National Environment Agency Annual &
Sustainability Report 2025/2026
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7 September 2026

Adapting for a Sustainable Future

Annual & Sustainability Report 2025/2026

National Environment Agency

Safeguard • Nurture • Cherish

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ABOUT THE NATIONAL ENVIRONMENT AGENCY

The National Environment Agency (NEA) is a statutory board under the Ministry of Sustainability and the Environment (MSE). Established in 2002, we are the leading public organisation responsible for ensuring a clean and sustainable environment for Singapore.

We uphold high standards of public health and cleanliness, safeguard Singapore's living environment through effective pollution control and radiation protection, and deliver timely and reliable weather and climate services that support public safety and socio-economic activities.

Besides planning the supply of after-death facilities, NEA also operates Singapore's public after-death facilities, providing cremation, burial, columbarium and ash scattering services.

We advance Singapore's sustainability agenda by promoting resource efficiency and circular economy practices that reduce waste and conserve resources. Through the planning, development and management of hawker centres, we foster a vibrant hawker culture by providing clean, hygienic community dining spaces where people from all walks of life can enjoy affordable food.

Working closely with our partners, stakeholders and the community, we promote environmental stewardship and shared responsibility, helping to build a liveable and sustainable Singapore for present and future generations.

NEA is represented in the following organisations and international platforms:

- Amalgamated Union of Public Employees
- American Society of Heating, Refrigerating and Air-conditioning Engineers Singapore Chapter
- International Atomic Energy Agency (IAEA) – NEA's National Radiochemistry Laboratory serves as an IAEA Collaborating Centre for Radiochemistry in Southeast Asia
- Singapore Programme for Research in Epidemic Preparedness and Response
- Singapore Standards Council
- United Nations Global Compact and its local chapter, Global Compact Network Singapore
- World Health Organization (WHO) – Participation in WHO expert committees and technical advisory groups on arboviral disease surveillance, vector control and radiation safety, with NEA's Environmental Health Institute serving as a WHO Collaborating Centre for Reference and Research on Arboviruses and their Associated Vectors

CHAIRMAN'S
FOREWORD

MR CHALY MAH
Chairman

Since the 1960s, Singapore has transformed from a rapidly developing city-state into a global model of urban sustainability. Today, amid heightened geopolitical and economic uncertainty, NEA's mission is more critical than ever. Climate change, resource constraints, and global energy volatility continually challenge our liveability. To safeguard our future, NEA is reinforcing our core environmental mission while building the capabilities Singapore will need in the decades ahead.

Lasting environmental progress requires us to embed sustainable habits into our daily lives. The launch of the Beverage Container Return Scheme on 1 April 2026 marks a major milestone in our sustainability journey, demonstrating that everyone has a part to play. The scheme will improve the recovery of plastics and metals, turning everyday actions into meaningful environmental gains. Cultivating such habits takes time, which is all the more reason to begin now.

NEA is also advancing our scientific capabilities to tackle the existential threat of climate change. Last year, Singapore recorded its highest-ever Wet-Bulb Globe Temperature of 35°C, a stark reminder that extreme weather will persist. To bolster our climate readiness, we launched the Climate and Weather Research Alliance Singapore in September 2025. By bringing leading research institutions together on this national platform, we are actively tackling the unique challenges of predicting tropical urban weather and strengthening Singapore's resilience against extreme weather and climate change.

NEA is also strengthening our capabilities to advance nuclear safety at home and in the wider region. As Singapore studies the potential deployment of nuclear energy, NEA has been developing the technical and regulatory capabilities needed to support the effort. In October 2025, NEA established a dedicated Nuclear Safety Division to deepen institutional readiness and expertise in nuclear safety, security, and safeguards. We are building capability through international partnerships with Finland, France, Indonesia, the United Kingdom, and the United States. The designation of NEA's National Radiochemistry Laboratory as the first and only IAEA Collaborating Centre in Southeast Asia in March 2026 affirms Singapore's readiness to support regional efforts in strengthening radiological monitoring and emergency response capabilities.

To support our essential services, NEA will also continue to plan and upgrade our infrastructure. From the opening of Mandai North Crematorium to plans for the next phase of the Integrated Waste Management Facility and efforts to extend the lifespan of Semakau Landfill, NEA will continue to invest ahead of demand to meet Singapore's long-term needs, and to keep our infrastructure resilient and future-ready.

The challenges ahead are real, but so is our resolve. Together, we will continue to safeguard a liveable and sustainable Singapore for present and future generations.

CEO'S MESSAGE

DR BENJAMIN KOH
Interim Chief Executive Officer
(from 1 June 2026 to 31 August 2026)

I would like to express my appreciation to Mr Wong Kang Jet for his stewardship of NEA. During his tenure, he strengthened our operational discipline, cultivated a people-centred culture, and enhanced NEA's capabilities to meet increasingly complex environmental and public health challenges.

2025 was a year of sustained progress for NEA. We deepened our operational readiness, accelerated transformation efforts, and raised the quality of essential services that Singaporeans rely on daily, while introducing strategic initiatives that will shape our future work.

Public health resilience remains a cornerstone of our mission. We are expanding operationally proven programmes and harnessing innovative technology to strengthen vector control. Project *Wolbachia* was expanded to protect more neighbourhoods and remains on track to achieve wider household coverage by the end of 2026. Even so, dengue prevention remains a shared responsibility. We will continue working closely with residents and community partners to eradicate mosquito breeding habitats.

To support the long-term sustainability of our hawker culture, NEA will invest up to $1 billion in the 'Hawker Centres Upgrading Programme 2.0' and build another five new hawker centres over the next 20 to 30 years, ensuring that these vital community spaces continue to thrive.

Underpinning these efforts is our continued investment in our people and systems. We expanded training and leadership programmes and actively responded to feedback to improve NEA's workplace culture. To drive greater agility, productivity and innovation, NEA is modernising our IT ecosystem with product-based approaches and artificial intelligence (AI), while evolving our enterprise architecture into a more scalable, resilient and future-ready platform.

Safety remains central to NEA's operations. Over the past year, we bolstered our commitment to workplace safety and health (WSH) excellence through robust governance, rigorous review of risk assessments with particular focus on high-risk activities, and active leadership engagement. These efforts were further reflected in NEA's attainment of the bizSAFE Level 4 certification, marking a significant milestone in our WSH journey. NEA will continue fostering a safety culture that goes beyond mere compliance, with an emphasis on embedding safe practices into our daily operations.

As we press on, we remain steadfast in our commitment to sustaining a clean and green environment for Singapore and serving Singaporeans wholeheartedly. I thank every NEA officer for your hard work and unwavering dedication. Let us continue to strive forward together.

MS GERALDINE LOW
Chief Executive Officer
(from 1 September 2026)

I would like to express my sincere appreciation to former Chief Executive Officer (CEO) Mr Wong Kang Jet for his decisive leadership over the past three years, and interim CEO Dr Benjamin Koh for ensuring stability and continuity during this leadership transition. The solid foundation established by them and the NEA senior management team puts us in a strong position to advance Singapore's liveability goals. As I step into this role, I look forward to working in close partnership with our officers, the Board, and our union partners, to advance NEA's mission with renewed clarity and purpose.

BOARD OF DIRECTORS

(As at 1 April 2026)

MR CHALY MAH
Chairman,
National Environment Agency

Chairman, Surbana Jurong Pte Ltd

Chairman, Netlink NBN Trust

MR WONG KANG JET
Chief Executive Officer,
National Environment Agency
(until 31 May 2026)

MS JANET YOUNG
Managing Director & Group Head,
Channels & Digitalisation,
Strategic Communications & Brand,
United Overseas Bank Ltd

MR WALTER FERNANDEZ
Editor-in-Chief &
Chief Sustainability Officer,
Mediacorp Pte Ltd

MS FANG EU-LIN
Partner, Sustainability &
Climate Change Practice Leader,
PwC Singapore

DR AZLINDA ANWAR
Former Executive Director,
Biomedical Research Council,
Agency for Science,
Technology and Research

MS TAN MAN EE
Chief Operating Officer & Director,
NatSteel Holdings Pte Ltd

Chairperson,
WSH Council (Manufacturing)
Committee

MS TEO SIEW PAN
Executive Secretary,
Advanced Manufacturing
Employees' Union

MR ABU BAKAR BIN MOHD NOR
Chairman, M Kapital Holdings

Chairman, WSH Council

MR BRIAN TAN
Regional President,
Applied Materials South East Asia

MR LIM ZHI JIAN
Chief Operating Officer &
Deputy Chief Executive Officer
Public Transport, Policy & Planning,
Land Transport Authority

MS RACHEL ENG
Managing Director,
Eng and Co. LLC

DR ANDREW KHOO
Former Deputy Managing Director,
Monetary Authority of Singapore
(until 31 March 2026)

MR ZIA ZAMAN
General Manager,
Corporate Business Development
Asia, Microsoft
(until 31 March 2026)

SENIOR LEADERSHIP TEAM (As at 1 September 2026)

MS GERALDINE LOW
Chief Executive Officer
(from 1 September 2026)

DR BENJAMIN KOH
Interim Chief Executive Officer
(from 1 June to 31 August 2026)

MR WONG KANG JET
Chief Executive Officer
(until 31 May 2026)

MR ANANDA RAM BHASKAR
Deputy Chief Executive Officer,
Environmental Protection
Director-General,
Environmental Protection

MS KOH LI-NA
Deputy Chief Executive Officer,
Meteorological Services & Radiation Protection
Director-General,
Meteorological Services

MR NG CHUN PIN
Deputy Chief Executive Officer,
Planning, Corporate & Technology

MR CHEW MING FAI
Deputy Chief Executive Officer, Public Health
Director-General,
Public Health

MS TAN LI YEN
Group Director,
Clean Environment

MR TAN ENG KIM FRANCIS
Group Director,
Corporate Services

DR NG LEE CHING
Group Director,
Environmental Health Institute

MR HALMIE HUSSEIN MATTAR
Group Director,
Environmental Public Health Operations

MR ANDREW LOW
Group Director,
Hawker Centres

MR KOH JOON HONG
2 Group Director,
Hawker Centres
2 Group Director,
Resource & Sustainability

MR DESMOND TAN
Group Director,
Infrastructure & Engineering

MR NG KENG WEI
Group Director, Joint Operations & Technology
Chief Artificial Intelligence Officer

MS LIM CHUEN NI
Group Director,
Public Engagement

MR FONG PENG KEONG
Group Director,
Public Health Services & Capabilities

MR ANG KOK KIAT
Group Director,
Radiation Protection & Nuclear Science

MR CHAN CHIN KAI
Group Director,
Resource & Sustainability
Group Director (Infra Projects),
Infrastructure & Engineering
Chief Sustainability Officer

MS IVY ONG BEE LUAN
Group Director,
Strategic Planning & Policy

GOVERNANCE

BOARD

In FY2025, the NEA Board comprised the Chairman and 13 members[1] from the public and private sectors. The Board provides strategic direction and oversight of NEA's organisational functions and priorities, guiding management in developing and implementing policies and strategies to advance NEA's vision and mission. It also oversees NEA's sustainability agenda, including sustainability-related risks, opportunities and challenges, as well as the organisation's impacts on people and the environment.

The Chairman is a non-executive member and does not hold a senior executive role within the organisation. In FY2025, all Board members, except NEA's CEO, were non-executive members. The Board comprises members with diverse expertise and extensive experience in sustainability, engineering, media, audit, finance, WSH, strategic planning, and enterprise risk management. These competencies support the Board's oversight of NEA's sustainability priorities, climate-related risks and long-term strategic direction.

The Board met regularly during FY2025 to provide strategic guidance and oversight on sustainability initiatives, organisational performance, enterprise risk management, operational resilience, public health and environmental outcomes, and emerging climate-related considerations. Board members also participated in engagement sessions, including site visits to the Centre for Climate Research Singapore and Paya Lebar Air Base Meteorological Office, where they were briefed on Singapore's weather and climate research capabilities, meteorological operations and research master-planning initiatives.

To support the discharge of its responsibilities, the Board has established four Board Committees – Audit, Finance, Human Resource and Risk, with members appointed based on their expertise and experience. The Committees meet regularly to review and oversee matters within their respective areas of responsibility. Together, the Committees support the Board in areas such as governance, financial stewardship, enterprise risk management, organisational capability, and sustainability-related risks and opportunities relevant to NEA's mission and operations.

The Board and its Committees review the effectiveness of governance, risk management and oversight processes on an ongoing basis, covering organisational performance, enterprise risks, internal controls, audit findings and sustainability-related matters.

High standards of governance are upheld through robust conflict of interest management. In addition to annual declarations of interests and related third-party transactions, Board members may make declarations as and when they arise. Where a potential conflict of interest exists, Board members recuse themselves from related discussions and decision-making processes.

NEA aligns with Public Service Division (PSD) guidelines on board remuneration, the maximum tenure for public officers serving on Boards, and the maximum number of public Board appointments held by Board members. The selection and appointment of Board members are guided by PSD guidelines and the recommendations of the Council for Board Diversity, taking into account factors such as gender diversity, minority representation, tenure, independence and relevant expertise.

Board members are selected based on their ability to strengthen the overall composition of the Board and contribute to emerging areas of focus and strategic priorities. As Board members are appointed by the Minister for Sustainability and the Environment, shortlisted candidates are proposed to MSE for consideration as part of the Board renewal process.

Annual Board evaluations assess the effectiveness of the Board's composition, processes, accountability, standards of conduct, and Committee functions, with outcomes informing continuous improvement and future Board renewal.

[1] Of the 14 Board members, six are female, and eight are male. In terms of age profile, five are between 30 and 50 years of age, and nine are aged 50 and above. This diversity in composition enables the Board to draw on a broad range of experiences and viewpoints in its deliberations and decision-making.

SENIOR MANAGEMENT

Senior management drives NEA's strategic priorities and organisational performance. It oversees the organisation's financial, manpower and operational functions, while strengthening risk management, innovation and sustainability across NEA's operations.

Senior management oversees the preparation of sustainability disclosures, validates material topics, and guides the development of this report, which is reviewed and approved by the Minister for Sustainability and the Environment. It regularly reviews organisational performance, progress against sustainability targets, operational effectiveness and enterprise risks, and provides strategic direction where necessary.

The remuneration of senior management comprises fixed and variable components. Variable remuneration is linked to individual and organisational performance, as well as prevailing economic conditions. The Board Human Resource Committee reviews and approves salary adjustments and performance bonuses based on established performance evaluation frameworks.

AUDIT

Our accounts are audited annually by independent external auditors, approved by the Board, and published in our Annual & Sustainability Report.

External auditors are required to declare their independence to the Board Audit Committee before being appointed by the Minister for Sustainability and the Environment, in consultation with the Auditor-General. Audits conducted by independent external auditors provide the Board with reasonable assurance that our financial statements are free from material misstatement. The audits are conducted in accordance with the audit plans presented to the Audit Committee, which also oversees the approval of any significant non-audit services.

Our financial governance is also subject to external controls from government agencies. The Auditor-General's Office conducts both scheduled and ad hoc audits to ascertain whether there are any financial irregularities, excesses, extravagance or gross inefficiencies leading to waste, and whether appropriate preventive measures are in place.

Within NEA, our Internal Audit Division provides independent assurance and consulting services by evaluating the effectiveness of governance, risk management and internal control processes.

SUSTAINABILITY GOVERNANCE

Senior management defines NEA's sustainability strategy. All NEA Directors serve as Sustainability Champions, supported by the Eco-office Champions appointed within their Divisions.

The governance structure operates across three levels:

SENIOR MANAGEMENT SUPPORT

The Senior Leadership Team provides overall direction on sustainability efforts.

MIDDLE MANAGEMENT SUPPORT

The Sustainability Committee, chaired by the Chief Sustainability Officer and comprising Sustainability Champions as members, reviews sustainability performance and tracks resource consumption.

Sustainability Champions drive the implementation of sustainability initiatives within their divisions and premises.

EMPLOYEE INVOLVEMENT

Eco-office Champions monitor resource use, identify conservation opportunities, and reduce energy, water, and waste across NEA premises.

Safeguarding Our Present

The quality of life Singaporeans enjoy today depends on high public health standards, effective environmental management, and operational readiness. Spanning public cleanliness, vector control, pollution management, and radiation safety, we work to keep Singapore clean, safe and liveable in an increasingly complex and uncertain landscape.

CLEAN AND LIVEABLE SHARED SPACES

Clean public spaces are a shared responsibility. Through effective enforcement, technology and community partnerships, we maintain high cleanliness standards while encouraging a stronger sense of public ownership.

ADDRESSING CLEANLINESS HOTSPOTS

Enforcement efforts against littering and smoking hotspots reinforce public responsibility and improve cleanliness outcomes across shared spaces. NEA conducted about 300 enforcement blitzes in 2025.

Video surveillance significantly expanded, with annual camera deployment capacity increasing from 1,000 to 2,500 to strengthen hotspot monitoring and enforcement effectiveness.

Deterrence measures included stepped-up patrols, installation of visual reminders and closer collaboration with community partners to identify offenders captured on camera. Corrective Work Order sessions also reinforced public education and deter repeat offences. Together, these efforts contributed to a 40% decline in litter counts at hotspots between July and December 2025.

In 2025, approximately 13,600 enforcement actions were taken for littering offences islandwide, of which 13,300 were for ground littering.

The Public Hygiene Council (PHC) also promoted community stewardship and shared ownership of public cleanliness through the enhanced 'CleanHood' programme which expanded partnerships with schools, residents and local businesses.

ADVANCING ENVIRONMENTAL SERVICES THROUGH TECHNOLOGY

Technology improved the efficiency and consistency of environmental services operations.

Apart from deploying autonomous waterway cleaning machines across Singapore, we are working with service providers to trial and progressively roll out sensors that send alerts when drains are clogged or when water levels are high.

We collaborated with the National Parks Board (NParks) to pilot AI and video analytics to enhance the monitoring of cleaning performance across public spaces.

In FY2025, autonomous pavement sweepers were trialled at Bishan-Ang Mo Kio Park to improve cleaning productivity, optimise manpower, and uphold consistent cleanliness standards, with trials progressively extended to other suitable locations.

IMPROVING PUBLIC TOILET CLEANLINESS

NEA supported the Public Toilets Taskforce to strengthen national toilet cleanliness standards.

Following the Taskforce's recommendations, two new grants were introduced in November 2025 to support coffeeshop operators.

The Coffeeshop Toilet Renovation Grant was rolled out to support improvements in coffeeshop toilet cleanliness.

Additionally, the Coffeeshop Toilet Deep-Cleaning Grant supports regular deep cleaning to remove persistent stains and odour.

PHC also continued engaging premises operators and community partners to encourage sustained improvements in toilet cleanliness standards.

STRENGTHENING COMMUNITY STEWARDSHIP AND PUBLIC ENGAGEMENT

PHC's 'Keep Singapore Clean' campaign and 'SG Clean Day' initiatives reinforced shared responsibility for maintaining a clean environment.

PHC expanded its 'Train-the-Trainers' programme, equipping community, corporate and school cleanliness champions to lead environmental initiatives within their organisations and communities.

PHC's 'ASEAN U.N.I.T.E' initiative engaged over 600 participants from international communities in Singapore. PHC also participated in regional and international platforms on public cleanliness, vector control, and public health, fostering knowledge exchange and collaboration on environmental stewardship and public cleanliness.

VECTOR CONTROL AND DISEASE PREPAREDNESS

Effective vector control remains critical in Singapore's dense urban environment. Through integrated surveillance, scientific innovation and community engagement, we strengthened early detection capabilities and reduced transmission risks.

ADVANCING PEST MANAGEMENT STANDARDS

In November 2025, the Singapore Standard (SS) 721:2025, Code of Practice for the Performance of Pest Management Services, was published as Singapore's first national framework for professional pest management services.

Co-led by NEA and the Singapore Pest Management Association, this standard was developed with diverse stakeholders and promotes Integrated Pest Management principles – a sustainable approach that prioritises prevention and monitoring while minimising environmental and public health risks.

ENHANCING RAT PREVENTION AND CONTROL

Rat prevention and control remained a key priority in FY2025. Efforts were directed upstream, focusing on improving refuse management and addressing environmental conditions that contribute to rat activity.

In 2025, together with the Singapore Food Agency, about 1,300 enforcement actions were taken against errant premises, with about half linked to poor refuse management. Targeted operations in high-density areas such as Little India were intensified through inspections, stakeholder engagement and stepped-up enforcement, reducing rat activity by up to 70%.

We enhanced surveillance and data analytics to support earlier detection of rat risks and more targeted interventions.

Camera-based rat surveillance pilots and enhanced monitoring technologies, including thermal cameras, passive infrared cameras and borescopes, were also used to improve surveillance effectiveness and support enforcement efforts.

Under the One Health[2] approach, agencies continued working together to strengthen rat-borne disease risk assessment and response.

PREVENTING DENGUE TRANSMISSION

Sustained vector control, including the use of *Wolbachia* technology and strong community vigilance, continued to reduce dengue transmission despite ongoing regional dengue activity. The first quarter of 2026 recorded 410 dengue cases, significantly lower than the 1,222 cases reported during the same period in 2025.

The 2025 'National Dengue Prevention Campaign' was launched in May 2025, as Singapore entered the peak dengue season, with the tagline "This is no small matter", reinforcing the importance of collective responsibility in dengue prevention.

Despite continued dengue risk in the region, over 4,000 dengue cases were reported in 2025, representing a decline of around 70% compared with 2024.

In 2025, 565,730 mosquito inspections were conducted islandwide, uncovering about 20,469 mosquito breeding habitats, and over 9,800 enforcement actions were taken against errant premises.

[2] Established in 2012, the One Health Framework enables Singapore to prevent, prepare for, respond to, and learn from cross-sectoral public health challenges through integrated collaboration. It comprises the Communicable Diseases Agency, NEA, NParks, Singapore Food Agency (SFA), and PUB, Singapore's National Water Agency (PUB).

EXPANDING PROJECT *WOLBACHIA*

Project *Wolbachia* continued to scale in FY2025, expanding coverage to approximately 45% of total households (740,000 households). This included the addition of new areas – Balestier-Whampoa, Geylang, Jurong West, Marsiling, Moulmein-Dorset, and Pasir Ris – as well as extended coverage in existing areas such as Bedok, Kaki Bukit-Kembangan and Woodlands. By the end of 2026, Project *Wolbachia* will be further extended to Ang Mo Kio, Bukit Panjang, Little India, Pioneer, and Toa Payoh, bringing total coverage to more than 800,000 households, or about half of all homes in Singapore.

This expansion is underpinned by robust scientific evidence. A multi-site field study published in an international scientific journal in February 2026 demonstrated up to 90% reduction in the *Aedes aegypti* populations, thus significantly lowering dengue risk in release areas. Building on these findings, a dengue cluster management trial was also initiated to explore the use of *Wolbachia* mosquitoes as a targeted tool for outbreak response.

ADVANCING SCIENTIFIC COLLABORATION AND EMERGING DISEASE PREPAREDNESS

In FY2025, NEA's Environmental Health Institute (EHI) continued to reinforce its international scientific standing through expanded regional surveillance networks, global technical appointments and cross-border research collaborations focused on arboviruses and vector-borne diseases.

In November 2025, EHI hosted the '9th Singapore International Dengue Workshop', bringing together participants from 27 countries to strengthen collective resilience against dengue through knowledge exchange and regional collaboration.

EHI also expanded scientific partnerships through the UNITEDengue regional arbovirus surveillance network and a new collaboration with the Dengue and Zika Immunology and Genomics Network, connecting research partners across Asia, Africa and the Americas.

EHI's wastewater surveillance programme monitors pathogens such as COVID-19 and Zika to support the tracking and early warning of disease transmission, informing public health measures.

Under the One Health approach, EHI collaborated with NParks on joint field surveillance to enhance preparedness against emerging vector-borne diseases, including Japanese encephalitis and West Nile virus, which may be introduced through migratory birds and transmitted locally by mosquito vectors in Singapore. This collaboration also deepened our understanding of Singapore's biting insect diversity, resulting in the first documented detection of sandflies in Singapore, including four species new to science. In FY2025, NEA and other One Health agencies jointly developed and published Singapore's National Strategic Action Plan on Antimicrobial Resistance, reflecting a renewed national commitment to addressing antimicrobial resistance across human, animal, food and environmental sectors.

SAFE ENVIRONMENT

Environmental risks continue to evolve with urbanisation, industrial activity and climate change. Through vigilant monitoring, effective regulation and readiness to respond, we work to ensure a safe, healthy and conducive living environment for all.

MANAGING TRANSBOUNDARY HAZE

Singapore experiences occasional transboundary haze during the regional dry season. The Haze Task Force, chaired by NEA and comprising 28 agencies, coordinates national response measures to mitigate the impact of haze on the public.

In early 2026, hazy conditions were observed in Singapore due to regional hotspots. We kept the public updated through our digital platforms on the situation and shared health advisories for planning outdoor activities during haze, while preparing response measures as a precaution.

MONITORING AMBIENT AIR QUALITY

We continuously monitor six criteria air pollutants through a nationwide network of ambient air monitoring stations, with the 24-hour Pollutant Standards Index and 1-hour $PM_{2.5}$ concentration readings updated hourly and published on the NEA website, myENV app, and Haze microsite. Our long-term air quality targets guide Singapore's efforts to improve ambient air quality and safeguard public health.

AMBIENT AIR QUALITY PERFORMANCE

KEY PERFORMANCE INDICATOR (KPI)	FY23	FY24	FY25	LONG-TERM TARGETS
$PM_{2.5}$ (annual mean) (µg/m³)	11.0	12.0	12.0	10.0
$PM_{2.5}$ (24-hour mean, 99th percentile) (µg/m³)	39.0	31.0	28.0	25.0
PM_{10} (annual mean) (µg/m³)	24.0	25.0	23.0	20.0
PM_{10} (24-hour mean, 99th percentile) (µg/m³)	62.0	52.0	51.0	50.0
SO_2 (24-hour mean, max) (µg/m³)	20.0	21.0	22.0	20.0
O_3 (8-hour mean, max) (µg/m³)	154.0	129.0	168.0	100.0
NO_2 (annual mean) (µg/m³)	23.0	23.0	22.0	40.0
NO_2 (1-hour mean, max) (µg/m³)	122.0	104.0	122.0	200.0
CO (8-hour mean, max) (mg/m³)	1.5	1.4	1.2	10.0
CO (1-hour mean, max) (mg/m³)	1.8	1.6	1.5	30.0

SETTING INDOOR AIR QUALITY STANDARDS

Additional national standards on cooling systems, ventilation and indoor air quality were developed with the Building and Construction Authority (BCA), academia and industry partners during FY2025.

These standards – TR 141:2025, SS 553:2026 and SS 554:2026 – helped buildings better withstand haze and airborne disease transmission while supporting healthier indoor environments and energy-efficient operations.

REDUCING VEHICULAR EMISSIONS

Our emissions policies and enforcement measures support the transition to cleaner-energy vehicles.

To nudge drivers into opting for vehicles with lower emissions, the Vehicular Emissions Scheme was extended from 1 January 2026 to 31 December 2027, while the Commercial Vehicle Emissions Scheme will continue until 31 March 2027. During FY2025, joint enforcement operations with the Land Transport Authority and the Singapore Police Force resulted in 238 enforcement actions against excessive vehicular emissions and noise offences.

Preparations progressed on tighter emissions requirements for foreign-registered vehicles and motorcycles entering Singapore. From 1 April 2026, foreign-registered commercial diesel vehicles emitting 50 Hartridge Smoke Units or more are no longer permitted entry through Singapore's land checkpoints. Stricter motorcycle emissions requirements, such as the phase-out of all motorcycles registered before 1 July 2003, are scheduled to take effect from 1 July 2028.

REDUCING CONSTRUCTION NOISE

Construction noise is regulated under the Environmental Protection and Management (Control of Noise at Construction Sites) Regulations.

In 2025, NEA received 12,808 construction noise feedback and took 368 enforcement actions against contractors for exceeding noise limits or working during prohibited hours. New requirements for perimeter noise barriers were also introduced for eligible large-scale projects tendered from 1 April 2025, helping to better protect nearby residents while encouraging the adoption of quieter, more sustainable construction practices.

MONITORING RECREATIONAL BEACH WATER QUALITY

We continue to monitor water quality at seven popular recreational beaches against the WHO guidelines for *Enterococcus* bacteria.

As of January 2026, all seven recreational beaches were graded "Good" and remained suitable for primary contact water activities such as swimming.

STRENGTHENING POLLUTION MONITORING AND RESPONSE CAPABILITIES

Operational readiness to respond to pollution incidents remained a priority in FY2025.

Singapore conducted the 14th joint chemical emergency response exercise with Malaysia in July 2025, involving 15 agencies and the testing of newer technologies for air monitoring.

During the year, NEA also responded to pollution incidents. In April 2025, NEA and our stakeholders conducted clean-up operations at Changi and Pasir Ris beaches following an oil spill. We also managed an incident involving a chemical tank that fell into the sea from the Tuas Second Link in July 2025, with monitoring confirming no long-term public health risks.

We continue to enhance our environmental monitoring systems by adopting new technologies to improve monitoring capabilities and enable timely responses. These efforts include enhancing continuous buoy-based coastal water monitoring systems, which will integrate water, air, radiological and hydrological monitoring capabilities across the 10 buoys to be deployed around Singapore waters.

We are also working on establishing a new specialised ambient air monitoring network by 2027 to deepen scientific capabilities and understand emerging and non-traditional air pollutants.

Singapore's long-term sustainability depends on efforts across multiple fronts, including climate action, decarbonisation, and international cooperation. NEA continues to enhance expertise in weather prediction and climate science, bolster emergency preparedness, and future-proof our infrastructure and facilities for generations to come.

CLIMATE ACTION AND INTERNATIONAL COOPERATION

International partnerships, carbon market mechanisms and emerging decarbonisation pathways support Singapore's long-term climate strategy and global sustainability commitments.

COLLABORATING ON INTERNATIONAL CARBON CREDITS

Singapore advanced international carbon credit cooperation in accordance with Article 6 of the Paris Agreement.

In the second half of 2025, Implementation Agreements with Thailand, Vietnam and Mongolia were signed, bringing the total number of Implementation Agreements to 11. Calls for carbon credit projects were also launched with Peru, Bhutan, Rwanda and Thailand, with applications assessed jointly on a rolling basis.

As Singapore's regulator of international carbon credits, NEA assessed and authorised eligible projects and reviewed methodologies to safeguard environmental integrity and ensure alignment with international standards.

EXPLORING CARBON CAPTURE AND STORAGE

Cross-border carbon capture and storage was explored to support Singapore's long-term decarbonisation strategy.

NEA has been supporting the Ministry of Trade and Industry's efforts to study the viability of deploying cross-border carbon capture and storage projects from Singapore. As part of this effort, a year-long study was commissioned in June 2025 to develop measurement, reporting, and verification requirements to inform future governance frameworks for carbon dioxide handover.

STRENGTHENING GREENHOUSE GAS REPORTING AND TRANSPARENCY

Singapore's greenhouse gas (GHG) inventory, compiled by NEA, complies with the Enhanced Transparency Framework under the United Nations Framework Convention on Climate Change (UNFCCC), supporting Singapore's obligations under the Paris Agreement.

In May 2025, following the submission of Singapore's first Biennial Transparency Report, Singapore underwent a UNFCCC Technical Expert Review. The review process improved reporting quality and promoted transparency, accuracy, completeness, consistency, and comparability.

ADVANCING INTERNATIONAL COOPERATION

NEA fortified regional and international partnerships on environmental sustainability and climate action in FY2025.

On the bilateral front, NEA deepened engagements with Brunei, China, Indonesia, Malaysia, and the United States on topics including circular economy, environmental protection, and public health. NEA also welcomed over 30 international delegations, including those from the Republic of Korea, Thailand, and Timor-Leste, for study visits to exchange expertise in waste management, circular economy, air quality, transboundary haze pollution, hawker centres, and environmental public health.

Regionally, NEA works with regional partners through the ASEAN Environment sector, which aims to advance regional coordination on shared environmental priorities. In 2026, we assumed the Chairmanship of the ASEAN Working Group on Climate Change (2025–2027), strengthening Singapore's role in regional climate coordination. We also worked closely with MSE as part of the Singapore delegation to key regional fora, such as the ASEAN Ministerial Meeting on Environment and the Conference of the Parties to the ASEAN Agreement on Transboundary Haze Pollution. At the technical level, NEA actively contributes to regional projects on circular economy, air pollution, and transboundary haze, among others.

Additionally, NEA remains committed to supporting multilateral environmental cooperation to address challenges that require coordinated global action. Together with MSE, we supported Singapore's participation in global environmental negotiations in 2025, including the Intergovernmental Negotiating Committee to develop an international legally binding instrument on plastic pollution, the Conference of the Parties of the Basel, Rotterdam and Stockholm Conventions, and the 'Seventh Session of the United Nations Environment Assembly'.

NEA continues to support Singapore's capacity-building and technical assistance efforts for developing countries through the 'Singapore Cooperation Programme' (SCP) by the Ministry of Foreign Affairs. In the past year, NEA's programmes under the SCP trained officials from countries in Southeast Asia, Africa, and Eastern Europe on topics spanning waste management, environmental public health, and circularity.

ENERGY EFFICIENCY AND LOW-CARBON DEVELOPMENT

Improving energy efficiency remains an important part of Singapore's transition to a net-zero future. NEA's measures continue to support more efficient energy use across households and industry.

ADVANCING HOUSEHOLD ENERGY EFFICIENCY

Household energy efficiency programmes were enhanced to encourage the adoption of more energy- and water-efficient appliances.

The uptake of Climate Vouchers remained strong in FY2025, with about 81% of the vouchers (by dollar value) claimed and approximately $268 million utilised as of 31 March 2026. In April 2026, the programme was expanded to include additional appliances, namely induction stoves and 5-tick clothes dryers.

The Mandatory Energy Labelling Scheme and Minimum Energy Performance Standards were also extended to household water heaters and commercial storage refrigerators, enabling further energy savings for households and businesses.

IMPROVING INDUSTRIAL ENERGY EFFICIENCY

NEA amended the Energy Conservation Act and its subsidiary legislation to extend the regulation of Minimum Energy Efficiency Standards (MEES) to water-cooled chilled water systems installed in existing industrial facilities. These regulatory amendments came into effect on 1 December 2025.

In addition, NEA introduced stricter MEES requirements for water-cooled chilled water systems used solely for space cooling. This new requirement applies to chilled water systems installed in new industrial facilities that apply for planning permission or equivalent approval from 1 April 2026 onwards.

BUILDING ENERGY EFFICIENCY CAPABILITIES

NEA partnered the Singapore Institute of Technology's (SIT) Energy Efficiency Technology Centre to establish the Energy Efficiency Training Facility at SIT's Punggol Campus. Launched on 9 February 2026, the facility features Singapore's first integrated suite of industrial systems, providing practical training in simulated real-world manufacturing conditions for small and medium-sized enterprises. Participants can conduct energy efficiency assessments in a safe and controlled environment using real-time operational data, without disrupting operations or incurring costly downtime. The facility is expected to train about 400 professionals and students annually, supporting workforce readiness for Singapore's energy efficiency and decarbonisation goals.

RESOURCE CIRCULARITY AND SUSTAINABILITY

Reducing waste and improving resource efficiency is central to Singapore's long-term sustainability strategy. We continue our efforts to strengthen producer responsibility, advance resource recovery, and build more resilient waste management systems.

MONITORING WASTE PERFORMANCE AND RECYCLING TRENDS

Singapore has made steady and measurable progress in waste reduction over the past decade. Daily domestic waste generated per capita and daily non-domestic waste generated per billion dollars of Gross Domestic Product (GDP) have declined by more than 20% and 30% over the past decade respectively, under the Zero Waste Masterplan.

Waste generation and recycling trends remained broadly stable in FY2025. Singapore's overall recycling rate increased slightly to 52%, driven mainly by construction and demolition waste.

Domestic waste generated per capita declined further, while non-domestic waste generated per billion dollars of GDP increased slightly.

Recycling rates for paper, cardboard and plastics fell amid higher collection costs and changing global market conditions. Food waste recycling remained stable at 18%, while the recycling rate for horticultural waste declined due to reduced demand for woodchips and compost.

WASTE AND RECYCLING STATISTICS

KPI	FY23 RESULTS	FY24 RESULTS	FY25 RESULTS	TARGETS
Domestic sector – waste generated per capita (kg/day/capita)	0.88	0.85	0.83	-
Non-domestic sector – waste generated per $bn GDP[3] [t/day/GDP ($bn)]	25.4	23.2	23.8	-
Overall recycling rate	52%	50%	52%	70% by 2030

STRENGTHENING PRODUCER RESPONSIBILITY

In addition to the existing Extended Producer Responsibility Scheme for e-waste management, NEA prepared for the launch of the Beverage Container Return Scheme on 1 April 2026. The scheme introduces a 10-cent deposit refund for empty beverage containers returned at more than 1,000 designated return points islandwide, strengthening producer responsibility and improving recycling outcomes nationwide.

To support the industry's transition to the scheme, complementary measures, including the Producer Transition Grant and the Return Right F&B Scheme, were introduced. NEA also worked closely with producers, retailers, food and beverage (F&B) operators and mall operators to facilitate smooth nationwide implementation.

Public engagement was stepped up ahead of the scheme's launch, with the 'Return Right' campaign introduced in March 2026 to engage schools, corporates, non-governmental organisations (NGOs) and grassroots organisations.

ENCOURAGING ENVIRONMENTAL SUSTAINABILITY

NEA fostered environmental awareness through public outreach and behaviour change campaigns, such as the 'Recycle Right' and 'Say YES to Waste Less' initiatives, which expanded partnerships to more than 320 organisations, including 143 new partnerships in 2025.

As part of the annual 'Clean & Green Singapore' (CGS) movement, NEA supported partner-led activities that engaged the public, such as the launch of 'REHub', the first smart recycling hub for schools by Cora Environment; the Gardens by the Bay 'Race to Sustainability!' event, which saw 4,000 students and teachers from 17 schools participate, and Ola Beach Club's series of 'Eco Paddle' kayak litter-picking activities. The 'CGS Experiences' programme, which offers curated environmental learning journeys to the public, also continued to see strong participation, with more than 2,500 participants.

INVESTING IN WASTE REDUCTION AND RESOURCE RECOVERY

Food waste reduction and resource recovery were advanced through infrastructure investments, research and innovation under the 'Closing the Resource Loop Funding Initiative'.

In February 2026, $5.3 million was awarded to three proposals focused on converting food waste into higher-value products. A total of $36.5 million was awarded in the third quarter of 2025 for residue and toxic industrial waste management solutions.

The initiative also advanced solutions for plastics, food waste and e-waste while strengthening capabilities for managing complex waste streams.

TREASURES (Towards Resource Efficiency and Sustainability for Urban Environments), Singapore's first national research centre dedicated to residue and toxic industrial waste management, officially commenced on 1 January 2026. Established jointly with Nanyang Technological University (NTU), the centre brings together the wider Singapore research ecosystem – with the National University of Singapore (NUS) and other Institutes of Higher Learning as key partners – to accelerate the translation of research into practical and scalable solutions.

[3] Figure is updated based on latest population and GDP data provided by the Singapore Department of Statistics.

ADVANCING OUR WASTE INFRASTRUCTURE

Development of the Integrated Waste Management Facility progressed as planned.

Phase 1, scheduled to be progressively completed from 2027 onwards, will include a waste-to-energy plant with the capacity to treat about 2,900t of waste daily, alongside other waste treatment plants such as an 800t-per-day sludge incineration facility and a 400t-per-day food waste treatment facility. The planning for Phase 2 also progressed with a tender for a multi-disciplinary consultancy team launched in May 2025.

Asset renewal works at the Tuas South Incineration Plant further strengthened the resilience of Singapore's waste management system.

A contract was awarded to Mitsubishi Heavy Industries Asia Pacific to upgrade the plant's boiler systems, extending its operational lifespan and enhancing its ability to manage higher-calorific waste.

BUILDING INDUSTRY CAPABILITIES FOR SUSTAINABLE PACKAGING

The 'Packaging Partnership Programme' has been administered by the Singapore Environment Council in partnership with NEA since January 2026. It supports companies in adopting sustainable packaging practices through a range of activities and initiatives, including webinars, conferences, training workshops, and the development of sustainable packaging guidelines. To date, the programme has recruited over 560 members and engaged more than 2,100 distinct companies through its activities.

SUSTAINING OUR HAWKER CULTURE

Hawker centres and markets are important social and community infrastructure that enrich Singapore's urban landscape. Our hawker centres serve as community dining spaces where Singaporeans can enjoy affordable food in a clean and hygienic environment.

FUTURE-PROOFING OUR HAWKER CENTRES

As announced at Budget 2025, MSE and NEA will invest up to $1 billion over the next 20 to 30 years to upgrade existing hawker centres under the 'Hawker Centres Upgrading Programme 2.0', and build another five new hawker centres. Through the programme, hawker centre infrastructure will be upgraded to be more vibrant, accessible, and climate-resilient community spaces, while providing hawkers with a more conducive working environment.

To ensure that Socially-conscious Enterprise Hawker Centres (SEHCs) continue to serve hawkers and the community, we invited tenders in FY2025 ahead of the expiry of contracts with incumbent operators, such as at Yishun Park Hawker Centre and One Punggol Hawker Centre. We will continue to work closely with experienced F&B operators to help stallholders, keep hawker food affordable and accessible, and sustain SEHCs as vibrant community dining spaces.

FY2025 efforts to enhance hawker centre infrastructure, expand capacity, and support the vibrancy of hawker culture included:

- The opening of Punggol Coast Hawker Centre in July 2025, with features such as high ceilings to support good natural ventilation. The appointed operator has also introduced digital initiatives, including cashless payment options for hawkers.
- Progress on delivering 20 new hawker centres since 2015 remains on track. 16 new hawker centres have been completed, with Yew Tee Hawker Centre expected to be ready in 2027. The remaining three centres will follow in the coming years, while planning is underway for another five new centres.
- Repairs and redecoration works were completed at Tiong Bahru Market, Chomp Chomp Food Centre, Berseh Food Centre, and Pasir Panjang Food Centre.

SUPPORTING OUR HAWKER CULTURE

At the 'Singapore Hawkers' Celebration and Awards 2025', nine hawkers were recognised for their contributions to tradition, innovation, and mentorship. Bukit Canberra Hawker Centre, an SEHC, received both the 'Favourite Hawker Centre Award' and the inaugural 'Healthier Dining Hawker Centre Award'.

The 'Vibrant Hawker Culture Programme' continued to support initiatives that preserve and enhance our hawker culture. Other programmes, such as the 'Incubation Stall Programme' and 'Hawkers Succession Scheme', helped sustain the hawker trade by supporting aspiring hawkers to enter the trade and matching retiring veteran hawkers with aspiring successors respectively.

WEATHER AND CLIMATE SCIENCE

As the challenges posed by climate change and extreme weather continue to grow, NEA's Meteorological Service Singapore (MSS) is strengthening weather and climate science capabilities through research, improved forecasting accuracy, and regional collaboration to help Singapore better anticipate and respond to these risks.

ADVANCING WEATHER SCIENCE RESEARCH

In FY2025, Singapore recorded its highest-ever Wet-Bulb Globe Temperature of 35°C, underscoring the importance of improved heat stress monitoring and forecasting.

As of March 2026, the heat stress monitoring network was expanded to 20 stations to provide more granular and location-specific information, with plans for 20 more stations by March 2027.

MSS' Centre for Climate Research Singapore (CCRS) expanded its use of AI for weather prediction in FY2025, working with NUS and the Australian Bureau of Meteorology to develop a new Deep Generative Model of Rainfall operational nowcasting system.

CCRS also implemented a testbed to objectively assess AI-based Numerical Weather Prediction systems emerging from international and private-sector efforts. Objective evaluation and tuning are underway to improve operational weather prediction for Singapore and across Southeast Asia.

The Climate and Weather Research Alliance Singapore was launched in September 2025 as a national research platform involving NEA, the Agency for Science, Technology and Research (A*STAR), NTU, and NUS.

Supported by the $25 million 'Weather Science Research Programme', the research platform advances next-generation weather modelling, enhances the use of observational data, conducts regional analysis of historical weather events, and develops improved forecasting techniques. Climate-scale research is also underway. These efforts will improve weather prediction for downstream users, helping them better mitigate weather-related risks and optimise decision-making.

STRENGTHENING CLIMATE SCIENCE CAPABILITIES

Following the launch of Singapore's Third National Climate Change Study (V3) in January 2024, CCRS developed the V3 Data Visualisation Portal to make its findings more accessible to a broad audience. It hosts the V3 Stakeholder and Science Reports, topical brochures and the Climate Visualiser, a library of around 4,000 visuals on projected climate change impacts across Singapore and Southeast Asia.

CCRS also launched the V3 Data Sharing Portal, giving researchers and regional partners access to download V3 data for climate change impact research. Both portals will be enhanced with additional features in 2027.

CCRS is working with A*STAR to derive 300m and 100m urban-scale datasets for Singapore from the V3 projections. These will provide input data for street-level simulations to assess the effectiveness of proposed mitigation measures, such as increased greenery, against anticipated increases in urban heat.

In preparation for the next V4 national climate change study, CCRS has developed a new regional coupled ocean-atmosphere model to provide improved estimates of atmospheric climate change and deeper insights into the future state of the region's oceans, including changing ocean currents and the prevalence of ocean heatwaves in coming decades.

CCRS has also begun exploring AI-based techniques to complement traditional physical model-based regional climate projections.

STRENGTHENING METEOROLOGICAL AND CLIMATE COOPERATION

NEA advanced regional meteorological cooperation through our role as the World Meteorological Organization-designated Regional Specialised Meteorological Centre for Vegetation Fire and Smoke Pollution.

We also enhanced regional smoke and particulate matter forecasting systems to improve haze assessment and early warning capabilities.

The ASEAN Specialised Meteorological Centre, hosted by NEA, conducted technical workshops and capability-building programmes with regional partners on the use of climate change projections, haze forecasting, fire monitoring and satellite data applications.

Together with the Civil Aviation Authority of Singapore, we established a national 'Aviation Meteorological Programme' to build research, development and operational expertise for better prediction, mitigation and management of weather impacts on air traffic control, airlines and airport operations.

We renewed a Memorandum of Understanding with South Korea's National Institute of Environmental Research until July 2029 to strengthen transboundary air monitoring collaboration.

Additional data-sharing agreements across the Asia-Pacific also improved regional coordination and supported more integrated aviation weather services.

RADIATION PROTECTION AND NUCLEAR SAFETY

As Singapore's national authority for radiation protection, NEA safeguards people and the environment through effective regulation and emergency preparedness. As Singapore studies the potential deployment of nuclear energy, we remain focused on building the foundations needed to support this national effort.

BUILDING NUCLEAR SAFETY AND RADIOLOGICAL CAPABILITIES

The Nuclear Safety Advisory Panel, which first convened in April 2025, provides strategic guidance on the development of Singapore's nuclear safety, security and safeguards (3S).

To strengthen research capabilities, NEA and NUS announced the establishment of the Singapore Nuclear Research and Safety Institute in July 2025. Supported by a $66 million grant under the Research, Innovation & Enterprise Plan, the institute will advance research in nuclear safety, radiochemistry and radiobiology.

In October 2025, we established a dedicated Nuclear Safety Division to strengthen regulatory readiness and institutional expertise in nuclear 3S.

STRENGTHENING REGIONAL EMERGENCY PREPAREDNESS

In FY2025, we advanced regional cooperation through multilateral engagement, technical cooperation, and joint exercises.

As Singapore's representative in the ASEAN Network of Regulatory Bodies on Atomic Energy, NEA is committed to active and constructive participation to support the collective goal of strengthening nuclear 3S in the region.

We co-led the 'Radiation Monitoring' and 'Hazard Assessment & Radiological Dispersion Modelling' technical working groups, while supporting the remaining working groups on 'Emergency Preparedness & Response', 'Public Emergency Communications', and 'Radiological & Nuclear Security'.

Regional preparedness was further strengthened through the Malaysia-Indonesia-Thailand-Singapore Nuclear Security Detection Exercise in July 2025, which tested coordination and response arrangements among participating countries.

ADVANCING INTERNATIONAL PARTNERSHIPS

International partnerships remain an important pillar of our work in radiation protection and nuclear safety.

In recognition of our radiochemistry expertise and technical excellence, Singapore's National Radiochemistry Laboratory under NEA was designated as an IAEA Collaborating Centre from 2026 to 2030, becoming the first and only IAEA Collaborating Centre in Southeast Asia.

Building on this partnership, we continue to facilitate Singapore's 'Third Country Training Programme' with the IAEA after its renewal in July 2025, providing specialised training for IAEA Member States in areas such as environmental monitoring, and nuclear and radiation safety.

We also signed a Memorandum of Understanding with the French Authority for Nuclear Safety and Radiation Protection in May 2025 to deepen technical cooperation and bolster domestic capability-building efforts.

AFTER-DEATH INFRASTRUCTURE AND SERVICES

Reliable and dignified after-death services remain an important part of public service delivery. Through ongoing investments in infrastructure and technology, we are enhancing service reliability and efficiency to prepare for Singapore's future needs.

At Mandai Crematorium, a QR-based traceability system was implemented to track critical steps across cremation and ash collection processes, enabling real-time alerts and greater service assurance throughout the process.

To support Singapore's ageing population, Mandai North Crematorium and Garden of Serenity opened in August 2025. The facility features automated guided vehicles, self-service ash collection, and process monitoring systems to improve operational efficiency.

Mandai North Crematorium received the BCA Green Mark Platinum rating, while the Garden of Serenity incorporates sustainable stormwater management features.

We also continued planning for future funeral and columbarium infrastructure, with site suitability assessments underway for a proposed Funeral Services and Columbarium Complex to meet projected demand and provide dignified and accessible after-death care for Singapore's ageing population.

Strengthening Organisational Capability and Resilience

Delivering Singapore's environmental and sustainability outcomes depends on capable people, resilient systems and a culture of continuous improvement. Investments in workforce capability, WSH, innovation and organisational excellence supported NEA's operational readiness and long-term resilience.

WORKPLACE SAFETY AND ORGANISATIONAL RESILIENCE

WSH remained fundamental to operational resilience across NEA's diverse environmental functions. Throughout the year, we strengthened safety governance, workforce capability and risk management, supporting safe and reliable mission delivery.

STRENGTHENING SAFETY GOVERNANCE AND OPERATIONAL READINESS

WSH is one of NEA's key strategic risks and is closely monitored by the Board. The Enterprise Risk and Safety Steering Committee, chaired by the CEO, provides strategic oversight of WSH matters, while Group WSH Committees, chaired by the respective Group Directors, reinforce leadership ownership at the group level. At the divisional and departmental levels, WSH Committees strengthen management-worker engagement and facilitate ongoing discussions on workplace safety matters. NEA complies with the WSH Act and its regulations, with WSH policies and standards applicable to all employees.

NEA attained bizSAFE Level 4 certification in FY2025. Building on this, annual enterprise-level reviews of the high-risk activities register were conducted to strengthen oversight and governance of operations carrying elevated safety risks.

To mitigate traffic-related risks, cycling for work purposes was discontinued, and all lorries were fitted with speed limiters in accordance with Traffic Police requirements.

Risk assessments, safe work procedures and mandatory safety briefings continued to strengthen safety management across NEA worksites and contractor operations. Contractors are required to submit Risk Assessments and Safe Work Procedures before commencing work to ensure a safe work environment. Visitors to operational facilities receive mandatory safety briefings, and personal protective equipment is provided where necessary.

NEA's Incident Reporting Framework supported timely reporting, investigation and implementation of corrective actions to prevent recurrence. Employees are empowered to report hazards, unsafe conditions and near misses through their supervisors or an open reporting platform, without fear of reprisal.

In November 2025, NEA was fined $230,000 by the Courts for an offence under the WSH Act arising from an explosion at the Tuas Incineration Plant in September 2021. We took the matter seriously and implemented corrective measures to strengthen safety oversight and prevent recurrence.

BUILDING WORKFORCE SAFETY CAPABILITY AND CULTURE

NEA's WSH training roadmap continued to strengthen organisational safety competencies through induction programmes, risk management training and operational safety courses covering areas such as occupational first aid, fire safety awareness, confined space and work-at-height operations.

First aiders are appointed across all divisions and trained through the Occupational First Aid Course. Annual health screenings are made available to all employees, while pre-employment and periodic medical examinations are required for employees in hazardous occupations. Two mandatory in-house e-learning modules covering WSH fundamentals and slip, trip and fall prevention also strengthened baseline workplace safety awareness and reinforced safe work practices across the organisation.

The 'Safety Practices Observation and Training' programme equipped officers with skills to conduct safety observations, intervene early and reinforce safe workplace behaviours.

WSH Representatives are appointed across all divisions and supported through a structured induction programme that facilitates cross-sharing of WSH roles, NEA-wide initiatives, and good practices, strengthening alignment across the organisation. They serve as risk management champions, driving WSH culture and initiatives within their respective divisions.

Biannual safety walkabouts were held in March and September across NEA premises, reinforcing leadership visibility and operational preparedness. Each walkabout was themed around a specific focus area, such as first aid readiness and emergency preparedness.

In June 2025, NEA conducted a 'Safety Time Out' as part of the Ministry of Manpower (MOM)'s national workplace safety initiative, focusing on vehicular safety for officers and contractors through reviews of risk assessments, safe work procedures and organisation-wide safety communications. NEA's annual 'WSH Day' served as a flagship platform to showcase innovation and WSH excellence, with the internal 'WSH Awards' recognising divisions that demonstrate exemplary safety performance and commitment.

A refreshed workplace safety portal was also introduced with interactive safety content and customisable communication toolkits for division-level outreach.

REPORTING WORKPLACE SAFETY PERFORMANCE

NEA recorded zero workplace fatalities and zero major workplace injuries in FY2025, with no reported cases of occupational diseases[4]. A total of 32 minor injuries were recorded, representing a decrease from FY2024[5]. Slips, trips and falls were the most common cause of injury. To heighten awareness and vigilance, NEA provided regular updates to keep officers informed of incident trends and disseminated targeted communications with practical prevention tips. Infrastructure improvements were also carried out across NEA premises, including anti-slip coatings, ramps, and kerb markings.

Number of Fatal Injury	**0**
Number of Major Injury	**0**
Number of Minor Injury	**32**
Number of Occupational Disease	**0**
Workplace Injury Rate (per 100,000 workers)	**872**

INNOVATION AND EXCELLENCE

Innovation and technology adoption improved operational effectiveness, productivity and service delivery across NEA's environmental functions.

ADVANCING OPERATIONAL INNOVATION

Advancements in innovation and technology were also recognised through international accolades, with NEA's projects receiving international awards.

'Project AIM (Automated Inspection and Mapping)' received the Gold Award at the '50th International Convention on Quality Control Circles 2025' in Taipei. The project leverages AI and video analytics to detect and map cleanliness issues in public areas, enabling smarter inspection workflows, improved productivity and cleaner shared spaces.

'Project Find Remy: Thermal Imaging for Rat Surveillance' also received the Gold Award. The project utilises thermal imaging technology to strengthen rodent surveillance capabilities and improve monitoring of rat activity in low-visibility conditions. It further supports earlier identification of environmental risks, such as improper refuse management, enhancing environmental public health protection and urban liveability.

ACHIEVING COMMUNICATIONS EXCELLENCE

We are committed to communications excellence by engaging our target audiences through their preferred digital platforms and formats.

To foster conversations on end-of-life planning and raise awareness of ash scattering as an option for handling cremated remains, we collaborated with Mothership and Sincerely, Singles under Unfold Asia. These collaborations received industry recognition, earning Gold for 'Most Effective Use – Government/Non-Profit Marketing' at the 'Markies Awards Singapore 2026' and Bronze for 'Excellence in Marketing to a Specific Audience' at the 'Marketing Excellence Awards 2025'.

ENHANCING SERVICE RESPONSIVENESS AND FEEDBACK CHANNELS

Public feedback and enquiry channels support responsive service delivery. Cases submitted through the NEA hotline, online feedback form, myENV app, and OneService app are consolidated within NEA's Customer Relationship Management System, enabling end-to-end tracking and coordinated inter-agency resolution.

In addition, Ask Captain Green, NEA's virtual assistant, provides instant responses to frequently asked questions.

[4] Occupational disease refers to the number of cases of recordable work-related ill health, consistent with the definitions and reporting requirements set out under the Singapore's WSH Act.

[5] WSH statistics are reported on a calendar year basis to enable benchmarking against MOM's national WSH statistics. The definitions of major and minor injuries are aligned with MOM's terminology.

WORKFORCE CAPABILITY

Building a skilled, adaptable and future-ready workforce remained central to NEA's long-term organisational resilience and mission delivery.

STRENGTHENING WORKFORCE CAPABILITIES

NEA's Singapore Environment Institute worked with internal and whole-of-government (WOG) partners to strengthen operational and functional capabilities across the organisation.

Competency-based development programmes and self-directed learning initiatives supported capability building and operational effectiveness across NEA's work areas.

In FY2025, NEA delivered training and upskilling through workshops, e-learning modules, virtual reality, and on-the-job training to build operational and functional competencies.

Programmes covered topics such as managing surveillance in enforcement duties, conversational skills for supervisors, digital readiness, and AI. NEA also provides sponsorship for employees to pursue further education or professional qualifications, supporting their long-term career development. The 'Learning Fridays' initiative also supported continuous learning through sharing sessions and learning journeys across NEA functions.

Career and professional development opportunities were further supported through internal mobility programmes, including job postings, attachments, project assignments and secondments across the Public Sector. All employees[6] received regular performance and career development reviews, including annual appraisals to discuss work targets and core competencies.

NEA partnered with the Council for Third Age and the Union to provide programmes covering life planning, wellness, financial literacy and digital skills for employees aged 50 and above, supporting them in preparing for a fulfilling life beyond their careers.

[6] New hires who joined in the final quarter of the calendar year were not required to undergo formal performance appraisals but would have received work progress conversations with their supervisors in preparation for contract confirmation.

INCLUSION AND ETHICS

NEA promotes employee well-being, ethical conduct and workforce diversity through an inclusive and values-driven workplace.

SUPPORTING EMPLOYEE WELL-BEING AND WORK-LIFE NEEDS

Our workforce was comprehensively covered under our Collective Agreement, with 93% of employees included in FY2025. The remaining employees were accorded equivalent employment terms, ensuring fair and consistent conditions across the organisation.

In February 2026, PSD announced a review of Civil Service generic schemes with salary adjustments. To ensure NEA's salaries remain competitive, we adopted similar adjustments for our equivalent schemes of service, which took effect from 1 August 2026.

Shared parental leave was enhanced from 1 April 2025, giving eligible parents greater flexibility to share leave and manage caregiving responsibilities during a child's early months. We continued the 'Back-to-School' time-off initiative, allowing eligible employees to accompany their children at the start of the school year. Parental leave uptake and return-to-work rates reflected strong workforce stability and retention.

Under the 'NEA Family Hour' initiative, employees are allowed to leave one hour earlier on designated days where operationally feasible. The frequency increased from quarterly to six times a year in 2026, to further enhance work-life balance and quality family time.

On physical health, NEA facilitated complimentary annual health screenings and flu vaccination through appointed health provider clinics and encouraged healthy lifestyle adoption through participation in 'Healthier SG', a national initiative by the Ministry of Health. The NEA Sports and Social Committee further supported healthy living and community bonding through a variety of sports events and social activities, while our Communities of Interest provided additional platforms for employees to pursue shared passions and strengthen peer networks.

For mental well-being, we partnered with Intellect to provide accessible, preventive and stigma-free mental health support through online resources, personal coaching, clinical counselling and workshops. This was complemented by a half-day time-off granted during NEA Mental Wellness Month, expanded volunteering opportunities and the recruitment of additional Well-being Ambassadors and CARE Officers to broaden support across the organisation.

The 'Learning with Captain Green' programme was expanded to include mental well-being workshops and health-related talks alongside professional skills development, reflecting our holistic approach to employee growth and well-being.

RETURN-TO-WORK AND RETENTION RATES OF EMPLOYEES WHO TOOK PARENTAL LEAVE

NEA'S PARENTAL LEAVE	FY23	FY24	FY25
Total number of employees entitled to parental leave			
Male	93	107	114
Female	60	66	62
Total number of employees who took parental leave			
Male	93	107	114
Female	60	66	62
Total number of employees who returned to work after parental leave			
Male	93	107	114
Female	60	66	62
Return to Work Rate			
Male	100%	100%	100%
Female	100%	100%	100%
Total number of employees who returned to work after parental leave, still employed 12 months after their return			
Male	90	86	96
Female	59	54	60
Retention Rate			
Male	97%	92%	90%
Female	98%	90%	91%

STRENGTHENING ETHICAL CONDUCT AND ACCOUNTABILITY

NEA maintains a zero-tolerance approach towards fraud, misconduct and unethical conduct, supported by clear governance frameworks and reporting channels that reinforce accountability and integrity across the organisation.

The Code of Conduct sets expectations on ethical behaviour, conflicts of interest and accountability, supported by mandatory training and annual declarations, which continue to strengthen compliance awareness across the workforce.

NEA provides employees with accessible channels to raise concerns relating to their terms and conditions of service. Employees who feel they have been treated unfairly are encouraged to surface their grievance through official internal channels, either verbally or in writing. All grievances raised in good faith are treated with strict confidentiality and used solely for grievance management purposes. Retaliation against employees who raise grievances will not be tolerated and may result in disciplinary action. Equally, grievances found to have been raised frivolously, maliciously, or for personal gain may also be subject to disciplinary proceedings. All grievances are reported to the CEO. In FY2025, no discrimination incidents were recorded.

NEA's whistleblowing framework enables employees and external stakeholders to report suspected fraud, misconduct and other improper conduct in confidence through secure reporting channels managed independently by the Internal Audit Division.

Guidelines on reporting procedures are accessible via the intranet and NEA's website.

Whistleblowers acting in good faith are protected from reprisal within legal boundaries, while false or malicious reports may result in disciplinary action or referral to the relevant authorities.

Employees may also report matters directly to the CEO under NEA's Internal Disclosure Policy.

SUPPORTING WORKFORCE DIVERSITY AND INCLUSION

Our workforce comprises 3,675[7] employees across diverse disciplines and areas of expertise. Merit-based hiring and inclusive employment practices continued to support workforce diversity across age and gender, including targeted support programmes for persons with disabilities.

We monitor workforce composition and movement to support workforce planning, retention and organisational sustainability.

In FY2025, NEA hired 333 new employees and recorded 342 employee departures, with both new hire and employee turnover rates at 9%. Our workforce remained predominantly full-time, reflecting our commitment to stable, long-term employment and retaining experienced talent.

WORKFORCE PROFILE

TOTAL NUMBER OF EMPLOYEES, BY AGE GROUP	FY23	FY24	FY25
< 30 years old	334	312	304
30-50 years old	2,030	2,009	2,128
> 50 years old	1,314	1,356	1,243
Total	**3,678**	**3,677**	**3,675**

TOTAL NUMBER OF EMPLOYEES, BY SEX	FY23	FY24	FY25
Male	2,359	2,354	2,338
Female	1,319	1,323	1,337
Total	**3,678**	**3,677**	**3,675**

NEW EMPLOYEE HIRES, BY AGE GROUP	FY23	FY24	FY25
< 30 years old	112	100	101
30-50 years old	220	208	215
> 50 years old	17	26	17
Total	**349**	**334**	**333**

[7] NEA's total staff strength as at 30 September 2025 was 3,667, based on headcount. There were no significant fluctuations in employee numbers during the reporting period or between reporting periods.

EMPLOYEE TURNOVER, BY AGE GROUP	FY23	FY24	FY25
< 30 years old	50	36	28
30-50 years old	177	165	185
> 50 years old	115	131	129
Total	**342**	**332**	**342**

NEW EMPLOYEE HIRES, BY SEX	FY23	FY24	FY25
Male	187	207	204
Female	162	127	129
Total	**349**	**334**	**333**

NEW EMPLOYEE TURNOVER, BY SEX	FY23	FY24	FY25
Male	204	211	222
Female	138	121	120
Total	**342**	**332**	**342**

TOTAL NUMBER OF EMPLOYEES, BY EMPLOYMENT TYPE	MALE	FEMALE
Permanent and fixed-term contract	2,338	1,337
Temporary contract	0	0
Non-guaranteed hours	0	0
Full-time	2,337	1,336
Part-time	1	1

COMMUNITY AND SOCIAL RESPONSIBILITY

NEA continued to foster a socially responsible workforce through volunteerism, charitable giving and community partnerships that contribute to broader social outcomes.

In FY2025, NEA raised more than $26,000 in donations and contributed more than $100,000 through the 'Community Chest Programme'. Beyond fundraising, departments also supported community initiatives, including food distribution to vulnerable groups and volunteering activities that strengthened team cohesion and employee engagement.

Accountability, Risk and Stakeholder Engagement

Strong governance, stakeholder engagement and enterprise risk management support NEA's ability to deliver environmental outcomes effectively while strengthening organisational resilience, accountability and public trust.

Governance frameworks, risk management processes and stakeholder partnerships support informed decision-making and long-term sustainability outcomes across NEA's functions.

FINANCIAL GOVERNANCE AND PROCUREMENT

Strong financial governance and procurement practices support prudent resource management, accountability and value for money. These frameworks enhanced operational resilience and enabled NEA to deliver our environmental objectives effectively and sustainably.

MANAGING FINANCIAL RESOURCES RESPONSIBLY

As a statutory board primarily funded through government grants, we hold ourselves to the highest standards of financial stewardship and corporate governance. Every operational decision is guided by sound financial management and long-term sustainability.

NEA's fees and charges are aligned with our policy objectives and are periodically reviewed based on these principles:

- Recover costs directly from users of the service
- Account for the full cost of goods or services provided
- Avoid competition with private sector offerings
- Enhance cost efficiency and affordability through business process improvements

A comprehensive framework of financial policies and procedures underpins our operations and ensures rigorous governance standards across the organisation. These policies are subject to regular review and are made available to all employees through the NEA intranet, supporting consistent implementation and standardised practices across departments.

At the Board level, annual budget approvals ensure the strategic allocation of resources in accordance with operational requirements. This governance structure is complemented by regular performance monitoring and reporting to NEA management and our parent ministry, reinforcing accountability.

ENSURING GOOD PROCUREMENT PRACTICES

NEA is committed to responsible procurement practices that support the local economy and promote sustainable supply chain outcomes. Our procurement activities are governed by the Government Instruction Manual and aligned with the Ministry of Finance (MOF)'s procurement framework, upholding the principles of transparency, open and fair competition, value for money, and sustainability in supplier selection.

We apply a Price Quality Scoring Framework to ensure the fair and objective evaluation of quotations and tenders. High-value procurements are managed through a centralised oversight process to ensure prudent resource allocation, cost savings, and operational efficiency. Supplier debarment status is verified as part of the due diligence process to exclude vendors with records of misconduct or contractual non-compliance.

Our procurement activities are open to local and overseas suppliers[8]. In FY2025, 98.6% of our total procurement budget was spent on 206 local suppliers based in Singapore. This reflects our commitment to supporting the local business ecosystem, spanning environmental services, infrastructure, information and communications technology, and professional services.

In line with our core mission of environmental sustainability, we incorporated environmental sustainability considerations into our tender evaluation framework in FY2025, in alignment with Government Procurement Guidelines.

Sustainability criteria include environmental accreditations such as ISO 14001 certification and Green Mark ratings, where relevant to the nature of the goods or services procured.

We ensure that our supply chain upholds fair employment practices, workplace safety, and workers' rights and well-being. Our social criteria are anchored in two key areas: fair employment and workplace safety.

Suppliers are required to comply with Progressive Wage Mark requirements and WSH obligations as stipulated in NEA's Tender Conditions of Contract, establishing a clear baseline of social standards across the supply chain. These contractual clauses communicate NEA's expectations on social standards to suppliers.

No significant environmental or social impacts were identified in the supply chain.

[8] Local suppliers refer to those operating within Singapore, while overseas suppliers refer to those operating outside Singapore.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement remained integral to NEA's policy development, operational planning, and service delivery. Engagement across the public, private, and community sectors supported collaboration, strengthened implementation, and ensured that policies and initiatives remained responsive to evolving needs and expectations.

STAKEHOLDER GROUPS	MODES OF ENGAGEMENT	PURPOSE OF ENGAGEMENT
Public Sector Agencies	• Inter-agency taskforces • Cross-agency meetings	Strengthen inter-agency coordination, streamline public service delivery and support coherent policy implementation
Schools and the General Public	• Surveys • Interviews • Focus group discussions • Mainstream media and digital platforms • Learning journeys	Foster environmental ownership, nurture future environmental stewards, and ensure policies and initiatives remain responsive to public needs
Employees	• Employee engagement surveys • Townhalls • Dialogues • Welfare and cohesion activities	Strengthen employee engagement, organisational culture, and workforce development
Industry, NGOs and Partners	• Surveys • Industry sharing sessions • Conferences	Leverage diverse expertise, resources, and partnerships to support innovation and sustainable solutions

MATERIAL ISSUES

NEA's material issues reflect the environmental, operational, and organisational priorities most significant to our mission, stakeholders, and long-term sustainability objectives. These material issues align with NEA's strategy map and corporate KPIs, which are reviewed and endorsed by the Board and monitored across the organisation.

The materiality assessment process considers stakeholder impact, strategic priorities, emerging risks and opportunities, and areas critical to organisational resilience and mission delivery. Material issues are reviewed periodically to ensure they remain relevant and aligned with evolving operational and national priorities. The latest review was conducted in FY2024, and the material issues identified are presented in this report.

MATERIAL ISSUE	SIGNIFICANCE TO NEA	RISKS AND CHALLENGES	OPPORTUNITIES
High Public Health Standards	• NEA is responsible for managing vector population, public cleanliness, environmental sanitation, and hygiene • NEA is also responsible for providing adequate government after-death facilities and services, and enforcing against public health offences such as mosquito breeding, littering and smoking in prohibited places to maintain high standards of environmental public health and quality of life for all	• Vector-borne disease outbreaks	• Use data to understand the epidemiology of diseases for temporal and spatial risk stratification • Leverage technology to enhance operations and strengthen capabilities in related areas of research
Safe, Healthy and Conducive Living Environment	• To ensure a safe, healthy, and conducive living environment, NEA monitors, reduces, and prevents environmental pollution • NEA also incorporates environmental considerations into land use planning, development, and building control	• Deterioration of ambient air quality • Deterioration of coastal and inland water quality	• Leverage technology to monitor air and water quality and identify sources of pollution
Sustainable and Resource Efficient Singapore	• Minimising waste generation and disposal is vital to conserving resources and landfill space • Increasing energy efficiency also helps reduce GHG emissions and combat climate change	• Tighter resource constraints • Waste management capacity constraints • Accelerated climate change	• Drive infrastructure enhancement, innovation, and behavioural change to achieve environmental sustainability • Strengthen public trust in national environmental policies
Timely and Reliable Weather and Climate Services	• Timely and reliable meteorological services support decision-making and planning	• Increase in the frequency and intensity of severe weather events	• Leverage technology to strengthen capabilities in weather monitoring and forecasting
Vibrant Hawker Culture	• Preserving Singapore's hawker culture safeguards national heritage and ensures that people from all walks of life can enjoy affordable meals in a clean and hygienic environment	• Inability to meet the demand for affordable cooked food options in a clean and hygienic environment	• Build new hawker centres and rejuvenate existing ones • Provide a variety of pathways for aspiring hawkers
Private Sector as Force Multipliers for Mission Success	• Environmental Services (ES) provides essential cleaning, waste management, and pest management services to keep Singapore clean and hygienic while maintaining a low incidence of vector-borne diseases	• Inability to meet the increasing demand for ES	• Transform the ES industry through the ES Industry Transformation Map, which promotes the adoption of technology to improve standards and service delivery, strengthen workforce capabilities, and support business growth and international expansion

MATERIAL ISSUE	SIGNIFICANCE TO NEA	RISKS AND CHALLENGES	OPPORTUNITIES
Active Community as Stewards of the Environment	• As a frontline agency with multiple public touchpoints, NEA relies on collaboration with stakeholders and public support to achieve our mission	• Lack of environmental ownership	• Strengthen partnerships and community collaboration to foster environmental ownership
Public Sector as Drivers of Environmental Sustainability and Public Health	• A WOG approach supports the achievement of a clean and sustainable Singapore	• Tighter resource constraints • Waste management capacity constraints • Accelerated climate change	• Drive innovation and behavioural change to achieve environmental sustainability • Strengthen public trust in national environmental policies through public sector leadership and sustainable practices
International Partnerships as Strategic Levers	• International engagements and partnerships with strategic countries help safeguard and advance Singapore's environmental interests in the global arena	• Inability to fulfil NEA's obligations under environmental agreements	• Support the growing demand for clean energy, low-emissions transport and sustainable urban solutions
Creation of Capacity	• Operational capacity is critical to effective service delivery and enforcement efforts, given the wide range of operational demands and responsibilities across NEA	• Compromised data arising from malicious activities targeting IT systems and infrastructure	• Deepen technical capabilities in key areas to improve service delivery • Simplify regulatory application and compliance processes where feasible
Strong Capabilities for Mission Success	• Digitalisation and capability development are key pillars supporting public sector transformation objectives	• Inability to meet NEA's manpower requirements	• Strengthen collaboration through the deployment of digital systems and services • Improve productivity and build a future-ready organisation
Strong Corporate Practices for a Sustainable Organisation	• Financial and manpower management support effective and efficient operations, governance, and organisational development • Good procurement practices support fair, transparent, effective, and efficient governance processes	• Rising public expectations • Weak controls resulting in fraudulent practices • Challenges in talent recruitment and retention • Instances of non-compliance with WSH regulations or procedures	• Strengthen accountability and resource optimisation • Strengthen public confidence in financial management and resource utilisation as a government-funded organisation • Encourage strong corporate governance and risk management practices • Foster a stronger sense of organisational identity and purpose among employees • Build a more engaged and socially responsible workforce that contributes to the community
Safe, Caring and Conducive Workplace for Collaboration and Learning	• A strong organisational culture forms the foundation of a high-performing and future-ready organisation	• Fragmented data-sharing arising from siloed ways of working	• Drive organisational productivity and growth while strengthening NEA's position as an employer of choice

ENTERPRISE RISK MANAGEMENT

NEA's Enterprise Risk Management (ERM) framework supports the identification, assessment and management of risks across the organisation. The framework enables risks to be monitored and addressed through governance processes, mitigation measures and operational controls.

Our ERM approach is guided by three interconnected thrusts: risk management culture, capabilities, and structure.

STRENGTHENING RISK GOVERNANCE AND OVERSIGHT

Risk governance and oversight are undertaken by the Enterprise Risk and Safety Steering Committee, together with Risk Owners and Process Owners.

Chaired by the CEO, the Committee provides strategic oversight of enterprise risks and workplace safety matters across the organisation. The Committee reviews enterprise risk assessments, mitigation plans, and key risk indicators, and provides regular updates to the Board and Board Risk Committee. Risk Owners across NEA oversee risks within their respective domains, supported by environmental scanning, operational monitoring, and risk treatment planning. Process Owners support implementation through detailed assessments of risk causes, consequences, controls, and mitigation measures.

BUILDING A PROACTIVE RISK CULTURE

Risk communication and capability-building initiatives strengthened organisational awareness and ownership of risk management practices.

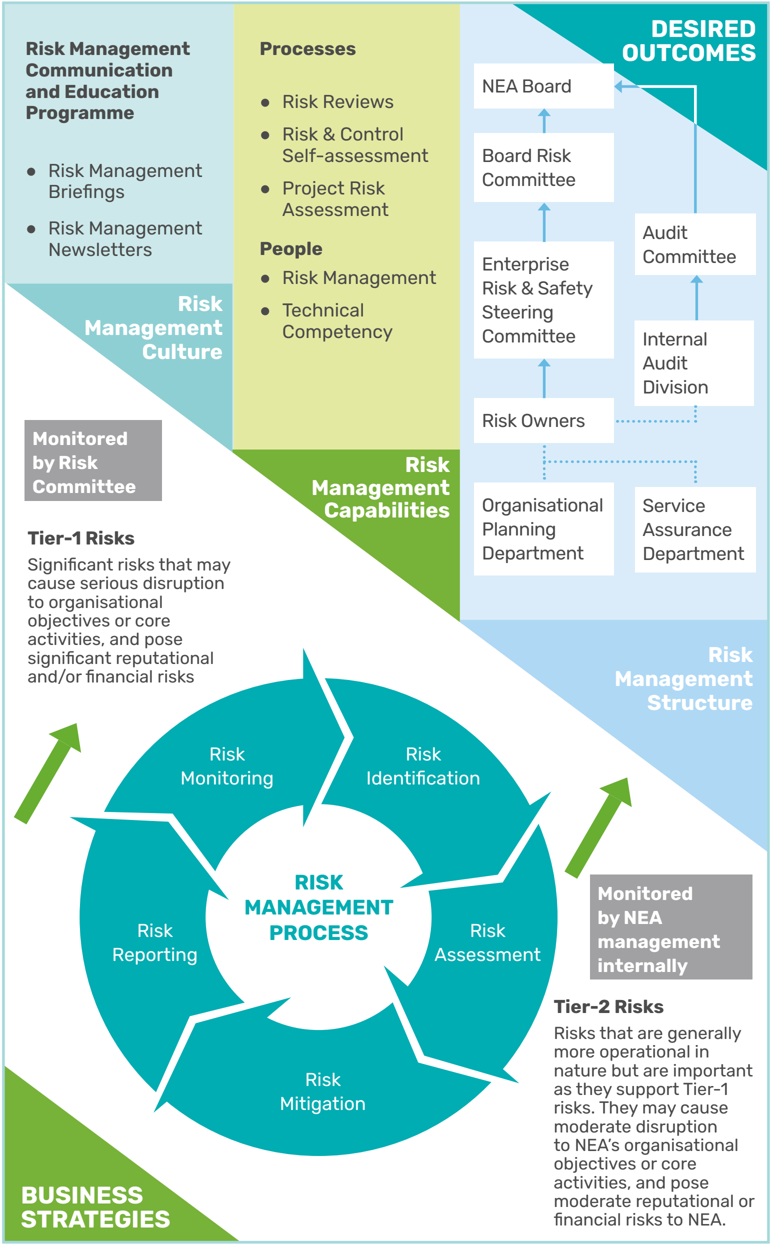
These initiatives included briefings, newsletters, and training programmes that reinforced understanding of risk methodologies, governance processes, and operational controls.

Risk Champions across divisions supported the implementation of risk-related initiatives and helped embed risk management practices within day-to-day operations.

ENHANCING RISK MANAGEMENT CAPABILITIES

NEA continued to strengthen enterprise risk management capabilities through regular risk reviews, project risk assessments, and risk-and-control self-assessments.

Capability-building efforts also strengthened employee competencies in risk management methodologies, tools, and governance processes to support proactive risk identification and mitigation.



NEA'S CLIMATE RESILIENCE

As a low-lying, densely populated city-state near the equator, Singapore faces increased vulnerability to climate change.

Based on Singapore's Third National Climate Change Study (V3), mean sea level could rise by up to 1.15m by 2100 and up to around 2m by 2150. However, if coupled with storm surges and high tides, sea levels could rise by up to 5m. Singapore is particularly vulnerable to the threat of sea level rise, as around 30% of the island lies less than 5m above mean sea level.

V3 projections show that by 2100, the annual average daily mean temperatures will increase by up to 5°C, and the number of days with high heat stress will increase to up to 326 days a year.

Extreme daily rainfall is projected to increase by up to 92% by 2100, which could cause more flash floods.

NEA's approach to climate action focuses on ensuring long-term economic stability, preserving natural resources, and protecting communities from climate-related impacts.

Our efforts to strengthen Singapore's climate resilience and low-carbon transition span several areas, including:

- Conducting climate projection studies
- Promoting energy efficiency across industries, households, and the public sector through legislation, incentives, and public education
- Administering Singapore's carbon tax regime under the Carbon Pricing Act
- Regulating the environmental integrity of carbon credits accepted under the International Carbon Credit Framework

We lead a multi-agency effort to compile Singapore's GHG Inventory and serve on the Inter-Ministerial Committee on Climate Change, ensuring WOG coordination in addressing climate change.

To enhance our weather forecasting services, NEA operationalised SINGV-EPS in 2025, an Ensemble Prediction System (EPS) based on the SINGapore Variable-resolution model (SINGV). It quantifies uncertainty in weather forecasts, supporting decision-making in areas such as public weather services and flood management. Several products were developed, including rainfall probability forecasts for the region and meteograms across five districts in Singapore. We have also completed research to double the ensemble size from 12 to 24 to further improve probabilistic forecasting.

Recognising the potential impact of climate change on our operations, NEA integrates climate-related risks and opportunities into our business strategy and planning.

Through ongoing identification and assessment of these risks, we continue to enhance our climate governance and climate risk mitigation efforts. This reflects our commitment to transparency, accountability, and continuous progress in climate risk mitigation.

NEA'S CLIMATE-RELATED RISKS

To enhance our understanding and management of climate-related risks, we conducted a landscape scan and qualitative assessment in FY2024 to evaluate both physical and transition risks. The identified risks were reviewed and approved by NEA management.

In addition to risk mitigation efforts, we have identified potential climate-related opportunities that can enhance our operations and contribute to national sustainability goals.

To improve resilience and preparedness, NEA actively monitors new and emerging climate-related issues. This structured approach enables the systematic identification, assessment, and management of climate risks alongside other enterprise risks.

Guided by GreenGov.SG targets, we regularly review our decarbonisation strategies and monitor our carbon emissions. Our waste-to-energy plant operates in compliance with the Carbon Pricing Act, with emissions independently verified by a third-party verifier before submission to the authorities.

Detailed information on our climate performance can be found in the Sustainability Performance chapter of this report.

CLIMATE-RELATED RISKS	POTENTIAL IMPACT	MITIGATION EFFORTS AND CLIMATE OPPORTUNITIES
Physical Risks		
Up to a 5°C rise in annual average daily mean temperature by 2100	• Greater strain on public health services due to heat stress and heat-related illness	• Developed the Heat Stress Advisory, which provides real-time information on heat stress levels in Singapore and offers tips for the public on how to protect themselves against heat-related risks
More days with high heat stress conditions (around 54–326 days annually) by 2100	• Increased risk of heat stress for employees	• Raised awareness among employees of heat stress management through preventive measures such as monitoring the Wet-Bulb Globe Temperature (an indicator of heat stress), encouraging rehydration and acclimatisation, improving ventilation, providing rest areas and shade, and establishing emergency response plans for employees working outdoors
Up to a 1.15m rise in mean sea level by 2100 and up to 2m by 2150	• Increased risk of flooding and damage to coastal infrastructure, leading to higher maintenance and repair costs • Potential disruptions to waste management facilities affecting incineration, recycling, and landfill operations	• Planned and incorporated higher elevation into the design of future critical infrastructure to minimise flood risks
Extreme daily rainfall intensity across all seasons, with up to a 92% increase in April and May by 2100	• Increased frequency and intensity of heavy rainfall may elevate the risk of flash flooding	• Planned and incorporated higher elevation into the design of future critical infrastructure to minimise flood risks • Enhanced weather forecasting capabilities to improve forecast accuracy • Disseminated forecasts of potential heavy rainfall events through the NEA and MSS websites, and the myENV app
Outbreak of dengue and other vector-borne diseases	• Increased burden on public healthcare	• Established a regional network for dengue surveillance • Strengthened vector control through surveillance and legislation • Enhanced mosquito control through the expansion of Project *Wolbachia*

CLIMATE-RELATED RISKS	POTENTIAL IMPACT	MITIGATION EFFORTS AND CLIMATE OPPORTUNITIES
Transition Risks		
Increased costs of transitioning to lower-emissions technologies and more sustainable raw materials	• Increased expenditure on new or alternative technologies • Increased maintenance and training costs associated with new technologies	• Prioritised high-impact and cost-effective technology upgrades to improve efficiency and sustainability • Implemented green procurement policies to support more sustainable products and services • Strengthened infrastructure resilience through the integration of modular and adaptable low-emissions solutions
Increased pricing of GHG emissions	• Increased operating costs, including carbon tax and insurance premiums	• Improved energy efficiency across operations • Regular review of fees, charges, and budgets to account for increases in operating costs
Enhanced emissions reporting obligations	• Increased need for investment in data management systems to ensure accurate emissions tracking and reporting • Increased costs arising from sustainability reporting	• Standardised reporting methodologies and established clear internal policies for emissions monitoring • Strengthened internal capacity through targeted Environmental, Social and Governance reporting training • Benchmarked against industry best practices to enhance transparency and accountability
Increased stakeholder concern or negative stakeholder feedback	• Potential reputational risks if adaptation and mitigation measures do not meet stakeholders' expectations	• Engaged key stakeholders to implement relevant policies and best practices in support of our mission

Sustainability Performance

NEA tracks environmental performance through measurable indicators across emissions, energy, water, and waste management. These indicators support operational decision-making, continuous improvement, and the achievement of national sustainability targets under GreenGov.SG.

PUBLIC SECTOR SUSTAINABILITY TARGETS

Progress towards GreenGov.SG targets continued through improvements in energy efficiency, resource conservation, and sustainable building operations across NEA's facilities and infrastructure.

ACHIEVING GREENGOV.SG TARGETS

Since its launch in July 2021, GreenGov.SG has set a clear course for the public sector's sustainability journey through the following targets:

- Reducing energy and water consumption by 10% by FY2030, based on average levels from FY2018 to FY2020
- Reducing the amount of waste disposed of by 30% by FY2030, using FY2022 levels as the baseline
- Achieving net zero emissions by around 2045

NEA advances these targets through ongoing improvements in energy efficiency, resource conservation, and green building performance, reinforcing the public sector's commitment to sustainable operations.

NEA facilities are certified under the BCA Green Mark Scheme. Senja Hawker Centre has achieved the Green Mark Platinum Super Low Energy certification under the Green Mark 2021 In-Operation scheme, while the office in the Environment Building's annex building has attained Green Mark Platinum under the Healthier Workplaces 2018 scheme. Water efficiency was also enhanced through the adoption of water-efficient fittings, with Yishun Park Hawker Centre earning PUB's Water Efficient Building certification.

ENVIRONMENTAL PERFORMANCE OVERVIEW[9]

Environmental performance across emissions, energy, water and waste management was monitored to support operational efficiency, regulatory compliance, and continuous sustainability improvements across NEA premises.

MANAGING CARBON EMISSIONS

As a statutory board responsible for managing essential infrastructure, including a waste-to-energy plant, a landfill, after-death facilities, and hawker centres, we play a significant role in shaping sustainable practices and designs that influence our environmental footprint. Our environmental accountability is reflected in the systematic tracking and reporting of Scope 1, 2 and 3 GHG emissions.

Most of our carbon footprint is attributable to the Tuas South Incineration Plant (TSIP), which forms an integral part of Singapore's waste management infrastructure. In FY2025, Scope 1 emissions remained comparable to the previous financial year. Scope 2 emissions were broadly stable year-on-year, while Scope 3 emissions registered a modest decline due to reduced overseas business travel mileage.

Our Scope 1 emissions are expected to rise in the coming years with the commissioning of the Integrated Waste Management Facility from 2027 onwards. This trajectory underscores the importance of the mitigation measures across our operations.

In the near to medium term, our focus is on progressively electrifying our on-road vehicle fleet and transitioning to more energy-efficient equipment. In the longer term, we will continue to monitor the techno-economic viability of carbon capture and storage technology for waste-to-energy plants as a potential decarbonisation pathway.

[9] Figures may not add up to totals due to rounding.

CORPORATE CARBON FOOTPRINT

CARBON EMISSIONS (tCO_2e)[10] (% OF TOTAL AGGREGATE)	FY23	FY24	FY25
Direct Carbon Emissions (Scope 1)			
Waste-to-energy Plant[11, 12]	421,400 (97.8%)	343,190 (97.1%)	316,191 (96.7%)
NEA Operations (e.g. vehicles and machineries)[13]	6,621 (1.5%)	7,302 (2.1%)	7,331 (2.2%)
Liquefied Petroleum Gas (LPG), Natural Gas and Town Gas[14]	3,028 (0.7%)	3,042 (0.9%)	3,343 (1.0%)
Sub-total Scope 1 Emissions	**431,049**	**353,534**	**326,865**
Indirect Carbon Emissions (Scope 2)			
Electricity (NEA Office Premises)[15]	2,765 (31.8%)	2,569 (30.7%)	2,397 (26.7%)
Electricity (NEA Facilities)[16]	5,918 (68.2%)	5,809 (69.3%)	6,585 (73.3%)
Sub-total Scope 2 Emissions	**8,683**	**8,378**	**8,982**
Indirect Carbon Emissions (Scope 3)			
Local Business Travel[17]	154 (34.3%)	173 (14.3%)	181 (15.7%)
Overseas Business Travel (flight only)[18]	295 (65.7%)	1,034 (85.7%)	968 (84.3%)
Sub-total Scope 3 Emissions	**449**	**1,207**	**1,149**

[10] NEA's corporate carbon footprint is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, established by the World Business Council for Sustainable Development and the World Resources Institute. This approach aligns with the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National GHG Inventories used in Singapore's international reporting under the UN Framework Convention on Climate Change. GHG emissions from waste incineration at TSIP are similarly computed in accordance with the 2006 IPCC Guidelines. CO_2e, CH_4 and N_2O are included in the calculation of Scope 1 emissions.

[11] Consumption is largely dependent on public demand for NEA's services. Scope 1 emissions from waste incineration were restated for FY2024 to reflect verified actual figures. Figures for January to March 2026 are based on estimates and will be finalised upon verification by mid-2027, with the actual FY2025 figures updated in the following year's report.

[12] Figures refer to TSIP's non-biogenic emissions. Biogenic emissions from TSIP were 617,675tCO_2e, 564,464tCO_2e and 447,533tCO_2e in FY2023, FY2024 and FY2025 respectively. In accordance with IPCC Guidelines, biogenic emissions comprising CO_2 only are reported as an information item and are excluded from NEA's corporate carbon footprint.

[13] Carbon emissions are derived from fuel consumption by NEA-operated vehicles, equipment, diesel generators, and marine vessels used across our operations.

[14] Consumption is largely dependent on public demand for after-death services. Carbon emissions are derived from fuel consumption arising from cremation activities. LPG emissions have been restated to reflect updated conversion factors in line with the 2006 IPCC Guidelines.

[15] Grid-average emissions factor (GEF) data is used to calculate GHG emissions from electricity purchased from the national grid. FY2024 figures have been restated using the 2024 electricity GEF: 0.402kg CO_2/kWh.

[16] Electricity consumed at TSIP and Tuas Marine Transfer Station is excluded from the carbon emissions calculation as electricity is self-generated on-site. At Semakau Landfill, electricity is generated by on-site diesel generators, with the associated diesel consumption accounted for under Scope 1 – NEA Operations. As Scope 2 emissions from electric vehicles (0.3tCO_2e, 0.4tCO_2e, and 1.1tCO_2e in FY2023, FY2024 and FY2025, respectively) are negligible and constitute an immaterial proportion of NEA's overall Scope 2 emissions, they have been incorporated within the reported total Scope 2 emissions.

[17] Local business travel figures for FY2023 to FY2024 were restated following the adoption of emission factors from the Singapore Emission Factors Registry (SEFR), in place of those from the UK Department for Energy Security and Net Zero emission factors, as SEFR factors are more geographically representative of local operating conditions. As only FY2024 emission factors are currently available within SEFR, these factors were applied consistently across FY2023, FY2024 and FY2025 calculations for comparative purposes. Carbon emissions were calculated based on local business travel using employee vehicles, excluding home-to-office commuting.

[18] Scope 3 emissions for overseas business travel have been restated to reflect updated data.

TRACKING EMISSIONS INTENSITY

Our carbon emissions intensity remained broadly comparable across the years, reflecting efforts to manage emissions relative to our growing operational footprint.

CORPORATE EMISSIONS INTENSITY

INDICATOR	FY23	FY24	FY25
Indirect Carbon Emissions comprising Scope 2 & 3 (tCO_2e)	9,132	9,586	10,131
Gross Floor Area (GFA)[19] (m^2)	238,753	237,701	253,222
Carbon Emissions Intensity (tCO_2e/m^2)	0.038	0.040	0.040

MANAGING AIR EMISSIONS PERFORMANCE

NEA's environmental stewardship extends beyond carbon emissions reduction. Our operational facilities – TSIP, Mandai Crematorium and Mandai North Crematorium comply with Singapore's Environmental Protection and Management (Air Impurities) Regulations. Air quality is managed through robust air pollution control systems and regular emissions testing, with the same rigour and accountability that underpin our broader sustainability commitments.

AIR EMISSIONS PERFORMANCE BY NEA FACILITIES

NEA FACILITIES	COMPOUNDS (mg/Nm^3)	FY23	FY24	FY25	EMISSION LIMITS
Tuas South Incineration Plant	Particulates	10.8	5.5	4.6	< 50
	SO_2	85.0	112.9	107.5	< 1,700
	NO_x	169.3	130.9	138.1	< 400
Mandai Crematorium	Particulates	9.9	21.9	16.8	< 50
	SO_x	0.0	< 1.0	3.7	< 1,700
	NO_x	125.5	297.5	280.1	< 400
	HCl	2.6	< 0.5	0.5	< 200
	CO	5.0	1.4	3.9	< 250
Mandai North Crematorium	Particulates	-	-	8.0	< 50
	SO_x	-	-	1.0	< 1,700
	NO_x	-	-	179.7	< 400
	HCl	-	-	0.8	< 200
	CO	-	-	1.6	< 250

[19] The GFA figures have been restated to improve accuracy across all premises.

TRACKING ENERGY PERFORMANCE

NEA's total energy consumption decreased by 12% from FY2024, largely driven by reduced electricity usage at TSIP. Renewable energy consumption remained relatively stable, with a slight increase from 5TJ to 6TJ, reflecting NEA's continued efforts to diversify our energy mix in support of longer-term sustainability commitments.

IMPROVING ENERGY EFFICIENCY

Overall electricity consumption declined across both office premises and operational facilities. Renewable energy adoption also expanded, with two additional premises deploying solar photovoltaic systems, bringing the total number of premises drawing on solar power to 11[20]. Collectively, these premises generated approximately 1,800MWh of renewable electricity, of which 1,600MWh was consumed on-site.

NEA's overall energy utilisation index (EUI) in FY2025 remained comparable to FY2024 levels, with the marginal increase attributed to the commissioning of Mandai North Crematorium to meet growing demand for after-death services. NEA has taken active steps to manage energy consumption through the optimisation of air-conditioning, lighting, and fan schedules at the premises. Looking ahead, NEA will continue to explore and adopt more energy-efficient equipment and practices to drive further improvements in energy performance.

ENERGY CONSUMPTION BY SOURCE

ENERGY CONSUMED (TJ)	FY23	FY24	FY25
Total Energy Consumed within NEA	568	574	505
• Electricity purchased from the grid, and self-generated electricity from on-site generators	421	419	342
• Renewable energy	5	5	6
• LPG, Natural Gas and Town Gas	54	54	60
• Diesel and Petrol	88	96	97

ELECTRICITY CONSUMPTION BY NEA PREMISES

ELECTRICITY CONSUMED (kWh)	FY23 ('000)	FY24 ('000)	FY25 ('000)
Total	119,978	118,248	96,675
• Offices	6,711	6,391	5,962
• Facilities	113,267	118,857	90,713

EUI PERFORMANCE

EUI[21] (kWh/m²)	BASELINE[22]	FY23	FY24	FY25
Overall for Offices & Facilities	80.4	78.8	78.9	80.1
• Office	-	194.5	188.5	186.6
• Facilities	-	64.9	65.6	68.3

[20] Solar photovoltaic systems were also deployed at four other premises. These are excluded from this report as they fall outside the scope of GreenGov.SG reporting.

[21] EUI calculations exclude certain premises, namely, NEA Headquarters, TSIP, cremators at Mandai Crematorium and Mandai North Crematorium, the Mosquito Production Facility, air pollution and weather monitoring stations, Semakau Landfill, Tuas Marine Transfer Station, Kranji State Cemetery, Garden of Serenity and Garden of Peace, in accordance with the GreenGov.SG reporting scope.

[22] The baseline is derived from the average of FY2019 and FY2020 levels, in accordance with the baseline methodology adopted by the MSE Family, which comprises MSE, NEA, PUB, and SFA.

TSIP's waste incineration process generates electricity to support the operations of both TSIP and Tuas Marine Transfer Station, with surplus electricity channelled to the national grid. TSIP remained fully operational in FY2025, generating sufficient electricity to fulfil the energy requirements of both facilities.

ELECTRICITY GENERATED AND EXPORTED FROM WASTE INCINERATION

TOTAL ELECTRICITY (kWh)	FY23 ('000)	FY24 ('000)	FY25 ('000)
Generated	277,946	289,138	245,007
Exported	180,761	193,461	172,364

MANAGING WATER PERFORMANCE

Water consumption across NEA's operations is primarily used for cleaning, sanitation, landscaping, and cooling tower operations. In FY2025, NEA's total water consumption increased due to the commissioning of Mandai North Crematorium and Garden of Serenity.

WATER CONSUMPTION BY NEA PREMISES

WATER CONSUMED[23] (L)	FY23 ('000)	FY24 ('000)	FY25 ('000)
Total	546,530	591,894	608,440
• Offices	19,356	22,680	19,413
• Facilities	527,174	569,214	589,027

IMPROVING WATER EFFICIENCY

NEA's water efficiency index (WEI) increased by 14.4% in FY2025 due to the commissioning of Mandai North Crematorium and reduced footfall at public facilities. Despite the reduced footfall, NEA continued to maintain a regular cleaning regime to uphold hygiene standards for the public.

NEA also undertook targeted maintenance efforts across our premises to maintain our infrastructure and effectively manage water consumption, contributing to the normalisation of consumption levels.

WEI PERFORMANCE

WEI[24] (L/person/day)	BASELINE	FY23	FY24	FY25
Overall for Offices & Facilities	29.5	27.3	21.7	24.8
• Offices	-	14.9	19.9	13.6
• Facilities	-	26.3	20.4	24.2

[23] Total amount of water withdrawn is equivalent to the total amount of water consumed.

[24] The scope of WEI is aligned with that of EUI as stated in footnote 21.

MONITORING WATER DISCHARGE

In FY2025, TSIP discharged 108.3 million L of used water into the public sewers due to increased operational requirements.

All wastewater is properly treated, and its discharge is carefully monitored through flowmeters and monthly quality checks, ensuring compliance with PUB's Sewerage and Drainage Act (Chapter 294, Sections 31 and 32) and the Sewerage and Drainage (Trade Effluent) Regulations.

REDUCING WASTE GENERATION[25]

As the guardian of Singapore's only landfill, we are aware of the finite capacity of Semakau Landfill and the importance of preserving it for future generations. This awareness drives NEA to adopt waste management practices that reduce the burden on Singapore's waste management infrastructure and support the nation's vision of a Zero Waste Nation.

Our total waste generated declined steadily, alongside measures to improve operational efficiency and circularity. These include conducting waste audits across our premises and ensuring the provision of recycling bins to facilitate proper waste segregation.

WASTE GENERATED BY NEA PREMISES

WASTE GENERATED (kg)	FY23 ('000)	FY24 ('000)	FY25 ('000)
Total	15,220	15,013	13,688
• Offices	135	97	86
• Facilities	15,085	14,916	13,602

IMPROVING WASTE EFFICIENCY

Although absolute waste generated decreased alongside reduced footfall at public facilities in FY2025, our waste disposal index (WDI) remained relatively stable year-to-year.

NEA-wide recycling initiatives facilitated the collection of close to 24,000kg of paper, plastics, and metal recyclables across our premises. These materials were sent to a third-party contractor for processing and resource recovery, supporting a more circular approach to waste management.

OVERSEEING BIOHAZARDOUS WASTE DISPOSAL

We observe strict disposal processes to prevent environmental contamination. In FY2025, our Environmental Health Institute's laboratory generated 35,040L of biohazardous waste and 2,983L of chemical waste. All hazardous waste is managed in accordance with NEA's Environmental Public Health (Toxic Industrial Waste) Regulations and disposed of through licensed contractors for off-site incineration. Biohazardous and chemical waste are stored in purpose-built waste bins prior to collection by licensed industrial waste collectors. In addition, 0.85t of used oil generated from TSIP operations was disposed of through a licensed toxic industrial waste collector.

WDI PERFORMANCE

WDI[26] (kg/person/day)	BASELINE	FY23	FY24	FY25
Overall for Offices & Facilities	1.9	1.6	1.6	1.6
• Offices	-	0.5	0.3	0.2
• Facilities	-	1.6	1.6	1.6

[25] Waste data for all premises have been included in this report following the completion of data verification with the public waste collectors.

[26] The scope of WDI is aligned with that of EUI as stated in footnote 21. Waste generated at leased premises is accounted for under the respective landlord, consistent with GreenGov.SG reporting requirements.

About This Report

This Annual & Sustainability Report presents NEA's corporate, financial and sustainability performance for the period from 1 April 2025 to 31 March 2026.

Our report is prepared in accordance with the GRI Standards. It covers environmental, operational, and organisational performance across NEA's core functions unless otherwise stated.

REPORTING SCOPE[27]

This report, published in September 2026, documents NEA's organisational activities, achievements, and financial performance in FY2025 across all our premises, unless otherwise stated. The reporting boundary includes:

STAND-ALONE OFFICE PREMISES

- Centre for Climate Research Singapore at Kim Chuan Road
- Choa Chu Kang Cemetery Office at Old Choa Chu Kang Road
- NEA Regional Offices:
  - Central Regional Office at Jalan Bukit Merah
  - Eastern Regional Office at Tannery Lane
  - Eastern Regional Office (Satellite Office) at Sin Ming Drive
  - Western Regional Office at Albert Winsemius Lane

TENANTED OFFICE PREMISES

- Changi Meteorological Station
- Environmental Health Institute at Ang Mo Kio Tech Place II
- Environmental Health Institute at Biopolis
- Environmental Health Institute at Van Kleef Centre
- Hawker Centres Group at HDB Hub
- Meteorological Service Singapore at Changi Airport
- NEA Headquarters at the Environment Building
- Pollution Control Division 1 and 2 at Bukit Merah Central
- Radiation Monitoring and Services Division at Singapore Nuclear Research and Safety Institute
- Radioactive Waste Store
- Seletar Meteorological Station
- Singapore Environment Institute at Lifelong Learning Institute

INDUSTRIAL PREMISES

- Semakau Landfill
- Tuas Marine Transfer Station
- Tuas South Incineration Plant

OTHER PREMISES

- Burial Preparation Facility (Jalan Bahar)
- Choa Chu Kang Cemetery, Columbarium and Crematorium
- Garden of Peace @ Choa Chu Kang
- Garden of Serenity @ Mandai
- Hawker Centres and Markets[28]
- Kranji State Cemetery
- Mandai Crematorium and Columbarium
- Mandai North Crematorium
- Yishun Columbarium

[27] Our sustainability reporting scope aligns with GreenGov.SG, covering premises over which NEA has operational control of resource consumption. NEA's resource consumption performance excludes the Singapore Nuclear Research and Safety Institute, as resource consumption data is aggregated at the building level with no breakdown available for individual laboratories. It also excludes Socially-conscious Enterprise Hawker Centres, as these are not within NEA's operational control.

[28] Full list of hawker centres and markets is available at www.nea.gov.sg/our-services/hawker-management.

REPORTING BOUNDARY AND DATA ASSURANCE

This year, we updated our reporting boundary to include Mandai North Crematorium, the Radioactive Waste Store, and the Radiation Monitoring and Services Division at the Singapore Nuclear Research and Safety Institute. These facilities were incorporated to enhance the comprehensiveness and representativeness of reporting, as they have become operationally significant and fall under NEA's direct management and control during the reporting period.

Conversely, the National Radiochemistry Laboratory at CREATE Tower and the Secondary Standards Dosimetry Laboratory at the Health Sciences Authority were excluded from this year's reporting boundary. This is due to the relocation of the Radiation Monitoring and Services Division to the Singapore Nuclear Research and Safety Institute.

Data presented in this report is based on internal monitoring systems and validated through established reporting controls. External assurance was not conducted for this reporting period.

All data is subject to internal review processes to ensure consistency, accuracy, and completeness.

ACCESS TO REPORTS

This report is published in digital format to reduce environmental impact. Past and current reports are available on NEA's corporate website at www.nea.gov.sg/publications.

ENQUIRIES

For feedback or enquiries regarding this report, please contact:

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NEA Corporate Communications Division

GRI Content Index

For the Content Index – Essential Service, GRI Services reviewed that the GRI Content Index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

STATEMENT OF USE	GRI 1 USED	APPLICABLE GRI SECTOR STANDARD(S)
NEA has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026.	GRI 1: Foundation 2021	None

GRI CONTENT INDEX ESSENTIALS SERVICE 2026

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organisational details	About the National Environment Agency	2	-	-	-
		About This Report (Reporting Scope)	47			
	2-2 Entities included in the organisation's sustainability reporting	About This Report (Reporting Scope)	47	-	-	-
	2-3 Reporting period, frequency and contact point	About This Report	46 - 48	-	-	-
	2-4 Restatements of information	Sustainability Performance	41 - 45	-	-	
	2-5 External assurance	About This Report (Reporting Boundary and Data Assurance)	48	-	-	-
	2-6 Activities, value chain and other business relationships	About the National Environment Agency	2	-	-	Our upstream value chain includes the MOF, MSE and PSD. Downstream stakeholders include businesses, hawkers, schools, research institutions and the general public.
		About This Report (Reporting Scope)	47			
	2-7 Employees	Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Workforce Diversity and Inclusion)	28 - 29	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Workforce Diversity and Inclusion)	28 - 29	-	-	NEA engaged 78 non-employees to cover the duties of officers on extended leave, such as maternity leave, hospitalisation leave or no-pay leave. These individuals performed a range of duties, from office-based to operational roles.
	2-9 Governance structure and composition	Governance	7 - 8	-	-	-
	2-10 Nomination and selection of the highest governance body	Governance	7 - 8	-	-	-
	2-11 Chair of the highest governance body	Governance	7	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance	7 - 8	-	-	-
	2-13 Delegation of responsibility for managing impacts	Governance	7 - 8	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	Governance Accountability, Risk and Stakeholder Engagement (Material Issues)	7 - 8 32 - 34	-	-	GRI 2-14a: The Board oversees NEA's sustainability plans, strategies and targets, which inform the sustainability reporting process led by senior management. The Annual & Sustainability Report is subsequently reviewed and approved by the Minister for Sustainability and the Environment before its launch.
	2-15 Conflicts of interest	Governance Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability)	7 27 - 28	-	-	
	2-16 Communication of critical concerns	Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability)	27 - 28	GRI 2-16b: Confidentiality constraints	Details are not disclosed due to the confidential and sensitive nature of the information.	-
	2-17 Collective knowledge of the highest governance body	Governance	7	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Governance	7	-	-	-
	2-19 Remuneration policies	Governance	7 - 8	-	-	-
	2-20 Process to determine remuneration	Governance	7 - 8	-	-	-
	2-21 Annual total compensation ratio	-	-	Confidentiality constraints	NEA's compensation policies are aligned with PSD guidelines. Information has not been disclosed due to its confidential and sensitive nature.	-
	2-22 Statement on sustainable development strategy	Chairman's Foreword CEO's Message	3 4	-	-	-
	2-23 Policy commitments	Strengthening Organisational Capability and Resilience Accountability, Risk and Stakeholder Engagement Sustainability Performance	22 - 29 30 - 38 39 - 45	-	-	-
	2-24 Embedding policy commitments	Strengthening Organisational Capability and Resilience Accountability, Risk and Stakeholder Engagement	22 - 29 30 - 38	-	-	-
	2-25 Processes to remediate negative impacts	Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability)	27 - 28	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability)	27 - 28	-	-	-
	2-27 Compliance with laws and regulations	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience – Strengthening Safety Governance and Operational Readiness)	23	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-28 Membership associations	About the National Environment Agency	2	-	-	-
	2-29 Approach to stakeholder engagement	Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues)	32 - 34	-	-	-
	2-30 Collective bargaining agreements	Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Employee Well-being and Work-Life Needs)	26	-	-	-
MATERIAL TOPICS						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues)	32 - 34	-	-	-
	3-2 List of material topics	Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues)	32 - 34	-	-	-
MATERIAL TOPIC: HIGH PUBLIC HEALTH STANDARDS						
GRI 3: Material Topics 2021	3 – 3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Safeguarding Our Present (Vector Control and Disease Preparedness)	11 - 12			
		Securing Our Future (After-death Infrastructure and Services)	21			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
MATERIAL TOPIC: SAFE, HEALTHY AND CONDUCIVE LIVING ENVIRONMENT						
GRI 3: Material Topics 2021	3- 3 Management of material topics	Safeguarding Our Present (Safe Environment)	13 - 14	-	-	-
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			
		Sustainability Performance (Environmental Performance Overview - Managing Air Emissions Performance)	42			
GRI 303: Water and Effluents 2018	303-4 Water discharge	Sustainability Performance (Environmental Performance Overview - Water Discharge)	45	GRI 303-4a: Information unavailable/ incomplete	Water discharge data is disclosed for TSIP. While data for other facilities is unavailable, it is not considered material to NEA's overall environmental impact. All NEA facilities are designed and operated in compliance with regulatory requirements to ensure responsible management of water discharge.	-
GRI 305: Emissions 2016	305–6 Emissions of ozone-depleting substances (ODS)	-	-	Not applicable	NEA is not involved in the production, import, or export of ODS.	-
	305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Safeguarding Our Present (Safe Environment – Monitoring Ambient Air Quality)	13	-	-	-
		Sustainability Performance (Environmental Performance Overview - Managing Air Emissions Performance)	42			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
MATERIAL TOPIC: SUSTAINABLE AND RESOURCE EFFICIENT SINGAPORE						
GRI 3: Material Topics 2021	3 - 3 Management of material topics	Securing Our Future (Climate Action and International Cooperation)	15 - 16	-	-	-
		Securing Our Future (Energy Efficiency and Low-Carbon Development)	17			
		Securing Our Future (Resource Circularity and Sustainability)	17 - 19			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance)	43	-	-	-
	302-2 Energy consumption outside of the organisation	-	-	Information unavailable/ incomplete	NEA has not commenced tracking energy consumption beyond our organisational boundary.	-
	302-3 Energy intensity	Sustainability Performance (Environmental Performance Overview - Improving Energy Efficiency)	43 - 44	-	-	-
	302-4 Reduction of energy consumption	Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance, Improving Energy Efficiency)	43 - 44	-	-	-
	302-5 Reductions in energy requirements of products and services	Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance, Improving Energy Efficiency)	43 - 44	-	-	NEA provides services such as weather-related data services to industries. The energy consumption associated with the delivery of these services is included in NEA's aggregated annual energy performance.

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Safeguarding Our Present (Safe Environment - Monitoring Recreational Beach Water Quality)	14	-	-	No water bodies or related habitats were significantly affected by water withdrawals, discharges, or runoff.
		Sustainability Performance (Public Sector Sustainability Targets - Achieving GreenGov.SG Targets)	40			
		Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency)	44			
	303-2 Management of water discharge-related impacts	Sustainability Performance (Environmental Performance Overview - Water Discharge)	45	-	-	No water bodies or related habitats were significantly affected by water withdrawals, discharges, or runoff.
	303-3 Water withdrawal	Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency)	44	-	-	GRI 303-3d: All water withdrawal is sourced from PUB, a third-party supplier, and tracked using water meters.
	303-5 Water consumption	Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency)	44	-	-	GRI 303-5b: None of NEA's water withdrawal is sourced from areas experiencing water stress.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions)	40 - 41	-	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions)	40 - 41	-	-	-
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions)	40 - 41	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
	305-4 GHG emissions intensity	Sustainability Performance (Environmental Performance Overview - Tracking Emissions Intensity)	42	-	-	-
	305-5 Reduction of GHG emissions	Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions, Tracking Emissions Intensity)	40 - 42	-	-	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal)	45	-	-	-
	306-2 Management of significant waste-related impacts	Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal)	45	-	-	-
	306-3 Waste generated	Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal)	45	-	-	-
	306-4 Waste diverted from disposal	Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal)	45	-	-	-
	306-5 Waste directed to disposal	Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal)	45	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
MATERIAL TOPIC: TIMELY AND RELIABLE WEATHER AND CLIMATE SERVICES						
GRI 3: Material Topics 2021	3 – 3 Management of material topics	Securing Our Future (Weather and Climate Science)	20	-	-	-
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			
MATERIAL TOPIC: VIBRANT HAWKER CULTURE						
GRI 3: Material Topics 2021	3-3 Management of material topics	Securing Our Future (Sustaining Our Hawker Culture)	19	-	-	-
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			
MATERIAL TOPIC: PRIVATE SECTOR AS A FORCE MULTIPLIER FOR MISSION SUCCESS						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Safeguarding Our Present (Vector Control and Disease Preparedness - Advancing Pest Management Standards)	11			
		Securing Our Future (Energy Efficiency and Low-Carbon Development - Building Energy Efficiency Capabilities)	17			
		Securing Our Future (Resource Circularity and Sustainability)	17 - 19			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	33			
MATERIAL TOPIC: ACTIVE COMMUNITY AS STEWARDS OF THE ENVIRONMENT						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Securing Our Future (Resource Circularity and Sustainability – Encouraging Environmental Sustainability)	18			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Securing Our Future (Resource Circularity and Sustainability – Encouraging Environmental Sustainability)	18			
		Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Community and Social Responsibility)	29			
	413-2 Operations with significant actual and potential negative impacts on local communities	-	-	Not applicable	NEA's operations do not have any significant actual or potential adverse impacts on local communities.	-
MATERIAL TOPIC: PUBLIC SECTOR AS DRIVERS OF ENVIRONMENTAL SUSTAINABILITY AND PUBLIC HEALTH						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Safeguarding Our Present (Vector Control and Disease Preparedness)	11 - 12			
		Safeguarding Our Present (Safe Environment)	13 - 14			
		Securing Our Future (Climate Action and International Cooperation – Exploring Carbon Capture and Storage)	16			
		Securing Our Future (Energy Efficiency and Low-Carbon Development)	17			
		Securing Our Future (Resource Circularity and Sustainability)	17 - 19			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
MATERIAL TOPIC: INTERNATIONAL PARTNERSHIPS AS STRATEGIC LEVERS						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Vector Control and Disease Preparedness - Advancing Scientific Collaboration and Emerging Disease Preparedness)	12	-	-	-
		Securing Our Future (Climate Action and International Cooperation)	15 - 16			
		Securing Our Future (Weather and Climate Science)	20			
		Securing Our Future (Radiation Protection and Nuclear Safety)	21			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			
MATERIAL TOPIC: CREATION OF CAPACITY						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Safeguarding Our Present (Vector Control and Disease Preparedness – Enhancing Rat Prevention and Control)	11			
		Safeguarding Our Present (Safe Environment – Strengthening Pollution Monitoring and Response Capabilities)	14			
		Securing Our Future (Resource Circularity and Sustainability - Advancing Our Waste Infrastructure)	19			
		Securing Our Future (After-death Infrastructure and Services)	21			
		Strengthening Organisational Capability and Resilience (Innovation and Excellence)	24			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
MATERIAL TOPIC: STRONG CAPABILITIES FOR MISSION SUCCESS						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Present (Clean and Liveable Shared Spaces)	9 - 10	-	-	-
		Safeguarding Our Present (Vector Control and Disease Preparedness – Enhancing Rat Prevention and Control)	11			
		Safeguarding Our Present (Safe Environment – Strengthening Pollution Monitoring and Response Capabilities)	14			
		Securing Our Future (Radiation Protection and Nuclear Safety)	21			
		Securing Our Future (After-death Infrastructure and Services)	21			
		Strengthening Organisational Capability and Resilience (Workforce Capability)	25			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			
MATERIAL TOPIC: STRONG CORPORATE PRACTICES FOR A SUSTAINABLE ORGANISATION						
GRI 3: Material Topics 2021	3-3 Management of material topics	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
		Strengthening Organisational Capability and Resilience (Workforce Capability)	25			
		Strengthening Organisational Capability and Resilience (Inclusion and Ethics)	26 - 29			
		Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement)	30 - 31			
		Accountability, Risk and Stakeholder Engagement (Material Issues)	34			

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Financial Statements	Refer to Financial Statements page 6	-	-	-
	201-2 Financial implications and other risks and opportunities due to climate change	Accountability, Risk and Stakeholder Engagement (NEA's Climate-Related Risks)	36 - 38	-	-	-
	201-3 Defined benefit plan obligations and other retirement plans	Annual Financial Statements	Refer to Financial Statements page 14 - 15	-	-	-
	201-4 Financial assistance received from government	Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Managing Financial Resources Responsibly) Annual Financial Statements	31 Refer to Financial Statements page 6 and 10	-	-	-
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices)	31	-	-	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-	-	Not applicable	NEA evaluates suppliers holistically through established procurement frameworks that incorporate relevant environmental and social criteria.	-
	308-2 Negative environmental impacts in the supply chain and actions taken	Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices)	31	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Workforce Diversity and Inclusion)	28 - 29	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs)	26	-	-	-
	401-3 Parental leave	Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs)	26 - 27	-	-	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-2 Hazard identification, risk assessment, and incident investigation	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-3 Occupational health services	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-5 Worker training on occupational health and safety	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
	403-6 Promotion of worker health	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs)	22 - 24 26	-	-	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-8 Workers covered by an occupational health and safety management system	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-9 Work-related injuries	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
	403-10 Work-related ill health	Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)	22 - 24	-	-	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Workforce Diversity and Inclusion)	7 28 - 29	-	-	-
	405-2 Ratio of basic salary and remuneration of women to men	-	-	Confidentiality constraints	NEA's compensation policies are aligned with PSD guidelines. Information is not disclosed due to the confidential and sensitive nature.	-

GRI STANDARD	DISCLOSURE	REPORT SECTION	PAGE REFERENCE	REASON FOR OMISSION	EXPLANATION	DIRECT ANSWER/ ADDITIONAL INFORMATION
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Strengthening Ethical Conduct and Accountability)	27 - 28	-	-	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-	-	Not applicable	NEA evaluates suppliers holistically through established procurement frameworks that incorporate relevant environmental and social criteria.	-
	414-2 Negative social impacts in the supply chain and actions taken	Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices)	31	-	-	-
MATERIAL TOPIC: SAFE, CARING AND CONDUCIVE WORKPLACE FOR COLLABORATION AND LEARNING						
GRI 3: Material Topics 2021	3-3 Management of material topics	Strengthening Organisational Capability and Resilience (Workforce Capability) Accountability, Risk and Stakeholder Engagement (Material Issues)	25 34	-	-	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	-	-	-	-	Per employee: 41 hours Male: 37 hours Female: 46 hours Senior Management (Directors and above): 43 hours Middle Management (Deputy Directors/heads of department): 47 hours Working level staff: 40 hours
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Strengthening Organisational Capability and Resilience (Workforce Capability)	25	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	Strengthening Organisational Capability and Resilience (Workforce Capability)	25	-	-	-

National Environment Agency
Safeguard • Nurture • Cherish

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Singapore 228231

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Adapting for a

Sustainable Future

Financial Statements 2025/2026

National Environment Agency

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NATIONAL ENVIRONMENT AGENCY
(ESTABLISHED UNDER THE NATIONAL ENVIRONMENT AGENCY ACT)

ANNUAL FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

NATIONAL ENVIRONMENT AGENCY

ANNUAL FINANCIAL STATEMENTS

C O N T E N T S

NATIONAL ENVIRONMENT AGENCY

STATEMENT BY THE NATIONAL ENVIRONMENT AGENCY

In our opinion,

(a) the accompanying financial statements of National Environment Agency (the "Agency"), set out on pages 6 to 54 are drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "PSG Act"), the National Environment Agency Act 2002 (the "NEA Act"), and Statutory Board Financial Reporting Standards ("SB-FRSs") so as to present fairly, in all material respects, the financial position of the Agency as at 31 March 2026 and the financial performance, changes in equity and cash flows of the Agency for the year ended on that date;

(b) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Agency during the year are, in all material respects, in accordance with the provisions of the PSG Act, the NEA 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 National Environment Agency

Mr Chaly Mah

Chairman

Mr Benjamin Koh

Chief Executive Officer

31 July 2026

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD

NATIONAL ENVIRONMENT AGENCY

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of National Environment Agency (the "Agency"), which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out in pages 6 to 54.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "PSG Act"), the National Environment Agency Act 2002 (the "NEA Act") and Statutory Board Financial Reporting Standards ("SB-FRSs") so as to present fairly, in all material respects, the financial position of the Agency as at 31 March 2026 and the financial performance, changes in equity and cash flows of the Agency for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (the "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 are independent of the Agency 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Statement by National Environment Agency set out on page 1, but does not include the financial statements and our auditors' 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 the fact. We have nothing to report in this regard.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD

NATIONAL ENVIRONMENT AGENCY

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the PSG Act, the NEA Act and SB-FRSs, and for such internal controls 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 Agency'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 Agency or for the Agency to cease operations.

Those charged with governance are responsible for overseeing the Agency'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 the 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.

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

a) 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.

b) 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 Agency's internal control.

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD

NATIONAL ENVIRONMENT AGENCY

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

d) 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 Agency'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 Agency to cease to continue as a going concern.

e) 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.

We communicate with management and 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

Opinion

In our opinion:

(a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Agency during the financial year are, in all material respects, in accordance with the provisions of the PSG Act, the NEA 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.

Basis for Opinion

We conducted our audit in accordance with the 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 Agency 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 ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the 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 PSG Act, the NEA 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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD

NATIONAL ENVIRONMENT AGENCY

Auditor's Responsibilities 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 PSG Act, the NEA 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 Ms Wong Hui Jing.

Deloitte & Touche LLP

Public Accountants and
Chartered Accountants
Singapore

31 July 2026

National Environment Agency

Statement of Comprehensive Income
For the financial year ended 31 March 2026

	Note	2025/2026 $	2024/2025 $
Income			
Management fees	4	61,088,368	65,880,828
Service fees	4	31,017,521	28,560,780
Regulatory charges	4	10,170,637	8,472,574
Other operating income	4	14,911,255	12,749,922
		117,187,781	**115,664,104**
Less:			
Expenditure			
Staff costs	5	428,785,761	414,698,205
Maintenance, services and supplies	6	898,742,928	781,602,160
Upgrading and improvement		1,529,100	1,689,308
Public education expense		8,503,447	11,467,858
Depreciation of property, plant and equipment	16	17,859,892	21,410,976
Depreciation of right-of-use assets	17	24,783,937	22,346,836
Rental of office and equipment		48,504,436	43,004,131
Finance expense	7	1,553,049	1,678,870
Other operating expenditure	8	115,688,594	133,646,049
		1,545,951,144	**1,431,544,393**
Operating deficit before Government grants		**(1,428,763,363)**	**(1,315,880,289)**
Add:			
Non-operating income/(expenditure)			
Interest income		19,184,460	40,764,757
Net gain arising from financial assets at fair value through profit or loss		16,786,251	8,919,577
Amortisation of bond premium		(173,744)	(110,687)
		35,796,967	**49,573,647**
Deficit before Government grants		**(1,392,966,396)**	**(1,266,306,642)**
Add: Government grants	9	1,573,906,840	1,699,097,303
Surplus before contribution to the Consolidated Fund		180,940,444	432,790,661
Contribution to the Consolidated Fund	10	(30,759,876)	(73,574,412)
Net surplus for the financial year		**150,180,568**	**359,216,249**
Other comprehensive income			
Net re-measurement loss on defined benefit plans	20	–	(1,925,506)
Total comprehensive income for the financial year		**150,180,568**	**357,290,743**

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Environment Agency

Statement of Financial Position
As at 31 March 2026

	Note	At 31 March 2026 $	At 31 March 2025 $
ASSETS			
Current assets			
Cash and cash equivalents	11	2,620,806,042	1,720,589,150
Trade and other receivables	12	90,434,791	83,798,337
Prepayments		23,966,049	70,122,760
Consumables		37,230,992	36,108,993
Financial assets at fair value through profit or loss	14	392,791,254	376,005,003
Quoted debt securities at amortised cost	15	10,850,638	395,854,589
Lease receivables	24	274,248	247,524
		3,176,354,014	2,682,726,356
Non-current assets			
Prepayments		1,899,586	1,816,696
Quoted debt securities at amortised cost	15	86,666,637	48,179,629
Property, plant and equipment	16	1,494,666,977	1,000,559,586
Right-of-use assets	17	53,631,000	56,896,781
Lease receivables	24	3,557,078	3,645,685
		1,640,421,278	1,111,098,377
Total assets		4,816,775,292	3,793,824,733
LIABILITIES			
Current liabilities			
Trade and other payables	18	327,572,098	327,495,788
Payable to the Ministry of Sustainability and the Environment	19	103,966,800	33,347,759
Provision for pensions and death gratuities	20	388,777	377,396
Bond borrowings	21	1,785,932	1,785,932
Provision for contribution to the Consolidated Fund	10	30,759,876	73,574,412
Grants received in advance	13	48,223,375	117,107,449
		512,696,858	553,688,736
Non-current liabilities			
Trade and other payables	18	55,071,544	46,838,028
Provision for pensions and death gratuities	20	6,896,123	7,088,312
Bond borrowings	21	1,647,878,453	1,647,767,687
Deferred capital grants	22	14,013,888	14,436,108
		1,723,860,008	1,716,130,135
Total liabilities		2,236,556,866	2,269,818,871
NET ASSETS		2,580,218,426	1,524,005,862
EQUITY			
Share capital	23	1,656,276,026	721,614,030
Accumulated surplus		923,942,400	802,391,832
		2,580,218,426	1,524,005,862

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Environment Agency

Statement of Changes in Equity
For the financial year ended 31 March 2026

	Note	Share Capital $	Accumulated surplus $	Total $
Balance as at 1 April 2025		**721,614,030**	**802,391,832**	**1,524,005,862**
Net surplus, representing total comprehensive income for the financial year		–	150,180,568	150,180,568
Transactions with owners, recognised directly in equity				
Equity injection	23	934,661,996	–	934,661,996
Dividend paid to Government	29	–	(28,630,000)	(28,630,000)
Total transactions with owners		934,661,996	(28,630,000)	906,031,996
Balance as at 31 March 2026		**1,656,276,026**	**923,942,400**	**2,580,218,426**
Balance as at 1 April 2024		**719,912,326**	**471,448,089**	**1,191,360,415**
Net surplus for the financial year		–	359,216,249	359,216,249
Net re-measurement loss on defined benefit plans recognised in other comprehensive income	20	–	(1,925,506)	(1,925,506)
Total comprehensive income		–	357,290,743	357,290,743
Transactions with owners, recognised directly in equity				
Equity injection	23	1,701,704	–	1,701,704
Dividend paid to Government	29	–	(26,347,000)	(26,347,000)
Total transactions with owners		1,701,704	(26,347,000)	(24,645,296)
Balance as at 31 March 2025		**721,614,030**	**802,391,832**	**1,524,005,862**

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Environment Agency

Statement of Cash Flows
For the financial year ended 31 March 2026

	Note	2025/2026 $	2024/2025 $
Cash flows from operating activities			
Net surplus for the financial year		150,180,568	359,216,249
Adjustments for:			
Low value plant and equipment expensed off	8	496,051	1,950,407
Adjustments to reinstatement cost provision	8	(1,946,778)	(4,512,046)
Government grants	9	(1,573,906,840)	(1,699,097,303)
Net loss allowance on trade and other receivables	12	264,182	173,779
Reversal of allowance for consumable obsolescence		–	(210,000)
Depreciation of property, plant and equipment	16	17,859,892	21,410,976
Depreciation of right-of-use assets	17	24,783,937	22,346,836
Provision for pensions and death gratuities	20	196,479	136,527
Amortisation of bond premium		173,744	110,687
Loss/(Gain) on disposal and write-off of property, plant and equipment		819,359	(47,155)
Provision for carbon tax	8	12,374,570	7,705,270
Fair value gain on financial assets at fair value through profit or loss		(16,786,251)	(8,919,577)
Interest expense	7	1,553,049	1,678,870
Interest income		(19,184,460)	(40,764,757)
Contribution to the Consolidated Fund	10	30,759,876	73,574,412
Operating cash flows before working capital changes		(1,372,362,622)	(1,265,246,825)
Change in operating assets and liabilities:			
- Consumables		(1,121,999)	648,221
- Trade and other receivables		(5,110,044)	(6,431,847)
- Prepayments		46,073,821	58,218,701
- Trade and other payables		(25,190,868)	(1,634,838)
- Payable to the Ministry of Sustainability and the Environment (“MSE”)		39,044,451	(18,863,889)
Cash flows used in operations		(1,318,667,261)	(1,233,310,477)
Payments for pension cost	20	(377,287)	(660,503)
Interest received		40,133,850	20,338,642
Payment for carbon tax		(8,337,725)	(2,220,730)
Payment to consolidated fund		(73,574,412)	(51,411,889)
Net cash used in operating activities		(1,360,822,835)	(1,267,264,957)

Statement of Cash Flows (cont'd)
For the financial year ended 31 March 2026

	Note	2025/2026 $	2024/2025 $
Cash flows from investing activities			
Interest received from quoted debt securities at amortised cost		4,445,054	69,497,398
Proceeds from lease receivables	24	373,910	363,580
Purchase of property, plant and equipment		(472,067,017)	(457,260,688)
Purchase of quoted debt securities at amortised cost		(49,500,000)	(6,573,098,170)
Proceeds from maturity of quoted debt securities at amortised cost		395,843,199	7,950,453,257
Proceeds from disposal of property, plant and equipment		19,560	99,609
Purchase of financial assets at fair value through profit or loss		–	(247,356,951)
Sale of financial assets at fair value through profit or loss		–	47,356,951
Net cash (used in) from investing activities		(120,885,294)	790,054,986
Cash flows from financing activities			
Net grants received from Government		1,536,063,417	1,743,485,935
Dividend paid to Government	29	(28,630,000)	(26,347,000)
Coupon payments on bond borrowings	21	(38,344,999)	(38,344,999)
Equity injection	23	934,661,996	1,701,704
Interest paid on lease liabilities	24	(1,224,812)	(1,404,895)
Payment for principal portion of lease liabilities	24	(20,600,581)	(18,773,633)
Net cash generated from financing activities		2,381,925,021	1,660,317,112
Net increase in cash and cash equivalents		900,216,892	1,183,107,141
Cash and cash equivalents at beginning of financial year	11	1,720,589,150	537,482,009
Cash and cash equivalents at end of financial year	11	2,620,806,042	1,720,589,150

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

1. General information

National Environment Agency (the "Agency"), a Statutory Board under the Ministry of Sustainability and the Environment (“MSE”), was incorporated under the National Environment Agency Act (the “NEA Act”) on 1 July 2002.

The address of its principal place of operation is 40 Scotts Road, Environment Building, #13-00, Singapore 228231.

The principal activities of the Agency include:

Public health

(i) conducting investigations, enforcement and surveillance of environmental health concerns and vectors of infectious agents;

(ii) conducting risk assessment and research into and develop strategies and tools for prevention and control of environmental health concerns and vectors;

(iii) overseeing the planning for after-death facilities, and developing and managing Government-owned cemetery, crematoria, columbaria, funeral parlour and ash scattering facilities; and

(iv) providing cleaning services in designated public areas.

Hawker centres

Developing and reviewing hawker policies and programmes, plan, construct, develop, maintain and manage markets and hawker centres in its own right and as agent of the Government or any body corporate established by written law.

Environmental management

(i) monitoring of environmental quality, reviewing building plans for pollution control and environmental health requirements, and controlling environmental pollution;

(ii) controlling the import, export, transportation, storage, sale, possession and use of hazardous substances;

(iii) controlling the import, export, transportation, storage, collection, treatment and disposal of toxic industrial waste;

(iv) monitoring of radioactivity levels in the ambient environment, and providing radiation-related services;

(v) controlling the import, export, transportation, storage, sale, possession, use, manufacture and disposal of radioactive materials and irradiating apparatuses;

(vi) enhancing the competency of the environment industry workforce and promoting environmental thought leadership through knowledge distillation, sharing and training;

(vii) building a vibrant research and development ecosystem in the environment industry and developing environmental technology competencies and capabilities in Singapore;

(viii) developing and driving the transformation of the environmental services industry to be vibrant, sustainable and professional to serve Singapore, as well as growing cities’ needs;

1. General information (cont'd)

Environmental management (cont'd)

(ix) inculcating a pro-environment mindset in the community and raising community ownership of environmental and public health issues in Singapore; and

(x) undertaking licensing, providing consultancy services and promoting professionalism in relation to pest control, environmental and other related industries.

Resource sustainability

(i) developing and implementing energy efficiency and carbon mitigation regulations and programmes;

(ii) regulating the collection and disposal of solid waste;

(iii) promoting waste minimisation and recycling; and

(iv) planning, developing, managing and regulating waste-to-resource and waste-to-energy facilities and landfills.

Meteorological services

(i) conducting meteorological observations and seismic monitoring; and

(ii) providing weather, climate and related services, and conducting research in weather and climate science.

2. Material accounting policy information

(a) *Basis of preparation*

The financial statements have been prepared in accordance with the historical cost basis except as disclosed in the material accounting policy information below and are drawn up in accordance with the provisions of the PSG Act, the NEA Act and Statutory Board Financial Reporting Standards ("SB-FRSs"), including interpretation of SB-FRS ("INT SB-FRSs") and SB-FRS Guidance Notes.

In the current year, the Agency has applied all the new and revised SB-FRSs, INT SB-FRS and SB-FRS Guidance Notes that are mandatorily effective for an accounting period that begins on or after 1 January 2025.

The adoption of these SB-FRSs, INT SB-FRSs and SB-FRS Guidance Notes did not result in changes to the Agency's accounting policies and did not have any material effect on the financial performance or position of the Agency.

2. Material accounting policy information (cont'd)

(b) ***Standards issued but not yet effective***

At the date of authorisation of these financial statements, the Agency has not applied the following standards and interpretations that have been issued but not yet effective:

<u>Effective for annual periods beginning on or after 1 January 2026</u>

- Amendments to SB-FRS 109 and SB-FRS 107: *Amendments to the Classification and Measurement of Financial Instruments*

- Annual Improvements to SB-FRSs – Volume 11

<u>Effective for annual periods beginning on or after 1 January 2027</u>

- SB-FRS 118 *Presentation and Disclosure in Financial Statements*

Management anticipates that the adoption of the above standards in future periods will not have a material impact on the financial statements in their period of initial adoption except for the following:

<u>SB-FRS 118 *Presentation and Disclosures in Financial Statements*</u>

SB-FRS 118 replaces SB-FRS 1 *Presentation of Financial Statements*, carrying forward many of the requirements in SB-FRS 1 unchanged and complementing them with new requirements. In addition, some SB-FRS 1 paragraphs have been moved to SB-FRS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* and SB-FRS 107 *Financial Instruments: Disclosures*. Furthermore, minor amendments to SB-FRS 7 *Statement of Cash Flows* have been made.

SB-FRS 118 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss.

- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements.

- improve aggregation and disaggregation.

An entity is required to apply SB-FRS 118 for annual reporting periods beginning or on or after 1 January 2027, with earlier application permitted. The amendments to SB-FRS 7 as well as the revised SB-FRS 8 and SB-FRS 7, become effective when an entity applies SB-FRS 118. SB-FRS 118 requires retrospective application with specific transition provisions.

The Agency is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Agency's statement of comprehensive income, the statement of cash flows and the additional disclosures required for MPMs.

2. Material accounting policy information (cont'd)

(c) *Income recognition*

Income is measured based on the consideration to which the Agency expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amount collected on behalf of third parties.

Income is recognised when the Agency satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation. Income is recognised as follows:

(i) Management fees are earned from activities as set out in Note 4 and recognised over time.

(ii) Service fees are recognised when services are rendered to the customers over time. Service fees include meteorological services and radiation service fees. Certain service fees are recognised at a point in time when the performance obligation has been satisfied.

(iii) Regulatory charges (including income from licences and permits) are recognised at the point of collection. Certain regulatory charges are recognised when services are rendered to the customers over time.

(iv) Interest income is recognised on a time proportion basis using the effective interest method.

(d) *Research costs*

Research costs are recognised as an expenditure when incurred.

(e) *Employee benefits*

(i) *Defined benefit plans*

<u>Pension and other post-employment benefits</u>

Provision for pension benefits is made for pensionable officers transferred to the Agency on 1 July 2002. Provision for death gratuities is made for officers and daily rated employees transferred to the Agency on 1 July 2002.

An actuarial valuation is conducted once every three years or as and when required to determine the cost of pension benefits and death gratuities due to these officers using the Projected Unit Credit Method.

The pension benefits and death gratuities are computed based on existing guidelines found in the Pension Act 1956 and circulars issued by the Public Service Division.

Defined benefit costs comprise the following:

- Service cost
- Interest cost on the provision for defined benefits
- Re-measurements of the provision for defined benefits

2. Material accounting policy information (cont'd)

(e) *Employee benefits (cont'd)*

(i) *Defined benefit plans (cont'd)*

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expenditure in income or expenditure. Past service costs are recognised when plan amendment or curtailment occurs.

Interest cost on the provision for defined benefits is the change during the period in the provision that arises from the passage of time which is determined by applying the discount rate based on the Singapore Government bond yield to the provision. Interest cost on the provision is recognised in income or expenditure.

Re-measurements comprising actuarial gains and losses are recognised immediately in other comprehensive income in the period in which they arise. Re-measurements are recognised in accumulated surplus within equity and are not reclassified to income or expenditure in subsequent periods.

(ii) *Defined contribution plan*

<u>Contribution to Central Provident Fund ("CPF")</u>

The Agency makes contributions to the CPF scheme in Singapore. Contributions to the CPF scheme are recognised as an expenditure in the period in which the related service is performed.

(iii) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. The estimated liability for annual leave is recognised for services rendered by employees up to the reporting date.

(f) *Contribution to the Consolidated Fund*

Under Section 13(1)(e) and the First Schedule of the 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 Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act 1989. The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on a percentage pegged at the prevailing corporate tax rate for the year of assessment on the net surplus of the Agency after deducting prior years' accumulated deficits. Contribution to the Consolidated Fund is provided for on an accrual basis.

The Agency is allowed to carry forward its deficits to offset against its future surplus. The deficits have no expiry date.

2. Material accounting policy information (cont'd)

(g) *Government grants*

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

Government grants received by the Agency to meet operating expenditure are recognised in income or expenditure in the year these operating expenditures are incurred.

All grants are recognised when there is reasonable assurance that all attaching conditions are complied with.

When the grant amounts can be reliably estimated, the Agency will determine the grant income that corresponds to the expenditure incurred for the year and recognise that amount as grant income. The excess of grants received during the year over grant income recognised is recorded as Grants received in advance. Grant adjustments are made when formal reassessments are concluded by the Ministry, and amounts that are determined to be refunded are recorded as Payables to the Ministry of Sustainability and the Environment.

Other government grants are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

(h) *Property, plant and equipment*

(i) *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 (Note 2(j)).

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The cost of an item of property, plant and equipment is recognised as an asset, if and only if, it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably.

(ii) *Depreciation*

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

		Useful lives
Leasehold land	-	30 to 99 years (based on lease period)
Building and building improvements	-	3 - 28 years
Furniture and fittings, office equipment	-	5 years
Computer hardware and software	-	3 years
Motor vehicles	-	10 years
Plant and machinery	-	10 years
Tugs and barges	-	25 years

2. Material accounting policy information (cont'd)

(h) ***Property, plant and equipment (cont'd)***

(ii) *Depreciation (cont'd)*

Construction-in-progress are not depreciated as these assets are not yet available for use.

For property, plant and equipment which were transferred to the Agency from MSE on the Agency's establishment on 1 July 2002, the assets are depreciated over the remaining useful lives at 1 July 2002.

For property, plant and equipment which were transferred to the Agency from the Health Sciences Authority, as part of the transfer of the Centre for Radiation Protection on 1 July 2007, the assets are depreciated over the remaining useful lives at 1 July 2007.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted prospectively as appropriate, at each reporting date. The effects of any revision are recognised in profit or loss when the changes arise.

(iii) *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 Agency and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in income or expenditure when incurred.

(iv) *Disposal*

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in income or expenditure in the year the asset is disposed.

(i) ***Borrowing costs***

Borrowing costs are recognised in income or expenditure using the effective interest method except for those costs that are directly attributable to the construction or development of a qualifying asset.

The actual borrowing costs on specific borrowings, less any investment income earned on the temporary investment of the specific borrowings, are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset.

Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use. The amount of borrowing costs capitalised during a financial year does not exceed the amount of borrowing costs incurred by the Agency during the financial period.

2. Material accounting policy information (cont'd)

(j) ***Impairment of non-financial assets***

The Agency assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Agency makes an estimate of the asset's recoverable amount.

For the purpose of impairment testing of these assets, recoverable amount (i.e. the higher of the fair value less costs of disposal and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash generating units ("CGU") to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. The difference between the carrying amount and recoverable amount is recognised as an impairment loss in income or expenditure.

An assessment is made at each reporting date as to whether there is any indication that previously recognised losses and impairment for an asset may no longer exist or may have decreased. An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the assets' recoverable amount since the last impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of accumulated depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised in income or expenditure.

(k) ***Consumables***

Consumables are carried at the lower of cost and net realisable value and are determined on a weighted average basis. Where necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of consumables to the lower of cost and net realisable value. Net realisable value is determined using an estimate of replacement costs which is a close approximation of net realisable value.

(l) ***Financial instruments***

(i) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when, the Agency becomes a party to the contractual provisions of the financial instruments. The Agency determines the classification of its financial assets at initial recognition.

At initial recognition, the Agency 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 asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in income or expenditure.

Trade receivables are measured at the amount of consideration to which the Agency expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

2. Material accounting policy information (cont'd)

(l) *Financial instruments (cont'd)*

(i) *Financial assets (cont'd)*

Subsequent measurement

(a) Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income or expenditure when the assets are derecognised or impaired, and through the amortisation process.

(b) Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or fair value through other comprehensive income are measured at fair value through profit or loss. Gain or loss on a debt instrument that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in income or expenditure in the period in which it arises.

Derecognition

The Agency derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Agency neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Agency recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Agency retains substantially all the risks and rewards of ownership of a transferred financial asset, the Agency continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for the debt instrument is recognised in income or expenditure.

(ii) *Financial liabilities*

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Agency becomes a party to the contractual provisions of the financial instrument. The Agency determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

2. Material accounting policy information (cont'd)

(l) *Financial instruments (cont'd)*

(ii) *Financial liabilities (cont'd)*

<u>Subsequent measurement</u>

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in income or expenditure when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in income or expenditure.

(m) *Impairment of financial assets*

The Agency recognises a loss allowance for expected credit losses ("ECLs") on all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Agency expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there have not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

For trade receivables, the Agency applies a simplified approach in calculating ECLs. Therefore, the Agency does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Agency has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For all other financial instruments, the Agency recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Agency measures the loss allowance for that financial instrument at an amount equal to 12- month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

2. Material accounting policy information (cont'd)

(m) *Impairment of financial assets (cont'd)*

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Agency compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Agency considers both quantitative and qualitative information that is available without undue cost or effort.

The Agency presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Agency has reasonable and supportable information that demonstrates otherwise.

Write-off policy

The Agency writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Agency's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in the statement of comprehensive income.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Agency's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- Nature of financial instruments (i.e. trade and other receivables and finance lease receivables);
- Past-due status;
- Nature, size and industry of debtors;
- Nature of collaterals for finance lease receivables; and
- External credit ratings, where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

2. Material accounting policy information (cont'd)

(m) ***Impairment of financial assets (cont'd)***

Measurement and recognition of expected credit losses (cont'd)

If the Agency has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Agency measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

(n) ***Cash and cash equivalents***

Cash and cash equivalents include cash on hand and at banks, cash maintained with Accountant-General's Department ("AGD") and cash held under Centralised Liquidity Management ("CLM") scheme and Statutory Board Approved Funds ("SBAF") scheme that are readily convertible to a known amount of cash and are subject to an insignificant risk or changes in value.

Government grants received by the Agency for the purpose of property, plant and equipment renewal or replacement is recognised in cash held under Sinking Fund.

The cash held under SBAF scheme relates to an equity injection by MOF to fund the Integrated Waste Management Facility. Under the SBAF scheme, the interest income generated will accrue to the Government.

(o) ***Provisions***

Provisions are recognised when the Agency has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount can be reliably estimated.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as finance cost.

(p) ***Leases***

As lessee

The Agency assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Agency applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Agency recognises lease liabilities representing the obligations to make lease payments and right-of-use ("ROU") assets representing the right to use the underlying leased assets.

2. Material accounting policy information (cont'd)

(p) ***Leases (cont'd)***

As lessee (cont'd)

Right-of-use ("ROU") assets

The Agency recognises ROU assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of ROU assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. The cost of a ROU asset also includes an estimate of the costs to be incurred by the Agency in dismantling and removing the underlying asset, restoring the site on which the asset is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

ROU assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The useful lives of the ROU assets are as follows:

		Useful lives
Leasehold land	-	2 – 30 years
Building and building improvements	-	2 – 3 years
Computer hardware & software	-	3 years
Equipment	-	10 years
Motor vehicles	-	10 years

If ownership of the leased asset transfers to the Agency at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The ROU assets are also subjected to impairment. The accounting policy for impairment is set out in Note 2(j).

Lease liabilities

At the commencement date of the lease, the Agency recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments), less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Agency and payments of penalties for terminating the lease, if the lease term reflects the Agency exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenditure in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of the lease payments, the Agency uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

2. Material accounting policy information (cont'd)

(p) ***Leases (cont'd)***

As lessee (cont'd)

Short-term leases and leases of low-value assets

The Agency applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low value are recognised as expenses on a straight-line basis over the lease term.

Subleases

In classifying a sublease, the Agency as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as a finance lease, the Agency derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognises the net investment in the sublease as lease receivables. Any difference between the right-of-use asset derecognised and the net investment in sublease is recognised in income or expenditure. Lease liabilities relating to the head lease is retained in the statement of financial position, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Agency recognises lease income from the sublease in income or expenditure. The right-of-use asset relating to the head lease is not derecognised.

(q) ***Currency translation***

(i) *Functional and presentation currency*

Items included in the financial statements of the Agency are measured using the currency of the primary economic environment in which the Agency operates ("functional currency"). The financial statements are presented in Singapore Dollar ($), which is the functional and presentation currency of the Agency.

(ii) *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 transactions.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchanging ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

2. Material accounting policy information (cont'd)

(q) ***Currency translation (cont'd)***

(ii) *Transactions and balances (cont'd)*

Currency translation differences from the settlement of monetary items or from the translation of monetary items at the reporting date are recognised in income or expenditure.

(r) ***Related parties***

For the purpose of these financial statements, parties are considered to be related to the Agency if the Agency has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Agency and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Agency is a statutory board under the purview of MSE and is an entity related to the Government of Singapore. Accordingly, the Agency's related parties include Government-related entities such as Ministries, Organs of State and other Statutory Boards.

In accordance with Paragraph 28A of SB-FRS 24 *Related Party Disclosures*, the Agency is exempted from disclosing transactions with government-related entities other than Ministries, Organs of State and other Statutory Boards, unless there are circumstances to indicate that these transactions are unusual and their disclosure would be of interest to readers of the financial statements.

The Agency also applies the exemption in Paragraph 25 of SB-FRS 24 *Related Party Disclosures*. Required disclosures of transactions and outstanding balances with government-related entities are limited to the following information to enable users of the Agency's financial statements to understand the effect of the related party transactions on the financial statements:

(i) the nature and amount of each individually significant transaction with Ministries, Organs of State and other Statutory Boards; and

(ii) for other transactions with Ministries, Organs of State and other Statutory Boards that are collectively but not individually significant, a qualitative or quantitative indication of their extent.

(s) ***Contingencies***

A contingent liability is:

(i) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Agency; or

2. Material accounting policy information (cont'd)

(s) *Contingencies (cont'd)*

(ii) a present obligation that arises from past events but is not recognised because:

- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

- the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Agency.

3. Significant accounting estimates, assumptions and judgements

The preparation of the Agency's financial statements in conformity with SB-FRSs requires management to make judgements, estimates and assumptions that affect the application of the material accounting policies and the reported amounts of assets, liabilities, income and expenditure, and the disclosures of contingent liabilities at the end of the reporting period.

Estimates and underlying assumptions are reviewed on an ongoing basis and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of critical judgements and estimation uncertainty in applying the Agency's material accounting policies that have the most significant effect on the amounts recognised in the financial statements are described below:

(i) *Useful lives of property, plant and equipment*

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these property, plant and equipment to be between 3 to 99 years. The carrying amount of the Agency's property, plant and equipment as at the end of the financial year is disclosed in Note 16. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these property, plant and equipment, therefore future depreciation charges could be revised.

(ii) *Incineration service agreements assessed to be not a lease*

The Agency has three incineration services agreements, for terms of between 15 to 25 years. In accordance with the agreements, the Agency pays monthly incineration service fees for the incineration and related maintenance services based on the services received. For the financial year ended 31 March 2026, the Agency incurred incineration service fees amounting to $216,130,141 (2024/2025: $203,494,294) which included carbon tax expense charged amounting to $36,862,890 (2024/2025: $28,459,627). The Agency has assessed that the agreements do not contain a lease as the Agency does not have the right to control the use of the incineration plants.

4. Income

(a) Disaggregation of income

The table below shows the disaggregation of the revenue of the Agency based on the various key income streams and the timing of transfer of goods or services (either at a point in time or over time).

	2025/2026	2024/2025
	$	$
Timing of income recognition		
At a point in time:		
Service fees	6,152,891	4,971,950
Regulatory charges	8,528,112	8,369,924
Other operating income	14,911,255	12,749,922
Over time:		
Management fees [1]	61,088,368	65,880,828
Service fees	24,864,630	23,588,830
Regulatory charges	1,642,525	102,650
	117,187,781	115,664,104

[1] The Agency has been appointed by the Housing Development Board ("HDB") on 1 April 2004 to manage, lease and maintain HDB markets and hawker centres in consideration of a management fee which represents the rental collected from the markets' and hawker centres' stallholders.

(b) Transaction price allocated to remaining performance obligations

Information relating to the aggregate amount of transaction price allocated to the unsatisfied (or partially unsatisfied) performance obligations is presented in the table below:

	At 31 March 2026	At 31 March 2025
	$	$
Expected to be recognised in:		
One year or less	656,068	200,851
More than one year	461,988	117,573
	1,118,056	318,424

5. Staff costs

	2025/2026	2024/2025
	$	$
Wages and salaries	372,481,433	361,216,592
Employer's contribution to Central Provident Fund	43,736,773	42,731,371
Pension contributions and death gratuities (Note 20)	275,363	209,576
Other staff costs	12,292,192	10,540,666
	428,785,761	414,698,205

6. Maintenance, services and supplies

Included in maintenance, services and supplies were:

	2025/2026 $	2024/2025 $
Public area landscaping, cleaning services and supplies	156,415,788	141,402,969
Incineration services	216,130,141	203,494,294
Climate voucher disbursement	165,770,371	101,657,893
Professional, consultancy and contract services	42,815,609	30,151,955
Maintenance of specialised and industrial equipment	35,991,817	39,305,321
Maintenance of building, markets and hawker centres and office premises	63,457,990	56,628,560
IT services	50,797,430	46,019,866
Security and enforcement services	19,687,478	18,624,073
Industrial supplies	10,541,225	17,731,130
Vector control services	39,856,329	34,464,800
Table cleaning services	7,811,521	8,036,168
Utilities charges	11,533,507	11,587,893

7. Finance expense

	2025/2026 $	2024/2025 $
Interest expense on lease liabilities (Note 24)	1,225,238	1,404,895
Interest expense on provision for reinstatement cost	327,811	273,975
	1,553,049	1,678,870

8. Other operating expenditure

Included in other operating expenditure were:

	2025/2026 $	2024/2025 $
GST expense	42,082,395	37,371,053
Communication expense	2,857,234	4,043,490
Research costs	16,888,279	15,072,640
Low value plant and equipment expensed off	496,051	1,950,407
Carbon tax provision	12,374,570	7,705,270
Incentive scheme for commercial vehicles	25,845,000	52,375,000
Adjustments to reinstatement provision	(1,946,778)	(4,512,046)

Carbon tax

The carbon tax payable is based on taxable greenhouse gas emissions for the relevant reporting period. The Agency's liability for carbon tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Carbon tax is recognised as an expenditure in the statement of comprehensive income.

9. Government grants

	2025/2026	2024/2025
	$	$
Operating grants and programme grants	1,542,695,963	1,667,426,690
Deferred capital grants amortised (Note 22)	533,939	524,784
Other grants	30,676,938	31,145,829
	1,573,906,840	1,699,097,303

The Agency's operations of incineration plants and hawker centres are funded on a multi-year block cycle (Note 2(g)).

In FY2025/2026, for grants received under the incineration plants FY2021 to FY2025 block cycle, the Agency utilised $74,608,917 from Grants received in advance (Note 13) for expenditure incurred in excess of the grants received in the year. In FY2024/2025, the Agency recognised the excess of grants received over expenditure incurred of $21,905,925 as Grants received in advance.

In FY2025/2026, for grants received under the hawker centres FY2023 to FY2025 block cycle, the Agency utilised $17,656,754 from Grants received in advance (Note 13) for expenditure incurred in excess of the grants received in the year. In FY2024/2025, the Agency recognised the excess of grants received over expenditure incurred of $6,821,132 as Grants received in advance.

In FY2025/2026, the Agency recognised grant income of $166,214,145 (2024/2025: $102,705,180) in relation to the expenditure incurred for the Climate Friendly Households Programme.

10 Provision for contribution to the Consolidated Fund

	2025/2026	2024/2025
	$	$
Surplus before contribution to the Consolidated Fund	180,940,444	432,790,661
Contribution to the Consolidated Fund calculated at a tax rate of 17% (2024/2025: 17%)	30,759,876	73,574,412

11. Cash and cash equivalents

	2025/2026 $	2024/2025 $
Cash held with AGD - under CLM scheme	2,024,395,746	1,700,871,709
Cash held with AGD - under SBAF scheme	544,127,983	–
Cash held with AGD - others	1,849,896	1,724,504
Cash at banks	50,432,417	17,992,937
	2,620,806,042	1,720,589,150

Included within the cash held under Centralised Liquidity Management ("CLM") scheme is an amount of $110,212,199 (2024/2025: $67,731,585) which relates to cash held under Sinking Fund for the purpose of renewal or replacement of property, plant and equipment.

The cash held under Statutory Board Approved Funds ("SBAF") scheme relates to an equity injection by MOF to fund the Integrated Waste Management Facility. Under the SBAF scheme, the interest income generated will accrue to the Government.

The effective interest rate for all cash balances is 2.07% (2024/2025: 3.08%) per annum. Interest rates are repriced within 12 months.

12. Trade and other receivables

	2025/2026 $	2024/2025 $
Trade receivables	6,653,624	5,815,867
Less: Loss allowance	(750,421)	(610,472)
Net trade receivables	5,903,203	5,205,395
Revenue to be collected on behalf of MSE	32,078,968	25,759,569
Deposits	4,038,112	4,055,788
Interest receivables	19,272,651	17,482,059
Other receivables (1)	29,141,857	31,295,526
	90,434,791	83,798,337

(1) Includes grant receivables of $6,705,916 (2024/2025: $10,267,181) mainly for research-related costs.

Trade receivables are generally on 30 days (2024/2025: 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition. All trade receivables are denominated in Singapore Dollars.

<u>Expected credit loss provision</u>

Loss allowance for trade receivables has always been measured at an amount equal to lifetime expected credit losses ("ECL"). The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtors and an analysis of the debtors' current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

12. Trade and other receivables (cont'd)

Expected credit loss provision (cont'd)

As the Agency's historical credit loss experience show significantly different loss patterns for different customer segments (including normal and low risk type), the provision for loss allowance based on past due status is distinguished between the Agency's customer segment of different risk type.

The following tables detail the risk profile of trade receivables from contracts with customers based on the Agency's provision matrix.

	ECL rate	Gross carrying amount	Lifetime ECL	Total
	%	$	$	$
Individual customers:				
31 March 2026				
Current	0.00	1,194,373	–	1,194,373
1 to 30 days	0.13	242,055	(315)	241,740
31 to 60 days	1.70	105,413	(1,792)	103,621
61 to 90 days	10.98	49,871	(5,475)	44,396
91 to 150 days	40.13	80,822	(32,434)	48,388
> 150 days	85.55	830,408	(710,405)	120,003
Total		2,502,942	(750,421)	1,752,521
31 March 2025				
Current	0.00	1,211,080	–	1,211,080
1 to 30 days	0.11	250,522	(276)	250,246
31 to 60 days	1.31	125,457	(1,643)	123,814
61 to 90 days	8.27	72,112	(5,964)	66,148
91 to 150 days	30.15	81,828	(24,671)	57,157
> 150 days	77.51	745,604	(577,918)	167,686
Total		2,486,603	(610,472)	1,876,131
Corporate customers:				
31 March 2026				
Current	0.00	4,102,622	–	4,102,622
1 to 30 days	0.00	12,420	–	12,420
31 to 60 days	0.00	1,085	–	1,085
61 to 90 days	0.00	1,035	–	1,035
91 to 150 days	0.00	1,215	–	1,215
> 150 days	0.00	32,305	–	32,305
		4,150,682	–	4,150,682
31 March 2025				
Current	0.00	3,288,588	–	3,288,588
1 to 30 days	0.00	4,275	–	4,275
31 to 60 days	0.00	2,385	–	2,385
61 to 90 days	0.00	3,789	–	3,789
91 to 150 days	0.00	2,851	–	2,851
> 150 days	0.00	27,376	–	27,376
		3,329,264	–	3,329,264

12. Trade and other receivables (cont'd)

Expected credit loss provision (cont'd)

The table below shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in SB-FRS 109:

	At 31 March 2026 $	At 31 March 2025 $
Balance at beginning of financial year	610,472	578,581
Loss allowance recognised in income or expenditure:		
Charge for the financial year	295,751	185,824
Write-back	(31,569)	(12,045)
Receivables written off as uncollectible	(124,233)	(141,888)
Balance at end of financial year	750,421	610,472

The Agency has not made any allowance for ECL on deposits, interest receivables and other receivables as the Agency is of the view that these are recoverable.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance.

13. Grants received in advance

	At 31 March 2026 $	At 31 March 2025 $
Balance at beginning of financial year	117,107,449	72,194,033
Grants received during the year	1,536,063,417	1,750,674,907
Transfer to Payable to MSE	(31,462,871)	(7,188,972)
Transfer to deferred capital grants (Note 22)	(111,719)	–
Transfer to statement of comprehensive income (Note 9)	(1,573,372,901)	(1,698,572,519)
Balance at end of financial year	48,223,375	117,107,449

14. Financial assets at fair value through profit or loss

	At 31 March 2026	At 31 March 2025
	$	$
Held-for-trading financial assets at fair value		
- Quoted investment funds	392,791,254	376,005,003

The investment funds offer the Agency the opportunity for return through fair value gains. The funds have no fixed maturity or coupon rate.

The quoted investment funds are in a diversified portfolios of various asset classes managed by professional fund managers awarded by Accountant-General's Department ("AGD") under the Demand Aggregation Schemes.

15. Quoted debt securities at amortised cost

	At 31 March 2026	At 31 March 2025
	$	$
Quoted debt securities at amortised cost		
- Current	10,850,638	395,854,589
- Non-current	86,666,637	48,179,629
	97,517,275	444,034,218

The average effective interest rate of the quoted debt securities is 2.49% (2024/2025: 3.07%) per annum.

As at 31 March 2026, the quoted debt securities have an aggregate nominal value amounting to $97,500,000 (2024/2025: $446,500,000), with coupon rates ranging from 1.88% to 3.50% (2024/2025: 0% to 3.12%) per annum and average maturity of 5.6 years (2024/2025: 0.4 years).

The quoted debt securities are denominated in Singapore dollars.

The investments in debt securities are considered to have low credit risk as the main counterparties to these instruments are the Singapore Government, statutory boards of the Singapore Government and government-linked corporations. Accordingly, for the purpose of impairment assessment for these debts instruments, the loss allowance is measured at an amount equal to 12-month expected credit losses.

In determining the ECL, management has taken into account the historical default experience, the capacity of the issuers of these debt securities to meet their contractual cash flow obligations in the near term, and the economic and business conditions in the long term, as appropriate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance.

16. Property, plant and equipment

	Leasehold land	Building and building improvements	Furniture and fittings, office equipment	Computer hardware and software	Motor vehicles	Plant and machinery	Tugs and barges	Construction-in-progress	Total
	$	$	$	$	$	$	$	$	$
Cost									
At 1 April 2024	**92,817,949**	**20,089,556**	**10,229,153**	**140,429,656**	**5,008,731**	**152,015,952**	**28,274,403**	**466,915,681**	**915,781,081**
Additions	–	290,951	59,531	4,615,109	–	3,541,201	–	402,619,289	411,126,081
Disposals/write-offs	–	–	(72,649)	(10,391,010)	(1,973,336)	(5,518,756)	–	–	(17,955,751)
Transfers	–	–	–	2,909,304	–	–	–	(2,909,304)	–
At 31 March 2025	**92,817,949**	**20,380,507**	**10,216,035**	**137,563,059**	**3,035,395**	**150,038,397**	**28,274,403**	**866,625,666**	**1,308,951,411**
Additions	–	1,027,821	421,400	5,328,929	76,166	6,995,490	–	498,956,396	512,806,202
Disposals/write-offs	–	–	(995,775)	(2,714,942)	(488,156)	(3,371,380)	–	(770,497)	(8,340,750)
Transfers	–	–	280,000	2,705,353	–	1,285,804	–	(4,271,157)	–
At 31 March 2026	**92,817,949**	**21,408,328**	**9,921,660**	**142,882,399**	**2,623,405**	**154,948,311**	**28,274,403**	**1,360,540,408**	**1,813,416,863**
Accumulated depreciation									
At 1 April 2024	**5,346,527**	**16,856,774**	**9,068,270**	**128,176,954**	**3,540,858**	**113,620,360**	**28,274,403**	**–**	**304,884,146**
Depreciation	970,803	301,069	590,226	11,551,488	341,794	7,655,596	–	–	21,410,976
Disposals/write-offs	–	–	(72,649)	(10,381,514)	(1,951,320)	(5,497,814)	–	–	(17,903,297)
At 31 March 2025	**6,317,330**	**17,157,843**	**9,585,847**	**129,346,928**	**1,931,332**	**115,778,142**	**28,274,403**	–	**308,391,825**
Depreciation	970,802	557,631	432,261	7,703,710	253,940	7,941,548	–	–	17,859,892
Disposals/write-offs	–	–	(995,775)	(2,712,209)	(470,649)	(3,323,198)	–	–	(7,501,831)
At 31 March 2026	**7,288,132**	**17,715,474**	**9,022,333**	**134,338,429**	**1,714,623**	**120,396,492**	**28,274,403**	–	**318,749,886**
Net book value									
At 31 March 2025	**86,500,619**	**3,222,664**	**630,188**	**8,216,131**	**1,104,063**	**34,260,255**	–	**866,625,666**	**1,000,559,586**
At 31 March 2026	**85,529,817**	**3,692,854**	**899,327**	**8,543,970**	**908,782**	**34,551,819**	**–**	**1,360,540,408**	**1,494,666,977**

16. Property, plant and equipment (cont'd)

The movement in net borrowing costs capitalised under construction-in-progress during the financial year was as follows:

	At 31 March 2026 $	At 31 March 2025 $
At beginning of financial year	16,973,000	16,973,000
Borrowing costs	38,344,999	38,344,999
Less: investment income	(27,282,783)	(38,344,999)
At end of financial year	28,035,216	16,973,000

17. Right-of-use assets

	Leasehold land $	Building and building improvements $	Computer hardware and software $	Equipment $	Vehicles $	Total $
Cost						
At 1 April 2024	**15,270,523**	**58,280,997**	**90,052**	**–**	**–**	**73,641,572**
Additions	10,393	51,309,565	54,770	31,459	–	51,406,187
Disposals	(10,636)	(42,746,708)	–	–	–	(42,757,344)
At 31 March 2025	**15,270,280**	**66,843,854**	**144,822**	**31,459**	**–**	**82,290,415**
Additions	7,305,729	10,232,925	2,122,199	1,609,691	247,612	21,518,156
Disposals	–	(6,435,983)	(57,369)	–	–	(6,493,352)
At 31 March 2026	**22,576,009**	**70,640,796**	**2,209,652**	**1,641,150**	**247,612**	**97,315,219**

17. Right-of-use assets (cont'd)

	Leasehold land $	Building and building improvements $	Computer hardware and software $	Equipment $	Vehicles $	Total $
Accumulated depreciation						
At 1 April 2024	**562,193**	**45,208,254**	**33,695**	**–**	**–**	**45,804,142**
Depreciation	516,741	21,785,731	35,625	8,739	–	22,346,836
Disposals	(10,636)	(42,746,708)	–	–	–	(42,757,344)
At 31 March 2025	**1,068,298**	**24,247,277**	**69,320**	**8,739**	**–**	**25,393,634**
Depreciation	589,728	23,329,067	271,467	568,855	24,820	24,783,937
Disposals	–	(6,435,983)	(57,369)	–	–	(6,493,352)
At 31 March 2026	**1,658,026**	**41,140,361**	**283,418**	**577,594**	**24,820**	**43,684,219**
Net book value						
At 31 March 2025	**14,201,982**	**42,596,577**	**75,502**	**22,720**	**–**	**56,896,781**
At 31 March 2026	**20,917,983**	**29,500,435**	**1,926,234**	**1,063,556**	**222,792**	**53,631,000**

18. Trade and other payables

	At 31 March 2026 $	At 31 March 2025 $
Trade payables	44,490,224	62,128,339
Accruals	189,513,627	190,416,344
Accruals for property, plant and equipment	65,085,718	34,912,698
Deposits received	24,045,676	24,371,893
Advance payments received	2,660,169	1,366,644
Lease liabilities (Note 24)	31,497,392	41,140,866
Other payables	25,350,836	19,997,032
	382,643,642	374,333,816
Current	327,572,098	327,495,788
Non-current	55,071,544	46,838,028
	382,643,642	374,333,816

Trade payables are non-interest bearing. Trade payables are usually settled on 30 days (2024/2025: 30 days) term and are denominated in Singapore Dollars.

19. Payable to the Ministry of Sustainability and the Environment ("MSE")

	At 31 March 2026 $	At 31 March 2025 $
Unutilised grants to be returned to MSE	31,462,871	13,379,685
Payable to MSE for revenue collected on behalf	72,743,665	27,178,098
Other receivable from MSE	(239,736)	(7,210,024)
	103,966,800	33,347,759

For the financial year ended 31 March 2026, the Agency collected total Government revenue on behalf of MSE amounting to $472,411,793 (2024/2025: $507,647,707).

The amounts payable to MSE are unsecured, interest-free and expected to be repaid within the next twelve months.

20. Provision for pensions and death gratuities

	At 31 March 2026 $	At 31 March 2025 $
Obligation for:		
Pensions	7,284,900	7,465,708
Amount payable within one year	388,777	377,396
Amount payable after one year	6,896,123	7,088,312
	7,284,900	7,465,708
Statement of comprehensive income		
Pensions	275,363	209,493
Death gratuities	–	83
	275,363	209,576

The amounts recognised as expenditure were as follows:

	Note	2025/2026 $	2024/2025 $
<u>Pensions</u>			
Interest cost		196,479	136,444
<u>Death gratuities</u>			
Current service cost		–	60
Interest cost		–	23
		–	83
Total provision for the financial year - net		196,479	136,527
Pension charged directly to income or expenditure		78,884	73,049
Total included in staff costs	5	275,363	209,576

20. Provision for pensions and death gratuities (cont'd)

The amounts recognised in other comprehensive income were as follows:

	2025/2026 $	2024/2025 $
Actuarial loss arising from changes in mortality assumptions used in determining the Agency's pensions and death gratuity obligations and due to scheme experience	–	2,815,306
Actuarial gain arising from changes in mortality and financial assumptions used in determining the Agency's pensions and death gratuity obligations	–	(889,800)
Net re-measurement loss on defined benefit plans, recognised in other comprehensive income	–	1,925,506

The movement in liability recognised in the statement of financial position was as follows:

	At 31 March 2026 $	At 31 March 2025 $
Balance at beginning of financial year	7,465,708	6,064,178
Provision for the financial year – net	196,479	136,527
Net re-measurement loss on defined benefit plans	–	1,925,506
Less: Amount paid during the financial year	(377,287)	(660,503)
Balance at end of financial year	7,284,900	7,465,708

The Agency and the Singapore Government jointly finance the payment of gratuity, pension or allowance to pensionable officers at their retirement. The split of pension costs is determined based on the accumulated pensionable emoluments earned by the pensionable employee while in the government services as compared with the service with the Agency up to his retirement.

The proportion of pension benefits payable to pensionable officers prior to the establishment of the Agency on 1 July 2002, which is to be borne by the Government, is excluded from the amount stated above.

20. Provision for pensions and death gratuities (cont'd)

The cost of defined benefit pension plans and other post-employment medical benefits as well as the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining pension and death gratuity benefit obligations for the defined benefit plans are shown below:

(i) All pensionable officers will retire at the age of 63 (2024/2025: 63).

(ii) Pensionable officers are entitled to select one of the following state-managed pension schemes upon retirement:

(1) Annual pension payments;

(2) Reduced pension together with gratuity payment upon retirement; or

(3) Lump sum gratuity payment upon retirement.

Accrual for defined benefit pension obligations is made assuming that scheme (3) will be selected by these employees upon retirement based on the Agency's historical experience, and represents the present value of defined benefit pension obligations.

(iii) The rate used to discount pensions obligations is 2.70% for Pensioners (2024/2025: 2.70% for Pensioners) per annum.

(iv) Assumptions regarding future mortality are based on published statistics and mortality tables.

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligations as at the end of the reporting period, assuming if all other assumptions were held constant:

		At 31 March 2026		**At 31 March 2025**	
		Provision for pensions	**Provision for death gratuities**	**Provision for pensions**	**Provision for death gratuities**
		$	$	$	$
Discount rate	**+25 basis points**	7,092,987	–	7,261,626	–
	-25 basis points	7,484,961	–	7,678,739	–

21. Bond borrowings

	At 31 March 2026 $	At 31 March 2025 $
Principal	1,650,000,000	1,650,000,000
Unamortised transaction costs	(2,121,547)	(2,232,313)
	1,647,878,453	1,647,767,687
Interest payable	1,785,932	1,785,932
	1,649,664,385	1,649,553,619
Current	1,785,932	1,785,932
Non-current	1,647,878,453	1,647,767,687
	1,649,664,385	1,649,553,619

Bond borrowings comprise bonds issued under the Agency's $3 billion Multicurrency Medium Term Note ("MTN") Programme to finance the construction of Tuas Nexus Integrated Waste Management Facility. The related borrowing costs are capitalised as property, plant and equipment under construction-in-progress (Note 16).

The bonds issued to-date are as follows:

Series	Principal ($'million)	Coupon rate (% per annum)	Tenure (years)	Issue date	Maturity date
001	350	1.67	10	15 September 2021	15 September 2031
002	1,300	2.50	30	15 September 2021	15 September 2051

The bond borrowings are denominated solely in Singapore Dollars.

A reconciliation of bond borrowings arising from financing activities for the respective financial years was as follows:

	At 31 March 2026 $	At 31 March 2025 $
At the beginning of financial year	1,649,553,619	1,649,442,853
Cash flows:		
Payment of interest	(38,344,999)	(38,344,999)
Non-cash changes:		
Amortisation of transaction costs	110,766	110,766
Accrued interest payable	38,344,999	38,344,999
At the end of financial year	1,649,664,385	1,649,553,619

22. Deferred capital grants

	Note	At 31 March 2026 $	At 31 March 2025 $
Balance at beginning of financial year		14,436,108	14,960,892
Transfer from grants received in advance (Note 13)		111,719	–
Less: Amortisation of deferred capital grants in income or expenditure	9	(533,939)	(524,784)
Balance at end of financial year		14,013,888	14,436,108

23. Share capital

	At 31 March 2026	At 31 March 2025	At 31 March 2026	At 31 March 2025
	Number of ordinary shares		$	$
Issued and paid up:				
At the beginning of the year	721,614,030	719,912,326	721,614,030	719,912,326
Capital injections	934,661,996	1,701,704	934,661,996	1,701,704
	1,656,276,026	721,614,030	1,656,276,026	721,614,030

The Agency's share capital comprises fully paid up ordinary shares which have no par value. These are held by the Ministry of Finance ("MOF").

24. Leases

Agency as a lessee

The Agency has lease contracts for leasehold land, building and building improvements, computer hardware & software, equipment and motor vehicles. The Agency's obligations under these leases are secured by the lessor's title to the leased assets.

The Agency also has certain leases for land, building, and computer hardware with lease terms of 12 months or less and leases with low value. The Agency applies the "short-term lease" and "lease of low-value assets" recognition exemptions for these leases.

(a) **Right-of-use assets**

The carrying amounts of right-of-use assets and movement during the financial year are disclosed in Note 17.

24. Leases (cont'd)

(b) Lease liabilities

A reconciliation of lease liabilities arising from financing activities is as follows:

		Cash flows:		Non-cash changes:				
	1 April	Principal paid	Interest paid	Additions	Accretion of interest	Lease modifications	Reclassifications	31 March
	$	$	$	$	$	$	$	$
Lease liabilities								
31 March 2026								
- Current	3,896,766	(20,600,581)	(1,224,812)	10,742,400	1,225,238	214,281	10,461,416	4,714,708
- Non-current	37,244,100	–	–	–	–	–	(10,461,416)	26,782,684
	41,140,866	(20,600,581)	(1,224,812)	10,742,400	1,225,238	214,281	–	31,497,392
31 March 2025								
- Current	2,037,929	(18,773,633)	(1,404,895)	45,855,030	1,404,895	(2,103)	(25,220,457)	3,896,766
- Non-current	12,023,643	–	–	–	–	–	25,220,457	37,244,100
	14,061,572	(18,773,633)	(1,404,895)	45,855,030	1,404,895	(2,103)	–	41,140,866

The maturity analysis of lease liabilities (included under trade and other payables) is disclosed in Note 26.

24. Leases (cont'd)

Agency as a lessee (cont'd)

(c) Amounts recognised in income or expenditure

	2025/2026 $	2024/2025 $
Interest expense on lease liabilities (Note 7)	1,225,238	1,404,895
Depreciation of right-of-use assets (Note 17)	24,783,937	22,346,836
Lease expense not capitalised:		
- Expenditure relating to short-term leases	1,563,139	249,790
- Expenditure relating to leases of low-value assets	3,191,247	780,950
Total amount recognised in income or expenditure	30,763,561	24,782,471

(d) Total cash outflows for leases

The Agency had total cash outflows for leases of $26,579,779 (2024/2025: $21,209,268) during the financial year.

Agency as an intermediate lessor

The Agency has entered into a sublease for one of its leases. The lease term of the sublease constitutes a major part of tenure of the head lease and accordingly, this sublease is classified as a finance lease. The net investment in the sublease is recognised as lease receivables.

	At 31 March 2026 $	At 31 March 2025 $
Balance at beginning of financial year	3,893,209	4,133,257
Lease modification	214,281	–
Accretion of interest	97,746	123,532
Receipts	(373,910)	(363,580)
Balance at end of financial year	3,831,326	3,893,209
Current	274,248	247,524
Non-current	3,557,078	3,645,685
At 31 March	3,831,326	3,893,209

The Agency recognised interest income on lease receivables of $97,746 (2024/2025: $123,532) and had total cash inflow for finance lease receivables of $373,910 (2024/2025: $363,580) during the financial year.

25. Commitments

(a) ***Capital commitments***

Capital expenditure contracted for at the reporting date but not recognised as liabilities in the financial statements were as follows:

	At 31 March 2026 $	At 31 March 2025 $
Property, plant and equipment	969,580,866	1,277,538,481

(b) ***Incineration service commitments***

The Agency has three incineration services agreements, for terms of between 15 to 25 years. In accordance with the agreements, the Agency pays monthly incineration service fees for the incineration and related maintenance services based on the services received. The incineration service fees incurred for the financial year is disclosed in Note 3.

(c) ***Other commitments***

Under the Whole Of Government ("WOG") ICT infrastructure, agencies are required to lease computer equipment and subscribe to a list of WOG ICT Infrastructure services under specific bulk tenders. The Agency pays monthly fees for WOG ICT Infrastructure services. For the financial year ended 31 March 2026, $25,687,743 (2024/2025: $20,307,179) was recognised in the statement of comprehensive income for expenditure incurred under WOG. The other commitments at reporting date are as follows:

	At 31 March 2026 $	At 31 March 2025 $
Not later than one year	6,544,825	3,710,535
Between one and five years	1,873,171	1,445,415
	8,417,996	5,155,950

26. Financial risk management

The Agency, in its normal course of operations, is exposed to a variety of financial risks: credit risk, liquidity risk, interest rate risk and price risk.

(a) ***Credit risk***

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Agency. The major classes of financial assets of the Agency are cash and cash equivalents, trade and other receivables, quoted debt securities at amortised cost and financial assets at fair value through profit or loss. The Agency limits its credit risk exposure in respect of investments by placing its funds only in the Singapore Government, statutory board and high quality government-linked corporations bonds or with professional fund managers awarded by AGD under the Demand Aggregation Schemes.

Bank deposits are placed in banks and financial institutions which are regulated. The cash with AGD are placed with regulated financial institutions.

The Agency monitors the receivables from customers closely on an on-going basis and has policies in place to ensure the customers maintain sufficient deposits with them. The Agency is not exposed to credit risk for revenue to be collected on behalf of MSE.

Despite the above, the Agency assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Agency regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Agency considers that default has occurred when a financial asset is more than 150 days past due unless the Agency has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

The Agency considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables are generally not recoverable if they meet either of the following criteria:

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Agency, in full (without taking into account any collaterals held by the Agency).

26. Financial risk management (cont'd)

(a) *Credit risk (cont'd)*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

(i) Significant financial difficulty of the borrower;

(ii) A breach of contract, such as a default or past due event;

(iii) The Agency, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the Agency would not otherwise consider;

(iv) It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or

(v) The disappearance of an active market for that financial asset because of financial difficulties.

The Agency's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses (ECL)
Performing	The counterparty has a low risk of default and does not have any past- due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is >150 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Agency has no realistic prospect of recovery.	Amount is written off

26. Financial risk management (cont'd)

(a) *Credit risk (cont'd)*

The table below details the credit quality of the Agency's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount $	Loss allowance $	Net carrying amount $
At 31 March 2026						
Trade receivables	12	(i)	Lifetime ECL (simplified approach)	6,653,624	(750,421)	5,903,203
Other receivables (excluding revenue to be collected on behalf of MSE)	12	Performing	12-month ECL	52,452,620	–	52,452,620
Quoted debt securities at amortised cost	15	Performing	12-month ECL	97,517,275	–	97,517,275
					(750,421)	
At 31 March 2025						
Trade receivables	12	(i)	Lifetime ECL (simplified approach)	5,815,867	(610,472)	5,205,395
Other receivables (excluding revenue to be collected on behalf of MSE)	12	Performing	12-month ECL	52,833,373	–	52,833,373
Quoted debt securities at amortised cost	15	Performing	12-month ECL	444,034,218	–	444,034,218
					(610,472)	

(i) The Agency determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience derived from the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

The Agency has adopted procedures in extending credit terms to customers and in monitoring its credit risk. The Agency only grants credit to creditworthy counterparties.

Cash is held with creditworthy institutions and is subject to immaterial credit loss.

The Agency's credit exposure is concentrated mainly in Singapore. It has no significant concentration of credit risk with any single customer or group of customers.

26. Financial risk management (cont'd)

(b) *Liquidity risk*

Liquidity risk arises from the general funding of the Agency's operating activities. It includes the risk of not being able to fund operating activities at settlement dates and liquidate position in a timely manner. The Agency obtains its funding requirements from the Government through operating grants. The Agency also manages its liquidity risk by placing primarily its funds in deposits with AGD depending on its immediate cash requirements.

The table below analyses the maturity profile of the Agency's financial assets and liabilities based on contractual undiscounted repayment obligations.

	Less than 1 year $	**Between 1 and 5 years** $	**More than 5 years** $
At 31 March 2026			
Financial assets:			
Financial assets at fair value through profit or loss	392,791,254	–	–
Quoted debt securities at amortised cost	13,324,531	39,637,738	58,725,650
Cash and cash equivalents	2,620,806,042	–	–
Trade and other receivables	90,434,791	–	–
Lease receivables	373,910	1,495,639	2,617,369
Total undiscounted financial assets	3,117,730,528	41,133,377	61,343,019
Financial liabilities:			
Trade and other payables	325,688,313	11,001,949	2,349,586
Payable to MSE	72,503,929	–	–
Bond borrowings	38,345,000	153,380,000	2,319,172,500
Total undiscounted financial liabilities	436,537,242	164,381,949	2,321,522,086
Total net undiscounted financial assets/(liabilities)	2,681,193,286	(123,248,572)	(2,260,179,067)

26. Financial risk management (cont'd)

(b) ***Liquidity risk (cont'd)***

	Less than 1 year $	Between 1 and 5 years $	More than 5 years $
At 31 March 2025			
Financial assets:			
Financial assets at fair value through profit or loss	376,005,003	–	–
Quoted debt securities at amortised cost	400,534,158	46,984,319	4,112,800
Cash and cash equivalents	1,720,589,150	–	–
Trade and other receivables	83,798,337	–	–
Lease receivables	363,581	1,454,323	2,908,646
Total undiscounted financial assets	2,581,290,229	48,438,642	7,021,446
Financial liabilities:			
Trade and other payables	315,829,552	22,328,343	2,545,066
Payable to MSE	19,968,074	–	–
Bond borrowings	38,345,000	153,380,000	2,357,517,500
Total undiscounted financial liabilities	374,142,626	175,708,343	2,360,062,566
Total net undiscounted financial assets/(liabilities)	2,207,147,603	(127,269,701)	(2,353,041,120)

(c) ***Interest rate risk***

Interest rate risk is the risk that the fair value or future cash flows of the Agency's financial instruments will fluctuate because of changes in market interest rates.

The Agency's exposure to interest rates relate mainly to the cash placed with reputable banks and financial institutions and deposits held with AGD. The interest rates for cash with AGD are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements.

The Agency's borrowings are limited to fixed rate bonds and accordingly, the Agency is not exposed to fluctuations in interest rates.

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable changes in interest rates to have a material impact on the Agency's income.

26. Financial risk management (cont'd)

(d) *Price risk*

Market price risk is the risk that the fair value or future cash flows of the Agency's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Agency's exposure to changes in market prices relates primarily to unit trusts managed by professional fund managers awarded by AGD under the Demand Aggregation Schemes.

The Agency's objective is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. It is the Agency's policy to achieve an appropriate diversification in its investment portfolio in order to mitigate such risk.

At the reporting date, if market prices for the unit trusts investments had increased by 10%, assuming all other variables remain constant, the Agency's surplus (2024/2025: surplus) for the year would increase by approximately $39,279,125 (2024/2025: increase by approximately $37,600,500). A decrease in 10% of the prices would have an equal but opposite effect.

27. Fair value of assets and liabilities

(a) *Fair value hierarchy*

The Agency classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy have the following levels:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Agency can access at the measurement date,
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices), and
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(b) *Assets that are measured at fair value on recurring basis*

Some of the Agency's financial assets are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation techniques(s) and inputs used).

Financial assets	Fair value as at 31 March 2026	Fair value as at 31 March 2025	Fair value hierarchy	Valuation technique and key input
	$	$		
Quoted investment funds	392,791,254	376,005,003	Level 2	Fair value is based on valuation provided by professional fund managers

27. Fair value of assets and liabilities (cont'd)

(c) ***Assets and liabilities not carried at fair value but for which fair value is disclosed***

The following table shows an analysis of the Agency's assets and liabilities not measured at fair value but for which fair value is disclosed:

	Quoted prices in active markets for identical instruments (Level 1) $	Significant observable inputs other than quoted prices (Level 2) $	Significant un-observable inputs (Level 3) $	Total $	Carrying amount $
At 31 March 2026					
Quoted debt securities at amortised cost	–	97,671,100	–	97,671,100	97,517,275
Bond borrowings	–	1,522,158,500	–	1,522,158,500	1,649,664,385
At 31 March 2025					
Quoted debt securities at amortised cost	–	446,231,280	–	446,231,280	444,034,218
Bond borrowings	–	1,488,929,000	–	1,488,929,000	1,649,553,619

(d) ***Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value***

These are cash and cash equivalents, trade and other receivables, trade and other payables and payable to the Ministry of Sustainability and the Environment.

The carrying amounts approximate fair values due to the relatively short-term maturity of these instruments.

(e) ***Classification of financial assets and financial liabilities***

The carrying amounts of the Agency's financial instruments in each of the following categories were as follows:

	At 31 March 2026 $	At 31 March 2025 $
Financial assets at fair value through profit or loss	392,791,254	376,005,003
Financial assets at amortised cost:		
Cash and cash equivalents	2,620,806,042	1,720,589,150
Trade and other receivables	90,434,791	83,798,337
Lease receivables	3,831,326	3,893,209
Quoted debt securities	97,517,275	444,034,218
	2,812,589,434	2,252,314,914

27. Fair value of assets and liabilities (cont'd)

(e) *Classification of financial assets and financial liabilities (cont'd)*

	At 31 March 2026 $	At 31 March 2025 $
Financial liabilities at amortised cost:		
Trade and other payables	336,535,104	337,288,075
Payable to the Ministry of Sustainability and the Environment	72,503,929	19,968,074
Bond borrowings	1,649,664,385	1,649,553,619
	2,058,703,418	2,006,809,768

28. Related party transactions

(a) *Sale of goods and services*

In addition to the related party information disclosed elsewhere in the financial statements, the following are significant transactions between the Agency and related parties:

	2025/2026 $	2024/2025 $
Meteorological services rendered to Ministries, Organs of State and other Statutory Boards	24,377,381	23,531,661

(b) *Compensation of key management personnel*

	2025/2026 $	2024/2025 $
Salaries and other short-term employee benefits	3,647,154	3,367,959
Employer's contribution to Central Provident Fund	90,684	103,164
Post-employment benefits-contribution to pension	64,375	67,238
	3,802,213	3,538,361

Included in the above are Board members' fees amounting to $258,750 (2024/2025: $281,250).

29. Dividends

On 19 March 2026, first and final dividend for FY2024/2025 of S$28,630,000 equivalent to $0.02 per share was paid to the Government.

On 25 February 2025, first and final dividend for FY2023/2024 of S$26,347,000 equivalent to $0.04 per share was paid to the Government.

30. Authorisation of financial statements

The financial statements of the Agency for the year ended 31 March 2026 were authorised for issue by the Board members of the Agency on 31 July 2026.

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Safeguard • Nurture • Cherish

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