI, robotics, autonomous systems and next-generation operational capabilities. By the way, we really are going to space – courtesy of our very own satellite.

YEAR IN REVIEW

KEY HIGHLIGHTS

HTX CONVENTION 2026: IGNITING THE POWER OF X



Themed “Ignite the Power of X”, the **2026 HTX Convention** had a resounding, emphatic message: we had within just a few years built our foundations and grown our capabilities significantly, but there’s no resting on our laurels as we are now moving into our third phase of growth, one that is focused on growing our impact to the Home Team.

Providing direction in this new journey will be a five-year plan coined “HTX 3.0”, and the three guiding principles within are:

1

Focus on what truly moves the needle

We must be clear-eyed about what we choose to do but also what we choose not to do.

2

Work across boundaries

Break silos and drive system-level improvements across the entire Home Team.

3

Deliver real impact

Build solutions that make a tangible difference to officers on the ground and to Home Team operations.

What are some of the ways in which we plan to scale our impact to the Home Team?

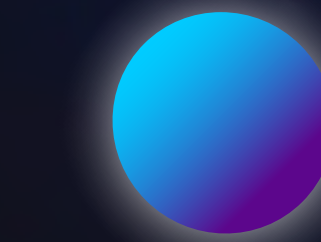
Think space-based sensors that will provide improved situational picture for quicker response to chemical threats and quantum sensors and computing for enhanced detection and prediction of compounds of interests like drugs and toxins.

We’ll also continue to push new frontiers in AI, robotics and autonomous unmanned systems, fields that we have made notable advancements in.

In a nutshell? Exciting times lie ahead!



What on Earth is Space Tech?



Read more:

<https://go.gov.sg/htx-convention-2026>

#WFH. NOT YOUR AVERAGE TECH SHOWCASE

The future called. HTX showed up with #WFH (Work for HTX).

The event comprised a showcase of tech aptly named **AI TechXplore**, as well as a **Careers@HTX** fair.

From teleoperated humanoid robots to sovereign AI solutions built for the Home Team, the two-day tech showcase brought the future of public safety to life at Fusionopolis One on 26 and 27 May 2025.

Launched by guest of honour Mrs Josephine Teo, Minister for Digital Development and Information and Minister-in-Charge of Smart Nation and Cybersecurity, Singapore, #WFH also spotlighted HTX's bold vision for

Embodied AI and humanoid robotics development, anchored by the upcoming Home Team Humanoid Robotics Centre ("H2RC") – the world's first humanoid robotics centre for public safety.

Beyond the exhibits, visitors heard from leading AI experts in academia and industry, including Google, Mistral AI and NVIDIA, who shared insights into the rapidly evolving world of AI technologies.

Meanwhile, at Careers@HTX, aspiring AI talent got to explore HTX's purposeful innovations up close and throw their names into the ring for a chance to shape the next chapter of public safety.

Read more:
<https://go.gov.sg/aitxp>



WHAT WE DO AND HOW WE DO IT

OUR SCIENCE & TECH CAPABILITIES

DIGITAL

- C3 (Command, Control & Communications)
- Cloud Technology
- Cybersecurity
- Data Science
- Artificial Intelligence
- Digital & Information Forensics
- Digitalisation
- Network/Communications
- Sensors & Sensemaking

ENGINEERING

- Vehicle & Weapon Systems
- Marine Systems
- Protective Security & Safety
- Robotics, Automation & Unmanned Systems

SCIENCES

- Biometrics & Profiling
- Chemical, Biological, Radiological, Nuclear & Explosives
- Forensics
- Human Factors & Simulation



SAVING LIVES

A world-first deployment

HTX makes history with the world’s first deployment of cyborg cockroaches in a humanitarian operation

Imagine being trapped beneath rubble following an earthquake and seeing a large cockroach approach your face – would you greet this sight with trepidation?

This hypothetical scenario was perhaps the most joked about in the comments section for social posts related to HTX’s cyborg roaches, which went viral after they made history by becoming the first of their kind to be deployed in a humanitarian mission.

The mission? Operation Lionheart, which saw Xponents deployed alongside their Singapore Civil Defence Force (SCDF) counterparts to help with the search for survivors following a 7.7 magnitude earthquake in Myanmar.

The Operation Lionheart contingent was deployed to Myanmar on 29 March 2025.

Handling these cockroaches were Ong Ka Hing and Yap Kian Wee from the Robotics, Automation & Unmanned Systems (RAUS) Centre of Expertise (CoE). Two other Xponents, Roslan Bin Yahya and Romi Bin Ahmad from Platform Systems were also deployed to aid the SCDF with sustainment efforts during the mission.

Equipped with a nifty “backpack” that contained an IR camera, a microphone, environmental sensors and navigation sensors, the roaches were sent into collapsed buildings to search for survivors,



“This has been a most meaningful experience because I got to see the impact of our tech innovation transcend national boundaries and help others in another country. It was also an honour to work alongside our SCDF colleagues in saving lives.”

- Deputy Director, Ground Systems, RAUS CoE, Ong Ka Hing

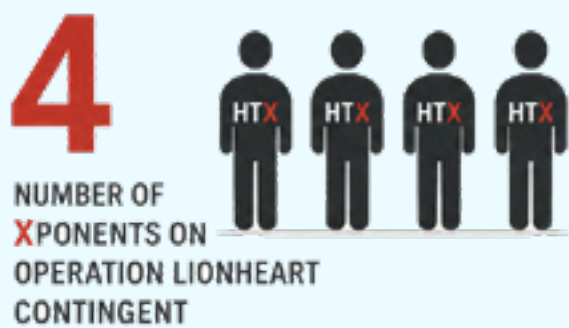
thus putting human rescuers out of harm’s way. The size of these critters also meant that they could squeeze into crevices that rescuers cannot.

The four Xponents and the Operation Lionheart contingent returned to Singapore on 8 April 2025 and were received by a large crowd comprising Home Affairs Minister Mr K Shanmugam, Minister of State for Home Affairs Mr Faishal Ibrahim, as well as colleagues, relatives and even members of the Myanmar community in Singapore.

The cyborg cockroach is a joint project between HTX, Nanyang Technological University (NTU) and Klass Engineering and Solutions.

PS: No cockroaches were harmed during Operation Lionheart.

Read more:
<https://go.gov.sg/htxlionheart>



The dolphin saves the day

Next-gen marine rescue for the SCDF

Fun fact: Dolphins are considered the second most intelligent animals on Earth after humans.

Well, the Blue Dolphin - the 2nd Generation Marine Rescue Vessel developed by HTX, SCDF, Defence Science and Technology Agency, and Penguin Shipyard International - is really smart, too.

Equipped with advanced tech like the Seaborne Electro Optic Sensor, a Video Streaming System, hi-tech video analytics and artificial intelligence system for marine rescue, this new vessel significantly upgrades the SCDF's marine firefighting and rescue capabilities.

Commissioned on 25 June 2025, the new vessel features a Rigid Hull Inflatable Boat with a customised fire monitor and sonar for shallow water operations. The vessel is also equipped with advanced chemical, biological and radiological (CBR) detection systems which enables early detection of CBR threats.

In addition, the Blue Dolphin is 10% longer and can hence accommodate more equipment and allow better space planning.

Despite the increased size, the vessel boasts the same top speed of 30 knots as the previous generation!



Bionic “eyes”

Making it easier to search underwater

Searching for people or objects in the waters off Singapore can be a tall task because visibility under the surface is notoriously low.

Of course, one way to get around this problem is by deploying a Remotely Operated Vehicle (ROV), but such machines still require operators to manually scrutinise sonar and camera feeds in real time to identify objects.

As you can imagine, this is a laborious process that's prone to human error.

Cue AI to the rescue. By leveraging this emerging tech, our RAUS CoE has gifted a conventional ROV with the ability to autonomously detect potential underwater targets, move in to perform a high-resolution scan, and relay its position so that divers can be directed precisely to the spot for recovery.

These developed capabilities overcome the key limitations of today's commercial off-the-shelf ROVs, potentially enabling more effective and optimised underwater search operations for the Home Team.

Read more:
<https://go.gov.sg/garagetxp>

Look! No humans needed

Remote-controlled firefighting at sea

Firefighting at sea is dangerous business. This Unmanned Surface Vessel (USV) would place human rescuers out of harm's way.

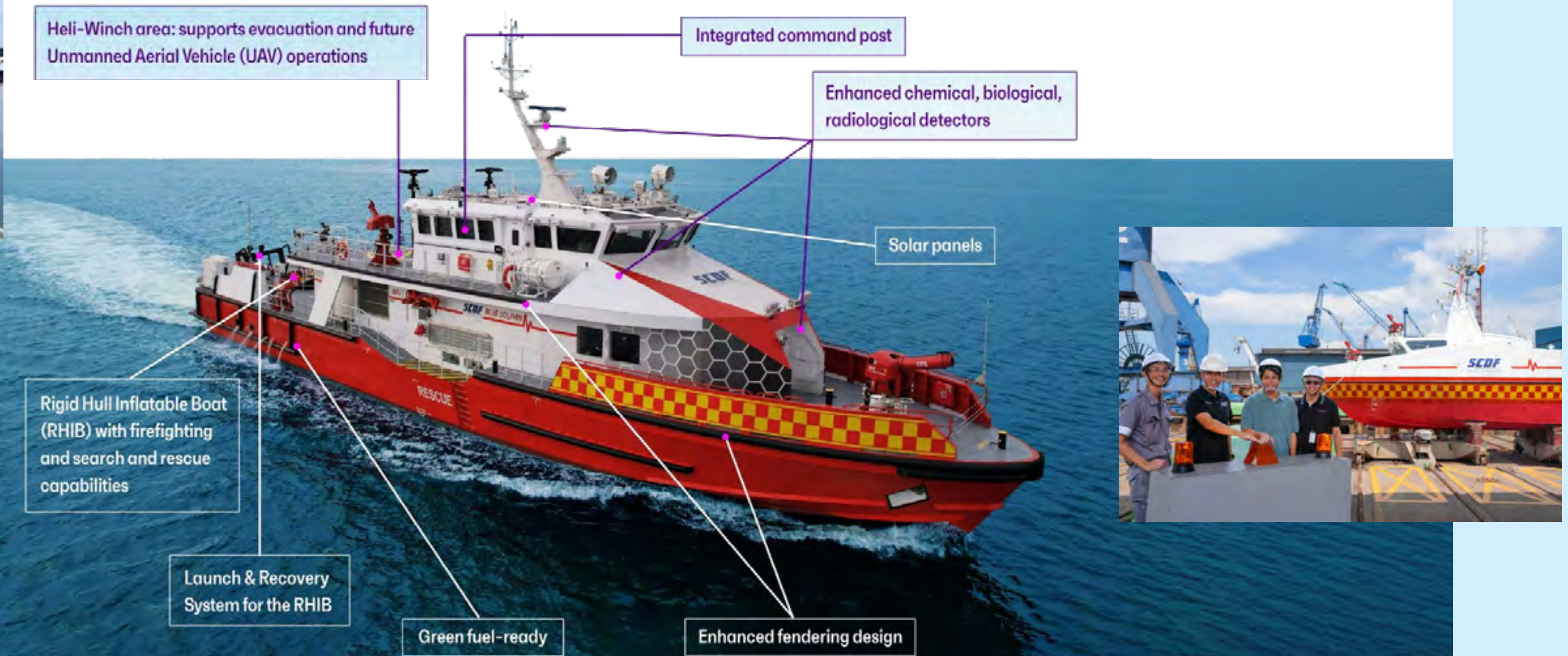
Developed through a collaboration between HTX, SCDF, and ST Engineering, the RAPID XIPHIAS, a new firefighting Unmanned Surface Vessel testbed, could help transform maritime emergency response operations and refine and sharpen Concept of Operations for unmanned surface vessels used in the SCDF Marine Division's maritime firefighting missions.

Unveiled on 4 July 2025, the hi-tech vessel will be deployed for at-sea validation trials to assess advanced capabilities such as enhanced firefighting capabilities with VA-enabled hotspot detection, unmanned HazMat detection and even autonomous navigation customised for Singapore's busy maritime traffic.

Read more:
<https://go.gov.sg/newfifi>



Read more:
<https://go.gov.sg/bluedolphinsails>





SENSORYX

Study how officers perform under sensory overload, guiding the design of next-gen VR training systems.

X-MANN

Design safer, better-fitting gear for real operating conditions.

ENHANCING PUBLIC SAFETY & SECURITY

CORTEX

Develop officers' speed, resilience and tactical teamwork skills.



Ready to XPLORE

Enhancing frontliners' safety and performance

When lives are on the line, every second counts. But today's frontline officers must operate under growing pressure – from heavier cognitive loads due to greater human-machine interaction to harsher environments intensified by global warming.

As those challenges evolve, so must HTX's ability to enable safer deployments and more resilient teams. To that end, we launched XPLORE (Human Performance ModelLing and SimulatiOn REsearch Facility) – a groundbreaking human factors and simulation facility dedicated to public safety.

Officially opened on 7 November 2025 by Minister of State, Ministry of Home Affairs and Ministry of Social and Family Development Mr Goh Peh Ming, XPLORE reflects HTX's commitment to placing people at the centre of research and innovation.

The facility combines science, advanced technology and operational insight to study how officers think, make decisions, move and cope under pressure. This is crucial because their ability to stay focused, resilient and operationally ready in high-stakes missions is critical to public safety.

Importantly, HTX scientists at XPLORE translate those insights into practical solutions tailored to the realities of frontline work – including smarter, more effective systems (i.e. AI-powered tactical training) and gear for Home Team officers.

And they've delivered just that. Among the technologies developed here is a cooling

vest for police officers that redistributes weight from their utility belts and reduces back strain, plus a bench that helps first responders recover faster from heat stress by using electric currents to create a chilled surface.

Such solutions, developed in close collaboration with Home Team Departments to understand officers' operational needs, can ultimately improve officers' safety and performance in critical missions. Now, that's what we'd notch as a win for public safety.

Read more:

<https://go.gov.sg/htx-xplore-25>



Cutting-edge research



Smarter scene analysis



Post-blast investigations



Battery safety



Widening the forensic evidence net



Enhanced drug detection capabilities



OCULUX

Improve depth perception and teamwork.



XSIM

Test how gear and physical strain affect safety and performance.



BIONYX

Design/build/test safer, more efficient and comfortable personal protective gear.



Garage@HTX is open!

*Supercharging engineering capabilities
to tackle emerging threats.*

HTX's ability to engineer, test and deploy safer, smarter and enhanced engineering capabilities for frontline operations got a huge boost with the launch of Garage@HTX, Singapore's first purpose-built Developmental Testing and Evaluation facility for public safety, on 13 October 2025.

Officially opened by Minister for Law and Second Minister for Home Affairs Mr Edwin Tong, Garage@HTX brings together four specialised zones that enable engineers to test, refine and re-test technologies under one roof.

The facility's impact is wide-ranging. Its custom-built Electromagnetic Interference (EMI) / Electromagnetic Compatibility (EMC) chamber can accommodate large

Home Team vehicles, and the testing done within will help safeguard sensitive onboard electronic systems such as life-saving equipment.

The chamber will also be crucial for the testing and development of the Home Team's Counter-Unmanned Aerial Systems (C-UAS) capabilities.

Other areas in this new facility include The Arena, which provides a controlled environment for engineers to validate the performance of drones and robotic systems, the Development and Testing Area, which supports rapid prototyping, and the Command and Control (C2) Nerve Centre, which offers sandboxed environments to develop and test C2 software and digital applications.

Read more:

<https://go.gov.sg/htx-garage-25>



SOLVING CRIMES

A FIRST for forensic R&D

HTX's new state-of-the-art laboratory strengthens crime investigation capabilities

Forensic science is undergoing a sea change driven largely by rapid technological transformation, and HTX is positioned at the vanguard of this shift with hi-tech facilities such as the FIRST (Forensic Innovation and Research for Strategic Transformation) Lab.

Boasting world-class instrumentation and enhanced research capabilities, this advanced forensic R&D lab combines cutting-edge science, AI and multidisciplinary research to sharpen the Home Team's investigative edge.

Launched on 14 April 2025 by Minister for Home Affairs and Minister for Law Mr K Shanmugam, the facility was unveiled against a backdrop of new threats such as New Psychoactive Substances (NPS).

As Singapore's national facility for testing NPS, FIRST will play a key role in the fight against these substances as it allows our scientists to identify unknown substances beyond existing drug databases through advanced chemical and pharmacological analysis.

Beyond bolstering the Home Team's ability to detect and solve crime, FIRST is also expanding what forensic science can reveal tomorrow as it combines capabilities in forensic biology, physics, engineering, chemistry, pharmacology and scene forensics.

From uncovering invisible DNA traces in the air to detecting unknown drugs engineered to evade detection, we're all about pushing the frontiers of forensics to force multiply the Home Team.

Read more:
<https://go.gov.sg/firstlab>



Hi-tech investigation tools



Nuclear Magnetic Resonance (NMR) spectrometer



Oxford Nanopore PromethION sequencing platform



Scanning electron microscope



MALDI-TOF spectrometer





Chatting up a report

Crime reporting just got a lot easier

Lodging a police report is no enviable task, especially when it means recounting an unpleasant incident in detail. To make the process smoother, HTX and the Singapore Police Force (SPF) developed the Report Lodging Co-Pilot (R-COP), an AI-enabled chatbot that helps members of the public file police reports more easily.

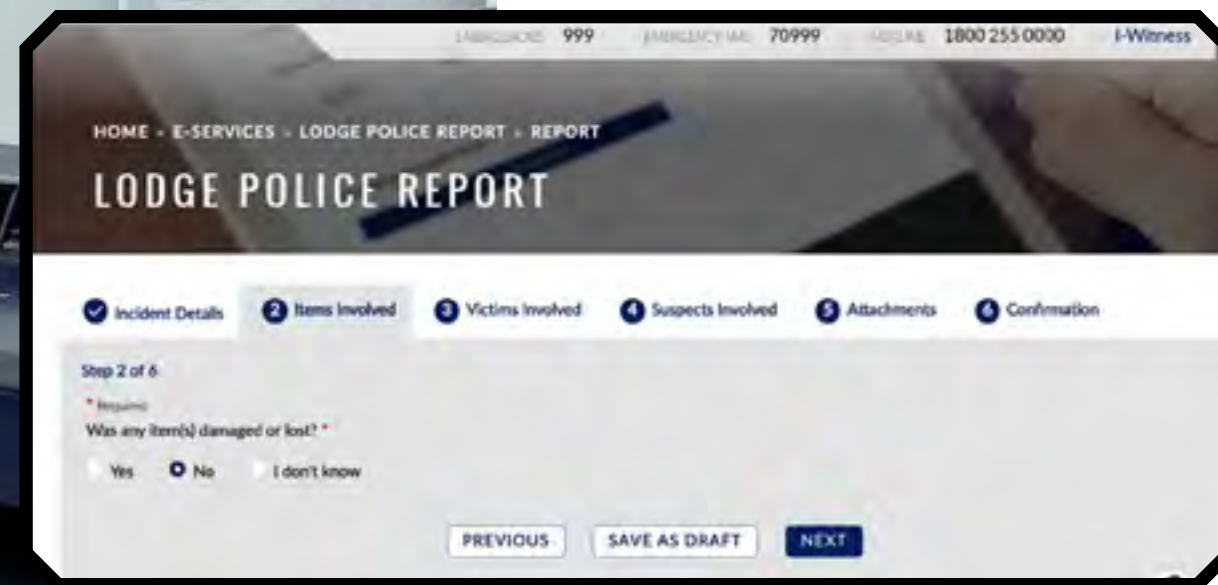
Unlike the website e-service, which uses a six-section electronic form, R-COP guides users through the process like a chat. Its Large Language Model prompts for missing details, asks tailored follow-up questions and generates a clear summary for users

to review before submission. It can also correct typos and turn accounts written in Singlish into grammatically clear reports for Investigation Officers.

Currently available at self-help kiosks within SPF's seven police division headquarters, R-COP can help reduce follow-ups, save time and allow officers to focus more on investigations.

Talk about impactful innovation!

Read more:
<https://go.gov.sg/rcop>



Going digital for the win

HTX helps develop smarter way to go about crime scene management

Crime scene forensics has come a long way from paper notes, phone calls and hardcopy files. At the 2025 Korea Crime Scene Investigation International Conference in Seoul held in November, HTX shared how Singapore is taking crime scene work into the digital age through the Forensics Unified Management System, or ForUMS.

Developed by HTX and SPF, ForUMS brings key crime scene processes and records onto one digital platform that's integrated with SPF's CRIMES3 case management platform, linking what happens at the scene with the wider investigation and court process.

Its mobile version, mForUMS, lets Crime Scene Specialists log key forensic actions and observations, manage transactions with investigators and transmit images of evidence in a timely and seamless manner even in challenging field environments.

What that means for the Home Team is faster information flow, sharper coordination and more actionable investigative insights – a digital glow-up poised to transform frontline forensics.

Read more:
<https://go.gov.sg/forums>



SECURING BORDERS

One step ahead of tomorrow's threats

New lab improves pandemic preparedness and border security

The next pandemic won't be sending an invitation, so we'd better be ready.

Having gleaned valuable lessons from Covid-19, HTX on 16 January 2026 launched CBRNE@Changi, a state-of-the-art facility which strengthens Singapore's pandemic preparedness while bolstering our response to chemical, biological, radiological, nuclear and explosives (CBRNE) threats.

Coordinating Minister for National Security and Minister for Home Affairs Mr K Shanmugam was the guest of honour at the opening ceremony.

Strategically located near Changi Airport, CBRNE@Changi speeds up testing of cargo and air traveller samples, and stands ready to rapidly detect emerging diseases or novel pathogens using advanced automation and informatics, as well as new Polymerase Chain Reaction (PCR) tests and genetic sequencing.

The facility also houses cutting-edge tools for HTX's AI-driven research and development for CBRNE detection technologies and day-to-day CBRNE operations.

When the next pandemic comes knocking, the facility can even be easily reconfigured to allow us to test much more samples than before.

Of course, let's hope that day never comes!

Read more:

<https://go.gov.sg/htx-cbrne-changi-25>

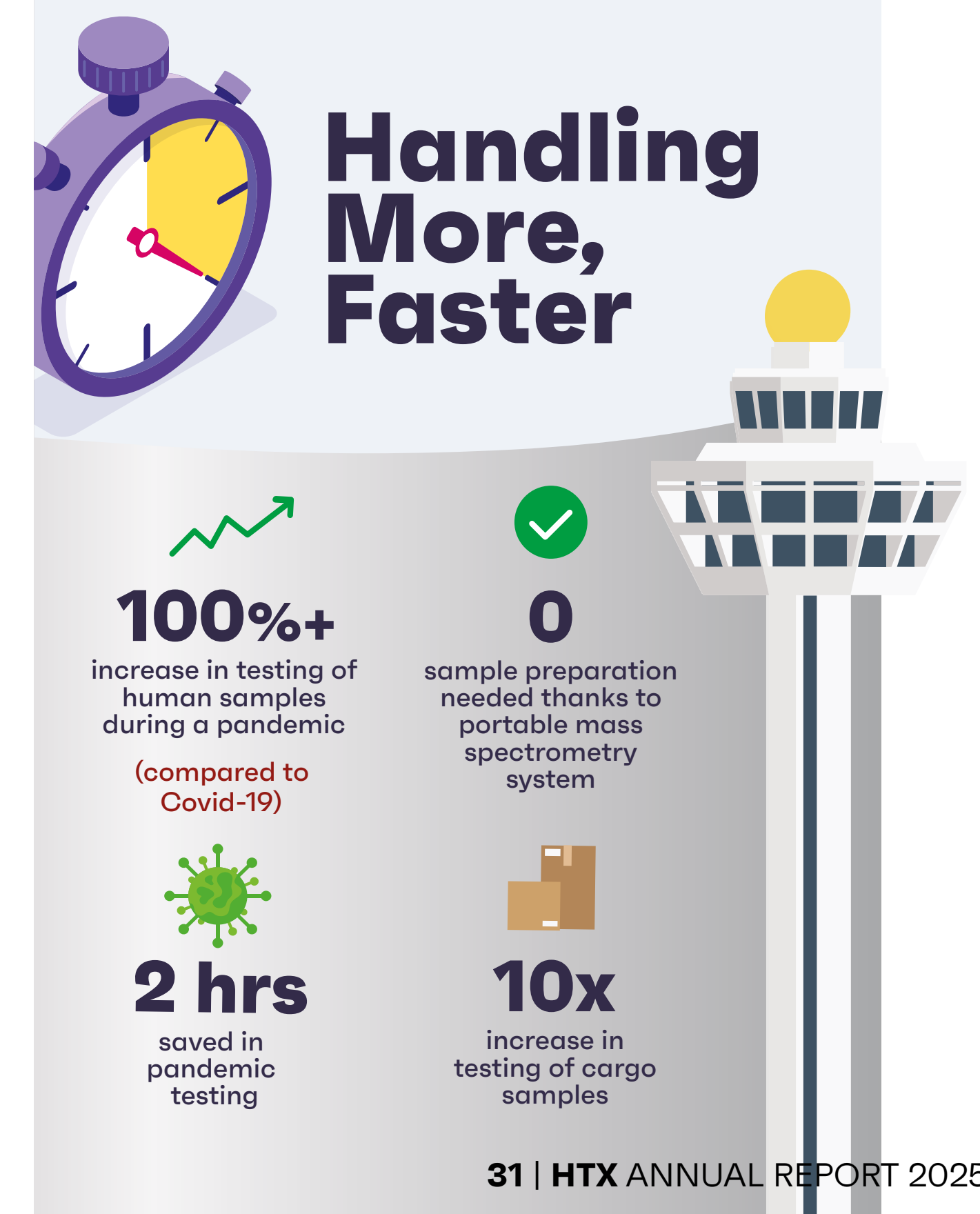




Photo: ICA

Hey robot, go fetch

Collections made faster

Thanks to iSMART, an integrated smart document management system that HTX developed together with the Immigration & Checkpoints Authority (ICA), collection times for passports and identity cards have been slashed from 11 minutes to just five.

Five years in the making, the clever solution sees over 100 disc-shaped robots zooming through a storage area at the ICA Services Centre to aid officers in retrieving documents and delivering them to self-collection kiosks.

What would have taken 20 people to execute now takes only five, allowing ICA officers to focus on more critical tasks.



The perfect police sidekick

Fancy a partner on wheels?

As one of the world's busiest aviation hubs, Changi Airport has sprawling grounds to cover.

But GIBSON is here to give our police officers a helping...wheel?

Developed by HTX and A*STAR I²R, this dual-mode innovation can not only ferry officers around, but also patrol autonomously when needed - proving itself a worthy upgrade from the Airport Police Division's previous Electric Stand-Up Vehicle.

But this project wasn't just about re-engineering robots. By working hand in hand with police officers and studying public behaviour, the team behind GIBSON adopted a ground-up approach to design a practical, responsive and safe system.

GIBSON is currently being trialled at Changi Airport.

Read more:

<https://go.gov.sg/gibson>





**By 2027,
HTSC is
expected
to oversee**



Imagine losing track of thousands of assets. Well, we'd rather not.

That's why we set up the **Home Team Sustainment Centre (HTSC)**, a hi-tech nerve centre that keeps watch over everything from vehicles to vessels, buildings and critical digital systems.

HTSC was officially launched by Minister for Law and Second Minister for Home Affairs Mr Edwin Tong on 26 August 2025.

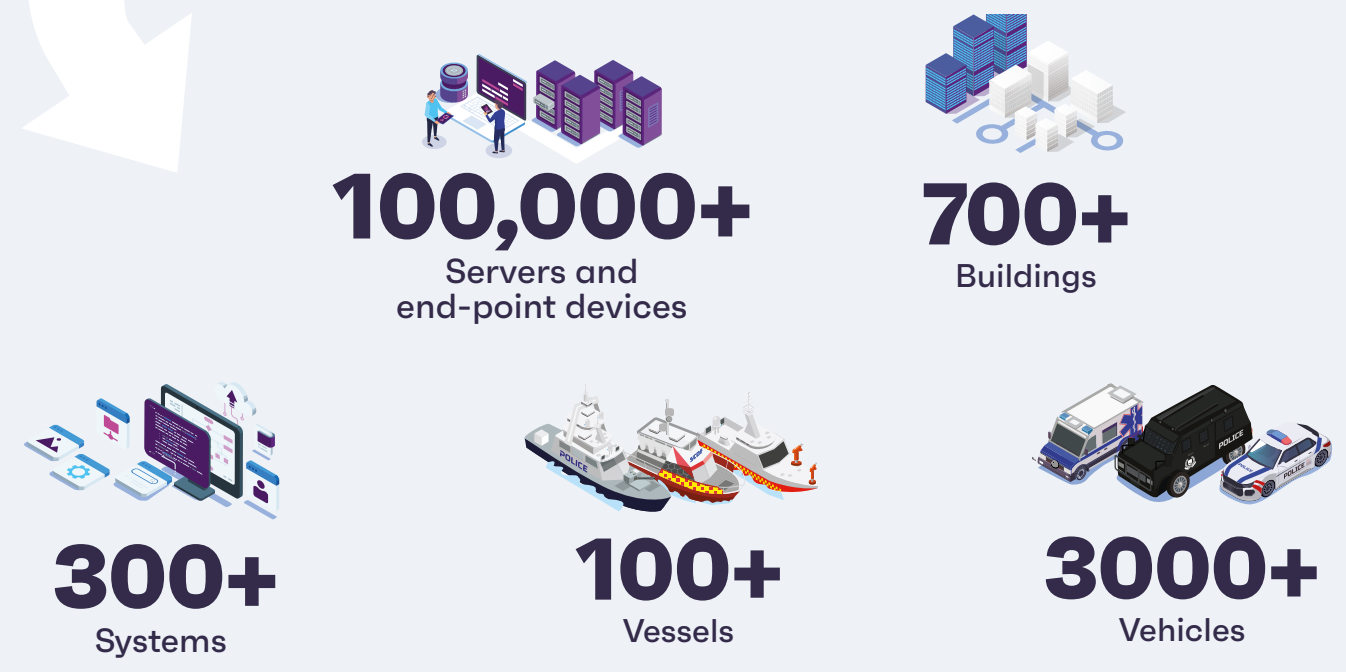
Using a network of Internet of Things (IoT) devices, sensors, AI and advanced analytics, the centre can spot faults early and even before they happen to ensure they are addressed quickly and the Home Team stays mission-ready.

Already supporting the Immigration & Checkpoints Authority (ICA) and Singapore Police Force (SPF), it is set to oversee assets across all Home Team Departments by 2027.

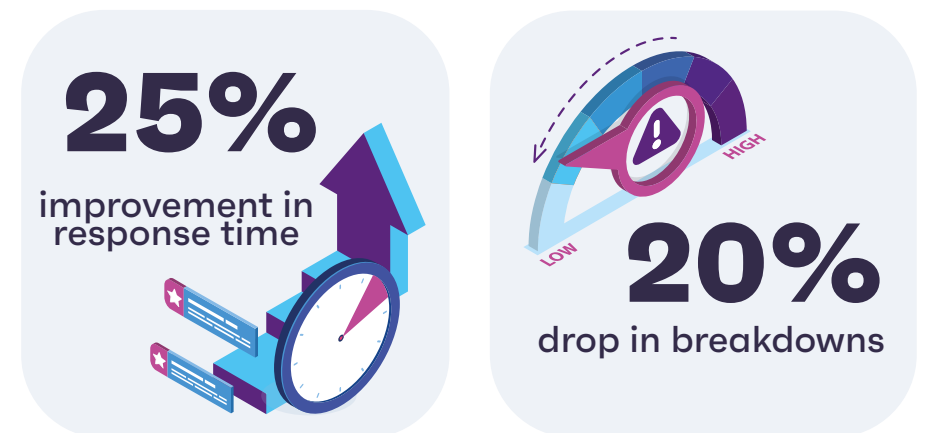
Most people will never meet the Xponents behind the HTSC screens, but it's their quiet dedication that keeps the Home Team running.

Read more:
<https://go.gov.sg/htx-htsc-25>

SUSTAINING OPERATIONS AND INFRASTRUCTURE



**Estimated
impact**





Powering our AI dreams

Welcoming our first enterprise-grade AI infrastructure

AI development requires serious computing power, and that's why we built **NGINE (Next Generation Infrastructure)**, our first enterprise-grade AI infrastructure that will allow us to scale our AI efforts quickly.

Unveiled by Minister for Law and Second Minister for Home Affairs Mr Edwin Tong on 26 August 2025, NGINE is the first in the region to operationalise NVIDIA's Blackwell

B200 GPUs, giving HTX the computing muscle to train large language models, run complex simulations and develop AI applications faster, at scale and on demand.

A major milestone in the HTxAI movement, NGINE lays the foundation for secure sovereign AI capabilities that will supercharge the next generation of AI innovations built to augment Home Team operations.

Read more:
<https://go.gov.sg/htx-ngine-25>



Productivity unlocked

Working smarter? Count us in.

To tackle time-consuming paperwork, information retrieval and live event engagement, HTX launched the **Home Team AI Suite** on 26 January 2026. The suite features three secure, AI-powered tools built for Home Team officers.

Hosted on NGINE, Paperwork speeds up procurement document generation and validation by up to 30%, while Teammate helps officers search for information, brainstorm ideas, draft documents and even build custom chatbots.

Meanwhile, Buzzer turns events such as inductions, town halls and training sessions into interactive experiences complete with quizzes, polls and gamified learning.

The trio of web applications was purpose-built by HTX's xDigital to handle sensitive public-sector work, allowing officers to harness AI in their daily work without compromising security.

And this is just the beginning – the suite will continue to evolve with new features and capabilities.

Read more:
<https://go.gov.sg/ai-suite-htx>



Workplace safety made fun

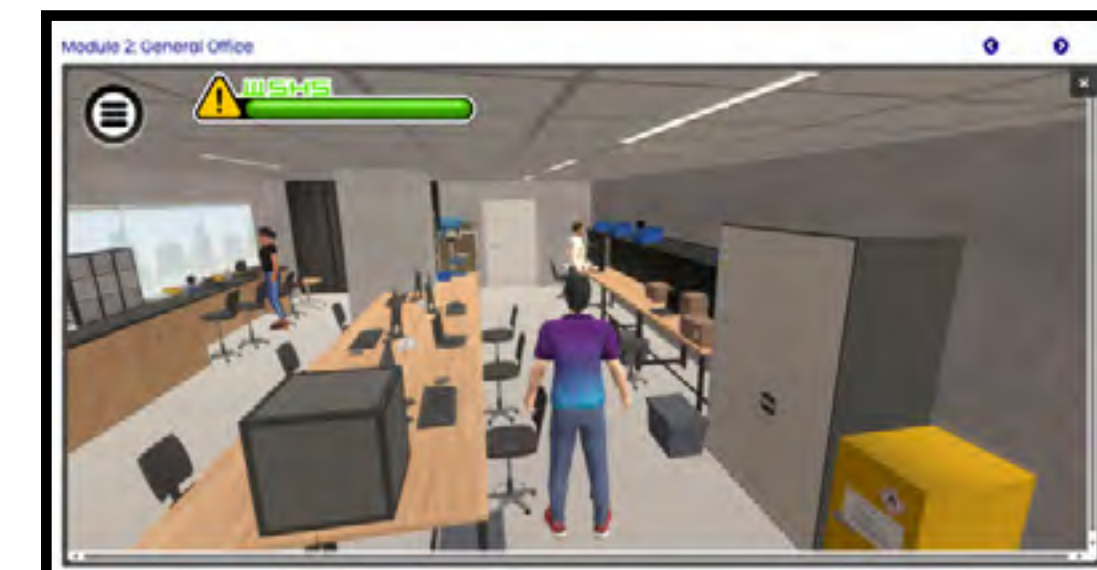
Whoever said workplace safety training has to be boring?

Launched on 27 August 2025, HTX's **SafeXplorer** game turns learning about workplace safety into an immersive 3D adventure. This game recreates HTX's diverse workspaces, challenging Xponents to spot hazards, navigate realistic scenarios and test their knowledge through quizzes and interactive challenges. Learners can even earn badges as they master different safety concepts.

Developed by a multidisciplinary team of Xponents from across HTX, SafeXplorer is a reminder that some of the best innovations are born when different minds come together.

And sometimes, the best way to learn is simply by playing.

Read more:
<https://go.gov.sg/htx-safexplorer>





SEEDING INNOVATION

Future tech for frontline needs

Dimension X Cohorts 5 and 6 continue to produce innovations that can force multiply the Home Team

A cloud-powered platform that helps robots think smarter without overloading their onboard hardware. A spectral imaging system that enables responders to spot and map oil spills faster.

If these innovations sound like they belong to the future, think again, because they were showcased at the demo day for Dimension X Cohort 5, the flagship open innovation programme by Hatch, HTX's innovation centre, which aims to tackle challenges faced by Singapore's Home Team.

From March to July 2025, international start-ups worked closely with "champions" from HTX's Centres of Expertise (CoE), testing and refining their technologies against real world public safety needs.

Among these start-ups was UK-based Prospectral, which develops ultra-compact cameras using flat optics for advanced spectral imaging. Through its collaboration with HTX's Forensics CoE, the team accelerated its hardware and software development, while laying the groundwork for faster detection and mapping of hazards during marine patrol operations.

US-based General Robotics also worked with "champions" to develop GRID – a cloud-powered platform that

helps robots handle AI-heavy tasks and simplifies development by turning plain English instructions into code that can be adapted for different robots.

Over at demo day for Cohort 6 in November, visitors were again treated to a range of impressive innovations, including an AI platform that transforms training through virtual trainers, adaptive learning systems and lifelike AI avatars that role-play different scenarios.

Developed by Australian start-up Fortifyedge, the platform can help sharpen frontline officers' decision-making skills, which could be the difference between life and death.

Notably, this AI platform can be hosted on a smart watch embedded with sensors that capture physiological and behavioural data from officers. These sensors track key metrics such as heart rate, skin temperature, stress level and fatigue, allowing trainers to adjust the intensity of their drills in real time and provide objective insights on areas of improvement.

Each participant at Demo Day received S\$100,000 in prize money to further develop their technologies, so don't be surprised if you see these gamechangers someday!

Read more:

<https://go.gov.sg/dx-cohort5>

<http://go.gov.sg/dx-cohort-6>



COLLABORATING WITH PARTNERS

Industry Partners



Universities and Research Institutes



Local Government Agencies



Foreign Government Agencies



A vibrant, growing network of partners

It was a fruitful year for HTX as we significantly expanded our global network of partnerships, forging agreements with technology leaders, research institutions, and government counterparts across industry and borders.

From AI, robotics, and cybersecurity collaborations with Google Cloud, Mistral AI, Singtel, Hyundai, and NCS; to bilateral cooperation with government entities in South Korea, the Netherlands, and Australia; and S&T research with CNRS and Fraunhofer, these efforts have yielded concrete exchanges and outcomes.

To further identify and harness dual-use technologies from global start-ups for public safety application, HTX's innovation centre, Hatch, also broke new ground by launching the In-Beta programme.



27 May 2025

HTX-Google Cloud MoU

HTX and Google Cloud signed an MoU to supercharge AI capabilities for public safety as well as strengthen Singapore's security through innovative AI-enabled solutions, AI governance and training, and advanced data processing technologies.

[Read more:](#)

<https://go.gov.sg/htx-gcloud-mou>



23 Jun 2025

HTX staff attachment to ABF

Arising from an MoU signed earlier between HTX and the Australian Border Force (ABF), an HTX officer was attached to the ABF for 3 months as part of a staff exchange programme focused on AI applications in CBRNE detection.



10 Jul 2025

HTX and NCS sign five-year Master Agreement

HTX and NCS signed a five-year Master Agreement to augment Singapore's public safety. The partnership seeks to implement AI, robotics, and quantum-safe technologies across Home Team agencies to optimise operational efficiency and public safety.

[Read more:](#)

<https://go.gov.sg/htx-ncs-mou>



25 Jul 2025

HTX strikes partnership with DEF CON

HTX and DEF CON struck a partnership to co-organise DEF CON SG for the first time in April 2026, with CSIT as their strategic partner.

[Read more:](#)

<https://go.gov.sg/htx-defcon-partnership>



14 Aug 2025

Inaugural HEARTS Symposium

HTX and SCDF hosted the inaugural HEARTS Symposium, which focused on integrating human factors into public safety. Speakers highlighted the importance of maintaining human agency in AI development and optimising first responders' performance and well-being.

[Read more:](#)

<https://go.gov.sg/hearts-symposium-25>



29 Oct 2025

Inaugural In-Beta programme for startups

HTX's innovation centre Hatch launched its inaugural In- Beta programme with nine global start-ups. This initiative tests emerging frontier technologies, including AI and maritime sensing, for future public safety.

[Read more:](#)

<https://go.gov.sg/hatch-in-beta-26>



30 Sep 2025

HTX signs agreement with Fraunhofer Singapore

HTX and Fraunhofer Singapore signed a three-year agreement to collaborate on science and technology research that would bolster Singapore's public safety and drive innovation for Home Team operations while nurturing local STEM talent.

[Read more:](#)

<https://go.gov.sg/htx-fraunhofer-fa>



2 Nov 2025

HTX signs MoU with Hyundai Motor Group

Hyundai Motor Group and HTX signed an MoU to collaborate on future mobility. The partnership will involve a trial of Kia's modular EV platform and joint research in robotics and hydrogen energy.

Read more:
<https://go.gov.sg/htx-hyundai-mou>



17 Nov 2025

HTX deepens collaboration with CNRS and CNRS@CREATE

HTX, France's CNRS, and CNRS@CREATE signed a five-year tripartite Master Agreement to collaborate on science and technology for public safety. The agreement covers key fields such as AI, robotics, and cybersecurity.

Read more:
<https://go.gov.sg/htx-cnrs-ma>



21 Nov 2025

HTX partners Dutch government

HTX and the Dutch Ministry of Justice and Security signed an MoU to collaborate on science and technology. The agreement focuses on forensics, AI, and human modelling and simulation, and will involve a project aimed at simulating frontline officers' performance.

Read more:
<https://go.gov.sg/htx-mojs-mou>



7 Jan 2026

HTX, SPF and NUS sign MoU to advance protective security engineering

HTX, NUS, and SPF signed a tripartite MoU to advance protective security engineering. The partnership introduces a Graduate Certificate course and joint R&D initiatives focusing on blast protection and infrastructure resilience.

Read more:
<https://go.gov.sg/htx-nus-spf-mou>



17 Nov 2025

HTX expands partnership with Mistral AI

HTX and Mistral AI signed an MoU to expand their collaboration on advanced AI. The partnership involves Embodied AI, video analytics, and cybersecurity, as well as the development of specialised solutions for robots and fire safety.

Read more:
<https://go.gov.sg/htx-mistral-partnership>



18 Nov 2025

MTX 2026 unveiled at Milipol Paris

HTX launched the rebranded Milipol TechX Summit (MTX) 2026 at Milipol Paris 2025. Scheduled for 28-30 April 2026 in Singapore, MTX will bring together global experts to drive innovation and address interconnected public safety threats through technology.

Read more:
<https://go.gov.sg/mtx-unveiled>



1 Feb 2026

HTX and Singtel Group deepen partnership

HTX and Singtel renewed their five-year strategic partnership to enhance Singapore's public safety through next-generation technologies. The collaboration focuses on AI, cybersecurity, and advanced network services, including sovereign AI cloud infrastructure.

Read more:
<https://go.gov.sg/htx-singtel-spi>



2 Mar 2026

HTX and South Korea's NIPA sign MoU

HTX and South Korea's National IT Industry Promotion Agency (NIPA) signed an MoU to collaborate on AI and public safety innovation. Witnessed by national leaders, the partnership focuses on emerging and digital technologies and expanding the innovation ecosystem.

Read more:
<https://go.gov.sg/htx-nipa-mou>



Mesh!

There's a popular proverb that goes: "If you want to go fast, go alone. If you want to go far, go together".

"The world we live in is fragmented, and safety and security is never something that we can take for granted. It is therefore more important than ever to find avenues for partnership, for dialogue, for collaboration...let us celebrate this partnership, because what we have is special. It's not something that we can snap a finger and bring together – it comes from a deep reservoir of trust, of common belief and of a single-minded direction towards building science and technology to help our public safety."

- Minister for Law and Second Minister for Home Affairs Mr Edwin Tong

Well, HTX is a firm believer in this philosophy, as evidenced by our relentless efforts to make new friends and embark on collaborations with them since our inception in 2019.

At Mesh!, we paid tribute to these meaningful and fruitful relationships, which have certainly gone a long way in helping us force multiply the Home Team with science and technology.

The event was attended by about 400 guests from 190 organisations – a considerable increase compared to the inaugural event in 2024. This increase doesn't just show that our network of partners is expanding. More importantly, it shows that more and more organisations see the value in collaborations that ultimately benefit the safety and security of Singapore.

Read more:
<https://go.gov.sg/htx-mesh-25>



REACHING OUT TO STEM TALENTS

HacX! 2025

What happens when you give students real public safety challenges to solve? You get **HacX! Hack for Public Safety 2025**.

Organised by HTX and Microsoft Singapore in collaboration with the Singapore University of Technology and Design (SUTD), the annual hackathon challenged over 50 student teams to use science, technology and engineering to solve real-world challenges faced by the Home Team.



From AI-powered police training simulators to portable iris biometric systems, participants unveiled their innovations at the one-day pitching finale on 12 November, capping off a six-week journey of mentorship and operational site visits with HTX's domain experts and Home Team officers.



Read more:
<https://go.gov.sg/hacx25>

HacX!

Hack for Public Safety



WHO WE ARE



OUR VALUES

1
thing that
drives us

Mission

We are the Home Team's
Force Multiplier

Teamwork

We work together to
make the extraordinary
happen

Empathy

We appreciate and care for
one another, and celebrate
our achievements together

2
things that
bind us

3
things that
set us apart

Exuberance

We exude energy, optimism
and a can-do attitude in
pursuit of excellence

Foresight

We apply exceptional thinking
to anticipate future threats
and opportunities

Innovation

We constantly experiment,
undaunted by failure, to create
solutions for tomorrow's challenges

WELCOME TO HTX!

HTX welcomed a host of distinguished guests throughout the year. From ministerial launches of landmark facilities to visits by senior leaders, many of these occasions marked HTX's technological milestones while others celebrated our exuberant culture.

27 Jun 2025

HTX Family Day

Minister for Law and Second Minister for Home Affairs Mr Edwin Tong joined Xponents at HTX Family Day, marking the first time a minister had graced the annual event. Read more on page 51.



8 Jul 2025

Mesh! Partner's Night

Minister Tong and HTX Chairman Mr Aubeck Kam graced Mesh! – HTX's second annual Partner's Night. Read more on page 44.



8 Jul 2025

Mr Lai Chung Han visits HTX

HTX welcomed “founding father” Mr Lai Chung Han, Permanent Secretary (Finance), Ministry of Finance, to view its latest technological advancements. Having drafted HTX's original blueprint, Mr Lai reflected on the agency's evolution from an ambitious idea. During a fireside chat, he shared leadership insights, emphasising the value of trust, openness, adaptability, and learning.

Read more:

<https://go.gov.sg/htx-lai-chung-han-visit>

31 Jul 2025

HATCH Demo Day

Minister Tong joined the hopeful international startups from the fifth cohort of Hatch's Dimension X programme. Read more on page 37.



26 Aug 2025

Launch of NGINE

NGINE (Next Generation Infrastructure) was officially launched by Minister Tong. Read more about our first enterprise-grade AI infrastructure on page 34.



14 Oct 2025

Launch of Garage@HTX

Garage@HTX, Singapore's first purpose-built Developmental Testing and Evaluation (DT&E) facility for public safety was officially launched by Minister Tong and Mr Tan Chye Hee, HTX Chairman, Permanent Secretary (Home Affairs Development), Ministry of Home Affairs, and Permanent Secretary (Information and Development), Ministry of Digital Development and Information. Read more on page 22.



26 Aug 2025

Launch of HTSC

Minister Tong officially launched the Home Team Sustainment Centre (HTSC). Read more on page 33.



7 Nov 2025

Launch of XPLORE

Mr Goh Peh Ming, Minister of State, Ministry of Home Affairs and Ministry of Social and Family Development, officially launched XPLORE (Human Performance ModeLLing and SimulatiOn REsearch Facility). Read more on page 21.



4 Dec 2025

SM Lee visits HTX

Senior Minister Mr Lee Hsien Loong, who launched HTX in 2019, visited the agency to celebrate its sixth anniversary. During the visit, SM Lee recognised HTX's technological advancements, emphasising their importance in augmenting Home Team capabilities and keeping Singapore safe in a rapidly evolving world. He also interacted with Xponents and toured R&D laboratories.

Read more:

<https://go.gov.sg/htx-sm-lee-25>

16 Jan 2026

Launch of CBRNE@Changi

Coordinating Minister for National Security and Minister for Home Affairs Mr K Shanmugam officially launched CBRNE@Changi in January 2026. Read more on page 29.



OUR CULTURE & PEOPLE

We are
2,237
Xponents
and counting!

**As on 30 Sep 2025*

Superhero capers

HTX celebrates six years with capes and cheers

What do K-pop Demon Hunters, Sailor Moon and Marvel have in common? They all made an appearance at HTX's 6th anniversary "Heroes vs Villains" dinner and dance extravaganza, where nearly 1,400 Xponents came decked out as pop culture icons. With performances, live music and superhero games, the night toasted another successful year of advancing public safety – and proved we can activate our party superpowers too!

Read more:
<https://go.gov.sg/6th-anniv>

Flying the flag high

A rousing National Day themed eXpresso

Seeing how we're passionate about enhancing Singapore's public safety, it's no surprise that we went all out to celebrate the nation's birthday with a special red-and-white-themed eXpresso session. Featuring live music, games and hand-crafted decorations, the session brought Xponents together to celebrate one people, one nation, one Singapore. Majulah Singapura!

Read more:
<https://go.gov.sg/ndocexpresso>

When passion and dedication pays off

We celebrated 216 staff promotions and 41 Long Service Award recipients at our Promotion and Long Service Award Ceremony. From rising talent to veterans with up to a whopping 40 years of service, the ceremony recognised the talented individuals whose expertise, teamwork and commitment help keep Singapore safe. Go, team go!

Read more:
<https://go.gov.sg/htx-promotion-lsa-2025>

HTX Family Day

Because nothing is more important than family

Bring your family to work, but make it a fun fiesta! Xponents and their loved ones – furkids included – converged at The Oval for an afternoon of carnival games, yummy bites and engaging activities that offered a glimpse into how HTX keeps Singapore safe through science and technology. The cherry on top? A surprise musical performance by Minister for Law and Second Minister for Home Affairs Mr Edwin Tong and HTX CE Chan Tsan!

Read more:
<https://go.gov.sg/htx-family-day-25>

AWARDS WE WON

From cybersecurity competitions to national honours, HTX and its Xponents earned recognition across a wide range of platforms this past year.

22 April 2025

Home Team Innovation Awards

HTX won 16 awards at the 2025 Home Team Innovation Awards, including nine project awards, six Dare-To-Try awards and one commendation award. Winning projects included QR Code Clearance at Land Checkpoints and myResponder 2.0.

Read more:
<https://go.gov.sg/htx-innova-2025>



13-15 May 2025

World Police Summit Awards

Woodleigh Neighbourhood Police Centre, redesigned by HTX and SPF, won third place in the Best Innovative Idea in Security and Law Enforcement category at the 2025 World Police Summit Awards in Dubai. Singapore's first fully automated NPC, this facility features self-help kiosks, a found property drop box, and automated armoury and equipping systems that use RFID technology.

Read more:
<https://go.gov.sg/htx-world-police-summit-2025>

THE STRAITS TIMES

Singapore's Best Employers

2023-2025 statista

21 May 2025

Singapore's Best Employers

For the third year in a row, HTX was named in Singapore's Best Employers list, compiled by The Straits Times and global research company Statista.

Read more:
<https://go.gov.sg/sg-best-employer-2025>



8 July 2025

PST Awards

At the 2025 Public Sector Transformation (PST) Awards, HTX received the Workplace Transformation Award. Two multi-agency projects involving HTX teams received awards as well. The Nationwide Sensor Grid project received the One Public Service Award, while the TruCerts: Blockchain for Public Safety initiative clinched the Regulatory Excellence Award. Several Xponents also received individual awards, including the Exemplary Leader Award and the Exemplary SkillsFuture @ Public Service Award.

Read more:
<https://go.gov.sg/htx-pst-2025>

1 August 2025

Home Team National Day Observance Ceremony

Seven HTX engineers and scientists whose work span biometrics, AI-powered profiling, CBRNE capabilities, platform systems, and ICT infrastructure received the Minister for Home Affairs National Day Awards at the Home Team National Day Observance Ceremony on 1 August 2025.

Read more:
<https://go.gov.sg/ht-ndoc-2025>



9 August 2025

National Day Awards

Twenty Xponents were recognised at the National Day Awards 2025, including three who received the Public Administration Medal (Bronze), seven who received the Commendation Medal, and five who received the Efficiency Medal.

Read more:
<https://go.gov.sg/national-day-awards-2025>



10 August 2025

DEF CON Capture-the-Flag Competition

NUSeXcel, a team comprising members of HTX's xCybersecurity and NUS Greyhats, topped DEF CON 33's Capture the Flag competition in Las Vegas. Over 48 hours, they completed all 40 offensive cybersecurity challenges, with teamwork and complementary strengths cited as key to their victory.

Read more:
<https://go.gov.sg/defcon33-ctf>



3 September 2025

Asia Digital Leaders Awards

Our CE won the Digital CEO of the Year Award at the Asia Digital Leaders Awards, which recognises those who champion digital transformation and AI innovation. HTX's Deputy Chief AI Officer Lim Kian Boon also received the Data & AI Excellence Leader of the Year award, affirming HTX's efforts to leverage AI for public safety.

Read more:

<https://go.gov.sg/asia-digital-leader-2025>



21 November 2025

Digital Services Awards

HTX and several Home Team Departments won awards at the 2025 Digital Services Awards, with SPF, SCDF, ICA, CNB, and HTX all receiving Best Discoverability honours. SPF digital services also won the Best Functionality award.

Read more:

<https://go.gov.sg/htx-dsa-2025>

18 September 2025

Singapore Good Design Mark

SCDF's website and myResponder app, which were revamped by HTX's Digital Services Programme Management Centre, both received the Singapore Good Design Mark. Both projects prioritised user-centric design, with personalised navigation and co-creation workshops informing improvements.

The enhanced myResponder app has boosted community emergency response rates, while the SCDF website had previously picked up two gongs at the 2024 Digital Services Awards.

Read more:

<https://go.gov.sg/sgmark-2025>



29 October 2025

Minister's Awards Presentation Ceremony

Dozens of Xponents were recognised at the Minister's Awards Presentation Ceremony on 29 October 2025. HTX was involved in nearly 20 winning projects. Projects that won awards include the Traffic Priority System and SafeX, an AI-powered safety monitoring tool.

Read more:

<https://go.gov.sg/htx-mapc-2025>

OUR COMMITMENT TO SUSTAINABILITY

Board Statement (FY2025)

The Board affirms HTX's commitment to systematically integrate sustainability into every aspect of its mission. As Singapore's Science & Technology Agency for the Home Team, we recognise that our pursuit of critical, leading-edge capabilities directly impacts our environment and resources.

To manage the energy demands of our expanding AI infrastructure, digital operations, and essential laboratories, HTX is implementing a robust, data-driven strategy to track, monitor, and reduce our greenhouse gas emissions, and electricity and water consumption.

Our systematic measures will include comprehensive energy audits, process optimisation, and the rollout of energy-efficient systems. Beyond operational efficiency, we will proactively leverage our unique R&D capabilities to innovate the next generation of sustainable security technologies, actively supporting Singapore's broader goals, including the Singapore Green Plan 2030.

The Board is dedicated to transparent reporting and robust oversight of HTX's environmental performance. We believe that incorporating sustainability strengthens our core purpose: to secure Singapore for future generations.

Read our Sustainability Disclosure here:

<https://go.gov.sg/htx-sd-25>

OUR GOALS



Energy Utilisation Index*



Water Efficiency Index*



Waste Disposal Index*



* by 2030
^ by 2045

BOARD OF DIRECTORS



Mr TAN Chye Hee *(from 1 Oct 2025)*
CHAIRMAN
Permanent Secretary
(Home Affairs Development),
Ministry of Home Affairs



Mr Aubeck KAM Tse Tsuen *(till 30 Sep 2025)*
CHAIRMAN
Permanent Secretary,
Ministry of Social & Family Development;
Permanent Secretary (Home Affairs Development),
Ministry of Home Affairs *(till 30 Sep 2025)*



Mr CHAN Tsan
CHIEF EXECUTIVE
Deputy Secretary (Development),
Ministry of Home Affairs



Mr HOW Kwang Hwee *(from 6 Jan 2026)*
Commissioner,
Singapore Police Force



Mr YAP Wee Teck Eric
Commissioner,
Singapore Civil Defence Force



Ms SHIE Yong Lee
Deputy Secretary (Corporate),
Ministry of Home Affairs;
Commissioner,
Singapore Prison Service *(till 31 Mar 2026)*



Mr ONG Pang Thye
Vice Chairman, Singapore Business
Federation; Chairman, Audit Committee
and Chairman, Sustainability Committee,
Singapore Power Limited



Mr Ravinder Singh S/O HARCHAND SINGH
(from 1 Dec 2025)
Senior Adviser, ST Engineering



Prof LUI Pao Chuen
Temasek Defence Professor,
Temasek Defence Systems Institute,
National University of Singapore



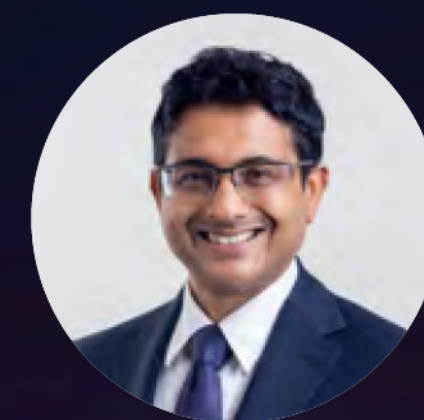
Mr THAM Kok Leong
Partner (Head of Technology &
Corporate Intellectual Property
Practice), Allen & Glenhill LLP



Ms CHEW Seow-Chien
Senior Partner (Head of Banking
Practice, Asia-Pacific),
Bain & Company



Ms Gwenda FONG Su-Yi
Chief Executive,
Cyber Security Agency of Singapore



Mr Prithvi Suresh RAI
Head of Engineering, Atlassian



Prof PHOON Kok Kwang *(from 1 Dec 2025)*
President, Singapore University of
Technology and Design



Dr Ayesha KHANNA
(from 1 Dec 2025)
CEO, Addo AI



Ms HANG Xue Min *(from 1 Dec 2025)*
Managing Director, Group Head of Financial
Planning and Analytics, Central Operations
and Investor Relations, DBS Bank

Retired Board Directors



Mr HOONG Wee Teck
(till 5 Jan 2026)



Mr SIM Wai Meng Marvin
(till 15 Sep 2025)



Prof CHONG Tow Chong
(till 30 Nov 2025)



Ms Janet ANG Guat Har
(till 30 Nov 2025)



Ms Carmen WEE Yik Cheng
(till 30 Nov 2025)



Mr Richard KOH Chin Kiong
(till 30 Nov 2025)

SENIOR MANAGEMENT

Mr CHENG Wee Kiang
ASSISTANT CHIEF EXECUTIVE
(ENGINEERING)

Mr CHEN Yeang Tat
DEPUTY CHIEF EXECUTIVE
(OPERATIONS)

Mr ANG Chee Wee
ASSISTANT CHIEF EXECUTIVE
(DIGITAL & ENTERPRISE)

Mr CHAN Tsan
CHIEF EXECUTIVE

Mr Colin TAN
ASSISTANT CHIEF EXECUTIVE
(PROGRAMMES)

Dr LIM Kia Yong
ASSISTANT CHIEF EXECUTIVE
(OPERATIONAL ICT)

Ms LIM Chin Chin
ASSISTANT CHIEF EXECUTIVE
(SCIENCE)



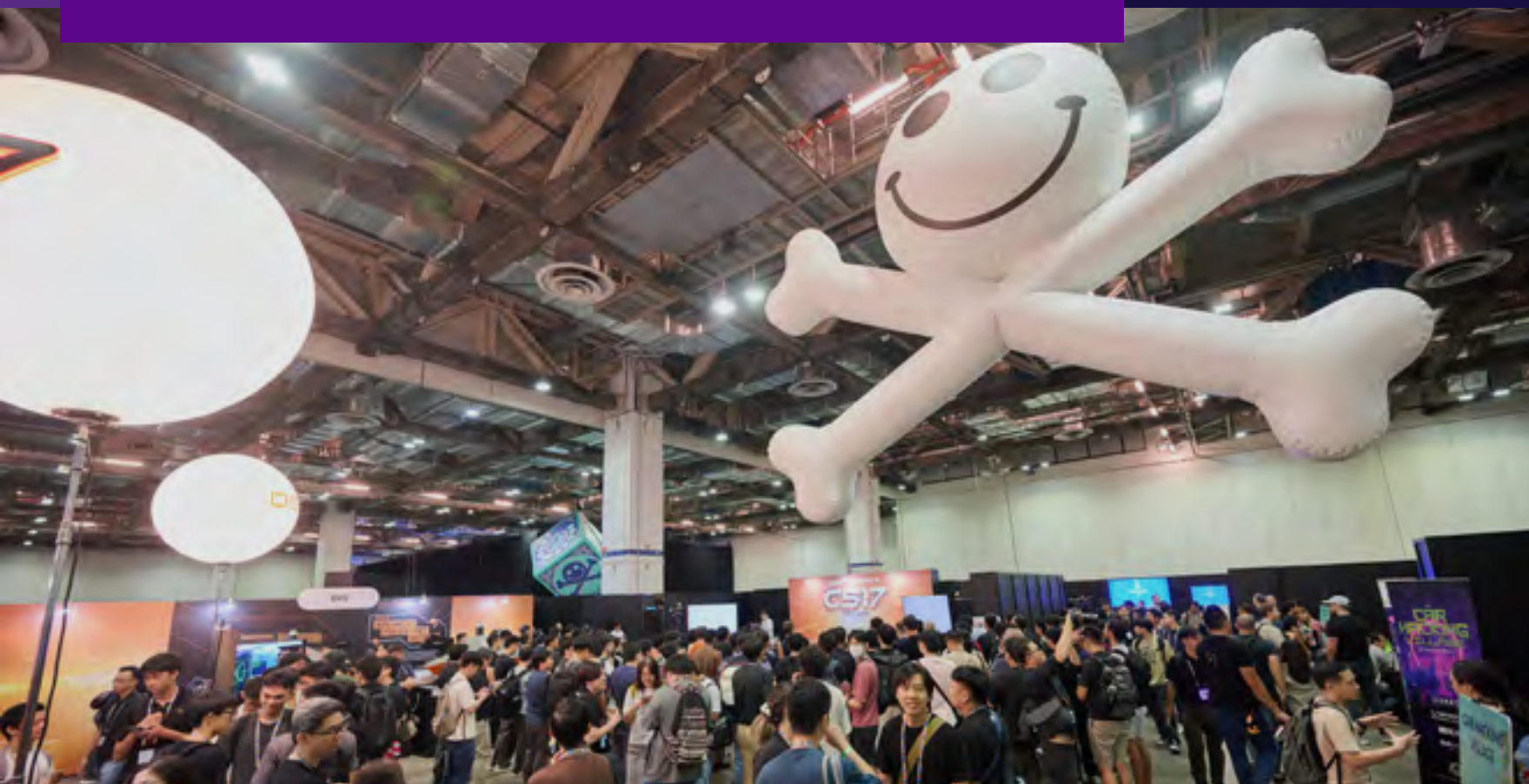
UP NEXT...



28 - 30 APRIL 2026

SANDS EXPO AND CONVENTION CENTRE
SINGAPORE

DEF CON SG



MTX



acknowledgements

We are deeply grateful for the collective efforts and commitment of a remarkable team of Xponents who have contributed to the creation of this publication. Your talent, dedication, and collaborative spirit have been instrumental in shaping this work:

Li Xin Hui

for her amazing artistic ability in design that breathes beauty and life into the text

Christopher Lim, Alywin Chew, Alvin Lim, Janna Giam and Cara Yap

for their excellent work in crafting the stories and editing the complete document

Xponents who contributed insightful quotes, photos and stories

Senior Management

for your guidance and support that made the publication of this report possible

HTX (Home Team Science and Technology Agency)

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 sg.linkedin.com/company/htxsg  youtube.com/HTXSG

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

(Established under the Home Team Science and Technology Agency Act 2019)

FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

**HOME TEAM SCIENCE AND TECHNOLOGY AGENCY
AND ITS SUBSIDIARY**

(Established under the Home Team Science and Technology Agency Act 2019)

FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

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HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

STATEMENT BY HOME TEAM SCIENCE AND TECHNOLOGY AGENCY

For the financial year ended 31 March 2026

In our opinion,

- (a) the accompanying financial statements of the Home Team Science and Technology Agency (the "Agency") and its subsidiary (collectively, the "Group"), as set out on pages 6 to 43 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), the Home Team Science and Technology Agency Act 2019 (the "Act") and the Statutory Board Financial Reporting Standards in Singapore ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and Agency as at 31 March 2026, and of the results and changes in equity of the Group and Agency and cash flows of the Group for the financial year covered by the financial statements; and
- (b) the receipts, expenditure, investments of moneys and the acquisition and disposal of assets by the Agency during the financial year ended 31 March 2026 are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency; and
- (c) proper accounting and other records have been kept, including records of all assets of the Agency whether purchased, donated or otherwise.

On behalf of the Board of Directors



Wong Kang Jet
Chairman



Chan Tsan
Chief Executive

6 August 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

Report on the Audit of the Financial Statements

Our opinion

In our opinion, the accompanying financial statements of Home Team Science and Technology Agency (the "Agency") and its subsidiary ("the Group") and are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), Home Team Science and Technology Agency Act 2019 (the "Act") and the Statutory Board Financial Reporting Standards in Singapore ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and the Agency as at 31 March 2026 and the results and changes in equity of the Group and the Agency and the consolidated statement of cash flows of the Group for the year ended on that date.

What we have audited

The financial statements of the Group and the Agency comprise:

- the statements of comprehensive income of the Group and the Agency for the financial year ended 31 March 2026;
- the balance sheets of the Group and the Agency as at 31 March 2026;
- the statements of changes in equity of the Group and the Agency for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF
HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY (continued)**

Other Information

Management is responsible for the other information. The other information comprises the Statement by Home Team Science and Technology Agency and its subsidiary but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Public Sector (Governance) Act, the Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Group or for the Group to cease operations.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Our opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Agency during financial year are, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency; and
- (b) proper accounting and other records have been kept, including records of all assets of the Agency whether purchased, donated or otherwise.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF
HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY (continued)**

Report on Other Legal and Regulatory Requirements (continued)

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that our audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency. This responsibility includes monitoring related compliance requirements relevant to the Agency, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibility for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

The engagement partner on the audit resulting in this independent auditor's report is Maurice Loh Seow Wee.



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 6 August 2026

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

STATEMENTS OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	Note	Group		Agency	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Revenue	4(a)	-	3,376	-	-
Income					
Interest income		7,803	21,357	7,803	21,357
Other income		2,271	2,018	2,327	2,072
		<u>10,074</u>	<u>23,375</u>	<u>10,130</u>	<u>23,429</u>
Operating expenditure					
- Employee compensation	5	(412,891)	(352,603)	(411,498)	(352,168)
- Depreciation of property, plant and equipment	12	(66,766)	(59,537)	(66,621)	(59,537)
- Amortisation of intangible assets	13	(11,097)	(6,166)	(11,094)	(6,166)
- Maintenance		(60,688)	(25,762)	(60,688)	(25,762)
- Professional services		(27,418)	(17,844)	(27,325)	(17,767)
- Information technology expenses		(128,522)	(60,511)	(128,413)	(60,509)
- Travel related expenses		(5,319)	(4,148)	(5,243)	(4,139)
- Utilities and telecommunication		(8,083)	(5,474)	(8,075)	(5,471)
- Supplies		(7,039)	(10,122)	(7,009)	(8,994)
- Training		(4,925)	(5,434)	(4,925)	(5,434)
- Finance cost	6	(2,724)	(2,974)	(2,713)	(2,974)
- Equipment rental		(3,578)	(2,824)	(3,583)	(2,824)
- Public relations and communications		(1,491)	(1,556)	(1,486)	(1,554)
- Fixed asset expensed off		(6,912)	(3,342)	(6,912)	(3,342)
- Research and development expenses		(152,658)	(75,399)	(152,658)	(75,399)
- Other expenditure		(49,479)	(46,020)	(49,175)	(45,738)
Total operating expenditure		<u>(949,590)</u>	<u>(679,716)</u>	<u>(947,418)</u>	<u>(677,778)</u>
Deficit before government grants		<u>(939,516)</u>	<u>(652,965)</u>	<u>(937,288)</u>	<u>(654,349)</u>
Operating grant income					
- For expenses incurred during the year		881,239	623,595	881,239	623,595
- Balance of operating grants	19	-	531,451	-	531,451
		<u>881,239</u>	<u>1,155,046</u>	<u>881,239</u>	<u>1,155,046</u>
Deferred capital grants amortised	20	66,179	54,183	66,179	54,183
Share of loss from investment in an associate		(198)	-	(198)	-
Surplus before statutory contribution to consolidated fund and income tax		<u>7,704</u>	<u>556,264</u>	<u>9,932</u>	<u>554,880</u>
Statutory contribution to consolidated fund	8	(1,688)	(94,330)	(1,688)	(94,330)
Income tax credit/(expense)	7(a)	348	(215)	-	-
Net surplus for the financial year, representing total comprehensive income for the financial year		<u>6,364</u>	<u>461,719</u>	<u>8,244</u>	<u>460,550</u>

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**BALANCE SHEETS***As at 31 March 2026*

	Note	Group		Agency	
		2026	2025	2026	2025
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current assets					
Cash and cash equivalents	9	346,646	611,060	334,835	609,666
Trade and other receivables	10	6,831	12,751	6,321	12,922
Grant receivables		362,020	157,858	362,020	157,858
Prepayments		39,230	27,858	41,356	27,854
		754,727	809,527	744,532	808,300
Non-current assets					
Deferred tax asset	11	348	-	-	-
Property, plant and equipment	12	302,145	222,643	300,743	222,643
Intangible assets	13	37,997	31,770	37,981	31,770
Investment in a subsidiary	14	-	-	4,750	250
Investment in an associate	15	3,802	-	3,802	-
Prepayments		68,005	75,564	68,005	75,564
		412,297	329,977	415,281	330,227
Total assets		1,167,024	1,139,504	1,159,813	1,138,527
LIABILITIES					
Current liabilities					
Trade and other payables	16	61,454	58,325	60,746	58,294
Lease liabilities		13,344	10,867	13,091	10,867
Contract liabilities	4(b)	6,512	-	-	-
Contribution to consolidated fund	8	1,688	94,330	1,688	94,330
Income tax payable	7(b)	2	144	-	-
Provision of leave entitlement	17	19,777	16,494	19,656	16,479
		102,777	180,160	95,181	179,970
Non-current liabilities					
Lease liabilities		51,264	40,622	50,556	40,622
Grant received in advance	19	169,999	153,811	169,999	153,811
Deferred capital grants	20	281,843	210,134	281,843	210,134
		503,106	404,567	502,398	404,567
Total liabilities		605,883	584,727	597,579	584,537
NET ASSETS		561,141	554,777	562,234	553,990
EQUITY					
Share capital	21	90,000	90,000	90,000	90,000
Accumulated surplus		471,141	464,777	472,234	463,990
Total equity		561,141	554,777	562,234	553,990

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**STATEMENTS OF CHANGES IN EQUITY***For the financial year ended 31 March 2026*

<u>Group</u>	<u>Share capital</u> \$'000	<u>Accumulated surplus</u> \$'000	<u>Total equity</u> \$'000
2026			
Beginning of financial year	90,000	464,777	554,777
Surplus for the financial year, representing total comprehensive income for the financial year	-	6,364	6,364
End of financial year	90,000	471,141	561,141
2025			
Beginning of financial year	90,000	22,713	112,713
Surplus for the financial year, representing total comprehensive income for the financial year	-	461,719	461,719
Dividends paid	-	(19,655)	(19,655)
End of financial year	90,000	464,777	554,777

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**STATEMENTS OF CHANGES IN EQUITY***For the financial year ended 31 March 2026*

<u>Agency</u>	<u>Share capital</u> \$'000	<u>Accumulated surplus</u> \$'000	<u>Total equity</u> \$'000
2026			
Beginning of financial year	90,000	463,990	553,990
Surplus for the financial year, representing total comprehensive income for the financial year	-	8,244	8,244
End of financial year	90,000	472,234	562,234
2025			
Beginning of financial year	90,000	23,095	113,095
Surplus for the financial year, representing total comprehensive income for the financial year	-	460,550	460,550
Dividends paid	-	(19,655)	(19,655)
End of financial year	90,000	463,990	553,990

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**CONSOLIDATED STATEMENT OF CASH FLOWS***For the financial year ended 31 March 2026*

	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Net surplus for the financial year		6,364	461,719
Adjustments for:			
- Statutory contribution expense	8	1,688	94,330
- Income tax (credit)/expense	7(a)	(348)	215
- Depreciation of property, plant and equipment	12	66,766	59,537
- Amortisation of intangible assets	13	11,097	6,166
- Loss/(gain) on disposal of property, plant and equipment		16	(104)
- Loss on disposal of intangible assets		80	-
- Interest expense	6	2,724	2,974
- Interest income		(7,803)	(21,357)
- Provision made for leave entitlement	17	3,283	4,738
- Deferred capital grants	20	(66,179)	(54,183)
- Operating grant income	19	(881,239)	(1,155,046)
- Share of loss from investment in an associate		198	-
		(863,353)	(601,011)
Changes in working capital:			
- Trade and other receivables		(1,979)	(646)
- Prepayments		(3,813)	(16,145)
- Trade and other payables		3,129	34,357
- Contract liabilities		6,512	(3,322)
Cash used in operations		(859,504)	(586,767)
Payment to consolidated fund		(94,330)	(4,026)
Income taxes paid		(142)	-
Net cash used in operating activities		(953,976)	(590,793)
Cash flows from investing activities			
Acquisition of an associate		(4,000)	-
Proceeds from disposal of property, plant and equipment		4	6
Purchase of property, plant and equipment		(121,011)	(129,825)
Purchase of intangible assets	13	(17,404)	(27,311)
Interest received		15,702	22,305
Net cash used in investing activities		(126,709)	(134,825)
Cash flows from financing activities			
Grants received from Government	19	831,153	678,536
Interest paid		(2,724)	(2,974)
Principal payment of lease liabilities		(12,158)	(11,117)
Dividends paid		-	(19,655)
Net cash provided by financing activities		816,271	644,790
Net (decrease)/increase in cash and cash equivalents		(264,414)	(80,828)
Cash and cash equivalents at beginning of financial year		611,060	691,888
Cash and cash equivalents at the end of financial year	9	346,646	611,060

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**CONSOLIDATED STATEMENT OF CASH FLOWS***For the financial year ended 31 March 2026***Reconciliation of liabilities arising from financing activities**

			Non-cash changes			
	1 April 2025 \$'000	Principal and interest payments \$'000	Additions \$'000	Lease disposal \$'000	Interest expense \$'000	31 March 2026 \$'000
Lease liabilities	51,489	(14,882)	25,290	(13)	2,724	64,608

			Non-cash changes			
	1 April 2024 \$'000	Principal and interest payments \$'000	Additions \$'000	Lease disposal \$'000	Interest expense \$'000	31 March 2025 \$'000
Lease liabilities	57,182	(14,091)	5,531	(107)	2,974	51,489

The accompanying notes form an integral part of these financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

The Home Team Science and Technology Agency (the "Agency") is a statutory board established in Singapore on 1 December 2019 under the Home Team Science and Technology Agency Act 2019. It is domiciled in Singapore. The address of its registered office is 1 Stars Avenue, #12-01, Singapore 138507.

The principal activities of the Agency are:

- i. Provide scientific and technological services for or in relation to a forensic purpose or public security purpose to any Home Team agency or organisation in the Singapore public sector;
- ii. Carry out, support and facilitate the research and development and application of science and technology in relation to forensic purposes or public security purposes for the benefit of any Home Team agency or organisation in the Singapore public sector;
- iii. Manage scientific or technological cooperation between any Home Team agency and other persons in relation to a forensic purpose or public security purpose;
- iv. Undertake as an agent of the Government the procurement of goods and services relating to any Home Team agency;
- v. Manage and administer contracts to which any Home Team agency is party so as to ensure that contractual obligations and activities are performed by all parties to the contract;
- vi. Establish and manage any framework contract connected with or related to science and technology in relation to forensic purposes or public security purposes, for the benefit of any Home Team agency or organisation in the Singapore public sector;
- vii. Design and develop security systems and provide systems design services for the benefit of the Singapore public sector; and
- viii. Perform such other functions as may be conferred on the Agency by any other Act.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

1. General information (continued)

Ministry of Home Affairs ("MHA") is the Agency's parent Ministry. The Agency is required to follow the policies and instructions which are applicable to Statutory Boards issued from time to time by MHA and other government ministries and departments such as the Ministry of Finance ("MOF").

The principal activities of the subsidiary are disclosed in Note 14 to the financial statements.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements have been prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), Home Team Science and Technology Agency Act 2019 (the "Act") and Statutory Board Financial Reporting Standards in Singapore ("SB-FRS"), including Interpretations of SB-FRS ("INT SB-FRS") and Guidance Notes.

The preparation of these financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements are disclosed in Note 3.

Interpretations and amendments to published standards effective in 2026

On 1 April 2025, the Group adopted the new or amended SB-FRS and INT SB-FRS that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the accounting policies of the Group and had no material effect on the amounts reported for the current and prior financial years.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.2 Revenue

Event organising services

The Group organises and plans events. Revenue from the event management, event partnership and event advertising are recognised when services are provided to the customer, being when the services are transferred to the customer and right to payment is established.

Ticket sales are a separate performance obligation and the transaction price is allocated based on its relative standalone selling price. Revenue is recognised over time from the start of the event to the end of the event, using a time-based approach.

A contract liability is recognised for the upfront payments made by the customers for the event partnership, event management, event advertising services, and ticket sales as the Group has an obligation to ensure that the events take place over the agreed dates in the future. These upfront payments are recognised as revenue over time across the duration of the event.

2.3 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of an asset or liability that affects neither accounting nor taxable profit or loss at the time of the transaction.

Deferred income tax is measured at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.3 Income taxes (continued)

Current and deferred income taxes are recognised as income or expenses in profit or loss, except to the extent that the tax arises from a transaction which is recognised directly in equity.

The Group accounts for investment tax credits similar to accounting for other tax credits where deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credit can be utilised.

2.4 Group accounting

(a) Subsidiaries

Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

(b) Associates

Associates are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Investments in associates are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.4 Group accounting (continued)

(b) Associates (continued)

(i) Acquisition

Investments in associates are initially recognised at cost. The cost of acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

(ii) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of post-acquisition profits or losses of the investee in profit or loss and its share of movements of the investees' other comprehensive income in other comprehensive income.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. The accounting policies of associates are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

2.5 Leases

The accounting policy for leases is as follows:

When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.5 Leases (continued)

The accounting policy for leases is as follows: (continued)

When the Group is the lessee: (continued)

- Right-of-use assets

The Group recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meets the definition of an investment property) are presented within "Property, plant and equipment".

- Lease liabilities

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is modification in the scope or the consideration of the lease that was not part of the original term.

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in the consolidated statement of comprehensive income if the carrying amount of the right-of-use asset has been reduced to zero.

- Short-term and low-value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less, and leases of low value. Lease payments relating to these leases are expensed to the consolidated statement of comprehensive income on a straight-line basis over the lease term.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.6 Property, plant and equipment

(a) Measurement

All items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any accumulated impairment losses.

(b) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in the consolidated statement of comprehensive income when incurred.

(c) Depreciation

Depreciation on items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Buildings	11 years
Equipment	1 - 15 years
Furniture and fittings	1 - 8 years
Heavy construction machineries	4 - 9 years
Motor vehicles	3 - 10 years
Office premises and renovations	2 - 9 years
Unmanned aerial vehicles	7 - 10 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the consolidated statement of comprehensive income when the changes arise.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in the consolidated statement of comprehensive income.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.7 Intangible assets

Acquired computer software costs

Acquired computer software costs are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are recognised as an expense when incurred.

Acquired computer software costs are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to the profit or loss using the straight-line method over their estimated useful life of 1 - 7 years.

2.8 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.9 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably. Provisions are not recognised for future operating losses.

2.10 Financial assets

The Group classifies its financial assets into amortised cost.

The classification of debt instruments depends on the Group's operating model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.10 Financial assets (continued)

(i) At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the consolidated statement of comprehensive income.

(ii) At subsequent measurement

Debt instrument

Debt instruments of the Group mainly comprise of cash and cash equivalents, trade and other receivables and grant receivables.

There are three prescribed subsequent measurement categories, depending on the Group's operation model in managing the assets and the cash flow characteristic of the assets. The Group managed these groups of financial assets by collecting the contractual cash flow and these cash flows represents solely payment of principal and interest. Accordingly, these group of financial assets are measured at amortised cost subsequent to initial recognition.

A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in the consolidated statement of comprehensive income when the asset is derecognised or impaired. Interest income from these financial assets is recognised using the effective interest rate method.

The Group assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost.

For cash and cash equivalent, trade and other receivables and grant receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 March 2026*

2. Material accounting policy information (continued)**2.11 Employee compensation**

Employee benefits are recognised as employee compensation expense when they are due, unless they can be capitalised as an asset.

(a) Central Provident Fund ("CPF") Contributions

Contributions on the Group's employees' salaries are made to the CPF as required by law. The CPF contributions are recognised as compensation expense in the period when the employee rendered their services. The Group has no further payment obligations once the contributions have been paid.

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

2.12 Currency translation**(a) Functional and presentation currency**

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates ("functional currency"). The financial statements are presented in Singapore Dollars, which is the functional currency of the Group.

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency translation differences from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in the consolidated statement of comprehensive income.

Non-monetary items that are measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.13 Government grants

Government operating grants received are recognised in the consolidated statement of comprehensive income when the expense is incurred over the period necessary to match them on a systematic basis, to the costs, which it is intended to compensate.

Government grants received for the purchase of depreciable assets are accounted for as deferred capital grants. The deferred capital grants are amortised and charged to the consolidated statement of comprehensive income over the period necessary to match the annual depreciation charge of these assets or when the assets are disposed or written off.

2.14 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash held with the Accountant-General's Department ("AGD") that are readily convertible to known amounts of cash and are subjected to an insignificant risk of changes in value.

2.15 Related parties

The Agency is established as a statutory board under the Ministry of Home Affairs. The Group's related parties refer to the Ministry of Home Affairs and other Statutory Boards under the Ministry of Home Affairs.

2.16 Capital

Proceeds from issuance of shares are recognised as capital in equity.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 March 2026***3. Critical accounting estimates, assumptions and judgements (continued)***Critical judgements in applying the Group's accounting policies*

In the process of applying the Group's accounting policies which are described in Note 2 above, the management is of the opinion that there are no critical judgements involved that have a significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

Management is of the opinion that there are no key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Revenue from contracts with customers**(a) Disaggregation of revenue from contracts with customers**

	2026	Group	2025
	\$'000		\$'000
Revenue from:			
- Event management and partnership services	-		3,285
- Event advertising services	-		37
- Ticket sales	-		54
	<u>-</u>		<u>3,376</u>
Timing of revenue recognition			
Over time	<u>-</u>		<u>3,376</u>

(b) Contract liabilities

	2026	Group	2025
	\$'000		\$'000
Contract liabilities	<u>6,512</u>		<u>-</u>

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 March 2026***5. Employee compensation**

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Salaries and wages	363,698	308,496	362,461	308,106
Employer's contribution to Central Provident Fund	43,040	38,043	42,892	38,001
Others	6,153	6,064	6,145	6,061
	412,891	352,603	411,498	352,168

6. Finance cost

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Interest expense				
- Lease liabilities	2,724	2,974	2,713	2,974

7. Income taxes**(a) Income tax expense**

The Agency is a tax-exempt institution under the provision of the Income Tax Act 1947. The subsidiary of the Agency is subject to tax under Singapore income tax legislation.

	<u>Group</u>	
	2026	2025
	\$'000	\$'000
Tax (credit)/expense attributable to (loss)/income by subsidiary is made up of:		
- Income tax	-	144
- Deferred income tax (Note 11)	(348)	71
	(348)	215

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 March 2026***7. Income taxes (continued)****(a) Income tax expense (continued)**

The tax on profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	2026	Group	2025
	\$'000		\$'000
Surplus before tax	7,704		556,264
Tax calculated at tax rate of 17%	1,309		94,565
Effects of:			
- income not subject to tax	(1,688)		(94,330)
- expenses not deductible for tax purposes	48		1
- utilisation of previously unrecognised capital allowance	(17)		(3)
- statutory stepped income exemption	-		(18)
Tax (credit)/expense	(348)		215

(b) Movements in current income tax liabilities

	2026	Group	2025
	\$'000		\$'000
Beginning of financial year	144		-
Tax expense	-		144
Tax paid	(142)		-
End of financial year	2		144

8. Statutory contribution to consolidated fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act 1947, the income of the Agency is exempt from income tax.

In lieu of income tax, the Agency is required to make contribution to the Consolidated Fund of the Government in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act 1989 and in accordance with the Finance Circular Minute No M5/2005. The contribution was computed based on 17% of the surplus before statutory contribution to Consolidated Fund and income tax for the year as at 31 March 2026.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. Statutory contribution to consolidated fund (continued)

The total contribution for the financial year can be reconciled to the net surplus as follows:

	<u>Agency</u>	
	2026	2025
	\$'000	\$'000
Surplus of the Agency before statutory contribution to consolidated fund	9,932	554,880
Contribution payable at 17% as at end of financial year	1,688	94,330

9. Cash and cash equivalents

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Cash at bank	11,811	1,394	-	-
Cash maintained with Accountant-General's Department ("AGD")	334,835	609,666	334,835	609,666
	346,646	611,060	334,835	609,666

For cash held with AGD as at 31 March 2026, \$325,336,000 (2025: \$565,461,000) is managed under the Centralised Liquidity Management ("CLM") scheme as set out in the Accountant-General's Circular's No. 4/2009. These are short term deposits earning interest and AGD pays interest on the Agency's cash balances participating in AGD's CLM with an effective rate of 2.07% (2025: 3.08%) per annum.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 March 2026***10. Trade and other receivables**

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Trade receivables	1,076	-	-	-
Non-trade receivables				
- Related parties	1,899	1,219	2,492	1,403
GST receivable	-	495	91	482
Interest receivable	2,732	10,631	2,732	10,631
Other receivables	1,124	406	1,006	406
	6,831	12,751	6,321	12,922

Other receivables due from related parties of \$1,899,000 (2025: \$1,219,000) are unsecured, non-interest bearing and are repayable in cash on demand.

11. Deferred income tax

	<u>Group</u>	
	2026	2025
	\$'000	\$'000
Beginning of financial year	-	71
Tax credited/(charged) to:		
- consolidated statement of comprehensive income (Note 7)	348	(71)
End of financial year	348	-

The movement in deferred income tax assets during the financial year is as follows:

Deferred income tax assets

	<u>Total</u>
	<u>\$'000</u>
2026	
Beginning of financial year	-
Charged to consolidated statement of comprehensive income	348
End of financial year	348
2025	
Beginning of financial year	71
Charged to consolidated statement of comprehensive income	(71)
End of financial year	-

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

12. Property, plant and equipment

<u>Group</u>	<u>Equipment</u> \$'000	<u>Office premises</u> \$'000	<u>Buildings</u> \$'000	<u>Heavy construction machineries</u> \$'000	<u>Motor vehicles</u> \$'000	<u>Unmanned aerial vehicles</u> \$'000	<u>Furniture and fittings</u> \$'000	<u>Renovations</u> \$'000	<u>Assets under construction</u> \$'000	<u>Total</u> \$'000
2026										
<i>Cost</i>										
Beginning of financial year	198,004	84,764	224	4,748	178	430	906	19,867	77,987	387,108
Additions	29,287	23,918	-	-	-	275	54	1,701	91,066	146,301
Disposals	(4,272)	-	-	(16)	(154)	(289)	(106)	-	-	(4,837)
Transfers	78,339	-	30,244	-	-	-	-	13,200	(121,783)	-
Reclassification	1,339	-	-	-	-	-	-	-	-	1,339
End of financial year	302,697	108,682	30,468	4,732	24	416	854	34,768	47,270	529,911
<i>Accumulated depreciation</i>										
Beginning of financial year	115,092	40,648	65	56	115	67	762	7,660	-	164,465
Depreciation charge	47,944	11,341	272	512	43	352	43	6,259	-	66,766
Disposals	(4,242)	-	-	(13)	(154)	(289)	(106)	-	-	(4,804)
Reclassification	1,339	-	-	-	-	-	-	-	-	1,339
End of financial year	160,133	51,989	337	555	4	130	699	13,919	-	227,766
Net book value										
End of financial year	142,564	56,693	30,131	4,177	20	286	155	20,849	47,270	302,145

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

12. Property, plant and equipment

<u>Agency</u>	<u>Equipment</u> \$'000	<u>Office premises</u> \$'000	<u>Buildings</u> \$'000	<u>Heavy construction machineries</u> \$'000	<u>Motor vehicles</u> \$'000	<u>Unmanned aerial vehicles</u> \$'000	<u>Furniture and fittings</u> \$'000	<u>Renovations</u> \$'000	<u>Assets under construction</u> \$'000	<u>Total</u> \$'000
2026										
<i>Cost</i>										
Beginning of financial year	198,004	84,764	224	4,748	178	430	906	19,867	77,987	387,108
Additions	29,287	22,879	-	-	-	275	54	1,193	91,066	144,754
Disposals	(4,272)	-	-	(16)	(154)	(289)	(106)	-	-	(4,837)
Transfers	78,339	-	30,244	-	-	-	-	13,200	(121,783)	-
Reclassification	1,339	-	-	-	-	-	-	-	-	1,339
End of financial year	302,697	107,643	30,468	4,732	24	416	854	34,260	47,270	528,364
<i>Accumulated depreciation</i>										
Beginning of financial year	115,092	40,648	65	56	115	67	762	7,660	-	164,465
Depreciation charge	47,944	11,225	272	512	43	352	43	6,230	-	66,621
Disposals	(4,242)	-	-	(13)	(154)	(289)	(106)	-	-	(4,804)
Reclassification	1,339	-	-	-	-	-	-	-	-	1,339
End of financial year	160,133	51,873	337	555	4	130	699	13,890	-	227,621
Net book value										
End of financial year	142,564	55,770	30,131	4,177	20	286	155	20,370	47,270	300,743

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

12. Property, plant and equipment (continued)

<u>Group & Agency</u>	<u>Equipment</u> \$'000	<u>Office premises</u> \$'000	<u>Buildings</u> \$'000	<u>Heavy construction machineries</u> \$'000	<u>Motor vehicles</u> \$'000	<u>Unmanned aerial vehicles</u> \$'000	<u>Furniture and fittings</u> \$'000	<u>Renovations</u> \$'000	<u>Assets under construction</u> \$'000	<u>Total</u> \$'000
2025										
<i>Cost</i>										
Beginning of financial year	146,892	84,381	224	16	330	430	553	13,257	11,043	257,126
Additions	45,788	5,376	-	4,732	24	-	353	164	78,919	135,356
Disposals	(205)	(4,993)	-	-	(176)	-	-	-	-	(5,374)
Transfers	5,529	-	-	-	-	-	-	6,446	(11,975)	-
End of financial year	198,004	84,764	224	4,748	178	430	906	19,867	77,987	387,108
<i>Accumulated depreciation</i>										
Beginning of financial year	72,462	34,274	45	9	239	13	354	2,897	-	110,293
Depreciation charge	42,826	11,367	20	47	52	54	408	4,763	-	59,537
Disposals	(196)	(4,993)	-	-	(176)	-	-	-	-	(5,365)
End of financial year	115,092	40,648	65	56	115	67	762	7,660	-	164,465
Net book value										
End of financial year	82,912	44,116	159	4,692	63	363	144	12,207	77,987	222,643

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 18.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

13. Intangible assets

<u>Group</u>	Software and <u>Licenses</u> \$'000	Assets under <u>construction</u> \$'000	<u>Total</u> \$'000
2026			
<i>Cost</i>			
Beginning of financial year	32,934	6,155	39,089
Additions	9,388	8,016	17,404
Disposals	(276)	-	(276)
Transfer	9,934	(9,934)	-
Reclassification	(1,339)	-	(1,339)
End of financial year	50,641	4,237	54,878
<i>Accumulated amortisation</i>			
Beginning of financial year	7,319	-	7,319
Amortisation charge	11,097	-	11,097
Disposals	(196)	-	(1,96)
Reclassification	(1,339)	-	(1,339)
End of financial year	16,881	-	16,881
<i>Net book value</i>			
At 31 March 2026	33,760	4,237	37,997
<u>Agency</u>			
2026			
<i>Cost</i>			
Beginning of financial year	32,934	6,155	39,089
Additions	9,369	8,016	17,385
Disposals	(276)	-	(276)
Transfer	9,934	(9,934)	-
Reclassification	(1,339)	-	(1,339)
End of financial year	50,622	4,237	54,859
<i>Accumulated amortisation</i>			
Beginning of financial year	7,319	-	7,319
Amortisation charge	11,094	-	11,094
Disposals	(196)	-	(196)
Reclassification	(1,339)	-	(1,339)
End of financial year	16,878	-	16,878
<i>Net book value</i>			
At 31 March 2026	33,744	4,237	37,981

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

13. Intangible assets (continued)

<u>Group & Agency</u>	<u>Software and Licenses</u> \$'000	<u>Assets under construction</u> \$'000	<u>Total</u> \$'000
2025			
<i>Cost</i>			
Beginning of financial year	4,964	6,814	11,778
Additions	18,884	8,427	27,311
Transfer	9,086	(9,086)	-
End of financial year	32,934	6,155	39,089
<i>Accumulated amortisation</i>			
Beginning of financial year	1,153	-	1,153
Amortisation charge	6,166	-	6,166
End of financial year	7,319	-	7,319
<i>Net book value</i>			
At 31 March 2025	25,615	6,155	31,770

14. Investment in a subsidiary

	<u>Agency</u>
	2026 2025
	\$'000 \$'000
Unquoted equity shares at cost	4,750 250

The Agency has the following subsidiary as at 31 March 2026 and 2025.

<u>Name of company</u>	<u>Principal activities</u>	<u>Country of incorporation and place of business</u>	<u>Proportion of ordinary shares held by the Agency</u>		<u>Cost of investment</u>	
			2026	2025	2026	2025
			%	%	\$'000	\$'000
Held by the Agency						
TechX Ventures Pte. Ltd.	Event planning and organisation	Singapore	100	100	4,750	250

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

15. Investment in an associate

	<u>Group & Agency</u>	
	2026	2025
	\$'000	\$'000
Unquoted equity shares at cost	4,000	-
Share of loss of associate	(198)	-
	3,802	-

The Group has the following associate as at 31 March 2026 and 2025.

<u>Name of company</u>	<u>Principal activities</u>	<u>Country of incorporation and place of business</u>	<u>Proportion of ordinary shares held by the Agency</u>		<u>Cost of investment</u>	
			2026	2025	2026	2025
			%	%	\$'000	\$'000
<i>Held by the Agency</i>						
Codex Solutions Pte. Ltd.	Software and applications development	Singapore	40	-	4,000	-

There are no contingent liabilities relating to the Group's interest in the associate.

Summarised financial information for associate**Summarised balance sheet**

	<u>Codex Solutions Pte. Ltd.</u>	
	2026	2025
	\$'000	\$'000
Current assets	9,918	-
Current liabilities	1,814	-
Non-current assets	4,358	-
Non-current liabilities	2,958	-

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***15. Investment in an associate (continued)****Summarised financial information for associate (continued)****Summarised statement of comprehensive income**

	<u>Codex Solutions Pte. Ltd.</u>	
	2026	2025
	\$'000	\$'000
Revenue	3,308	-
Loss from operations	597	-
Post-tax loss from operations	495	-
Total comprehensive loss	495	-

The information above reflects the amounts presented in the financial statements of the associate (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associate.

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented, to the carrying amount of the Group's interest in associate, is as follows:

	<u>Codex Solutions Pte. Ltd.</u>	
	2026	2025
	\$'000	\$'000
Net assets	9,504	-
Group's equity interest	40%	-
Group's share of net asset	3,802	-

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***16. Trade and other payables**

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Trade payables to:				
- Non-related parties	28,885	38,338	28,857	38,338
- Related parties	-	6,503	637	6,518
	28,885	44,841	29,494	44,856
Accrued expenses	22,161	5,586	21,206	5,540
Other payables	10,046	7,898	10,046	7,898
GST payables	362	-	-	-
	61,454	58,325	60,746	58,294

Trade payables and other payables are non-interest bearing. Trade payables are normally settled on a 30-days term.

17. Provision of leave entitlement

The Group allows a carry forward of leave days for up to one year in accordance with the Group's leave policy. A provision is recognised at the balance sheet date based on the remaining leave days.

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	16,494	11,756	16,479	11,737
Provision made	3,283	4,738	3,177	4,742
End of financial year	19,777	16,494	19,656	16,479

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

18. Leases – The Group as a lessee

Nature of the Group's leasing activities*Property – office premises**Motor vehicle**Equipment*

The Group leases office space and equipment for the purpose of back-office operations and a motor vehicle for administrative use.

(i) Carrying amounts

ROU assets classified within Property, plant and equipment

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Office premises	56,693	44,116	55,770	44,116
Motor vehicle	-	41	-	41
Equipment	1,112	124	1,112	124
	57,805	44,281	56,882	44,281

(ii) Depreciation charge during the year

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Office premises	11,341	11,367	11,225	11,367
Motor vehicle	41	51	41	51
Equipment	376	111	376	111
	11,758	11,529	11,642	11,529

(iii) Interest expense

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	2,724	2,974	2,713	2,974

(iv) Total cash outflow for all the leases for the Group and the Agency in 2026 was \$14,882,000 and \$14,793,000 respectively (2025: \$14,091,000).

(v) Addition of ROU assets during the financial year for the Group and the Agency was \$25,290,000 and \$24,251,000 respectively (2025: \$5,531,000).

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

19. Grant received in advance

	<u>Group & Agency</u>	
	<u>2026</u>	<u>2025</u>
	<u>\$'000</u>	<u>\$'000</u>
Beginning of financial year	153,811	595,462
Grants received during the financial year	831,153	678,536
Less: Grants received for prior year's grant	(94,543)	(12,923)
Add: Grant receivable for the financial year	298,705	154,641
Transfer to deferred capital grant during the financial year (Note 20)	(137,888)	(106,859)
Operating grant income	(881,239)	(1,155,046)
End of financial year	169,999	153,811

Grants transferred to deferred capital grants are mainly for the purchase of equipment and software.

20. Deferred capital grant

	<u>Group & Agency</u>	
	<u>2026</u>	<u>2025</u>
	<u>\$'000</u>	<u>\$'000</u>
Beginning of financial year	210,134	157,458
Grants transferred from grants received in advance (Note 19)	137,888	106,859
Transfer to statement of comprehensive income during the financial year	(66,179)	(54,183)
End of financial year	281,843	210,134

Deferred capital grants transferred from grants received in advance are mainly used for the Group's purchase of equipment and software. These grants will be amortised to the consolidated statement of comprehensive income over the useful lives of the related assets.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***21. Share capital**

<u>Group & Agency</u>	<u>No of shares</u> <u>'000</u>	<u>Amount</u> <u>\$'000</u>
2026		
Beginning and end of financial year	90,000	90,000
2025		
Beginning and end of financial year	90,000	90,000

The share capital represents capital injections by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act 1959, in its capacity as a shareholder under the Capital Management Framework for Statutory Boards under Finance Circular Minute M26/2008.

The shares carry neither voting rights nor par value.

22. Financial risk management

The Group's activities expose it to a variety of financial risks: market risk (including currency risk and interest rate risk), credit risk and liquidity risk.

The Group's principal financial instruments comprise of cash and cash equivalents. The main purpose of these financial instruments is to finance the Group's operations. The Group has various other financial assets and liabilities such as trade and other receivables, trade and other payables and lease liabilities which arise directly from its operations. The Group does not hold or issue derivative financial instruments for trading purposes.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

22. Financial risk management (continued)

The Group reviews and agrees on the policies for managing each of these risks and they are summarised below.

(a) Market risk

(i) Currency risk

The Group is not exposed to significant currency risk as it transacts mainly in the Singapore Dollar ("SGD") which is the functional currency of the Group.

The effect of changes in foreign currency exchange rates against the SGD on the net surplus and equity of the Group is insignificant.

(ii) Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument fluctuate because of changes in market interest rates.

The Group has cash balances and deposits held with banks and AGD have limited exposure to interest rate risk as variable interest-bearing assets are mainly of a short-term nature (i.e. *Cash and cash equivalents* (Note 9)).

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in financial loss to the Group. The major classes of financial assets of the Group are cash and cash equivalents, other receivables due from related parties and interest receivables. The maximum exposure to credit risk for each class of financial assets is the carrying amount of that class of financial instruments as presented on the balance sheet.

The Group places all of its cash and cash equivalents with banks and AGD and the deposits with AGD are placed with high credit quality financial institutions under the CLM scheme, and are available upon request.

Other than the amounts held with AGD, the Group has no significant concentration of credit risk as there are policies that limit the amount of exposure.

The Group is not exposed to significant credit risk from cash and cash equivalents, other receivables due from related parties and interest receivables.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***22. Financial risk management (continued)****(c) Liquidity risk**

The Group monitors and maintains sufficient cash and cash equivalents to finance its operations.

Liquidity risk is managed by matching the payment and receipt cycle. The Group has sufficient cash from operations and government grants to fund its working capital requirements.

	Less than <u>1 year</u> \$'000	Between <u>1 and 2 years</u> \$'000	More than <u>2 years</u> \$'000
<u>Group</u>			
At 31 March 2026			
Trade and other payables	61,454	-	-
Lease liabilities	15,947	15,728	40,252
At 31 March 2025			
Trade and other payables	58,325	-	-
Lease liabilities	13,281	12,903	31,775
<u>Agency</u>			
At 31 March 2026			
Trade and other payables	60,746	-	-
Lease liabilities	15,672	15,437	39,799
At 31 March 2025			
Trade and other payables	58,294	-	-
Lease liabilities	13,281	12,903	31,775

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to carry out its statutory functions by monitoring and maintaining sufficient cash flows. The capital structure of the Group consists of accumulated surplus and share capital.

The Group is not subject to any externally imposed capital requirements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***22. Financial risk management** (continued)

(e) Financial instruments by category

The carrying amount of the different categories of financial instruments are as follows:

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Financial assets at amortised cost	715,497	781,174	703,085	779,964
Financial liabilities at amortised cost	145,477	126,308	144,049	126,262

23. Related party transactions(a) Nature and amount of transactions

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties:

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Recharge of expenses from parent Ministry	46,532	99,762	46,532	99,762
Reimbursement of expenses from parent Ministry	4,704	1,659	4,704	1,659
Recharge of expenses from other Statutory Board	-	10	-	10
Services rendered to other Statutory Board	1,285	429	1,285	429
Reimbursement of expenses from Subsidiary/Associate	256	-	1,309	441
Service rendered by Subsidiary/Associate	1,984	-	1,984	1,411
Rental charged to Subsidiary	-	-	45	54
Capital injection to Subsidiary/Associate	4,000	-	8,500	-

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENT***For the financial year ended 31 March 2026***23. Related party transactions (continued)****(a) Nature and amount of transactions (continued)**

Balances with related parties at the balance sheet date are unsecured and receivable/payable within 12 months from balance sheet date and are disclosed in Notes 10 and 16 respectively.

(b) Other related party transactions

The key management personnel compensation is analysed as follows:

	<u>Group</u>		<u>Agency</u>	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Wages and salaries	1,499	964	1,347	753
Board members' allowances	236	246	236	246
	1,735	1,210	1,583	999

24. Event occurring after balance sheet date

On 11 May 2026, the Agency subscribed to additional 3,000,000 ordinary shares in the Subsidiary, TechX Ventures Pte. Ltd. at a consideration of \$3,000,000.

25. New or revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2026 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

SB-FRS 118 – Presentation and Disclosure in Financial Statements (effective for annual reporting periods beginning on or after 1 January 2027)

SB-FRS 118 will replace SB-FRS 1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though SB-FRS 118 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements.

HOME TEAM SCIENCE AND TECHNOLOGY AGENCY AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENT

For the financial year ended 31 March 2026

25. New or revised accounting standards and interpretations (continued)

Management is currently assessing the detailed implications of applying the new standard on the Group's financial statements.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with SB-FRS 118.

26. Authorisation of financial statements

These financial statements for the financial year ended 31 March 2026 were authorised for issue by Board of Directors of the Home Team Science and Technology Agency on 6 August 2026.