Health Promotion Board Annual Report 2025/2026
S.134 of 2026
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03 August 2026

Health Promotion Board

Rooted in Health. Growing Each Day

Annual Report 2025/2026

Rooted in Health. Growing Each Day

Since our establishment in 2001, the Health Promotion Board (HPB) has helped Singaporeans build healthier lives from the ground up. As the national agency for health promotion and disease prevention, we empower individuals at every life stage through our programmes in schools, workplaces and communities.

From nutrition and physical activity to mental well-being, health screening and healthy ageing, HPB creates the conditions for healthier choices to take root. By shaping supportive environments and cultivating strong partnerships, HPB builds the strong foundations from which lasting healthy habits can grow – grounding individuals, families and communities in health, each and every day.

VISION

A nation of healthy people

MISSION

Empowering individuals to take ownership of their health through:

- Being a centre of excellence for health promotion, disease prevention and patient education
- Establishing, engaging and supporting local and international partnerships
- Being a people-centred organisation that inspires and enables our employees to realise their full potential

OUR VALUES

We live our core values as One HPB

- **Excellence**
  Do our best; keep getting better
- **People-centricity**
  Care for people; inspire healthy living
- **Innovation**
  Dare to try; learn quickly
- **Collaboration**
  Work in partnership; achieve broader goals

Contents

Chairman and CEO's Message

Good health is built over time through everyday choices, supportive environments and sustained commitment. This year's annual report theme, "Rooted in Health. Growing Each Day", reflects that belief. When individuals take small steps consistently, supported by accessible healthier options, healthy habits can take root and strengthen day by day.

CREATING FERTILE GROUND

In FY2025, the Health Promotion Board (HPB) focused on building the conditions that help healthier living take root, by strengthening systems, partnerships and programmes that support Singaporeans across nutrition, physical activity, mental well-being, health screening and nicotine cessation. Our aim is simple but enduring: to make healthy habits easier to start, easier to continue, and more sustainable over time.

We further shaped environments so that healthier food choices become the easier, more natural option. In April 2025, we announced the extension of Nutri-Grade measures to salt, sauces, seasonings, instant noodles and cooking oil by mid-2027. This is an important step in addressing risks from excessive sodium and saturated fat. Alongside this, we updated the Healthier Choice Symbol guidelines to better support healthier decisions at the point of purchase. We expanded healthier dining and ingredient initiatives, making healthier living more accessible and appealing to Singaporeans.

HELPING HEALTHY HABITS TAKE ROOT

HPB also continued to make healthy habits fit more naturally into the rhythms of daily life. In support of Healthier SG, we enhanced the Healthy 365 app to help residents find and join community-based physical activity programmes more easily. We introduced partner programme listings, streamlined the booking experience and enabled walk-ins for lower-intensity activities, helping residents move more smoothly from advice to action. Small barriers can hinder momentum, and these refinements can help healthy routines take root and grow.

We strengthened our efforts to support healthy ageing among seniors. Our Age Strong programme encouraged older adults to build healthy habits through simple daily tasks on the Healthy 365 app, while "Live Well, Age Well" programmes at Active Ageing Centres created more opportunities for seniors to stay physically, mentally and socially active. We also trained senior volunteers to lead and support community-based activities, recognising that healthy ageing is best nurtured through connection with others.

NURTURING FROM THE START

For children and families, FY2025 saw the expansion of Grow Well SG, an important national effort to build healthy habits early in life. In 2025, we provided about 114,000 students with personalised guidance through the Health Plan, while supporting parents and caregivers through practical resources such as the Child Profile feature on Healthy 365 and Screen Use Buddy. We also equipped schools with toolkits to reinforce healthy behaviours in daily routines. By helping children eat well, sleep well, exercise well, learn well and bond well, we are helping healthy habits take root early, setting the foundation for stronger health across the life course.

> *" A healthier nation is built not through single interventions, but through many consistent efforts that, over time, shape norms, environments and behaviours. "*

CULTIVATING HEALTH THROUGH TECHNOLOGY

We continued to leverage technology as a key enabler. The Healthy 365 app remains HPB's primary digital companion for health, supporting over 897,900 monthly active users. Using data and artificial intelligence, the platform now delivers more personalised recommendations, tasks and nudges to help users make progress step by step. The Health and Wellness Series further engage citizens across a spectrum of activities based on their motivations for health, strengthening the platform's role in helping Singaporeans build routines that can be sustained and strengthened each day.

GROWING TOGETHER

None of this work is achieved by HPB alone. We continue to work with partner organisations across government, healthcare, workplaces, schools and communities to advance preventive health. This is reflected in the contributions of our Health Ambassadors, community and industry partners, and healthcare collaborators, all of whom help to bring health promotion into neighbourhoods, workplaces and everyday touchpoints, so healthier living can grow across Singapore.

It is also reflected in Singapore's growing role on the international stage. In September 2025, we hosted the 22nd International Network of Health Promotion Foundations Annual Meeting and Symposium in Singapore, bringing together health promotion leaders from over 20 jurisdictions to explore bold, strategic solutions for healthier living. Such milestones affirm that our efforts locally can contribute to wider progress in global health promotion.

HARVESTING WHAT WE PLANT

Prevention is long-term work. We may not always see immediate results, but we can create lasting impact. A healthier nation is built not through single interventions, but through many consistent efforts that, over time, shape norms, environments and behaviours.

As HPB looks ahead, we will stay focused on the long-term work of prevention, by strengthening the systems and environments that help healthier living become more rooted in everyday life. With the support of our partners and the active participation of Singaporeans, we can sustain progress as healthy habits grow each day and translate today's small actions into lasting benefits for years and generations to come.

Mr Wong Kim Yin
Chairman
Health Promotion Board

Mr Tay Choon Hong
Chief Executive Officer
Health Promotion Board

Board of Directors

Mr Wong Kim Yin

Chairman
Health Promotion Board

Group Chief Executive Officer
Sembcorp Industries Ltd

Prof Fatimah Lateef

Senior Consultant Emergency Physician, Director of Quality and Patient Safety
Department of Emergency Medicine
Singapore General Hospital

Clinical Professor in Emergency Medicine
Duke-NUS Medical School,
Yong Loo Lin School of Medicine and
Lee Kong Chian School of Medicine,
Nanyang Technological University

Director
Research, Emergency Medicine
Academic Clinical Programme

Programme Director
Academic Development Department,
Duke-NUS

Faculty
Duke-NUS Global Health Medicine Institute

Co-Director
SingHealth Duke-NUS Institute of
Medical Simulation (SIMS)

Prof Chua Hong Choon

Chief Executive Officer
Khoo Teck Puat Hospital and
Yishun Community Hospital
(term ended 31 March 2026)

Mr TK Udairam

Advisor
MOH Holdings Pte Ltd
(term ended 31 March 2026)

Mr Gerard Toh Wen-Wei

Partner, Audit
KPMG LLP (Singapore)

Prof Teo Yik Ying

Vice President (Global Health) and Dean of Saw Swee Hock School of Public Health
National University of Singapore

Dr Ayesha Khanna

Chief Executive Officer
ADDO AI

Ms Catherine Lee

Founder and Chief Executive Officer
Levain Consulting Pte Ltd
(with effect from 1 May 2025)

Mr Alan Goh

Chief Executive Officer
Sport Singapore

Ms Tang Zhi Hui

Senior Director, Industry
Ministry of Trade and Industry

Mr Tony Low Teck Eng

Zonal Director, Schools (East)
Schools Division
Ministry of Education
(term ended 30 November 2025)

Mr Poh Chun Leck

Director, School Operations Policy
Schools Division
Ministry of Education
(with effect from 1 January 2026)

HPB Leadership

Mr Tay Choon Hong
Chief Executive Officer

Mr Koh Peng Keng
Deputy Chief Executive Officer

Dr Annie Ling
Group Director
Policy, Research and Surveillance

Ms Jill Wong
Group Director (Designate)
Policy, Research and Surveillance
(with effect from 1 February 2026)

Director (Covering)
Strategic Planning and Collaborations Division
(with effect from 16 March 2026)

Ms Joanna Chan
Group Director
Programmes

Mr Simon Lim
Group Director
Outreach

Dr Chew Ling
Group Director
Youth Preventive Service

Dr Eu Oy Chu
Director
Youth Preventive Dental Service

Dr Premila Hirubalan
Acting Director
Youth Preventive Health Service
(with effect from 17 April 2025)

** Dr Chong Si Jack was Director for Youth Preventive Health Service till 16 April 2025.*

Ms Choo Lin
Director
Planning, Youth Preventive Service
(with effect from 1 July 2025)

Ms Ann Low
Director
Healthy Food Dining and Programme Business Analysis Division
(till 30 June 2025)

Director
Child and Youth Programme and Partnership Division
(with effect from 1 July 2025)

** Ms Vasuki Utravathy was Director for School Health and Outreach Division till 30 June 2025.*

Ms Lee Eer Ling
Director
Healthy Food Dining and Programme Business Analysis Division
(with effect from 1 July 2025)

Ms Audrey Tong
Director
Integrated Solutions and Programme Planning Office Division

Ms Alice Ong
Director
Preventive Health Programmes and Rewards Division

Ms Rachel Ngo
Director
Physical Activity and Healthy Ageing Programmes Division

Ms Vivian Sim
Director
Health Screening and Management Division
(till 30 June 2025)

Director
Planning, Performance and Screening Division
(with effect from 1 July 2025)

Mr Bryan Quek
Director
Regional Health and Community Outreach Division
(till 30 June 2025)

Director
Integrated Outreach (Central) Division
(with effect from 1 July 2025)

Mr Loh Chin Hui
Director
Workplace Health and Outreach Division
(till 30 June 2025)

Director
Integrated Outreach (West) Division
(with effect from 1 July 2025)

Ms Kris Ong
Director
Integrated Outreach (East) Division
(with effect from 1 July 2025)

Ms Chung Mui Ken
Chief Information Officer
Chief Information Officer's Office
(till 30 September 2025)

Director
IT Operations, Chief Information Officer's Office
(with effect from 1 October 2025)

Mr Matthew Liaw
Chief Information Officer (Designate)
Chief Information Officer's Office
(with effect from 14 August 2025)

Chief Information Officer
Chief Information Officer's Office
(with effect from 1 October 2025)

Ms Nicole Lim
Chief Data Officer
Chief Data Officer's Office

Dr Terence Ng
Director
Innovation Office Division

Director
Policy and Strategy Development Division

Dr Karen Cheong
Director
Research, Evaluation and Monitoring Division

Mr Tan Wearn Haw
Director
Strategic Planning and Collaborations Division
(till 15 Mar 2026)

Ms Marissa Wong
Director
Corporate Communications Division

Ms Dawn Lee
Director
Corporate Marketing Division

Mr Yeo Khan Tze
Acting Director
Corporate and Industry Partnerships Division
(with effect from 1 September 2025)

** Mr Foo Wei Young was Director for Corporate and Industry Partnerships Division till 31 August 2025.*

Ms Angeline Foo
Director
Risk Management, Operational Excellence and Compliance Division

Director
Internal Audit

Ms Lek Yin Yin
Director
Human Resources and Organisation Development Division

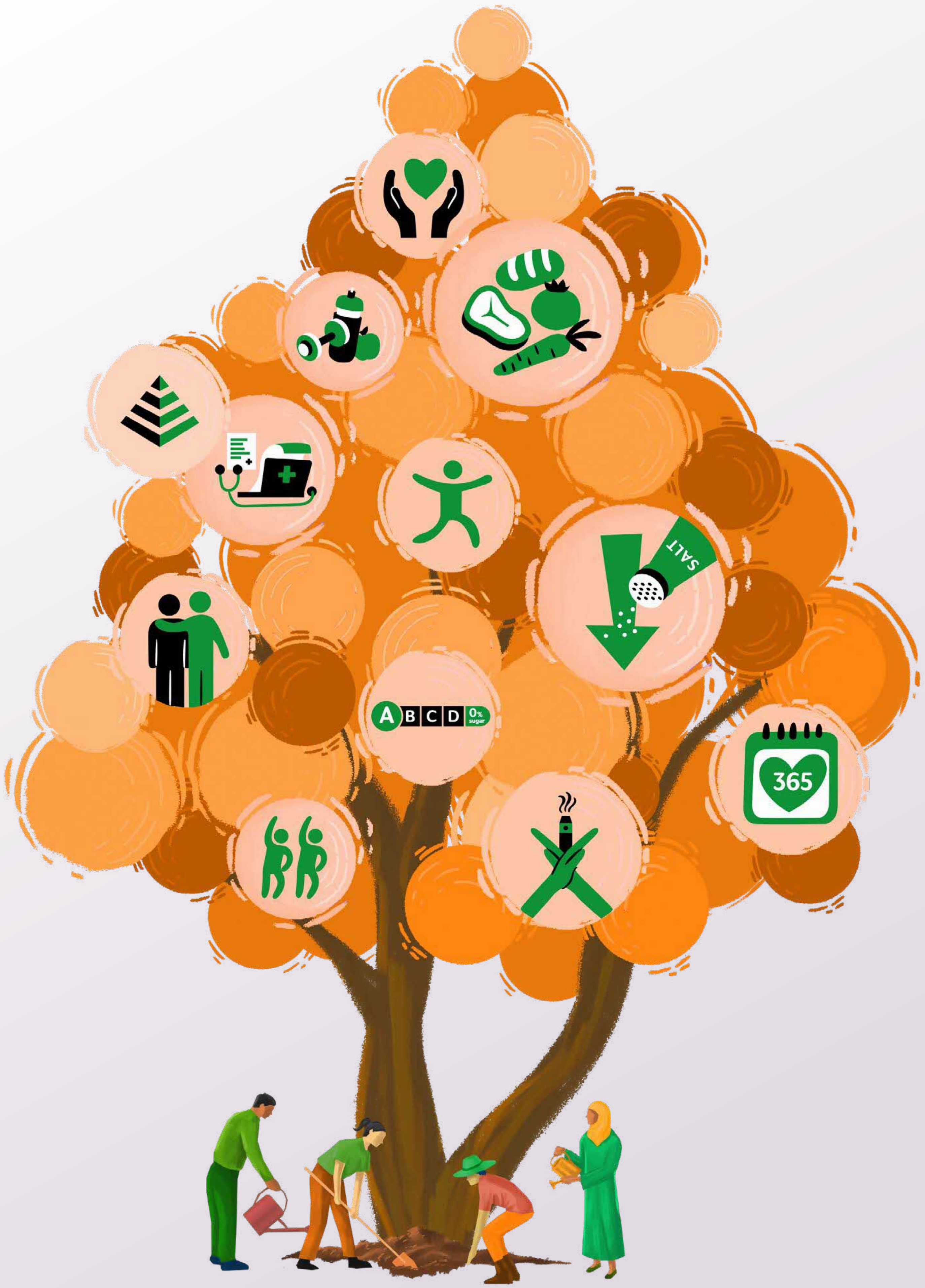
Ms Janet Teo
Director
Finance, Admin and Legal Division
(till 30 June 2025)

Director
Admin, Legal and Building Projects
(from 1 July 2025 till 31 December 2025)

Mr Adrian Teo
Director
Finance
(with effect from 1 October 2025)

Director
Finance, Admin and Legal Division
(with effect from 1 January 2026)

Mr Sebastian Chua
Director
Procurement Division



Nurturing a Healthier Nation

The Health Promotion Board (HPB)'s nationwide efforts support Singaporeans from all walks of life, including tailored initiatives for specific groups such as seniors and ethnic communities. HPB makes healthy living more attainable by strengthening food environments, expanding access to physical activity, supporting mental well-being and encouraging timely screening and follow-up. We reinforce these efforts through strong partnerships with community groups, healthcare providers, industry players and volunteers, bringing health promotion closer to where people live, work and play. Together, we help to nurture a healthier nation for today and the years ahead.

Eating Well, Living Better

Supporting Measures for Healthier Diets

Extending Nutri-Grade measures from mid-2027

In April 2025, the Ministry of Health (MOH) and Health Promotion Board (HPB) announced that Nutri-Grade measures will extend to prepacked salt, sauces, seasonings, instant noodles and cooking oil (SSSIO) sold in retail settings, with effect from mid-2027.

Products will be graded using a differentiated system with specific thresholds for each SSSIO sub-category. The updated Nutri-Grade mark will highlight the nutrient of concern behind a product's grade, helping consumers make more informed choices.

In developing these measures, MOH and HPB engaged a wide range of industry stakeholders, experts and members of the public.

To strengthen Singapore's nutrition labelling framework, HPB updated the Healthier Choice Symbol (HCS) guidelines on 1 July 2025 so that all HCS-certified products are equivalent to Nutri-Grades A and B. The industry is given until 30 June 2027 to comply with the updated guidelines.

- In FY2025, we consulted **over 7,000** industry stakeholders, experts and members of the public in developing the extended Nutri-Grade measures.
- **23** SSSIO sub-categories will be covered under the extended measures, which take effect from mid-2027.

Developing guidance for industry in nutrition labelling

MOH and HPB regulate health claims and nutrition-related labelling, ensuring consumers receive accurate and reliable information about food products. HPB has developed guidance materials and addressed industry queries to facilitate compliance with food regulations.

In January 2026, HPB conducted an industry briefing on nutrition labelling and health claims, drawing strong interest in the application of new claims. To support this, HPB convened a multi-disciplinary expert panel spanning academia, government and industry to assess submissions for new health claims to ensure they meet scientific and regulatory standards.

- The industry briefing was attended by **more than 100** industry representatives including manufacturers, distributors, educational institutions and retailers.

An industry briefing was conducted to guide the industry on nutrition labelling and application of health claims.

Reducing Sodium Consumption

Expanding the availability of lower-sodium ingredients

Following the Nutri-Grade extension announcement, HPB engaged affected manufacturers, offering them support in reformulating their ingredients through the Healthier Ingredient Development Scheme (HIDS). This attracted new sauce and seasoning suppliers to join the HIDS to develop and commercialise healthier alternatives.

- Engaged **over 70** manufacturers across SSSIO categories on Nutri-Grade reformulation support in FY2025.
- As of 31 March 2026, HIDS has supported **22** sauce suppliers in offering lower-sodium sauces in both the retail and food and beverage sectors, an increase from 15 sauce suppliers in 2023.

Driving adoption of healthier ingredients among food and beverage operators

Under the Healthier Ingredient Promotion Programme (HIPP), promoters encouraged hawkers to switch to lower-sodium salt, sauces or seasonings, and connected them with lower-sodium ingredient suppliers. As part of the Health Chats at Hawker Centres programme, HPB shared with hawkers ways to reduce sodium in their diet and the dishes they offer, as well as the benefits of healthier cooking practices.

Healthier option identifiers are displayed at storefronts to encourage and remind Singaporeans to eat healthily.

We also worked with central kitchens and brand chains to explore ways of reducing sodium in base ingredients and dishes through lab tests and reformulation solutions.

Food and beverage (F&B) operators displayed the "Less Salt, More Taste" signs at their storefront as a show of support and to inform consumers of the availability of lower-sodium options.

Salt

- As of 31 March 2025, lower-sodium salt made up **6.5%** of the total sales volume of salt in the retail setting, an increase compared to 5.4% in FY2023.
- As of 31 March 2026, nine salt suppliers are offering **33** variants of lower-sodium salt. This is an increase from 5 salt suppliers in 2023, and 5 lower-sodium variants in 2019.

Sauces and seasonings

- As of 31 March 2025, lower-sodium sauces and seasonings made up **close to one-third** of the total sales volume of sauces and seasonings sold in the retail setting, up from about a quarter in FY2023.

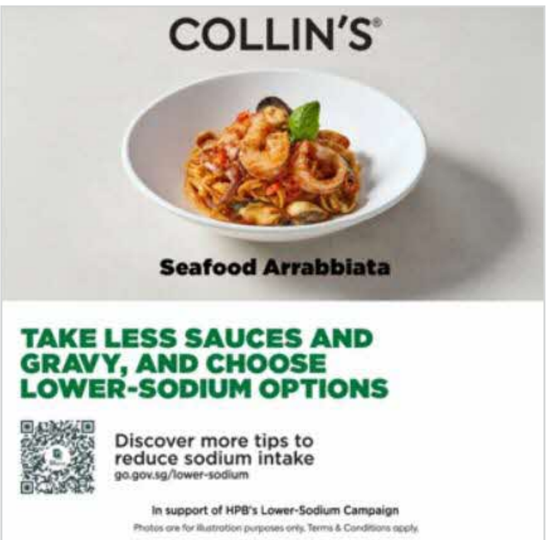
Industry support and activations

- As of December 2025, **more than 3,000** eateries, including hawker and coffee shop stalls, canteens and caterers are using lower-sodium salt, sauces or seasoning.
- In FY2025, we engaged **more than 33,000** consumers to choose lower-sodium options in ground activations in F&B settings such as hawker centres.
- As of 31 March 2026, HPB has reached **117** hawker centres under the HIPP.
- As of 31 March 2026, **45** industry players, comprising 13 major manufacturers, 25 F&B chains, and 7 key industry associations, have pledged their support for the "Less Salt, More Taste" movement, an increase from 15 industry players in 2023.

Raising awareness and generating consumer demand

From January to March 2026, HPB's lower-sodium campaign "Salt Buries True Flavours" raised public awareness about the impact of excess sodium, steps to progressively reduce sodium intake and debunk common sodium reduction myths. Corporate partners supported the campaign through promotions at supermarkets, F&B establishments and roadshows.

- A post-campaign survey revealed the following:
  - **Over 8 in 10** survey respondents were aware of the sodium reduction campaign and limited their sodium intake or expressed interest in doing so.
  - **Over 7 in 10** respondents agreed that too much salt can mask natural flavours of food and acknowledged that taste buds required time to adjust to lower-sodium food.
  - There was a **27%** and **23%** decrease, respectively, in respondents who held misconceptions that water can flush out excess sodium and that gourmet salts are healthier than regular table salt.
  - The lower-sodium campaign, which ran for the fourth consecutive year, secured support from 21 corporate partners, a **64%** increase from the previous year, spanning 318 F&B establishment touchpoints and 254 retail touchpoints.



At participating F&B establishments, diners are encouraged to request less sauce and gravy, or choose Healthier Choice lower-sodium menu options.

Sustaining Awareness on Healthier Beverage Choices

Nutri-Grade labelling and advertising restrictions have been in effect for pre-packaged beverages and freshly prepared beverages since 2022 and 2023 respectively, across F&B outlets, catering establishments, digital platforms and non-retail settings.

In the third year of the Nutri-Grade public education campaign, HPB rolled out the "Champion Good Taste" campaign, addressing knowledge gaps and taste adoption barrier while extending outreach to ethnic minority communities through the Malay tagline "Minuman Kami Kurang Gula. Kita Dah Cukup Manis OK!"

Through out-of-home and social media channels, HPB encouraged consumers to limit their intake of Nutri-Grade C and D beverages and opt for Nutri-Grade A and B beverages, healthier choice options, or water.

- Median sugar levels fell from 7.1% in 2017 to **4.6%** in 2022 and remained stable through 2024 for pre-packed beverages and dropped from 7.5% in 2020 to **4.7%** in 2024 for freshly prepared beverages.
- **73%** of pre-packaged beverages purchased in 2024 were Nutri-Grade A or B, up from 37% in 2017, signalling strong consumer preference for healthier beverages.
- A post-campaign survey showed that **98%** of respondents were aware of the Nutri-Grade mark, with a **24%** increase in understanding that Nutri-Grade covers both sugar and saturated fat.
- Interactive vending machines engaged **over 43,000** participants and distributed **40,000** Nutri-Grade A and B drinks across three locations. Participants also achieved an average quiz accuracy of **90%** reflecting awareness of key messages.

Public education campaigns, visual nudges and interactive vending machines encouraged consumers to reduce their sugar intake.

Cultivating a Supportive Environment for Healthier Choices

Nourishing the next generation

To enable partnerships, knowledge sharing and access to healthier cooking practices and ingredients that support healthier meals for children, HPB organised two networking events in May and June 2025 to connect culinary training providers, nutrition educators and food suppliers with school canteen operators and pre-schools.

Participants gained practical guidance on preparing affordable and nutritious meals and learnt strategies to encourage children to eat more fruits and vegetables. The events also provided them with direct access to healthier ingredient suppliers.

Over 230 participants attended the networking events.

“ This event helped me to engage with potential customers. ”

Carissa Poh, Marketing Executive, Marketing & Innovation, Tan Seng Kee Foods Pte Ltd

Participants sampled dishes prepared with lower sodium ingredients at the networking event.

“ The cooking demonstration was useful as I learnt how to cook meals that are affordable and tasty for the children. ”

Tay Lee Hwa, Pre-school Cook, PCF Sparkletots (Hong Kah North Blk 338)

Bringing healthier meals to the table

In FY2025, more than 20 new F&B establishments joined the Healthier Dining Programme (HDP), expanding Singaporeans’ access to healthier options when eating out.

These include F&B chains such as Luckin Coffee, Pepper Lunch, Yoshinoya, Saap Saap Thai, Tongue Tip Lanzhou Beef Noodles, KFC, Wingstop and caterers such as Gentle Dining, Weeat, and Richfood Catering.

With the healthier choice identifier displayed at the storefront or on the menus of these establishments, consumers can easily identify healthier options and make more informed choices.

In FY2025, **more than 300 million** healthier meals across **more than 9,200** touchpoints were served to Singaporeans.

Healthier options under the Healthier Dining Programme are tagged with visual identifiers to help consumers identify them easily.

“ Consumer demands are evolving, with more diners seeking meals that align with a health-conscious lifestyle. The HDP has given us an opportunity to offer lower-calorie options to our community. ”

Eileen Leow, Senior Supply Chain Executive, Wingstop Singapore

“ The HDP is an opportunity to showcase our commitment to offering balanced choices without compromising on taste. By joining this initiative, we reinforce trust with our customers, strengthen our brand credibility in promoting healthier dining trends. ”

Terence Wong, Senior Marketing Manager, Pepper Lunch

Guiding consumers to purchase healthier products

Since it was introduced, the Healthier Choice Symbol (HCS) has grown into a widely recognised marker that Singaporeans look for when grocery shopping. With a wide selection of healthier pre-packaged food products available, consumers can incorporate healthier options into their diets.

- As of 31 March 2026, there are **over 4,000** HCS products across **100** food and drink categories, including staples such as rice, bread, and noodles, as well as sauces and beverages.
- Overall HCS food and drink market share grew to **33%** in the first half of FY2025.

Harvesting industry partnerships for healthier ingredients

The Healthier Ingredient Development Scheme (HIDS) supports suppliers and manufacturers in developing and commercialising healthier staple ingredients, including cooking oil, sweet spreads, sauces, table salt and wholegrain products.

It comprises two sub-schemes: the Healthier Choice Development Scheme, which supports product innovation, and the Go-to-Market Scheme, which helps manufacturers build market reach through marketing, trade promotion and distribution.

- In FY2025, **over 10,000** samples of lower-sodium salt and sauces, as well as wholegrain rice and noodles, were distributed across **1,300** hawker stalls and coffeeshops.

“ HPB’s grant support enabled us to reformulate and expand our HCS sauce range while maintaining authentic taste profiles and improving pricing competitiveness. This significantly lowered adoption barriers and made it commercially viable for food operators to switch to healthier ingredients. ”

Claire Chng, Director, Sin Hwa Dee Foodstuff Industries Pte Ltd

“ As a proud partner of the HIDS, we are delighted to offer our consumers healthier soya sauce and oyster sauce options carrying the HCS. With HIDS, we were able to reformulate our products to reduce sodium content while maintaining the authentic taste that our customers love. This initiative has empowered us to meet the growing demand for healthier alternatives, strengthen consumer trust, and contribute to a healthier lifestyle in Singapore. ”

Ang Wei Kok, Business Development Manager, Chuen Cheong Food Industries Pte Ltd

“ The Go-to-Market Scheme enabled us to reach new and existing F&B customers, support trial and adoption of healthier alternatives, and create product awareness in a highly competitive market. We value HPB’s partnership in supporting businesses to drive the usage of healthier cooking oils by the F&B operators in Singapore. ”

Khoo Hock Meng, Local Sales Manager, Ngo Chew Hong Edible Oil Pte Ltd

Moving More, Living Better

Clearing the Path to Activity

The Health Promotion Board (HPB) has enhanced the Healthy 365 app, Singapore’s national digital lifestyle platform. Since 15 December 2025, residents can use the app to book HPB programmes and view activities offered by key partners such as Sport Singapore and People’s Association.

This integration with partners enables a seamless journey for Healthy 365 users, including those enrolled in Healthier SG, to easily find and join community-based physical activity sessions. It makes it easier for users to move from receiving health advice to taking action, improving wayfinding to healthy lifestyle activities.

- The integration increased the variety of community programmes available to the public by **about 78%**, from 2,300 to **4,100** sessions per week.

Community physical activity programmes from multiple agencies are listed on the Healthy 365 app.

Removing Barriers to Participation

HPB has streamlined operations to offer a more inclusive and user-friendly experience, making it easier for all residents to participate in physical activities.

We implemented several key improvements:

- Introduced a flexible walk-in policy for low to moderate intensity sessions, allowing more participants to join where capacity allows.
- Adjusted the release of session slots on Healthy 365 from midnight to noon, making it easier for residents to book sessions.
- Revised the cancellation policy to enhance booking efficiency by encouraging participants to release unwanted spots at least 12 hours in advance. This reduces last-minute cancellations and improves attendance while freeing up slots for other participants.
- Simplified the pre-exercise safety check from the Get Active Questionnaire to a more concise “Fit for Today” check.

The updated booking policy encourages considerate cancellation habits, freeing up slots for more residents to take part in physical activities.

Living Strong, Living Well

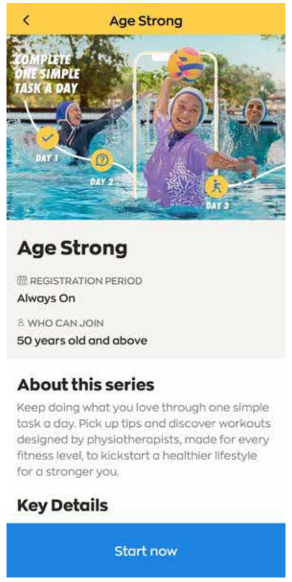
Empowering Independence with Age Strong

Building on the success of its November 2024 launch, the Health Promotion Board (HPB) further enhanced Age Strong in January 2026 based on user feedback, allowing older adults to enjoy more challenging tasks as they progress. The 12-week holistic digital health programme on the Healthy 365 app empowers older adults to build sustainable healthy habits through one simple task daily, helping them maintain independence to keep doing what they love.

Participants engage in daily tasks such as quizzes offering bite-sized tips on physical activity, nutrition, mental well-being, health screening and customised strength, balance and flexibility workouts based on their profile and feedback.

A marketing campaign "Keep Doing What You Love with Age Strong" ran from January to March 2026 across television, out-of-home advertisements and social media to raise awareness and drive participation among older adults.

- **133,000** older adults have participated in Age Strong from January to March 2026.
- **94%** of Age Strong participants reported being satisfied or very satisfied with the programme, with **93%** interested in participating again.
- **Close to 8 in 10** remembered the features of Age Strong, signalling strong campaign message recall.



Older adults can join Age Strong on the Healthy 365 app and complete the tasks anytime, anywhere.

Propagating Wellness across the Heartlands

In support of the Age Well SG initiative, HPB scaled up its "Live Well, Age Well" suite of activities at Active Ageing Centres (AACs). These activities are designed to maintain and improve the physical, mental and social well-being of seniors.

Seniors participated in a wide range of group exercises, including Move It Feel Strong and targeted frailty prevention programmes such as Steady Lah and the Healthy Ageing Promotion Programme for You (HAPPY) offering structured, progressive exercises catered to their functional abilities.

HPB conducted three inaugural HAPPY volunteer refresher training runs for AAC senior volunteers, empowering them as peer leaders. Senior volunteers were equipped with skills to lead dual-task activities for the HAPPY initiative.

- Conducted **over 60,000** sessions of Move It Feel Strong group exercises, reaching **58,000** seniors in FY2025.
- Implemented **over 120** runs of frailty prevention programmes, reaching **3,200** seniors in FY2025.
- **80** senior volunteers participated in the HAPPY volunteer refresher training for HAPPY interest group sessions.

" I've been attending Low Impact Aerobics for three years and it has had a tremendous impact on my overall fitness and health. I feel happy and more energetic throughout the day and can walk for an hour without getting tired as the workouts have strengthened my muscles. I'm able to focus better with improved sleep. "

Winnie Tan, Move It Feel Strong participant

Seniors participate in strength-focused exercises and dual-task activities during a HAPPY session at an AAC.
Photo Credit: Surbana Jurong Defence

" Ever since I started joining the programme, I feel more agile and not as stressed. Besides benefitting from these workouts, I have also made more friends. "

Sia Geok Choo, Move It Feel Strong participant

Seniors participate in strengthening exercises during a Steady Lah session.
Photo Credit: Active Global Fitness

Volunteers learnt innovative ways to conduct strength exercises and cognitive activities.

Making Fitness Spaces More Senior-Friendly

HPB partnered with the National Parks Board to enhance public fitness corners with senior-friendly design principles, supporting active ageing in neighbourhood parks. As part of Singapore's Age Well agenda, strength, balance and flexibility exercise elements were incorporated into outdoor fitness equipment.

- In FY2025, **28** fitness corners at parks have been successfully upgraded, with more slated for refurbishment.

Caring for the Mind, Together

Growing a Network of Peer Supporters

The Health Promotion Board's (HPB) Peer Support Programme equips individuals with knowledge and skills to provide emotional support to their peers. The programme comprises two tiers – Level 1 covers foundational training, while Level 2 offers nine specialised elective modules on topics such as anger management and fostering psychological safety.

In July 2025, we introduced a blended learning approach for Level 1, to make the programme more accessible for participants. Participants now complete online learning at their own pace, followed by a physical four-hour trainer-led session for discussions and role-play activities. Level 2 elective modules were moved to an online format, allowing trained peer supporters to continue upskilling at their own pace.

- As at 31 March 2026, the Peer Support Programme has trained **more than 33,000** peer supporters from Institutes of Higher Learning and workplaces since 2020.
- In FY2025, **285** students from Nanyang Polytechnic and Singapore Polytechnic participated in the Level 1 blended learning pilot.
  - **About 80%** of pilot participants found the e-learning to be engaging.
  - The blended format achieved a satisfaction score of **4.4 out of 5**.

" Given students' limited availability during term time, the hybrid approach provides flexibility that full-day sessions cannot offer outside of term breaks. "

School counsellor, Nanyang Polytechnic

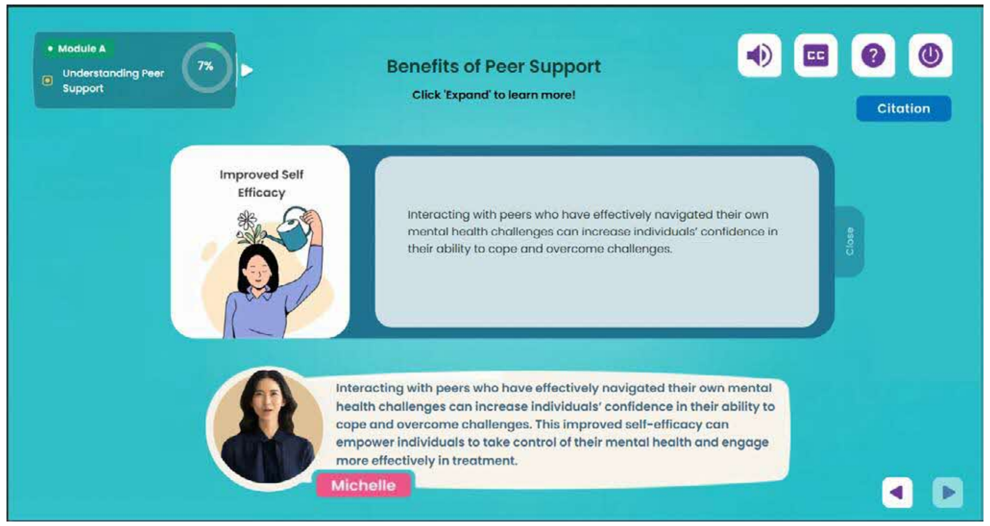
" The session provided knowledge on how to support your peers in appropriate ways and guided us on how to help someone who is feeling vulnerable without overstepping boundaries. "

Peer supporter, Singapore Polytechnic

" The session has enhanced my knowledge about mental well-being and peer support. The skillsets I learnt not only help me support others, but also made me became more aware of my emotions. "

Peer supporter, Nanyang Polytechnic

Temasek Polytechnic peer supporters learnt how to offer support through the Peer Support Programme.



The e-learning programme introduces participants to the benefits of peer support and engages them through interactive exercises.

Equipping Youths to Support One Another

In September 2025, HPB launched the "Learn the Language of Support" campaign to help youths learn how to support individuals struggling to cope with challenges. The campaign targeted youths aged 15 to 24, equipping them with practical tools to listen without judgement, accept silence, ask open-ended questions and offer meaningful help. The campaign reframed peer support as a skill anyone can develop through genuine, shared conversations.

As part of the campaign, HPB partnered Starbucks and McDonald's to organise interactive sessions for youths, where they also distributed practical resources such as conversation tips cards.

Peer supporters from Nanyang Technological University, Singapore Management University and Youth Corps Singapore conducted conversations with youths at selected Starbucks outlets while HPB conducted peer support training at selected McDonald's stores from September to November 2025, engaging youths in accessible public spaces.

The campaign was amplified through digital and social media, key opinion leaders, streaming platforms and out-of-home advertising across public transport nodes. The campaign directed youths to MindSG, where they learnt how to support peers through everyday conversations.

- Distributed **258,000** cup sleeves with campaign messages and conversation tips cards across all **140** Starbucks stores.
- The campaign page achieved a total of **1.29 million** page views, while the campaign video garnered **16.04 million** views.
- The post-campaign survey showed that **75%** of youths were aware of what they can do to support someone, a significant increase from 56% in 2024.
- Interactive sessions at the selected Starbucks and McDonald's stores reached **over 150** participants.

The "Learn the Language of Support" campaign emphasised that anyone can learn how to support others in need.

Youths were engaged at public spaces such as McDonald's to learn about providing mental health and well-being support.

" Such a beautiful and timely campaign video. It really speaks to the heart – a reminder for all of us to look out for one another. It truly takes a village to raise a child. Thank you for helping to connect and strengthen our Singapore village. "

TikTok user

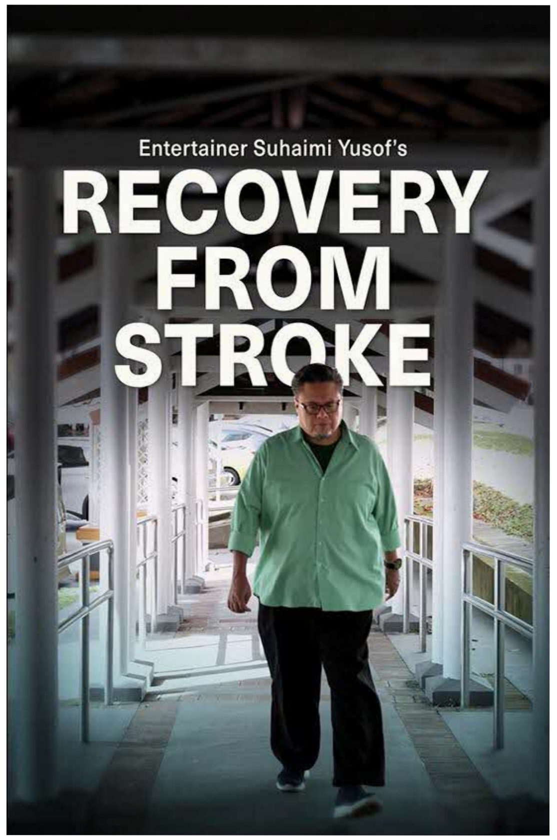
Detecting Early, Living Well

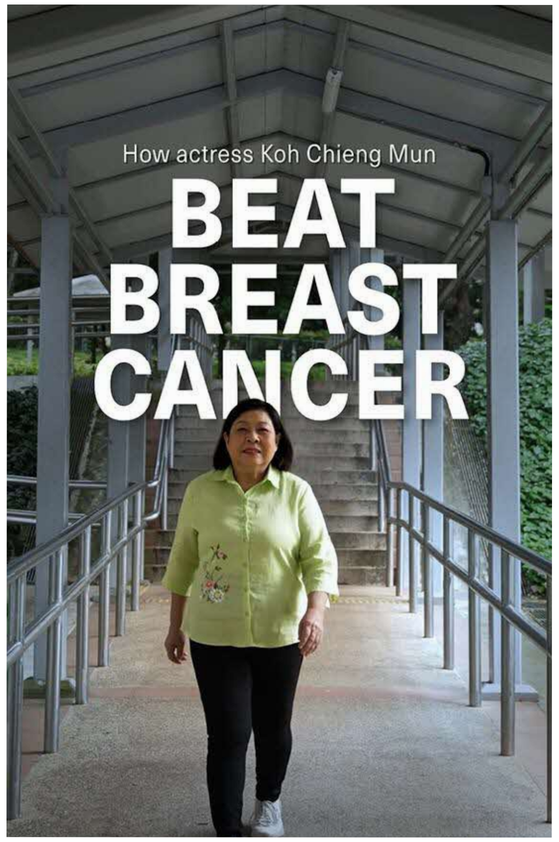
Seeding the Habit of Screening

In 2025, the Health Promotion Board (HPB) launched a year-round digital campaign to remind Singaporeans of the importance of regular health screening and timely intervention.

The campaign encouraged eligible Singaporeans to book Healthier SG Screening appointments through the Health Appointment System, which displays screening tests they are due for. The campaign also addressed barriers to screening, targeting those who are hesitant to screen. Local celebrities shared personal stories of health struggles on social media, demonstrating why regular screening matters and encouraging others to act early.

- Since the launch of Healthier SG, screening participation has increased by **18%** from pre-Healthier SG levels, with **303,000** residents screened in 2025.
- Campaign content featuring local celebrities achieved **1.5** times higher view-through rates compared to FY2024's average, suggesting strong audience resonance.
- The campaign generated strong engagement and positive feedback across digital platforms.
- In 2025, screening appointments made through HPB's Health Appointment System has increased from 8,300 to **about 34,000**.





A year-round digital campaign used inspiring personal stories to highlight the importance of regular screening.

Encouraging Health Screening Among the Ethnic Communities

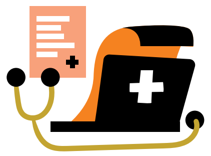
Since May 2025, HPB has trialled the Jom (Let's) Check! programme to raise awareness and uptake of Healthier SG screening among the Malay/Muslim community. Held at familiar community spaces and guided by community partners, the programme enabled participants to learn about the importance of health screening, check their Healthier SG screening eligibility, and book appointments with participating Healthier SG clinics.

With support from the Agency for Integrated Care (AIC) and resource partners including the Breast Cancer Foundation, Singapore Cancer Society and NHG Health's mammobus, participants benefitted from personalised engagement in small group settings.

The trial yielded several useful insights. Participants were more motivated to book their screening appointments when an asatizah (religious teacher) was present to share how health screening aligns with religious values. The programme was also effective in nudging Healthier SG enrollees to book a screening appointment.

Building on these insights, HPB will scale up Jom Check! by collaborating with regional health clusters and community partners, including mosques, Malay Activity Executive Committees and community clubs. We will also integrate Jom Check! with existing M³ Focus Area 5's community programmes such as Get Fit for Haj and Saham Kesihatan, so that more residents can benefit from the programme.

- **Over 300** individuals benefitted from the Jom Check! programme.
- **35%** of participants successfully booked their screening appointments at a participating Healthier SG GP clinic.



Asatizahs (religious teachers) engage Jom Check! participants on how taking care of one's health is aligned with religious values and beliefs.

As part of the Jom Check! programme, HPB Health Ambassadors guide residents on booking health screening appointments.

Raising Awareness During Breast Cancer Awareness Month

On 19 September 2025, SingHealth, in partnership with HPB, Breast Cancer Foundation, National University Cancer Institute Singapore, Singapore Cancer Society and NHG Health launched the annual Breast Cancer Awareness Month campaign graced by Minister of State for Health, Ms Rahayu Mahzam.

The campaign featured a photo exhibition titled "Act Now, Live Strong" which showcased community-contributed photographs capturing moments that reflect the resilience, courage and strength shown by those living with breast cancer and highlighting the importance of regular screening.

- **Over 20** activities were conducted islandwide during the campaign to raise public awareness on breast cancer and the importance of regular screening and early detection.

Ms Rahayu Mahzam, Minister of State for Health, joined partners at the launch of Breast Cancer Awareness Month campaign 2025.

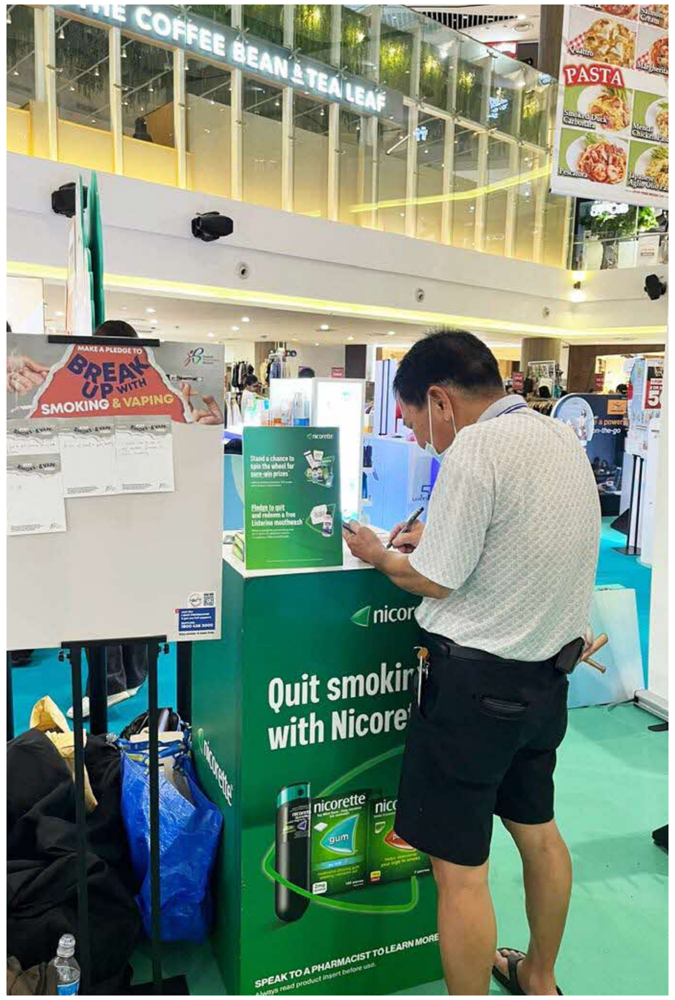
Seeding Change to Breathe Free

Amplifying Our Messages through World No Tobacco Day 2025

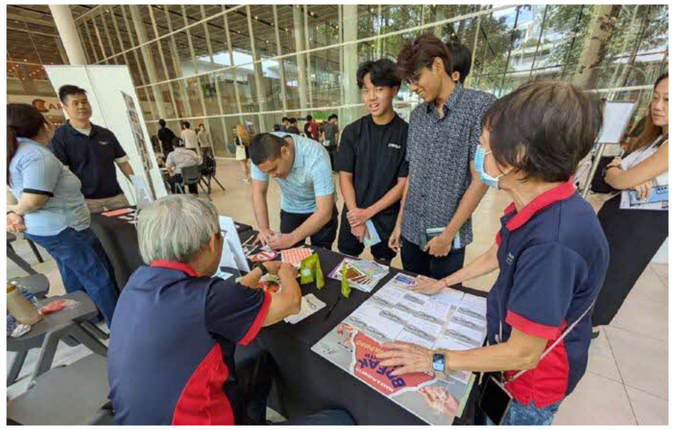
The Health Promotion Board (HPB) leveraged World No Tobacco Day 2025 to strengthen partnerships and amplify nicotine-free messages across community and commercial networks.

We equipped partners with content toolkits to adapt and share messages across their platforms, including messaging apps, email lists, radio channels and physical touchpoints. Key activities included tobacco sales restrictions at supermarkets, community pledge drives supported by major hospitals and selected pharmacies, and broadcasts via SAFRA radio. HPB trained student advocates to spread vape-free messages within their school communities through new collaborations with The Girls' Brigade and the National Cadet Corps (NCC).

- Displayed vape-free messages at **more than 700** touchpoints.
- Engaged **more than 14,000** users with instant messaging apps.



At the Nicorette x Watsons World No Tobacco Day pop-up event, the public learnt about nicotine replacement therapy and pledged against smoking.



Health Ambassadors encouraged participants to pledge to stay nicotine-free at the NHG Health World No Tobacco Day event held at Republic Polytechnic.

NCC Vape-Free Ambassadors engaged their peers on the harms of vaping at a booth at Cedar Girls' Secondary School.

Campaigning Against Vaping

The rising trend of vaping among young people, coupled with the emergence of e-vaporisers containing harmful substances such as etomidate, prompted a coordinated whole-of-government response. HPB supported multi-agency efforts through preventive education, targeted campaigns and new cessation services.

"Don't Toy With Your Life"

Held from June to September 2025, the campaign helped young adults aged 18 to 35 recognise how social influences can make vaping appear deceptively attractive, while highlighting its serious health consequences. An interactive voice-activated gaming experience on TikTok and on-ground activations empowered users to practise saying "No" to vaping. HPB featured the campaign across train stations, bus stops, cinemas, HDB digital displays and social media platforms frequented by youths.

"The Horrors of Vaping are Real"

Conducted from October 2025 to January 2026, the nationwide campaign, developed by the Ministry of Digital Development and Information in collaboration with the Ministry of Health,

The "Don't Toy With Your Life" campaign helped youths recognise the social influences behind vaping and resist its deceptive appeal.

Health Sciences Authority and HPB, drew on real-life experiences of those affected by vaping. Youth-focused social media influencers and content creators developed videos revealing the harms of vaping, while promoting help-seeking through the QuitVape programme. Resource kits on etomidate vapes were also distributed to all mainstream schools and partners for educational outreach.

Supporting vaping cessation

In support of enhanced measures against vaping announced in September 2025, HPB established new cessation services for offenders required to undergo mandatory rehabilitation. The structured three-month programme comprises four weekly face-to-face counselling sessions, followed by monthly sessions focused on relapse prevention and building long-term coping skills.

HPB continues to offer the I Quit programme to support individuals who want to quit vaping. Those who voluntarily seek help will not face any penalties or have an offence record for coming forward.

- Compared to the previous campaign, the "Don't Toy With Your Life" campaign achieved a **4% point increase** in awareness of the harms and illegality of vaping and **12% point increase** in those who felt that vaping is not socially acceptable.
- **4 in 5** vapers indicated they have already quit or plan to quit.
- **Over 9 in 10** non-vapers expressed an intent to remain vape-free.
- The TikTok voice-activated filter was used **169,000** times.
- **Over 10,000** individuals participated in the on-ground activations.
- **More than 400** individuals voluntarily sought cessation support through the I Quit programme from 1 September to December 2025.
- **More than 50** second-time vape offenders have undergone the mandatory rehabilitation programme since September to December 2025.

> *" The counselling has helped me a lot with quitting vape and moving on from the chapter in my life. I would like to thank my counsellor for helping me. "*
>
> **Rehabilitation programme attendee**

On-ground and TikTok activations encouraged young people to say "No" to vaping.

Growing Together, Thriving Together

Mobilising Health Champions in the Heartland

The Health Promotion Board (HPB) expanded the Health Ambassador Network beyond community events to engage residents at additional touchpoints, including Active Ageing Centres (AACs), community hospitals and polyclinics.

At the polyclinics, Health Ambassadors encourage patients to participate in programmes available through the Healthy 365 app. At AACs and community hospitals, they teach the "7 Sit-Down Exercises" programme to seniors and patients to promote healthy living among them.

HPB conducts regular townhall sessions to update Health Ambassadors on new initiatives and provide a platform to cross-share their experiences. Health Ambassadors also attend training sessions such as enhanced communications skills and exercise facilitation sessions, to engage residents more effectively.

- In FY2025, **about 30%** more Health Ambassadors activations were carried out across AACs, community hospitals and polyclinics islandwide.
- **19** Service Recognition award winners and **30** Long Service Award winners were honoured at the annual Health Ambassador Day in October 2025.

Minister of State for Health, Ms Rahayu Mahzam, with a Gold Service Recognition Award winner at the annual Health Ambassador Day.

Planting Partnerships, Growing Impact

Nurturing the seeds of Healthier SG

HPB strengthened partnerships with People's Association, Sport Singapore, Infocomm Media Development Authority (IMDA), public healthcare clusters, community groups, healthcare providers and corporate partners to increase awareness of Healthier SG, amplifying efforts to encourage residents to participate in healthy living initiatives.

Residents learnt about healthy living activities through partners' community events, on the Healthy 365 app, and from healthcare professionals who recommended activities from the HealthierSGEventsGoWhere portal as part of Healthier SG lifestyle prescriptions.

In FY2025:

- **More than 20,000** Healthier SG enrollees participated in community health programmes weekly.
- HPB engaged **over 38,300** residents at **more than 240** community booths nationwide, connecting them to healthy living activities on the Healthy 365 app.
- HPB and partner organisations offered **5,800** healthy lifestyle activities across the Healthy 365 app and HealthierSGEventsGoWhere portal.
- The HealthierSGEventsGoWhere portal received **over 18,000** unique visits.

Residents gathered around a Healthier SG Community Booth to learn about health programmes and lifestyle resources, and sign up for the Healthy 365 app.

Partnering IMDA to expand Healthy 365 access to seniors

HPB continued its partnership with IMDA to help seniors use the Healthy 365 app, engaging them at digital hubs, community events, workplaces, and social settings such as the Digital for Life club.

HPB trains IMDA master trainers on the Healthy 365 app and shares updated training content every six months, enabling them to equip IMDA's frontline officers, Digital Ambassadors and volunteers with knowledge on the latest app features, including redeeming MediShield Life premium discounts.

Both agencies established a data sharing agreement to monitor user activity such as enrolment and usage patterns on the Healthy 365 app, as well as to identify areas for improvement.

In FY2025, HPB and IMDA, with the support of **200** roving digital ambassadors monthly, reached out to seniors across **39** digital hubs.

Strengthening healthcare cluster partnerships

HPB established comprehensive and secure data sharing frameworks with all three public healthcare clusters, ensuring stringent data governance while enabling seamless referrals between healthcare services and HPB programmes.

In addition, HPB piloted integrated care pathways with healthcare partners to transition patients from clinical settings to community programmes:

- July to December 2025: Post-physiotherapy patients from Ng Teng Fong General Hospital (NTFGH) enrolled in HPB's Steady Lah community frailty prevention programme and were onboarded to the Healthy 365 app, sustaining participation in healthy lifestyle activities.
- Since November 2025: NHG Health directed seniors from Community Health Posts and Be-Fit Not Frail programmes to HPB's frailty prevention programmes.
- May 2025 to February 2026: Through the Health Chats @ Hawker Centres programme, hawkers with chronic conditions were referred to SingHealth's community nurses who were on-site to offer advice on managing their conditions and share about community health services.

About 60 seniors participated in or were referred to HPB's frailty prevention programmes through partnerships with NTFGH and NHG Health.

Ng Teng Fong General Hospital's post-physiotherapy seniors participated in HPB's Steady Lah programme.

Hawkers learnt about managing their chronic conditions and the community health services available to them through the Health Chats @ Hawker Centres programme.

Listening to the ground

From April to December 2025, HPB conducted an ethnographic study in Jurong East and Woodlands. The study explored how residents interact with their environments across physical activity, diet, sleep and mental well-being.

Insights from interviews, observations and workshops highlighted opportunities to better integrate healthy behaviours into daily routines. The key findings showed that residents engage most effectively with health activities that are accessible, social and integrated into their daily lives, particularly when the activities are community-driven and demonstrate relatable use of health amenities.

These findings will guide future planning and partnerships in integrating infrastructure, making healthy living more accessible for residents.

- **More than 60** residents and experts participated in the study, generating **30** qualitative insights which can help to shape citizen-centric Healthy Living Environment strategies.

Residents participated in workshops to co-create healthy living environments.

Residents presented findings from focus group discussions during the community workshop, sharing ideas to address health challenges in their community.

Jurong East residents discussed how everyday spaces can be transformed into opportunities for healthier living.

Woodlands residents shared how local food options and accessibility can impact healthier eating in their community.

Localising national programmes for communities

HPB conducts localised programmes with community stakeholders to make healthy living more accessible for residents.

Male seniors actively participated in exercise sessions and interactive social activities as part of the H.U.N.C.L.E programme.

Targeted community initiatives

From April to November 2025, HPB and the People's Association expanded the H.U.N.C.L.E (Healthy Uncles who Network, drink Coffee, Learn and Exercise) programme to two sites within Tanjong Pagar Group Representation Constituency, bringing exercise sessions and health talks to coffeeshops where senior men frequently gather.

HPB also rolled out localised Health Challenges on the Healthy 365 app to residents in East Coast since May 2025 and Boon Lay since August 2025, encouraging them to participate in physical activity tracking via wearable devices.

Healthy Precincts and community engagement

In FY2025, HPB expanded Healthy Precinct efforts, building on initiatives launched in 2023. Working with grassroots advisers and community partners, HPB provided insights on physical activity levels among Boon Lay residents, enabling collaborative efforts to increase participation in exercise sessions and encourage Healthy 365 app downloads through community events.

Under the shopfront initiative at polyclinics, HPB engaged different population segments by sharing about physical activities with seniors, Grow Well SG resources with parents, and promoting Healthy 365 app usage.

In support of Healthier SG, HPB conducted ward engagement meetings with grassroots advisers to mobilise community support and facilitate ground-level implementation of Healthier SG initiatives.

HPB also embarked on a partnership with NHG Health and Woodlands Hospital to address health concerns in the north of Singapore, engaging grassroots advisers and community partners in the region to make healthy living more accessible and appealing for residents in Woodlands Town.

" National University Health System (NUHS) values our strong partnership with HPB in advancing preventive health and population well-being. Through close collaboration on initiatives such as the Healthy Precinct programme and Digital Healthy Living, we have been able to enhance environments that shape everyday well-being and support residents in building healthier lifestyles. We look forward to deepening our partnership with HPB to deliver integrated health and social initiatives that enable people to live healthier and more engaged lives. "

Tan Wei Wei, Head of Community Operations, Regional Health System Office, NUHS

- The H.U.N.C.L.E programme reached **close to 550** senior men over seven months, culminating in a final event on 22 November 2025 at Tiong Bahru CC, which reached **100** senior men.
- The localised Health Challenge reached **more than 440** East Coast residents from April 2025 to March 2026 and **more than 1,820** Boon Lay residents from August 2025 to January 2026.
- In FY2025, **99** ward engagement meetings were held with grassroots advisers to support Healthier SG implementation.

Empowering Lower-Income Families

Personalised health coaching

HPB piloted the Lifestyle Improvement for Families Transformation (LIFT) and Digital Healthy Living (DHL) initiatives in August 2025 and October 2025 respectively to complement Grow Well SG efforts. The initiatives aim to empower lower-income families with young children to lead healthier lifestyles, recognising that parents adopt and sustain healthy behaviours more effectively when these benefit their children's well-being.

LIFT

As part of the LIFT initiative, HPB Health Ambassadors and health coaches learnt motivational interviewing techniques to guide families towards healthier lifestyles, guided by their child's Grow Well SG Health Plan to influence healthy habits for the family.

DHL

HPB collaborated with community partners to implement the DHL initiative, with a health journey on the Healthy 365 app that combines digital features with on-ground activities for families with children aged 12 and below. Health coaches provided practical, family-oriented health tips aligned with each child's health goals, while onboarding families onto the Healthy 365 platform.

Families participated in experiential learning activities such as supermarket tours and the Active Family Programme, enabling them to apply healthy habits in real-world settings while bonding over activities. Eligible parents were referred for chronic disease screening organised by National University Health System, and enrolment into Healthier SG.

- From August 2025 to March 2026, **more than 75** families completed at least one coaching session under the LIFT initiative.
- From October 2025 to March 2026, DHL activities reached **more than 460** families, of which **over 90** families were onboarded to the DHL initiative.

Health Ambassadors reached out to families to share healthy living tips.

Under the DHL initiative, parents participated in supermarket tours to learn about healthier food options.

Engaging families through community and partner events

HPB collaborated with Social Service Agencies, Social Service Offices and the People's Association to reach out to families through community activations at family-centred touchpoints such as health carnivals, bursary events, SINDA events and MENDAKI's Back-to-School programmes.

Families participated in interactive games and activities that provided tips on staying active, eating healthy, managing screen use, sleeping well and building bonds, in line with Grow Well SG. Parents also learnt how to add their child's profile to their Healthy 365 account to further build health literacy and awareness.

- From October 2025 to March 2026, **over 20** community activations reached **more than 800** lower-income families, with **over 300** families participating in activities.

Parents learnt about using the Healthy 365 app to include their child's profile and health information, at Ace the Place Community Club under SINDA's Project Give at Heartlands.

Children learnt about eating balanced meals using My Healthy Plate at a MENDAKI event.

Families learnt about Grow Well SG and the Healthy 365 app at M³'s Back-to-School event at Al Islah Mosque.

Building the capability of social service and community partners

In October 2025, HPB piloted capability building sessions with the Social Service Office @ Kreta Ayer and Bukit Merah, equipping ComLink+ Family Coaches with practical strategies to promote healthy habits among lower-income families with young children.

Through group health coaching on nutrition and screen use, Family Coaches gained knowledge to guide their families towards healthier lifestyles. The sessions also equipped them with approaches for initiating meaningful conversations, such as using parent-child activity books and connecting families to resources such as the DHL initiative and the Healthy 365 app to support healthier lifestyles.

- From October 2025 to March 2026, **over 50** ComLink+ Family Coaches completed capability building sessions.

Engaging Ethnic Communities

Encouraging the Malay/Muslim community to lead healthier lifestyles

Under M³ (Islamic Religious Council of Singapore (Muis), MENDAKI, and People's Association Malay Activity Executive Committees Council (PA MESRA)) Focus Area 5 on community health, HPB works with community partners to encourage the Malay/Muslim community to adopt healthier lifestyles.

During Ramadan 2026, HPB collaborated with community partners to distribute healthier grocery packs to Malay/Muslim families, encouraging lower-income households to reduce their sugar and sodium intake and choose healthier food options. Families also learnt about healthier eating, mental well-being and the importance of health screening through culturally tailored activities and interactive booths.

The "Go-Gotong-Royong-Go" ("Community Spirit") campaign encouraged the Malay/Muslim community to eat healthily and stay active during the festive period of Ramadan and Hari Raya, transforming individual health journeys into shared community goals. The campaign ran across television, radio, out-of-home and digital channels, driving traffic to Korang OK webpages which offered health resources on physical activity, nutrition, smoking cessation and mental health.

Since May 2025, HPB has trialled the Jom (Let's) Check! programme, developed in collaboration with the Agency for Integrated Care (AIC), to encourage health screening in the community. The programme provides personalised support to help residents enrol in Healthier SG and book health screening appointments.

With support from the Association of Muslim Travel Agents Singapore, HPB collaborated with Muis, appointed General Sales Agents, Muslim Healthcare Professionals Association and AIC to prepare Haj pilgrims physically for their journey. The enhanced Get Fit for Haj initiative included the "Kuatkan Jasmani, Kukuhkan Rohani" ("Strengthen the Physical, Empower the Spiritual") programme, which combined physical fitness training with functional health assessments, health talks and Healthier SG enrolments. It aimed to equip pilgrims with knowledge and physical readiness for their pilgrimage.

Community partners took greater ownership of community health, with M³@Towns collaborating to organise programmes under the Saham Kesihatan initiative with HPB's support:

- M³@Jalan Besar and M³@Pasir Ris-Changi jointly organised programmes promoting health screening, physical activity and mental well-being.
- M³@Marsiling worked with the then-Caregivers Alliance Ltd to curate culturally tailored talks on mental well-being, while M³@Chua Chu Kang and M³@Jurong launched the Men's Health Network for men to discuss health topics.
- Additionally, close to 20 community partners, including Club HEAL, the North East Community Development Council and NHG Health, contributed expertise and resources to support M³ Focus Area 5.

- In FY2025, **over 101,500** individuals participated in activities under M³ Focus Area 5 on community health.
- HPB collaborated with **68** community partners to distribute healthier groceries during Ramadan, reaching out to **over 13,400** lower-income families.
- **89%** of Haj pilgrims participated in the enhanced Get Fit for Haj programme.
- **More than 700** individuals benefitted from the Jom Check! Programme from May 2025 to March 2026.
- The "Go-Gotong-Royong-Go" campaign drew **over 3 million** video views, **100,000** clicks and **more than 80,000** page views.
- The campaign achieved awareness, engagement and motivation scores of **over 89%**, with **90%** of survey respondents reporting they felt motivated to live healthier and **89%** intending to adopt healthy habits with their loved ones.

M³@Chua Chu Kang and M³@Jurong Men's Health Network participants engaged in discussions about health topics.

Haj pilgrims warmed up before a brisk walk session at Our Tampines Hub to prepare themselves physically as part of the Get Fit for Haj initiative.

HPB distributed healthier grocery packs at the Yusof Ishak Mosque during the Ramadan and Hari Raya period.

Under the Saham Kesihatan initiative. residents from M³@Jalan Besar and M³@Pasir Ris–Changi participated in Selangah Bersama, HPB's interactive Malay theatre programme that delivers mental well-being messages through culturally relevant storytelling.

Engaging the Indian community to adopt healthier lifestyles

HPB collaborated with the Indian Active Executive Committees and temples to organise health talks and exercise sessions at various community venues.

During Deepavali 2025, HPB partnered with community organisations such as Singapore Indian Development Association, Narpani, Sree Narayana Mission and Sikh Welfare Council to distribute healthier grocery packs to lower-income families.

Tapping into the festive spirit, HPB launched the "Maatrelam, Maatrikaatelam!" ("Let's Make a Change!") campaign, highlighting the importance of consistency as the foundation for building sustainable, healthy habits over time. The campaign ran across out-of-home, television, radio and digital platforms.

HPB also produced a seven-part mini-drama series depicting the everyday lives of a Singaporean Indian family, music videos for Deepavali and Tamil New Year, and curated healthier versions of traditional recipes.

HPB revamped the "How Are You Doing" website in October 2025 to offer more resources across key health pillars and support individuals at every stage of their health journey.

- In FY2025, **close to 18,900** residents were engaged in regular health programmes, including exercise sessions, health talks and health events held at temples and community centres.
- During Deepavali, healthier grocery packs were distributed to **over 8,000** lower-income households, benefitting **more than 25,200** household members.
- The campaign garnered **more than 3 million** video views.
- The revamped "How Are You Doing" website garnered **over 115,000** page views over the Deepavali period.

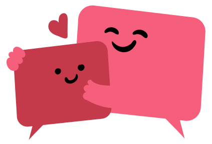
Seniors learnt about healthy living at a talk organised in partnership with the Sri Siva Krishna Temple in Marsiling.

Booths at heartland events, like SINDA's Project Give at Ang Mo Kio GRC and the Hindu Endowments Board's health festival held at Perumal Temple, educated the community on healthy living.

Sowing Healthy Beginnings

Healthy habits take root early. Through national initiatives such as Grow Well SG, the Health Promotion Board works with families, schools and community partners to help children and youths eat well, sleep well, learn well and exercise well, as well as to bond well. We equip parents with practical tools, support schools with resources and shape environments that reinforce healthier choices. These efforts lay strong foundations for lifelong well-being and improve health outcomes in adulthood.

Cultivating Healthy Roots



Planting the Seeds Early with Grow Well SG

Launched in January 2025 by the Ministry of Health, Ministry of Education and Ministry of Social and Family Development (MSF), Grow Well SG is a national health promotion strategy that focuses on four key lifestyle behaviours – Eat Well, Move Well, Sleep Well and Learn Well – to support the physical and mental well-being of children and youth.

Beyond these four areas, an equally important area is Bond Well, where cultivating strong relationships within the family supports healthy lifestyles and contributes to a child's overall well-being. As part of this effort, the Health Promotion Board (HPB) introduced a personalised Grow Well SG Health Plan for all Primary 1 to 3 students, delivered through school health screenings to provide tailored guidance for children and their families in adopting healthier habits.

From January 2026, the Health Plan was expanded to include Kindergarten 1 and 2 pre-schoolers, and Primary 4 to 5 students.

Empowering parents

A two-phase campaign raised awareness and supported parents in helping their children adopt healthy habits.

- The first phase introduced Grow Well SG's holistic health framework and resources to support healthy living at home from January to March 2025.
- Building on this, the second phase, "Make Every Health Moment a Family Moment", reframed healthy habit-building as meaningful opportunities for parent-child bonding. The campaign reached parents through out-of-home advertising, digital platforms, social media and content partnerships from April to June 2025.

In collaboration with MSF, HPB rolled out roving carnival activations at the National Family Festival (NFF) in May 2025. The activations featured interactive digital booths, carnival games and stage performances, engaging families through fun and immersive experiences while reinforcing key health messages.

Students learnt how to adopt healthy habits based on their Health Plans during the health screenings conducted in schools.

The Grow Well SG Health Plan provides children with tailored lifestyle guidance, aligned to their interests and habits.

To further support parents, HPB developed a suite of digital tools and resources.

- The Healthy 365 app's Child Profile feature delivers tailored content and activities based on each child's lifestyle prescription.
- Hosted on Parent Hub, the Screen Use Buddy is an interactive self-help tool providing personalised guidance on managing children's digital habits, alongside curated parenting resources.
- Parenting for Wellness resources equip parents with practical knowledge to strengthen parent-child relationships and foster their child's emotional resilience.

Supporting schools

HPB provides schools with a Student Health Status Card, which offers an aggregated overview of students' health and lifestyle data derived from school screenings. This enables schools to better identify student health needs, design targeted interventions and reinforce appropriate healthy behaviours.

To promote healthy eating, the Healthy Meals in Pre-schools Programme (HMPP) and Healthy Meals in Schools Programme support pre-schools and mainstream schools in providing balanced and nutritious meals. In 2025, HPB developed a comprehensive HMPP Toolkit for all pre-schools, which includes grocery guides, posters, game-based activities and an interactive storybook to encourage healthy eating. HPB also provided complementary educational resources on healthy eating to mainstream schools.

To further support educators, HPB distributed Teacher's Toolkits – featuring posters and habit charts – to Primary 1 to 3 teachers to help reinforce healthy habits in the classroom.

- **About 114,000** Primary 1 to 3 students received their personalised Health Plans in 2025.
- Parent Hub averaged **62,000** monthly unique visitors from January to December 2025, a **37%** increase compared to the same period in 2024.
- The Screen Use Buddy garnered **about 30,000** page views since its launch in March 2025.
- Child Profiles on Healthy 365 grew from 51,000 to **103,000** children, and from 40,000 to **72,000** parents between April 2025 and March 2026.
- The roving carnival at the NFF engaged **over 15,400** parents and **11,000** children.

" HPB is a steadfast supporter of Families for Life Movement and our flagship family campaign – the National Family Festival. HPB's participation, alongside our valued partners, contributed to unprecedented attendance in this fourth edition of the festival. HPB's engaging booth activities meaningfully engaged many families throughout the event. "

Ishak Ismail, Families for Life Council Chairman, 2020-2025

Campaign materials targeted parents, raising awareness and encouraging them to adopt healthy living habits with their children.

Families learnt about good sleeping habits and bonded over healthy living activities at the National Family Festival.

Pre-schoolers learn about healthy eating and enjoy balanced and nutritious meals under the Healthy Meals in Pre-schools Programme.

Bringing Care Closer to Students

DocMobile@School Health Service

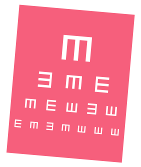
HPB expanded the DocMobile@School Health Service programme to cover more conditions including sensory-related issues such as strabismus, enabling clinical management for more students directly in schools instead of reviews at the Student Health Centre.

- In 2025, **over 10,000** students benefitted from DocMobile@School Health Service, doubling the 5,000 reached in the previous year.
- **Over 90%** of DocMobile@School Health Service cases were managed in school.
- **More than 50** nurses and doctors were trained to manage complex student health needs within the school setting, providing quicker outcomes, faster referrals and earlier interventions.

Roving Optical Shop

In partnership with Essilor Luxottica Singapore, HPB expanded its Roving Optical Shop initiative, a mobile service providing subsidised spectacles to students with myopia from lower-income families directly in schools.

We also partnered with RedeemSG to digitise the Spectacle Voucher Fund Scheme, simplifying redemption for service partners, students and parents.



- In 2025, the Roving Optical Shop initiative reached **110** primary and secondary schools.
- **More than 6,500** students from lower-income families received support through the Roving Optical Shop initiative in 2025.

Strengthening Oral Health for Every Student

Enhancing oral health education

In 2025, Oral Health Promoters provided personalised oral hygiene education based on each student's specific needs identified during check-ups in primary and secondary schools. They also guided students on healthy eating habits, reinforcing Grow Well SG objectives.

HPB developed the Tooth Train and Toothbrushing Diary for pre-schoolers, enabling teachers and parents to introduce oral health messages to children early. For primary and secondary students, age-appropriate educational videos were refreshed, including new content for Primary 1 and Primary 6 students.

Pre-schoolers learnt about good oral hygiene habits through HPB's oral health resources.

Serving special education schools

HPB established a new school dental clinic at Tampines Pathlight School, enhancing capacity to serve students with special needs. In special education schools, paediatric specialists provide on-site support to dental therapists and surgeons, by managing students with behavioural challenges. This reduces the need for students to travel to unfamiliar clinical settings, helping them to view dental care positively from young.

- Dental screening reached **more than 440** childcare centres in 2025, with **more than 16,000** Nursery 1 and 2 pre-schoolers screened.
- **More than 9,500** patients, including **over 6,300** pre-schoolers, received care at the Student Dental Centre in 2025.
- **93%** of Primary 1, 3 and 5 students and **80.5%** of Secondary 1 and 3 students were screened in 2025.
- **Over 2,600** students in special education schools benefitted from on-site dental screenings in 2025.

"Dental therapist Ivy is a familiar face in Anchor Green Primary School. The students are comfortable around her. She is always happy to share about oral health topics and is able to talk about oral care clearly."

Nuraisyah Binte Omar, School Staff, Anchor Green Primary School

Oral Health Promoters conducted classroom talks to share about oral health.

"The dental therapist actively engages with parents and guides them on improving their child's oral hygiene at home."

Dinah Khairiah, Staff Nurse, Yishun Rainbow Centre

Oral Health Promoters engaged students in hands-on toothbrushing exercises to teach them how to brush their teeth correctly.

Rising Together Across Generations

In FY2025, HPB and Youth Corps Singapore launched the Rise Programme to promote healthy living through intergenerational engagement. The programme comprises Rise & Move for children from student care centres and Rise & Shine for elderly participants from Active Ageing Centres.

Youth volunteers serve as health advocates where they learn about healthy lifestyle habits while facilitating sessions to guide activities and foster meaningful connections.

Rise & Move imparts awareness of healthy living through experiential learning in the form of interactive games, KPOP Kids Fitness, NERF gun and archery, and eating healthy meals together.

Rise & Shine engages seniors with age-appropriate games and exercises alongside visits to food centres to identify and enjoy healthier dining options.

- The Rise Programme reached **240** youth volunteers, **120** children and **120** seniors over eight sessions.
- After the programme, **over 90%** of youths reported increased knowledge and intention to adopt a healthier lifestyle.
- **100%** of the children were able to recall at least one healthy living tip.
- **75%** of seniors shared that they were more likely to engage in physical activity while **80%** shared that they would eat healthily.
- **100%** of youth volunteers expressed intent to volunteer within the next 12 months.

"Healthy living, especially exercise doesn't have to be boring or super exhausting, it can be fun as well!"

Rise & Move youth volunteer

Youths and children engage in healthy eating activities at the Rise & Move Programme.

Youths and children at the Rise & Move Programme at SAFRA Choa Chu Kang.

Youths and seniors at the Rise & Shine Programme in Tampines.

Standing Firm Against Vaping

HPB continued its anti-vaping efforts among youths through innovative and interactive engagement approaches. Since September 2025, HPB has supported students and peer support leaders at Institutes of Higher Learning (IHLs) and community settings to run scenario-based quizzes with youths.

Managed by students and peer support leaders, the quizzes used youth-friendly language and real-life situations to guide participants in recognising harmful substances found in vapes including emerging threats such as etomidate, debunking common myths and misconceptions surrounding vaping, and understanding Singapore's laws and regulations.

The interactive format encouraged participants to reflect on peer pressure situations and equipped youths with practical strategies to respond confidently and make informed health choices.

- **More than 690** youths participated in activities across three IHLs (Singapore Management University (SMU), Singapore Institute of Technology and Nanyang Polytechnic (NYP)) and community partners such as National Youth Council, Jalan Kayu Youth Network and People's Association West Coast Constituency Office.
- **About 92%** of youths reported an overall increase in knowledge on the harms of vaping following the engagement efforts.

Students from SMU and NYP learnt about the harms of vaping and coping strategies.

Growing Thriving Workplaces

A healthy workforce supports resilient organisations and stronger communities. The Health Promotion Board (HPB) partners with employers, landlords, unions and industry groups to bring workplace health closer to employees through health coaching, physical activity, mental well-being support and healthier dining options. By helping companies create environments that prioritise well-being, HPB enables workers to take charge of their health while strengthening productivity and resilience at work. We extend these efforts across offices, worksites and commercial spaces, ensuring that healthier living can flourish even amid the demands of working life.

Advancing Workplace Health through Partnerships

The Health Promotion Board (HPB) continued its role in the Tripartite Committee on Workplace Health, working with national partners to integrate health promotion into workplace safety frameworks.

HPB sustained its partnership with the Workplace Safety and Health Council through integrated Total Workplace Safety and Health (WSH) programmes, with a focus on high-risk industries such as construction and manufacturing. The Total WSH programme offers employers a comprehensive range of health-promoting initiatives encompassing chronic disease health screening and coaching, ergonomics, physical activities, nutrition talks and mental well-being workshops.

- As of March 2026, the Total WSH programme has reached **more than 210** companies, benefitting **over 24,270** employees.

Through the Healthy Workplace Ecosystem, HPB partnered with landlords and developers to bring healthy activities such as exercise sessions, to workers and tenants at their workplaces.

Planting Wellness at Work

Embedding Health in Everyday Spaces

Championing healthier living with CapitaLand

The Health Promotion Board (HPB) and CapitaLand Investment Limited (CLI) signed a three-year collaboration agreement to promote healthier lifestyles through health and wellness initiatives across CLI's retail and workspace ecosystem in Singapore.

These initiatives include HPB's Health Promoting Mall, Health Coaching at Malls and Healthier Dining Programme (HDP). CLI supports and facilitates HDP adoption among eligible food and beverage tenants in their retail malls, benefitting shoppers, tenants and the wider workspace community with improved access to healthy living activities that promote holistic well-being, focusing on physical activity, mental wellness and healthier food options.

"We are excited to deepen our partnership with HPB to bring health and wellness initiatives even closer to where people live, work and play. At CLI, we are committed to building vibrant and healthier communities. Through this partnership, we hope to embed well-being into the everyday experiences of the community we serve and to create an environment where making healthier choices becomes second nature."

Ervin Yeo, Group Chief Strategy Officer & CEO, Commercial Management, CLI

- In 2025, **more than 40,000** individuals were engaged through the collaboration.
- CapitaLand's Live It Up! wellness event engaged **over 14,100** participants across **200** programmes in 2025.

Seeding wellness by the river

HPB partnered with Singapore River One on Reflections by the River 2025 for the second year running. From 13 June to 13 July 2025, the initiative promoted mental wellness through community-based activities along the Singapore River, providing opportunities for mindfulness, physical activity and creative expression in a scenic waterfront setting. Commercial stakeholders in the Business Improvement District provided venues, prizes and refreshments in support of the activities.

"The overall experience was great, and I look forward to this event again!"

Tan ZH, Reflections by the River participant

- **More than 1,000** participants were engaged in **49** sessions of wellness activities.

Reflections by the River participants engaged in a wide range of wellness activities such as yoga.

Cultivating wellness at HarbourFront Centre

HPB's partnership with Mapletree Investments enabled the real estate company to curate its inaugural large-scale wellness activation, The Wellness Collective, at HarbourFront Centre's atrium in June 2025. The week-long event showcased immersive, large-format interactive booths featuring information on healthier dining, workplace workouts and health tips curated by Mapletree with HPB's support.

- The activation engaged **more than 1,000** participants.

The interactive wellness exhibits at HarbourFront Centre engaged visitors on healthy activities.

Nurturing Health Through Structured Programmes

Empowering employees to take charge of health

Get Fit! 2025 is a 12-week lifestyle management programme that enables participants to take charge of their health and well-being through bioelectrical impedance analysis (BIA) assessments, collaborative goal setting and contextualised health guidance tailored to local needs and preferences.

From May to August 2025, participants completed three BIA weigh-ins for body composition analysis and a basic health survey. The programme matched individuals who did not meet national health recommendations with qualified health coaches to develop tailored health objectives. To increase accessibility, HPB conducted the programme at workplaces and integrated developments.

- Get Fit! 2025 reached **more than 11,100** participants.
- **More than 2,500** were repeat participants, with **75%** improving in at least one lifestyle behaviour, and **27%** improving across physical activity and nutrition indicators.
- Among repeat participants with moderate risk BMI (23kg/m² and above), **75%** improved in at least one lifestyle behaviour, a **9%** point increase from 2024.

> *" Get Fit! 2025 has made me more conscious of my physical activity and eating lifestyle habits. Attending this initiative has resulted in a shift in my mindset that I am responsible for my own health. "*
>
> **Goh Wei Hao,** Get Fit! 2025 participant

> *" Through Get Fit! 2025, I've realigned some important habits and learnt how to personalise health goals. Many of us get caught up with work or face financial concerns. Having access to these complimentary checks and personalised guidance from health coaches have made Get Fit! 2025 especially valuable. "*
>
> **Elizabeth Teh,** Get Fit! 2025 participant

Participants co-develop personalised health goals with coaches at Changi Airport Terminal 3.

Get Fit! 2025 participants at a weigh-in session conducted at Alexandra Technopark.

> *" Get Fit! 2025 really helped me stay accountable and consistent with my health goals. I really enjoyed how it was both educational and engaging. The challenges were achievable, and the friendly atmosphere made it fun to participate. "*
>
> **Ku Yu Lin,** Get Fit! 2025 participant

Supporting companies in promoting health

Since 2020, the Workplace Outreach Wellness (WOW) programme has supported over 1,500 private companies in delivering curated health programmes at workplaces.

Singtel's "Start Now, Hello Health" campaign in 2025 tapped on WOW to provide personalised health coaching to employees to lead healthier lifestyles.

In 2025, SBS Transit also leveraged WOW to strengthen workplace health and safety across multiple fronts, training and certifying staff as peer supporters through the Peer Support Training programme, and providing ergonomic workshops for their staff.

- Singtel's campaign provided personalised coaching to **over 700** employees in 2025.
- In 2025, **over 250** SBS Transit staff were trained and certified as peer supporters, and **over 170** staff benefitted from ergonomic workshops.

SBS Transit staff participated in exercises at the ergonomic workshops.

"Singtel partnered with HPB and other key stakeholders to advance employee health through comprehensive, evidence-based initiatives designed to translate awareness into sustained action. The flagship "Start Now, Hello Health" campaign comprised structured health programmes to empower employees to take charge of their health, demonstrating Singtel's focus on fostering a resilient and high-performing workforce anchored in well-being."

Charlton Ong, Chief People Officer, Singtel Singapore

"The WOW programme has been an instrumental pillar in our workplace health journey. Our employees have shared positive experiences with the activities. We're particularly proud of how we've made wellness truly inclusive by tailoring ergonomics sessions for our bus captains and ground staff, ensuring that wellness remains inclusive and accessible for every role in the company."

Tan Hui Boon, Chief Human Resource Officer, SBS Transit Ltd

Reaching out to the security sector

HPB collaborated with the Union of Security Employees (USE) to conduct health coaching for security officers when they collected their ID cards at USE's Customer Service Centre. The health coaching programme included a health check comprising blood pressure and BMI measurements. Based on the results, health coaches shared personalised health tips with participants and conducted follow-up tele-coaching sessions for those who provided consent.

- In 2025, **more than 1,000** security officers participated in the health coaching programme.

"The health coach shared with me how to maintain a proper diet and the recommended portions of carbohydrates, protein and vegetables to consume for each meal."

Joseph Michael, Freelance Security Officer

"Through the programme, I learnt how to achieve better health which I can apply in my daily life."

Chae Teong Ki, Certis Security Officer

HPB provided health coaching services targeted at security officers when they visited the USE's Customer Service Centre.

Supporting retail employees

In 2025, HPB partnered with Sheng Siong to provide health-promoting initiatives such as health coaching for supermarket employees across 32 outlets. The collaboration addressed three key challenges: limited digital proficiency restricting access to health platforms, language barriers reducing the effectiveness of health messages, and decentralised operations with rotating shifts posing coordination challenges.

In 2025, **more than 1,100** Sheng Siong employees participated in the health coaching programme.

“ We appreciate the collaboration with HPB for enabling our employees from different retail outlets to benefit from the health and wellness coaching, as well as the ergonomics sessions. The HPB team’s dedication and professionalism made the programme meaningful and impactful for our employees. ”

Kent Lim, HR Senior Manager, Sheng Siong

“ I learnt what the Healthy 365 app is about and where to redeem the tracker. The health advice on nutrition is also very helpful. ”

Huang Tian Fatt, Grocery Department Staff, Sheng Siong

“ I feel that the coaching programme provides good insights into health and serves as helpful reminders for me to go for screening and include more protein in my diet. I can also share what I learnt with my daughter. ”

Sae Ui Suporn, Grocery Department Staff, Sheng Siong

Sheng Siong employees learnt about healthy lifestyle habits during the health coaching programme.

Recognising workplace wellness leadership

In September 2025, HPB partnered with the Singapore Human Resource Institute (SHRI) for the Singapore HR Awards, integrating health promotion into company practices and encouraging organisations to enhance their workplace wellness initiatives and outcomes.

HPB refined the judging criteria for the “Excellence in Employee Experience and Well-Being” award category to encourage companies to take greater ownership of employee health by incorporating workplace health promotion as a core component of human resource practices. The award recognised companies that demonstrated outstanding commitment to employee health and well-being through comprehensive initiatives, celebrating excellence in creating supportive workplace environments.

32 companies won in the “Excellence in Employee Experience and Well-Being” category – the highest number of winners across all award categories, demonstrating substantial industry engagement through workplace health.

HPB partnered SHRI at the 18th Singapore HR Awards to recognise companies that championed workplace wellness.

Singapore Pools (Private) Limited was recognised as one of the Gold winners in the Excellence in Employee Experience & Well-Being Award.

“ The awards showcased how strategic HR practices are no longer just support functions, but vital drivers of organisational transformation and success in today’s complex landscape. ”

Valerie Teng, Senior HR Executive, City Energy Pte Ltd (Excellence in Employee Experience and Well-Being Award Gold Winner)

“ HR must always look to trailblaze and explore new innovations across different domains. There is depth to explore for each part of the employee experience. ”

Eunice Chew, Deputy Director (Strategy and Management), People & Culture Group, Public Service Division (Excellence in Employee Experience and Well-Being Award Gold Winner)

Branching Out with Technology

The Health Promotion Board (HPB) leverages digital innovation to support individuals with tools that fit their lifestyles. Through platforms such as the Healthy 365 app and HealthTrack SG, HPB is integrating health promotion into everyday routines, allowing users to access personalised programmes, monitor progress and receive timely feedback and guidance. We use data and artificial intelligence to tailor these experiences to individual needs, preferences and life stages, while maintaining strong governance to safeguard trust and privacy. By branching out through digital innovation, we are helping healthier habits spread further and take hold more deeply in daily life.

Harnessing Technology

Safeguarding Data While Unlocking Innovation

As the Health Promotion Board (HPB) expands its use of data and artificial intelligence (AI), safeguarding citizens' health data remains a core priority. We maintain the highest standards of privacy and security, and responsible AI use through strengthened data and AI governance frameworks.

HPB leverages AI to improve data quality monitoring and anomaly detection, ensuring accurate insights that drive better decisions. We also deploy AI to improve citizen understanding and segmentation to drive better programme design.

Our commitment to innovation and privacy enables HPB to develop new health initiatives that are safe, effective and focused on Singaporeans' needs while maintaining public trust.

Healthy 365: A Digital Companion for Everyday Health

The Healthy 365 app is the HPB's primary digital platform supporting Singaporeans in adopting healthier lifestyles. Leveraging data analytics, the app empowers users to discover health programmes, track their progress and receive personalised nudges and recommendations. To motivate users to take small but meaningful actions towards improving their health, Healthy 365 also offers Healthpoints as rewards along the way.

Central to this experience is HPB's use of data and AI through a machine-learning segmentation model, which delivers personalised health recommendations based on users' lifestyles, preferences and life stages. Through the app, users receive customised health and wellness content, tasks and nudges that encourage them to get started and stay on track with their health goals. By meeting each individual's unique needs and motivations, these tailored recommendations empower users to build healthier habits that last.

- **Over 2 million** users have signed up for Healthy 365 app, as of March 2026.
- The machine-learning model customised lifestyle interventions for **over 897,900** monthly active Healthy 365 users in FY2025.

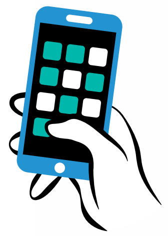
Guiding Personal Health Journeys

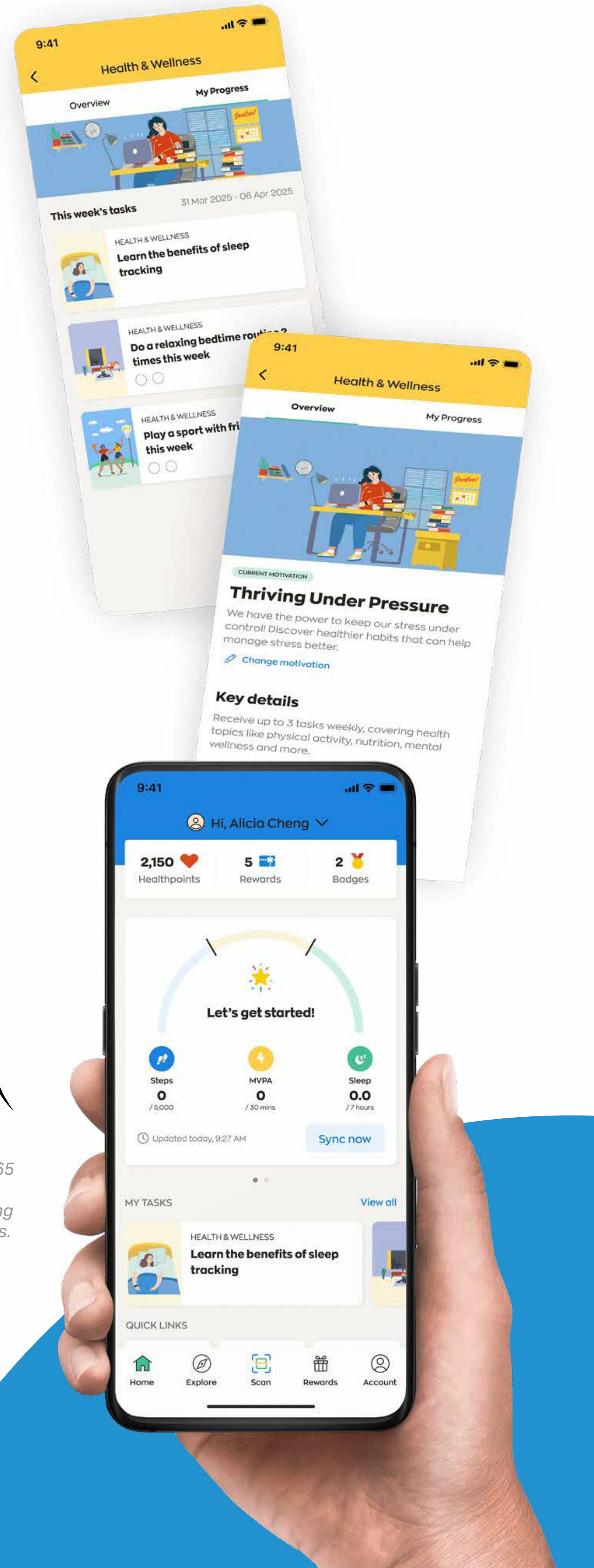
Launched in April 2025, the Health and Wellness Series engages Healthy 365 app users in healthier behaviours through personalised interactive tasks across domains such as physical activity, mental health and nutrition.

The series recommends relevant tasks to users based on data-driven insights such as lifestyle behavioural patterns and individual data such as past engagement history.

Users access bite-sized information for quick understanding, interactive quizzes that build health literacy, and simple action tasks they can track. By facilitating behavioural change, users adopt small and sustainable lifestyle actions.

- As of March 2026, **more than 231,000** Healthy 365 users have signed up for the series, with **82%** completing at least one task.
- **18.7%** increase in users who started meal logging since the launch.

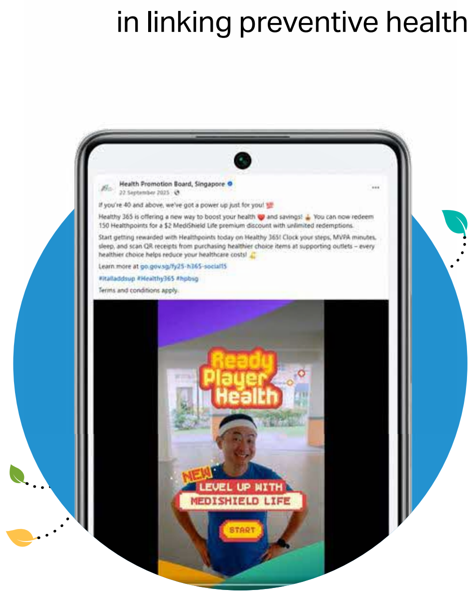




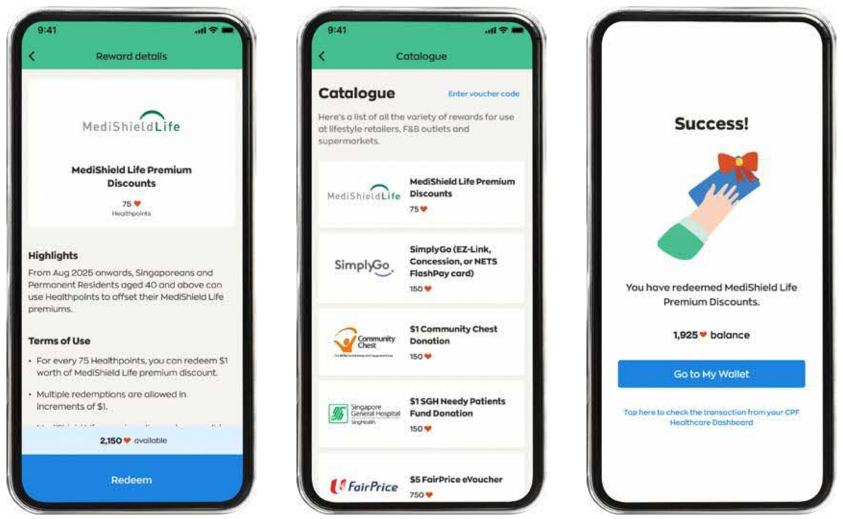
The Healthy 365 app supports users in building healthier habits.

Harvesting Tangible Rewards

From 18 September 2025, Singapore citizens and permanent residents aged 40 and above can redeem Healthpoints for MediShield Life premium discounts. The three-year pilot initiative, led by the Ministry of Health in collaboration with the Central Provident Fund Board, provides an enhanced value of 150 Healthpoints for $2, doubling the usual conversion rate. The premium discounts have since become one of the most popular reward items, showing residents' interest in linking preventive health behaviours with healthcare cost savings.



A social media post educates Healthy 365 users on how they can earn Healthpoints from healthy activities and redeem them for MediShield Life premium discounts.



Eligible users can redeem the MediShield Life premium discounts on the Healthy 365 app.

Ripening the Rewards for Healthier Choices

The Eat, Drink, Shop Healthy (EDSH) Challenge incentivises consumers to choose food products carrying the Healthier Choice Symbol and healthier dining options. Participants earn Healthpoints, digital stamps and rewards by scanning QR receipts or tickets on the Healthy 365 app when they purchase qualifying items.

- **More than 1.9 million** users were enrolled in EDSH as of 31 Dec 2025.
- 2025 saw an increase of **about 100,000** average monthly active participants compared to 2024.

Supporting Personalised Health Journeys

LumiHealth leverages Apple Watch health features to deliver personalised experiences for users. LumiHealth enables users to manage their health and earn rewards using an iPhone. Quests covering cognition exploration, 150-minute exercise targets, sodium awareness and strength training are specifically designed for users over 50, engaging participants with a variety of health challenges.

- **More than 377,000** LumiHealth participants have embraced healthier habits over the course of the six-year programme.
- **About 86%** of participants completed at least one quest.
- Participants with lower activity levels before joining LumiHealth increased their weekly average exercise duration by **54%**.

Integrating Clinical and Lifestyle Data

In June 2025, HPB launched HealthTrack SG, in collaboration with Google, ConnectedLife, Fullerton Health and selected corporate partners. The pilot combines clinical and lifestyle data through wearable devices and a mobile app, generating a Wellness Score for participants to monitor their health.

HealthTrack SG seeks to empower doctors with a dashboard that displays participants' Wellness Scores alongside clinical and lifestyle data, enabling more informed discussions and collaborative development of personalised Wellness Plans with targeted lifestyle recommendations.

Participants, recruited from corporate partners, can join HealthTrack SG for better lifestyle support and chronic disease management.

Participants are encouraged to keep healthy through their personalised health journey on the HealthTrack SG platform.

Cultivating Wellness from Within

Behind the Health Promotion Board (HPB)'s work is a dedicated team committed to advancing health promotion in Singapore and beyond. From strengthening staff capabilities and supporting employee well-being to sharing knowledge on regional and international platforms, HPB continues to invest in our people and build a future-ready organisation. We foster global exchanges, professional development and recognition of staff achievements, all contributing to a culture of excellence, collaboration and care. By cultivating wellness from within, we strengthen our ability to serve the nation well and to keep growing as a leader in preventive health.

Taking Root Beyond Borders

Growing Global Partnerships for Local Impact

In FY2025, the Health Promotion Board (HPB) hosted and participated in international workshops, regional forums and bilateral exchanges to share Singapore's experiences in health promotion while learning from global best practices. These engagements strengthened Singapore's position as a regional leader in preventive health and enabled HPB to refine our strategies for healthier living in Singapore.

Recognised for excellence in public health

On 19 May 2025, the World Health Organization (WHO) awarded Singapore the WHO Trans-Fatty Acid Elimination Validation Award at the 78th World Health Assembly in Geneva, Switzerland. Singapore was recognised along with three other countries – Austria, Norway and Oman – for having a comprehensive framework to eliminate industrially produced trans-fats from national food supplies.

Strengthening global health leadership

From 1 to 3 September 2025, HPB hosted the 22nd International Network of Health Promotion Foundations (INHPF) Annual Meeting and Symposium in Singapore. Our Chief Executive Officer (CEO) and Chairman of INHPF, Mr Tay Choon Hong, led a closed-door discussion with CEOs from eight health promotion organisations. In conjunction, we held a symposium themed "Inspiring Healthier Living: Challenging Conventions with Bold Solutions". Hosted in partnership with Saw Swee Hock School of Public Health, the event brought together 120 participants from 44 organisations across 21 jurisdictions.

International participants engaged in knowledge exchange with the panel during the INHPF symposium plenary session, exploring innovative approaches to health promotion.

HPB CEO Mr Tay Choon Hong chaired the INHPF meeting with health promotion leaders, driving collaborative strategies to tackle non-communicable diseases across the Asia Pacific region.

Dr Chew Ling, HPB's Group Director for Youth Preventive Service, plays a key role in shaping regional health strategies in her capacity as Head of WHO Collaborating Centre (WHOCC) for Health Promotion and Disease Prevention and an expert member of the WHO-Southeast Asian Region Urban Health and Healthy Cities panel. In October 2025, WHO invited Dr Chew as a Temporary Advisor for a Regional Workshop on Non-Communicable Disease Prevention in Seoul. In November 2025, as Head of the WHOCC, she also represented HPB at the fifth Regional Forum of WHOCC in Manila.

HPB representatives engaged with over 200 representatives from 122 centres across 10 member states at the WHO Collaborating Centres Regional Forum in Manila to strengthen regional health promotion networks.

Exchanging knowledge on the global stage

In 2025, HPB continued strengthening global health partnerships and exchanged knowledge on health promotion through multiple platforms and channels.

Presentations at international conferences

HPB showcased our expertise in health promotion at several prominent global events, including:

- May 2025: 10th Multi-Stakeholder Forum on Science, Technology and Innovation for the Sustainable Development Goals convened by the United Nations Economic and Social Council, where we delivered a keynote presentation on digitally empowered healthy city development, sharing Singapore's innovative approaches to health promotion.
- August 2025: 2025 ASEAN Breastfeeding Forum in Bangkok, Thailand, where we presented Singapore's efforts on the Baby Friendly Hospital Initiative (BFHI), breastfeeding and complementary feeding while learning from regional best practices, to inform future policy refinements and strengthen ASEAN health cooperation.
- September 2025: The Gulf Cooperation Council's Childhood and Youth Behavioural Risk Survey Workshop, where we spoke about youth health surveillance methodologies to support the Gulf Cooperation Council's development of a unified regional survey.
- October 2025: WHO Regional Workshop on "Translating Data into Policy Action for Non-Communicable Disease Prevention" in Seoul, South Korea, where we presented Singapore's Nutri-Grade implementation as a case study of WHO's non-communicable disease "best buy" measures. We also shared Singapore's experience in monitoring and evaluation for non-communicable disease prevention.
- November 2025: Fifth Regional Forum of WHO Collaborating Centres in the Western Pacific Region in Manila, the Philippines, where we delivered poster presentations on Singapore's health promotion initiatives and facilitated breakout discussions with regional partners.

Hosting international delegations and collaborative programmes

HPB continued to contribute to the global health dialogue by hosting delegations and supporting collaborative initiatives:

- From April to October 2025, MOH and HPB hosted Brunei for the second run of the Brunei Darussalam-Singapore Work Placement Programme, deepening partnerships and building professional networks. Dr Dayang Siti Rosemawati from Brunei's Health Promotion Centre was attached to the Policy and Strategy Division in HPB, working closely on nutrition projects and tobacco control initiatives.
- We hosted international delegations from Australia, Belgium, China, Malaysia, Papua New Guinea, South Korea, Sri Lanka, Taiwan and United Arab Emirates.

- Notable visits to HPB included:
  - Members of Parliament from Malaysia, who learnt about Singapore's innovative health promotion approaches.
  - Shanghai Municipal Health Commission, which learnt about creating a healthy food environment.
  - Abu Dhabi Quality and Conformity Council, which discussed Singapore's health promotion strategies.

HPB hosted Members of Parliament from Malaysia, Abu Dhabi Quality and Conformity Council, and Shanghai Municipal Health Commission.

Building a Flourishing HPB

Inspiring Through Shared Purpose

As the Health Promotion Board (HPB) embarked on the first year of our new five-year strategic plan, we held board-wide engagement sessions to bring all teams together to discuss evolving priorities and explore innovative ways of working. These conversations strengthened our collective understanding of HPB's direction, inspiring employees to embrace new challenges and opportunities.

We also launched a comprehensive strategic workforce planning initiative to ensure our capabilities are positioned to meet Singapore's future preventive health needs, demonstrating our commitment to organisational excellence and employees' long-term career prospects.

Through platforms such as Leaders and Staff Townhalls, and CE Fireside Chats, HPB's leaders continued to actively engage staff to share updates and celebrate achievements.

HPB CEO Mr Tay Choon Hong addressed staff at a townhall session on HPB's evolving priorities and future direction.

This call for collective action is already taking shape, as the presentation of the three projects demonstrated how HPBians are already bringing the 5YSP to life.

The Nutri-Grade initiative demonstrated how regulations can create systemic change across the entire food value chain. By reframing industry players as partners rather than adversaries, HPB achieved widespread support for healthier reformulation of products.

"Looking back now, I realised that some of the key learnings and policy shifts only happened because we took the time to pause and listen [to stakeholders across HPB and beyond]"

Ms Jo-Ann Yeo, AD, PRS

"Real innovation doesn't start with something grand. It starts small – a conversation, a spark of curiosity... that leads someone to ask: 'What if we tried this instead?' [...] Ideas driven by curiosity, courage, and collaboration across teams."

Ms Jasmine Kwan, SM, ISPPO

"Sometimes, you just need to find safe spaces... internal team huddles to experiment safely and align the approach [...] when we are given the safe space to start small and rally your team to test ideas."

Ms Lydia Ho, SM, IO

"As we transform, we ask ourselves, how do we make strategy less of a PowerPoint and more like strategy to real people."

Ms Jeslin Loh, DD, YPHS

HPB staff shared stories on working together to deliver HPB's five-year strategic plan.

Culture of Excellence

HPB staff and projects received recognition from external organisations for their exceptional contributions to public health. These prestigious accolades underscore their hard work, leadership and community impact.

National Day Awards 2025

We celebrated 12 outstanding staff members who received National Day Awards, acknowledging their exemplary service to the public and instrumental roles in advancing HPB's mission.

Among the awardees were:

- Dr Annie Ling, Group Director, Policy, Research and Surveillance, who received the Public Administration Medal (Silver) for advancing Singapore's public health through key nutrition and digital health initiatives.
- Ms Lee Yi Ling, Senior Deputy Director, Strategic Planning and Collaborations, Ms Shireen Kaur, Legal Counsel and Ms Tan Sock Lan, Deputy Director, Human Resources and Organisation Development, who received the Commendation Medal for significant contribution in their roles.
- Ms Chua Ann Yew, Assistant Principal Dental Therapist, Mr Huang Xuewen, Senior Manager, Research, Evaluation and Monitoring and Ms Leana Tan, Executive Manager, Integrated Outreach – East, who received the Efficiency Medal for exceptional efficiency and professional growth.
- Dr Karen Cheong, Director, Research, Evaluation and Monitoring, Ms Kris Ong, Director, Integrated Outreach – East, Mr Cheong Wai Leong, Assistant Principal Dental Therapist, Ms Suhaila Binte Mohd Isa, Dental Therapy Manager and Mohamed Shafie Bin Mohamed Hanafia, Senior Executive II, Youth Preventive Service – Planning, who received the Long Service Medal to recognise 25 years of dedicated service.

Other notable awards

- eMental Health International Collaborative Congress 2025 – HPB received the Leadership Excellence Award for the National Sleep Challenge, an evidence-informed and person-centred public health innovation.
- Public Sector Transformation Awards 2025 – The Nutri-Grade labelling scheme received the Regulatory Excellence Award for improving Singapore's regulatory environment to promote healthier beverages. Ms Audrey Tong, Director, Integrated Solutions and Programme Planning Office, received the Exemplary Leader Award for her exceptional leadership on integrated programmes.

- Singapore Health Quality Service Awards 2025 – Our Youth Preventive Service team was honoured with 12 awards including one Gold and 11 Silver awards, highlighting the team's outstanding commitment to youth health and preventive care services.
- 19th Tan Chin Tuan Nursing Award for Enrolled Nurse – Ms Ariana Binte Ariffin, Principal Enrolled Nurse, was recognised for her extraordinary dedication and contributions through 16 years of nursing.
- Nurses Merit Award 2025 – Ms Tan Neng Ping, Senior Nurse Manager, was recognised for her excellence in school health promotion.
- HPB received local and international accolades for the creativity and effectiveness of our marketing campaigns that drove population-level awareness and behaviour change. HPB won 23 awards, including four Golds, across distinguished marketing industry events, including the SMARTIES APAC Awards, The NEXT Awards APAC, MARKies Awards Singapore and Effie Singapore Awards.

HPB CEO Mr Tay Choon Hong and Youth Preventive Service officers received awards from Minister for Health and Coordinating Minister for Social Policies, Mr Ong Ye Kung, at the Singapore Health Quality Service Awards 2025.

Ms Alice Ong, Director, Preventive Health Programmes and Rewards, represented HPB to receive the Leadership Excellence Award for HPB's National Sleep Challenge.

Leadership and Team Development

HPB continued to strengthen our leadership effectiveness by aligning key behaviours across leaders around the 3Cs framework: Care, Connection and Candour. This comprehensive approach ensures our leaders are equipped to support their teams in delivering results.

We strengthened these efforts through 360-degree feedback sessions for the Leadership Group, with follow-up coaching and practice sessions.

Leaders gathered to engage, exchange perspectives and reflect on bringing the organisation's 3C framework to life at work.

Investing in Talent Development

HPB adopts a staff-centric development approach that puts individual aspirations at the centre. Our employees work closely with their supervisors to co-create personalised development pathways aligned with career aspirations and role requirements, supported by flexible modular learning programmes.

We expanded our upskilling initiatives to include critical emerging competencies such as Human-Centred Design, Behavioural Science, Data Analytics, Project Management and Plain Language Writing. These programmes engage staff in practical application and real-world use cases, helping them apply their learning more effectively at work.

To support career growth, we conducted dedicated workshops for officers and supervisors, equipping them with tools for meaningful career planning and development conversations.

We awarded scholarships and sponsorships to 11 officers to support them in furthering their studies and developing their expertise.

Staff attended Plain Language Writing workshops on creating clear and effective health promotion content for our citizens.

Staff attended the LUMA-Human Centred Design Practitioner Programme to design citizen-centric engagements, to inspire action and promote good health.

Staff attended Behavioural Insights workshops to develop communication strategies to effectively shape behaviours.

HPB CEO Mr Tay Choon Hong presented the HPB scholarship award to recipients.

Over 50 officers came together in November 2025 to affirm their commitment to their role as Well-being Ambassadors.

Total Rewards and Retention

HPB regularly reviews our compensation schemes, to remain competitive in the market. We implemented salary enhancements across several schemes, including new starting salaries for fresh graduates and improvements to the Nursing and Dental schemes.

We enhanced our employee benefits by increasing the quantum for the long service award and compassionate token, while aligning with the Public Service Division to provide enhanced medical, dental and parenthood leave benefits.

Beyond competitive remuneration, we enhanced our employee well-being initiatives such as Election Time-off and Shared Parental Leave. We also refreshed the Well-being Ambassadors Community to strengthen on-ground support for mental well-being.

Building a Data-Driven Workforce

To enhance service delivery to citizens, the Health Promotion Board (HPB) bolstered our data infrastructure and strengthened internal data engineering capabilities, facilitating officers' access to data.

HPB staff attended data literacy workshops to deepen their skills in using data and insights for health promotion.

We equipped our officers with essential data skills, empowering them to use data analytics to develop solutions that improve health outcomes and service delivery. Our employees build data skills through cross-team collaboration, workshops on translating data into real-world insights, and communities of practice that encourage sharing and learning across teams.

To date, over 150 HPB staff have attended hands-on workshops, gaining skills in data analytics, artificial intelligence (AI), and the latest digital tools. In addition, more than 70 data practitioners across 28 divisions champion data-driven decisions and support our commitment to use data responsibly for better health solutions.

Harnessing AI to Enhance Workforce Productivity

HPB has introduced AI-powered solutions that make our processes more efficient, sustainable and scalable. This saves time and resources, enabling us to dedicate more efforts to improve service delivery to Singaporeans.

By leveraging AI to manage and address data-related challenges, we boost productivity by reducing manual tasks. We have also strengthened our data engineering capabilities by introducing automated systems to reduce manual intervention.

In FY2025, we partnered with the Agency for Science, Technology and Research to create an AI-driven machine-learning model that speeds up the resolution of tracker-related disputes. The solution cut investigation times by more than 50%, reducing the time spent on each case from 10 to under five minutes, saving about 42 man-hours each month.

In FY2025:

- **40% reduction** in manual intervention through effective issue reporting and streamlined communications.
- **60% improvement** in issue documentation processing time through standardised AI-guided reporting templates.
- **30% improvement** in issue routing processing time through intelligent domain mapping.
- **90% reduction** in manual data oversight requirements, freeing officers for complex analytical work.
- Transformed issue detection capabilities **from reactive to proactive**, with seven days' advance warning.
- **60% improvement** in issue resolution efficiency.

Environmental Sustainability Report

Our environmental sustainability report reflects Health Promotion Board's sustainability efforts and performance for the financial year 2025, from 1 April 2025 to 31 March 2026. The report summarises our efforts, progress and plans under the GreenGov.SG initiatives which advance the national agenda on sustainability development.

BOARD AND SENIOR MANAGEMENT STATEMENT

In alignment with the Singapore Green Plan 2030, which establishes a national blueprint for sustainable development, we are committed to environmental sustainability. To reflect our commitment, we promote sustainable practices in our service delivery and collaborate with stakeholders to reduce our carbon footprint, thereby minimising our environmental impact.

We prioritise sustainability through responsible resource management, promoting the health and well-being of the nation and community, fostering good governance and safeguarding assets. By embracing sustainability, we ensure the long-term effectiveness of our health initiatives and contribute to a nation of healthy people.

Our Approach

At Health Promotion Board (HPB), our approach to sustainability aligns with GreenGov.SG initiatives. We implemented energy-efficient systems, installed water-efficient fittings, improved waste management practices, enhanced recycling efforts and fostered a sustainable culture among employees through sustainability events, roadshows and workshops.

Where applicable, we adopted relevant environmental sustainability evaluation criteria in our procurement of Information and Communications Technology (ICT) products, ensuring that ICT products purchased carry recognised eco-labels such as TCO (Tjänstemännens Centralorganisation), ENERGY STAR and EPEAT (Electronic Product Environmental Assessment Tool), that conform to established environmental standards. We will continue to evolve our practices to foster a greener workplace and reduce our environmental impact.

HPB'S ASSETS AND PREMISES

Built in 1997, the HPB building is situated at 3 Second Hospital Avenue within the Singapore General Hospital campus. The Gross Floor Area is 32,147m^2 comprising 12,598 m^2 occupied by HPB, 11,086m^2 occupied by 7 sub-tenants and 8,463m^2 of common spaces and ancillary rooms.

We have achieved the Green Mark Platinum certification for our building.

SUSTAINABILITY GOVERNANCE STRUCTURE

The Board of Directors provides oversight of HPB's sustainability strategies and progress towards the Singapore Green Plan 2030. The Board members bring diverse professional backgrounds and experiences in healthcare, financial and energy sectors, and are regularly updated on HPB's environmental issues and performance.

At the management level, the HPB Leadership Group led by the Chief Executive Officer oversees the formulation and implementation of sustainability initiatives. This includes building internal capability, instilling a sustainability culture among our employees and stakeholders, as well as driving and aligning organisational workstreams towards sustainability targets.

Board of Directors

- Reviews and guides strategies, as well as sets HPB's performance objectives and monitors implementation and performance
- Oversees progress against environmental goals and targets

Leadership Group

- Oversees the assessment and management of environmental risks and opportunities

Agency Manager – Director (Finance, Administration and Legal Division)

- Drives HPB's environmental sustainability strategies and initiatives
- Provides updates to the HPB Leadership Group and Board of Directors on environmental issues and performance

HPB'S ENVIRONMENTAL SUSTAINABILITY TARGETS AND PERFORMANCE

HPB is committed to meeting the environmental sustainability targets under the GreenGov.SG framework. We have met the targets for Scope 2 carbon emissions, Energy Utilisation Index (EUI) and Water Efficiency Index (WEI) ahead of time. We are on track to achieve the remaining Waste Disposal Index (WDI) target by 2030.

Scope 2 Carbon Emission

Carbon emission assessments include direct and indirect emissions from energy consumption which are categorised into Scope 1[1], 2[2] and 3[3] emissions. HPB's operations predominantly comprise administrative functions, public health initiatives and educational campaigns aimed at promoting healthy lifestyles. Given the nature of our operations, we focused solely on Scope 2 emissions, which pertain to energy consumption to meet our operational requirements including air conditioning and lighting systems. Scope 1 emissions are not applicable to HPB as we do not incur direct emissions such as those from vehicle fleets or on-site energy generation. Due to the complexities associated with accounting for activities conducted on our behalf that are beyond our direct control, we have excluded Scope 3 emissions in this report.

HPB's adoption of energy-efficient practices resulted in our Scope 2 Carbon Emissions peaking in 2021 as reflected in Table 1. In FY2025, HPB's scope 2 emissions of 1,544 tonnes CO_2e was a further 3.9% reduction from FY2024.

[1] Scope 1 emissions refer to direct emissions from sources owned or controlled by HPB.

[2] Scope 2 emissions refer to indirect emissions that result from the use of purchased electricity.

[3] Scope 3 emissions refer to all other indirect emissions that are a consequence of the activities of HPB but occur from sources not owned or controlled by HPB.

Table 1: Carbon Emission Performance

Our Target
Scope 2 Peak emissions around 2025[4]

Our Performance (Target met)
Scope 2 emissions peaked in FY2021. FY2025 emissions: 1,544 tonnes CO_2e, a further 3.9% reduction from FY2024

Year	Scope 2 Emissions (t CO_2E)
FY2021	2,244
FY2022	2,020
FY2023	1,959
FY2024	1,606
FY2025	1,544

Energy Consumption

In FY2025, HPB's EUI of 120 kWh/m² was a 29% reduction from the baseline period (FY2018 – FY2020) and a 1.6% reduction from the FY2024 level as shown in Table 2.

Initiatives and Upcoming Plans

In our ongoing efforts to enhance energy efficiency, we have implemented new measures that further reduced our energy consumption such as installing energy-efficient LED lights and motion sensors in low footfall areas (e.g. staircases, toilets and pantries), replacing air conditioning chiller parts and installing hybrid cooling systems in meeting rooms and offices.

While we have met our target ahead of schedule, HPB will continue to explore energy-efficient initiatives to reduce energy consumption. This will include a pilot to reduce light fittings at selected lift lobbies and corridors, further supporting our efforts to reduce our EUI and carbon emissions.

Table 2: Energy Utilisation Index (EUI[5]) Performance

Our Target
Reduce EUI by 10% from the baseline period (FY2018 – FY2020) by FY2030

Our Performance (Target met)
FY2025 EUI: 120 kWh/m², a 29% reduction from the baseline period

Period	Energy Consumption	EUI (kWh/m²)
Baseline (FY2018 – FY2020)	5,391,573	168
FY2021	5,492,325	171
FY2022	4,945,569	154
FY2023	4,794,668	149
FY2024	3,932,177	122
FY2025	3,841,567	120

[4] Aligned to GreenGov.SG target for government agencies.

[5] Energy Utilisation Index (EUI) – amount of electricity used per floor area.

Water Consumption

In FY2025, HPB's WEI of 46 litres/person/day was a 43% reduction from the baseline period (FY2018 – FY2020) and a 12% reduction from the FY2024 level as shown in Table 3.

Initiatives and Upcoming Plans

We implemented new water conservation measures to further reduce water consumption without compromising functionality such as installing bidet seats in toilet cubicles, converting foot-operated manual taps to sensor taps in the Student Dental Centre operatories, and ensuring that our facilities fully comply with water efficiency standards.

While we have met our target ahead of schedule, HPB will continue to explore water-saving measures to reduce water consumption. This will include piloting waterless urinals through the use of biological tablets to further reduce WEI.

Table 3: Water Efficiency Index (WEI[6]) Performance

Our Target
Reduce WEI by 10% from the baseline period (FY2018 – FY2020) by FY2030

Our Performance (Target met)
FY2025: 46 litres/person/day, a 43% decrease from the baseline period

	Water Consumption & WEI	WEI (litres/person/day)
Baseline (FY2018 – FY2020)	36,795	80
FY2021	31,148	78
FY2022	31,778	70
FY2023	26,936	63
FY2024	24,805	52
FY2025	22,117	46

Waste Management

In FY2025, HPB's WDI of 0.155 kg/person/day was a 27% reduction from the baseline period (FY2022) and a 15% reduction from the FY2024 level as shown in Table 4.

Initiatives and Upcoming Plans

Besides placing recycling bins at convenient locations to encourage recycling, we installed motion-detecting paper towel dispensers in washrooms and centralised photocopiers with secure print functions to reduce paper wastage. In addition, we mandated sustainable food waste management in our cafeteria, significantly reducing general waste.

We will intensify efforts towards meeting the target reduction by 2030. This will include implementing new microfibre umbrella dryers at our main entrances instead of providing plastic covers for umbrellas.

[6] Water Efficiency Index (WEI) – amount of water used per person per day.

Table 4: Waste Disposal Index (WDI[7]) Performance

Our Target
Reduce WDI by 30% from the baseline period (FY2022) by 2030

Our Performance (On track)
FY2025: 0.155 kg/person/day, a 27% reduction from the baseline period

	Waste Generated & WDI	WDI (kg/person/day)
FY2022 (Baseline)	96,150	0.212
FY2023	97,317	0.226
FY2024	87,480	0.182
FY2025 (Projected)	75,045	0.155

BUILDING A SUSTAINABLE CULTURE

Sustainability at HPB is a collective effort involving our employees. They are key to embedding eco-friendly practices in our daily operations, from reducing energy and water consumption to recycling. HPB raises awareness and fosters a green culture through Electronic Direct Mailers (EDMs), events, workshops and office initiatives.

We engaged our employees on sustainable practices through EDMs on 'How To Recycle Right' and environmental sustainability roadshows. These roadshows took place on 28 October 2025 and 18 March 2026, and featured educational booths on recycling and upcycling, alongside booths selling sustainable products.

We also supported national sustainability campaigns by other agencies such as the Land Transport Authority's 'World Car-Free Day' and the National Environment Agency's 'Say YES to Waste Less' by promoting these campaigns in HPB.

On 18 July 2025, we conducted a recycling and waste segregation training session for all cleaning staff, including our tenants' housekeeping teams. The session aimed to reinforce the importance of waste segregation and provide guidance on distinguishing between general waste and recyclables.

HPB staff learnt about sustainable practices through EDMs and roadshows.

Cleaning staff learnt to identify recyclables at a training session.

[7] Waste Disposal Index (WDI) – total waste disposed of per person per day.

Corporate Governance

The Health Promotion Board (HPB) was established on 1 April 2001 to perform the functions, objects and duties set out in the Health Promotion Board Act (Chapter 122B) (the “Act”).

BOARD OF DIRECTORS

As at 31 March 2026, the Board of Directors (the “Board”) comprises 11 independent members who as a group bring with them a broad range of knowledge and experience across different sectors including academia, audit, finance, technology, healthcare, industrial and the public sector.

The Board is committed to ensuring that the highest standards of corporate governance are practised throughout Health Promotion Board (HPB), and that HPB’s operations and programmes are managed well to achieve its objectives. The Board reviews and approves HPB’s strategies, plans, human resource policies and financial budgets to ensure that activities and resources allocated are optimised to meet HPB’s objectives and key priorities.

The Board ensures that the management maintains a sound system of risk management and internal controls to address operational, financial, regulatory/compliance and information technology risks.

There are four board committees with written terms of reference approved by the Board.

1) The Personnel Board oversees the human capital management and development of HPB. The Board reviews and approves key policies and systems on manpower planning, succession planning and compensation; and the management of Superscale Officers.

2) The Audit and Risk Management Committee (“ARMC”)’s objectives are to:
   - Meet its responsibilities for HPB’s financial reporting, and management of risks and controls as well as monitoring of the internal control systems.
   - Determine that HPB has adequate administrative, operational and internal controls and that HPB is operating in accordance with its prescribed rules, policies and procedures.
   - Review the risk management process, system of internal control, audit process and HPB’s process for monitoring compliance with policies, procedures and regulations. The risks include but are not limited to regulatory risks, legal and documentation risks, systems/applications risks and process risks.

3) The Medical and Dental Board provides guidance on clinical services and research governance initiatives, to support HPB in the evolving landscape of health promotion.

4) The Finance and Investment Committee’s objectives are to:
   - Oversee the financial affairs of HPB, including financial planning, revisions to fees and charges, and governance matters delegated by the Board.
   - Determine the objectives and strategies for HPB’s investments and review the performance of the investment portfolio.

The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members as shown:

Position	Allowance for FY2025/2026 ($)
Chairman of the Board	22,500
Chairman of Audit and Risk Management Committee	16,875
Member of Audit and Risk Management Committee and Chairman of Sub-Committee	11,250
Member	5,625

HPB briefs all new Board members to familiarise them with its business activities. Board members have separate and independent access to HPB's senior management, including the Chief Executive Officer, as well as HPB's internal and external auditors.

DISCLOSURE AND TRANSPARENCY

Board members are required to declare their directorships in all organisations. A Board member who finds himself/herself in a situation of actual or potential conflict of interest is required to disclose the nature of his/her interest to the Board as soon as is practicable, and exclude himself/herself from the Board's deliberations and decisions.

The remuneration of key management personnel is within Public Sector salary bands.

Board Meeting Attendance

Four meetings were convened in FY2025/2026, on 30 June 2025, 15 September 2025, 20 November 2025 and 31 March 2026.

Name	Board Committees	Attended
Mr Wong Kim Yin	a) Chairman of the Board b) Personnel Board, Chairman	4
Mr Alan Goh	ARMC, member	4
Dr Ayesha Khanna	ARMC, member	4
Prof Chua Hong Choon *(Term ended 31 March 2026)*	Medical and Dental Board, Chairman	3
Prof Fatimah Lateef	a) Medical and Dental Board, member b) ARMC, member	3
Mr Gerard Toh Wen-Wei	ARMC, Chairman	4
Ms Tang Zhi Hui	a) Personnel Board, member b) Medical and Dental Board, member	2
Mr TK Udairam *(Term ended 31 March 2026)*	Finance and Investment Committee, Chairman	4
Mr Tony Low *(Term ended 30 November 2025)*	Finance and Investment Committee, member	2
Prof Teo Yik Ying	Medical and Dental Board, member	3
Ms Catherine Lee	a) Finance and Investment Committee, member b) Personnel Board, member	4
Mr Poh Chun Leck *(With effect from 1 January 2026)*	Finance and Investment Committee, member	1

Risk Management and Internal Controls

RISK MANAGEMENT

The Risk Management Steering Committee, chaired by the Chief Executive Officer, serves as the apex management body overseeing risk management at the Health Promotion Board (HPB). Supported by the Risk Management, Operational Excellence and Compliance Division in collaboration with divisions across the organisation, this governance structure ensures the effectiveness of risk controls and compliance with relevant policies, guidelines and internal procedures.

HPB has established an Integrated Risk Management Framework to comprehensively address risks, from risk identification to incident management, and business continuity management. Aligned with the ISO 31000 Risk Management Standard, the Framework advocates for a systematic and proactive approach to managing risks, fostering a culture of risk awareness and continuous improvement.

Risk management and mitigation strategies are integral to HPB's daily operations, annual planning and budgeting. Given the nature of its operations and activities, HPB maintains a generally low risk appetite, with zero tolerance for fraud, corruption and negligence that could cause serious injury. At the same time, HPB recognises the importance of exploring new opportunities and embraces a medium risk appetite towards innovation.

The management highlights significant matters relating to risk management and controls to the Board and the Audit and Risk Management Committee (ARMC) as necessary.

WHISTLE-BLOWING POLICY

A Whistle-blowing (Internal Disclosure) policy is publicly available on the HPB website to provide an avenue for staff, suppliers, customers, contractors and members of the public to raise concerns about possible improprieties and wrongful practices in HPB. All disclosures are directed to secured channels managed by the Internal Audit Division, where information provided is kept strictly confidential with zero tolerance for discrimination, retaliation or harassment against whistle-blowers reporting in good faith, and all cases are reported to the ARMC.

INTERNAL AUDIT

The Internal Audit Division reports to the ARMC and operates independently from the other divisions of HPB. In accordance with the HPB Internal Audit Charter, the Division provides independent and objective assessments to the management and ARMC on the adequacy and effectiveness of governance, risk management and controls processes within HPB. This is aligned with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing through 8 January 2025, and the Global Internal Audit Standards effective from 9 January 2025. The Division continues to enhance assurance services using technology and data analytics and is committed to follow through on the effective implementation of audit recommendations, which contributes to HPB's continuous improvement and achievement of its objectives.

HEALTH PROMOTION BOARD

(Company registration number: T08GB0014L)

Directors' Statement and Financial Statements
for the financial year ended 31 March 2026

HEALTH PROMOTION BOARD
STATEMENT BY DIRECTORS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

We, Wong Kim Yin and Tay Choon Hong, on behalf of Health Promotion Board (the "Board"), do hereby state that, in our opinion:

(a) The accompanying statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows together with the notes thereto are drawn up so as to give a true and fair view of the financial position of the Board as at 31 March 2026 and the financial performance, changes in equity and cash flows of the Board for the financial year then ended; and

(b) At the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due.

On behalf of the Board

Wong Kim Yin
Chairman

Tay Choon Hong
Chief Executive Officer

29 June 2026

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBER OF HEALTH PROMOTION BOARD
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Health Promotion Board (the "Board"), 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.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), the Health Promotion Board Act 2001 (the "Act") and Statutory Board Financial Reporting Standards in Singapore ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Board as at 31 March 2026 and of the results, changes in equity and cash flows of the Board for the financial year ended on that date.

Basis for Opinion

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

Report on the Audit of the Financial Statements (Continued)

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

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

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

Responsibilities of Management and 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 Public Sector (Governance) Act, the Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of the 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 Board'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 management either intends to liquidate the Board or to wind up the Board or for the Board to cease operations.

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

Report on the Audit of the Financial Statements (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control.

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board'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 Board to cease to continue as a going concern.

Report on the Audit of the Financial Statements (Continued)

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

- 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 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 receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the financial year are, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board; and

(b) proper accounting and other records required have been kept, including records of all assets of the Board whether purchased, donated or otherwise.

Basis for Opinion

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

Report on Other Legal and Regulatory Requirements (Continued)

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

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

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 Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

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 Board'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 Tan Boon Kai.

BDO LLP

BDO LLP
Public Accountants and
Chartered Accountants

Singapore
29 June 2026

HEALTH PROMOTION BOARD

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note	2026 $'000	2025 $'000
Non-current assets			
Property, plant and equipment	3	10,053	17,782
Intangible assets	5	12,251	9,412
Financial assets, at amortised cost	6	1,000	14,617
		23,304	41,811
Current assets			
Receivables	7	5,387	5,991
Prepayments		2,978	2,945
Grant receivables	8	9,481	8,583
Financial assets, at amortised cost	6	13,816	-
Cash and cash equivalents	9	207,211	206,256
		238,873	223,775
Current liabilities			
Payables and accruals	10	76,566	85,758
Lease liabilities	4	5,311	5,383
Grants received in advance	8	2,013	1,060
Provision for contribution to consolidated fund	17	1,861	3,222
		85,751	95,423
Net current assets		153,122	128,352
Non-current liabilities			
Deferred capital grants	11	480	178
Lease liabilities	4	-	5,307
Obligations in respect of pension scheme	12	7,133	7,387
		7,613	12,872
Net assets		168,813	157,291
Equity			
Share capital	13	63,118	57,630
Accumulated surplus			
- General funds		105,695	99,661
		168,813	157,291

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

HEALTH PROMOTION BOARD

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	2026 $'000	2025 $'000
Income			
Fees & charges	15	1,872	2,268
Sponsorship income	15	293	224
Donation income		721	734
Interest income		4,194	7,102
Other income		135	12
		7,215	10,340
Expenditure			
Staff cost	16	(120,680)	(115,828)
Programme, supplies & marketing		(227,007)	(216,007)
Maintenance		(50,158)	(56,278)
Fixed asset depreciation & amortisation of intangible assets		(12,416)	(11,870)
General & administrative		(24,949)	(25,207)
		(435,210)	(425,190)
Deficit before grants		(427,995)	(414,850)
Grants			
Government operating grants	8	438,780	433,070
Non-government operating grants	8	36	675
Deferred government capital grants amortised	11	127	56
		438,943	433,801
Surplus before contribution to consolidated fund for the financial year		10,948	18,951
Contribution to consolidated fund	17	(1,861)	(3,222)
Net surplus for the financial year		9,087	15,729
Other comprehensive income:			
Actuarial losses on obligation in respect of pension scheme		-	(781)
Total comprehensive income for the financial year		9,087	14,948

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

STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

			Accumulated surplus	
	Note	Share capital $'000	General funds $'000	Total $'000
2026				
Beginning of financial year		57,630	99,661	157,291
Issuance of ordinary shares	13	5,488	-	5,488
Net surplus for the financial year		-	9,087	9,087
Total transactions with owners, recognised directly in equity				
Dividends paid	14	-	(3,053)	(3,053)
End of financial year		63,118	105,695	168,813
2025				
Beginning of financial year		56,006	100,293	156,299
Issuance of ordinary shares	13	1,624	-	1,624
Net surplus for the financial year		-	15,729	15,729
Other comprehensive income:				
Actuarial losses on obligation in respect of pension scheme		-	(781)	(781)
Total comprehensive income for the financial year		-	14,948	14,948
Total transactions with owners, recognised directly in equity				
Dividends paid	14	-	(15,580)	(15,580)
End of financial year		57,630	99,661	157,291

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

HEALTH PROMOTION BOARD

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
Deficit before grants		(427,995)	(414,850)
Adjustments for:			
- Depreciation of property, plant and equipment		7,967	9,156
- Loss/(Gain) on disposal of property, plant and equipment		14	(8)
- Impairment loss on property, plant and equipment		4	-
- Loss on derecognition of lease liability		30	-
- Amortisation of intangible assets		4,449	2,714
- Interest income		(4,194)	(7,102)
- Interest expense		584	757
		(419,141)	(409,333)
Changes in working capital:			
- Receivables		(1,135)	2,652
- Prepayment		(33)	(878)
- Payables and accruals		(10,353)	(8,822)
Cash flows used in operations		(430,662)	(416,381)
- Obligations in respect of pension scheme		(447)	(448)
- Payment of contribution to consolidated fund		(3,222)	(6,077)
Net cash used in operating activities		(434,331)	(422,906)
Cash flows from investing activities			
Additions to property, plant and equipment		(108)	(392)
Additions to intangible assets		(6,126)	(2,624)
Proceeds from disposal of property, plant and equipment		1	10
Interest received		5,733	6,702
Net cash (used in)/ generated from investing activities		(500)	3,696
Cash flows from financing activities			
Government grants received	8	439,279	432,024
Non-government grants received	8	21	796
Proceeds from issuance of shares		5,488	1,624
Principal repayment of lease liabilities		(5,558)	(5,584)
Interest paid		(391)	(636)
Dividends paid		(3,053)	(15,580)
Net cash generated from financing activities		435,786	412,644
Net change in cash and cash equivalents		955	(6,566)
Cash and cash equivalents at beginning of financial year	9	206,256	212,822
Cash and cash equivalents at end of financial year	9	207,211	206,256

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

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

1. General information

Health Promotion Board (the “Board”) was established on 1 April 2001 under the provisions of the Health Promotion Board Act 2001 (the “Act”) and is under the purview of Ministry of Health. As a statutory board, the Board is subject to the directions of Ministry of Health, and is required to implement policies and policy changes as determined by its supervisory ministry. The Board’s registered office is located at 3 Second Hospital Avenue, Singapore 168937.

The principal activities of the Board are to:

(a) advise the Government, either of its own motion or upon request made to it by the Minister, on all matters connected with the promotion of good health and healthy lifestyles amongst the people of Singapore, including the formulation of policies, the creation of conditions and the provision of public facilities that are conducive to the promotion of good health and healthy lifestyles amongst the people of Singapore;

(b) devise, organise and implement programmes and other activities for or related to the promotion of good health and healthy lifestyles amongst the people of Singapore, health education programmes and programmes and other activities for or related to the prevention or detection of diseases;

(c) collaborate with any organisation to devise, organise and implement, or to provide support or assistance to any organisation in devising and implementing any of the programmes or activities referred to in paragraph 1(b);

(d) monitor and conduct investigations and research into any matter relating to the health and nutritional statuses of the people of Singapore;

(e) promote a healthy food supply in Singapore;

(f) determine, establish and recommend nutritional standards and dietary guidelines, and guidelines for the provision of nutritional information;

(g) provide healthcare services (including medical, dental, health-screening and immunisation services) to school children and such other persons or class of persons as the Board thinks fit;

(h) provide consultancy services to Government departments, members of the healthcare industry and the private sector on matters relating to health education, the preservation and promotion of health, healthy lifestyles and healthy dietary practices and the prevention and detection of diseases; and

1. **General information** (Continued)

(i) represent the Government internationally on matters related to or connected with health education, the preservation and promotion of health and the prevention and detection of diseases.

2. **Material accounting policy information**

2.1 Basis of preparation

Statement of compliance

These financial statements of the Board have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), the Health Promotion Board Act 2001 (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS"). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

Basis of measurement

The financial statements have been prepared in accordance with SB-FRS under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars ($) which is the functional currency of the Board. All financial information presented in Singapore dollars has been rounded to the nearest thousand ($'000), except when otherwise stated.

The preparation of these financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Board's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements are disclosed in Note 2 to the financial statements and summarised below.

Significant accounting estimates and assumptions used:

- Pension expenses (Note 2.12 and 12)

Management is of the opinion that there are no critical judgements (other than those involving estimates) that have a significant effect on the amounts recognised in the financial statements.

2. Material accounting policy information (Continued)

2.1 Basis of preparation (Continued)

Interpretations and amendments to published standards effective in 2025

New or revised accounting standards and interpretations effective from 1 April 2025

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

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

New standards, amendments and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are effective in future reporting periods and have not been early adopted by the Board. The Board does not expect any of these standards upon adoption will have a material impact on the Board, except as follows:

SB-FRS 118 Presentation and Disclosure in Financial Statements

The SB-FRS 118 replaces SB-FRS 1 Presentation of Financial Statements and provides guidance on presentation and disclosure in financial statements, and focuses on the statement of profit or loss.

SB-FRS 118 introduces:

- New structure on statement of profit or loss with defined subtotals;

- Disclosure related to management-defined performance measures (MPMs), which are measures of financial performance based on a total or sub-total required by accounting standards with adjustments made (e.g. 'adjusted profit or loss'). A reconciliation of MPMs to the nearest total or subtotal calculated in accordance with accounting standards; and

- Enhanced principles on aggregation and disaggregation of financial information which apply to the primary financial statements and notes in general.

SB-FRS 118 will take effect on 1 January 2027. An impact assessment regarding the adoption of SB-FRS 118 is still underway and has not yet been completed.

2. Material accounting policy information (Continued)

2.2 Property, plant and equipment

Property, plant and equipment are initially measured at cost, subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

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 Board and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

Depreciation on property, plant and equipment is recognised as an expense in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component of property, plant and equipment.

The estimated useful lives for the current and comparative periods are as follows:

	Useful lives
Computers	5 years or shorter of unexpired lease term
Leasehold improvements	5 years or shorter of unexpired lease term
Furniture and fittings	8 years
Medical and other equipment	3 to 10 years
Motor vehicles	10 years
Office space	3 years or shorter of unexpired lease term

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

2. Material accounting policy information (Continued)

2.3 Intangible assets

Intangible assets that are acquired by the Board, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised in the statement of comprehensive income on a straight-line basis over their estimated useful lives of 3 to 5 years, from the date on which they are available for use.

Computer software under development

Computer software under development are stated at cost. Expenditure relating to the capital work-in-progress are capitalised when incurred. No depreciation is provided until the intangible assets are ready for use. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of 3 to 5 years.

Costs directly attributable to the development of computer software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Board has an intention and ability to complete and use the software and the costs can be measured reliably.

2.4 Impairment of non-financial assets

The carrying amounts of the Board’s non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets’ recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit (“CGU”) exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss.

2. Material accounting policy information (Continued)

2.5 Financial assets

(i) Classification and measurement

The Board classifies its financial assets into the amortised cost measurement category based on the following conditions:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition

At initial recognition, the Board measures a financial asset at its fair value, except for trade receivables that do not have a significant financing component which are measured at transaction price.

At subsequent measurement

Financial assets mainly comprise of cash and cash equivalents, receivables, grant receivables and quoted and unquoted debt securities.

The financial assets are subsequently measured at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses, if any. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

(ii) Impairment

The Board assesses on forward looking basis the expected credit losses associated with its financial assets carried at amortised cost.

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

2. Material accounting policy information (Continued)

2.5 Financial assets (Continued)

(iii) Recognition and de-recognition

Regular way purchase and sales of financial assets are recognised on trade date - the date on which the Board commits to purchase or sell the asset.

Financial assets are de-recognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Board has transferred substantially all risks and rewards of ownership.

On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in profit or loss.

2.6 Grants

Government grants and contributions received by the Board from other organisations for the purchase of depreciable assets are taken to grants received in advance account in the first instance. They are taken to the deferred capital grants account upon the utilisation of the grants for the purchase of assets which are capitalised.

Deferred capital grants are recognised in the statement of comprehensive income over the periods necessary to match the depreciation and write off of the assets purchased or donated, with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the statement of comprehensive income to match the net book value of the property, plant and equipment disposed.

Government and other grants received by the Board to meet operating expenses are recognised as income in the year these operating expenses were incurred and there is reasonable assurance that the Board will comply with the conditions attached to it. Government grants are accounted for on the accrual basis.

Government grants are grants received from government bodies, including statutory boards. Funds received from all other organisations are classified as non-government grants.

2.7 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash at bank and cash placed with Accountant-General's Department ("AGD").

2. Material accounting policy information (Continued)

2.8 Payables and accruals

Payables and accruals represent liabilities for goods and services provided to the Board prior to the end of financial year which are unpaid as well as rewards payables that are pending redemption and settlement as of the end of the financial year. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). Otherwise, they are presented as non-current liabilities.

Payables and accruals are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.9 Share capital

Ordinary shares are capital injection by the Government in the Board and classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2.10 Presentation of Statement of Comprehensive Income

In the current financial year, the Board reviewed the presentation of its Statement of Comprehensive income (SOCI) and determined that the previous segregation between “General Funds” and “Restricted Funds” no longer best reflect the nature and use of the funding. Accordingly, management has combined these two categories into a single column in the SOCI.

Management considers that the revised presentation provides more accurate information to users of the financial statements as it aligns more closely with the purpose of the funding. This change is consistent with the requirements in SB-FRS.

2.11 Revenue recognition

(a) Fees & charges

The revenue for clinic services fee and course fee are recognised when the services are rendered over time on an hourly and daily basis respectively. Payment for the transaction price is due on the Board’s credit term policy at the time the invoice is issued to the customers.

The Board provides service maintenance to the tenants of the building located at 3 Second Hospital Avenue, Singapore 168937. The revenue is recognised when the services are rendered over time on a monthly basis. Payment for the transaction price is due on the Board’s credit term policy at the time the invoice is issued to the tenants.

2. Material accounting policy information (Continued)

2.11 Revenue recognition (Continued)

(b) Sponsorship income

Sponsorship income refers to contributions of cash, goods and/or services in support of the Board's programmes and the Board is expected to provide publicity entitlement of approximately equal value to the sponsors. Sponsorship-in-kind are measured at the fair value of the cash, goods and/or services received and are recognised over time when the publicity entitlements are rendered.

(c) Donation income

Donation income refers to outright donations in kind in support of the Board's programmes with no benefits given to the donors.

(d) Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

2.12 Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the statement of comprehensive income in the periods during which services are rendered by employees.

(b) Employee leave entitlement

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

(c) Short-term employee benefits

Short-term benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Board has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

2. Material accounting policy information (Continued)

2.12 Employee benefits (Continued)

(d) Post-employment benefits

Cost of providing defined benefit retirement scheme (the “HPB Pension Scheme”) is determined using the projected unit credit method, with actuarial valuations being carried out at least once in three years. The present value of obligation for all pensionable employees is determined by projecting each active employee’s benefits accrued from the starting date of their service with the Board (i.e., 1 April 2001) up to the valuation date, allowing for salary increases and the probability of earlier exits, and discounted using a long-term discount rate. The obligations to existing pensioners under the HPB Pension Scheme are calculated as the present value of pensions payable to the pensioners for their remaining lifetime.

At each valuation date, the total present value of obligation is compared to the book amount to determine the actuarial gain or loss. The Board recognises all actuarial gains and losses arising from post employment benefits in other comprehensive income and all expenses related to defined benefit plans in personnel expenses in the statement of comprehensive income.

Past service cost is recognised immediately to the extent that the benefits are already vested since the starting date of the pensionable employees’ service with the Board.

Certain actuarial estimates and assumptions directly influence the amount recognised in the statement of comprehensive income. Further details about the assumptions used and sensitivity analysis are disclosed and further explained in Note 12 to the financial statements.

2.13 Lease

When the Board is the lessee

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

The office space lease contained an extension option upon completion of the existing lease term. Management has not included the extension option in the lease measurement as it requires approval by the Collector of Land Revenue.

2. Material accounting policy information (Continued)

2.13 Lease (Continued)

When the Board is the lessee (Continued)

- Right-of-use assets

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

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

  Right-of-use assets are presented within "Property, plant and equipment".

- Lease liabilities

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

  - There is a change in the Board's assessment of whether it will exercise an extension option; or

  - There are modifications in the scope or the consideration of the lease that was not part of the original term.

  Lease liability is re-measured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

- Short-term and low-value leases

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

3. Property, plant and equipment

	Computers $'000	Leasehold improvements $'000	Furniture and fittings $'000	Medical and other equipment $'000	Motor vehicles $'000	Office space $'000	Total $'000
2026							
Cost							
Beginning of financial year	11,829	11,405	365	17,267	4,302	28,318	73,486
Additions	-	33	54	21	-	-	108
Lease modifications	392	-	-	-	-	-	392
Disposals	(3,428)		(68)	(188)	-	-	(3,684)
End of financial year	8,793	11,438	351	17,100	4,302	28,318	70,302
Accumulated depreciation and impairment losses							
Beginning of financial year	11,292	8,994	269	14,525	2,441	18,183	55,704
Depreciation charge	599	902	25	944	430	5,067	7,967
Impairment loss	-	-	-	4	-	-	4
Disposals	(3,185)	-	(53)	(188)	-	-	(3,426)
End of financial year	8,706	9,896	241	15,285	2,871	23,250	60,249
Net book value							
End of financial year	87	1,542	110	1,815	1,431	5,068	10,053

In the current financial year, the Board recognised an impairment loss of $4,000 in the Statement of Comprehensive Income to write down certain assets that were found to be defective. Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Included in the disposals for the current financial year is the derecognition of right-of-use assets with a net book value of $243,000 (2025: $Nil) upon termination of the related leases. Details of such leased assets and lease modifications are disclosed in Note 4.

3. Property, plant and equipment (Continued)

	Computers $'000	Leasehold improvements $'000	Furniture and fittings $'000	Medical and other equipment $'000	Motor vehicles $'000	Office space $'000	Total $'000
2025							
Cost							
Beginning of financial year	11,409	11,364	359	17,508	4,302	28,318	73,260
Additions	-	41	6	345	-	-	392
Lease modifications	605	-	-	-	-	-	605
Disposals	(185)	-	-	(586)	-	-	(771)
End of financial year	11,829	11,405	365	17,267	4,302	28,318	73,486
Accumulated depreciation							
Beginning of financial year	9,772	8,103	242	14,073	2,011	13,116	47,317
Depreciation charge	1,705	891	27	1,036	430	5,067	9,156
Disposals	(185)	-	-	(584)	-	-	(769)
End of financial year	11,292	8,994	269	14,525	2,441	18,183	55,704
Net book value							
End of financial year	537	2,411	96	2,742	1,861	10,135	17,782

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets and lease modifications are disclosed in Note 4.

4. Leases - The Board as a lessee

Nature of the Board's leasing activities

Office space

The Board leases office space for the purpose of providing healthcare services (including medical, dental, health-screening and immunisation services) to school children and for use as corporate offices.

Computers

The Board leases computer equipment used to improve the concurrent user capacity and overall reliability of applications.

There is no externally imposed covenant on these lease arrangements.

(a) Carrying amounts

ROU assets classified within Property, plant and equipment

	2026 $'000	2025 $'000
Office space	5,068	10,135
Computers	5	305
	5,073	10,440

(b) Depreciation charge during the financial year

	2026 $'000	2025 $'000
Office space	5,067	5,067
Computers	451	774
	5,518	5,841

(c) Carrying amounts

Lease liabilities

	2026 $'000	2025 $'000
Lease liabilities - Current	5,311	5,383
Lease liabilities - Non-current	-	5,307
	5,311	10,690

4. Leases - The Board as a lessee (Continued)

(d) Interest expense

	2026 $'000	2025 $'000
Interest expense on lease liabilities	391	636

(e) Lease expense not capitalised in lease liabilities

	2026 $'000	2025 $'000
Low-value lease expense	846	657
Short-term lease expense	174	193
	1,020	850

(f) Total cash outflow for all leases in 2026 was $6,970,000 (2025: $7,070,000).

(g) There was $392,000 lease modification of ROU assets during the financial year 2026 (2025: $605,000).

(h) Reconciliation of liabilities arising from financing activities:

			Non-cash changes			
	Beginning of financial year $'000	Principal and interest payment $'000	Interest expense $'000	Derecognition of lease liabilities $'000	Lease modifications $'000	End of financial year $'000
2026						
Lease liabilities	10,690	(5,949)	391	(213)	392	5,311
2025						
Lease liabilities	15,669	(6,220)	636	-	605	10,690

5. Intangible assets

	Computer software $'000	Computer software under development $'000	Total $'000
2026			
Cost			
Beginning of financial year	37,444	5,976	43,420
Additions	2,195	5,093	7,288
Written off	(16,683)	-	(16,683)
Transfer	5,976	(5,976)	-
End of financial year	28,932	5,093	34,025
Accumulated amortisation			
Beginning of financial year	34,008	-	34,008
Amortisation charge	4,449	-	4,449
Written off	(16,683)	-	(16,683)
End of financial year	21,774	-	21,774
Net book value			
End of financial year	7,158	5,093	12,251
2025			
Cost			
Beginning of financial year	37,236	908	38,144
Additions	1,119	5,302	6,421
Written off	(1,145)	-	(1,145)
Transfer	234	(234)	-
End of financial year	37,444	5,976	43,420
Accumulated amortisation			
Beginning of financial year	32,439	-	32,439
Amortisation charge	2,714	-	2,714
Written off	(1,145)	-	(1,145)
End of financial year	34,008	-	34,008
Net book value			
End of financial year	3,436	5,976	9,412

In the current financial year, included in computer software under development is an amount of approximately $1,162,000 (2025: $3,797,000) payable to suppliers.

6. Financial assets, at amortised cost

	2026 $'000	2025 $'000
Quoted debt securities - Singapore	14,816	14,617
Beginning of financial year	14,617	14,418
Addition of financial assets	-	-
Amortised discount	199	199
End of financial year	14,816	14,617

As at 31 March 2026, debt securities are quoted and consists of three issues with nominal values amounting to $4,000,000, $10,000,000 and $1,000,000 with coupon rates of 2.13%, 1.25% and 2.88% per annum and maturity dates on 1 June 2026, 1 November 2026 and 1 September 2027, respectively.

7. Receivables

	2026 $'000	2025 $'000
Trade receivables	11	2
Due from related parties (non-trade)	2,882	2,160
Other receivables	1,942	3,829
Security deposits	552	-
	5,387	5,991

The non-trade receivables from the related parties are unsecured, interest free and repayable on demand.

Included in other receivables are mainly the interest receivable from deposits under the Centralised Liquidity Management ("CLM") Framework amounting to approximately $1,701,000 (2025: $3,438,000).

8. Grant receivables/(Grants received in advance)

		Note	2026 $'000	2025 $'000
(a)	**Government**			
	Beginning of financial year, net		7,538	6,356
	Recognised in the statement of comprehensive income		438,780	433,070
	Grants received during the financial year		(439,279)	(432,024)
	Amounts transferred to deferred capital grants	11	429	136
	End of financial year, net		7,468	7,538
(b)	**Non-government – Temasek Foundation Cares CLG Limited**			
	Beginning of financial year, net		(15)	106
	Recognised in the statement of comprehensive income		36	675
	Grants received during the financial year		(21)	(796)
	End of financial year, net		-	(15)
	Comprises:			
	Grant receivables		9,481	8,583
	Grants received in advance		(2,013)	(1,060)
			7,468	7,523

Grants received during the financial year included $2,992,000 (2025: $11,400,000) for the purpose of dividend payment to Ministry of Finance.

9. Cash and cash equivalents

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

	2026 $'000	2025 $'000
Cash placed with Accountant-General's Department	207,211	206,256
Cash and cash equivalents in the statement of cash flows	207,211	206,256

Deposits placed with Accountant-General's Department ("AGD") are centrally managed by AGD under the Centralised Liquidity Management ("CLM") Framework.

The Board earns interest rate ranging from 1.47% to 2.80% per annum (2025: 2.75% to 3.36% per annum).

10. Payables and accruals

	2026 $'000	2025 $'000
Trade payables	4,438	4,027
Other payables and accruals	69,413	78,630
Due to related parties		
- trade	607	1,636
- non-trade	1,706	1,026
Security deposits	402	439
	76,566	85,758

Included in other payables and accruals are rewards liabilities of approximately $11,177,000 (2025: $15,509,000). The Board operates Healthy 365 and Lumihealth mobile apps that issue Healthpoints and Coins (collectively, "Rewards") respectively to participants for completing health promotion challenges. Rewards can be redeemed for vouchers at participating merchants such as shopping malls and grocery stores, credits for transportation use and donations to charitable organisations. The LumiHealth programme came to a close on 31 May 2026. Participants were able to earn coins until 31 March 2026, after which any unredeemed coins and unused vouchers expired on 30 April 2026 and 31 May 2026 respectively.

The trade and non-trade payables to related parties are unsecured, interest free and repayable on demand.

11. Deferred capital grants

	Note	2026 $'000	2025 $'000
Beginning of the financial year		178	98
Amount transferred from government grants	8	429	136
		607	234
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		(126)	(54)
- to match net book value of related assets disposed		(1)	(2)
		(127)	(56)
End of the financial year		480	178

12. Obligations in respect of pension scheme

The Board operates an unfunded defined retirement benefit plan for certain employees under the provisions of the Pension Act (Chapter 225, 2004 Revised Edition). The pension fund was set up by the Board on 1 April 2001.

In managing the risk arising from the pension scheme, the Board maintains sufficient cash balance to support benefit payments to employees who participated in the plan over the life of the plan. The benefit payment obligations are influenced by discount rate and life expectancy of employees. The pension scheme is a closed scheme for which there shall be no new entrants to the scheme.

The Board performed an actuarial valuation to determine the liability of the Board in respect of its defined retirement benefit plans. The amount of contribution is based on the actuarial valuation performed by an independent and professional actuarial firm in March 2025.

	2026	**2025**
	$'000	**$'000**
Present value of unfunded obligations	7,133	7,387

Movements in the net liability recognised in the statement of financial position are as follows:

	2026	**2025**
	$'000	**$'000**
Beginning of the financial year	7,387	6,933
Amounts recognised in the statement of comprehensive income	193	121
Benefits paid	(447)	(448)
Amounts recognised in other comprehensive income		
- Actuarial gain due to changes in financial assumptions	-	(674)
- Actuarial loss due to change in demographic assumptions	-	991
- Actuarial loss due to liability experience	-	464
	-	781
End of the financial year	7,133	7,387

The amounts recognised in the statement of comprehensive income are as follows:

	2026	**2025**
	$'000	**$'000**
Interest on obligation, included in staff costs under other benefits and allowances	193	121

12. Obligations in respect of pension scheme (Continued)

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2026 %	2025 %
Discount rate	2.70	2.70

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2026, the weighted average duration of the benefit payment obligation was approximately 9 years (2025: 10 years).

Sensitivity analysis

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

		2026 Increase/ (decrease) $'000	2025 Increase/ (decrease) $'000
Discount rates	+ 50 basis points	(344)	(337)
	- 50 basis points	375	363
Mortality rates	+ 1 year	279	269
	- 1 year	(297)	(292)

13. Share capital

	2026		2025	
	No. of shares	$'000	No. of shares	$'000
Issued and fully paid:				
Beginning of the financial year	57,629,553	57,630	56,005,621	56,006
Issuance during the financial year	5,487,964	5,488	1,623,932	1,624
End of the financial year	63,117,517	63,118	57,629,553	57,630

During the financial year, the Board issued 5,487,964 shares (2025: 1,623,932 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of $5,487,964 (2025: $1,623,932).

The shareholder is entitled to receive dividends as and when declared by the Board. The ordinary shares have no par value.

14. Dividends

	2026 $'000	2025 $'000
Ordinary dividends paid or proposed		
Final dividend paid in respect of the previous financial year of $0.05 (2025: $0.28) per share	3,053	15,580

15. Income from contracts with customers

Disaggregation of income from contracts with customers

The Board derives income from the transfer of goods and services over time and at a point in time in the following major income streams:

	At a point In time $'000	Over time $'000	Total $'000
2026			
Fee & charges:			
- Service maintenance	-	1,474	1,474
- Clinic service	398	-	398
	398	1,474	1,872
Sponsorship	-	293	293
Total revenue from contracts with customers	398	1,767	2,165

15. Income from contracts with customers (Continued)

Disaggregation of income from contracts with customers (Continued)

	At a point In time $'000	Over time $'000	Total $'000
2025			
Fee & charges:			
- Service maintenance	-	1,458	1,458
- Clinic service	810	-	810
	810	1,458	2,268
Sponsorship	-	224	224
Total revenue from contracts with customers	810	1,682	2,492

16. Staff costs

	2026 $'000	2025 $'000
Wages and salaries	102,398	97,819
Employer's contribution to defined contribution plans	12,520	12,376
Staff welfare and development	2,726	2,532
Other benefits and allowances	3,036	3,101
	120,680	115,828

The Board's total staff strength as at 30 September 2025 is 775.

17. Provision for contribution to Consolidated Fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Board is exempt from income tax.

In lieu of income tax, the Board is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidation Fund) Act, Chapter 319A. The provision is based on guidelines specified by the Ministry of Finance and is computed based on 17% of the net surplus of the Board for each financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

18. Related party transactions

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

(a) Transactions with Ministries, Organs of State, Statutory Boards and other government agencies

During the financial year, the Board engaged in various transactions in the ordinary course of its operation with entities related to the Board at prevailing prices or on customary terms and conditions. These transactions could have been replaced with transactions with other parties on similar terms and conditions.

	2026 $'000	2025 $'000
Purchases of goods and services		
IT-related services	27,031	30,662
Rental of premises	8,866	9,419
Secondment billing	4,323	2,932
Standard ICT Operating Environment (SOE) subscription charges	125	137
GeBiz charges	690	752
Maintenance of ICT subscription	734	812

(b) Key management personnel compensation

Key management personnel of the Board are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board.

Key management personnel compensation is as follows:

	2026 $'000	2025 $'000
Wages and salaries	10,598	10,100
Employer's contribution to defined contribution plans	537	420
Directors' fees	117	114
	11,252	10,634

19. Commitments

(a) Capital commitments

Capital expenditures approved but not provided for and not recognised in the financial statements are as follows:

	2026 $'000	2025 $'000
Commitments in respect of contracts placed as at reporting date	681	4,810

(b) Other lease commitments - Information Technology (IT) cost

Commitments in relation to IT cost contracted for at the reporting date but not recognised as liabilities are as follows:

	2026 $'000	2025 $'000
Not later than one year	617	195
Between one and five years	673	240
	1,290	435

20. Financial risk management

Overview

Risk management is integral to the whole business of the Board. The Board has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. Management monitors the Board's risk management process to ensure that an appropriate balance between risk and control is achieved.

Financial risk factors

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

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Board. The management team then establishes the detailed policies such as risk identification and measurement, exposure limits to manage financial risk.

The finance personnel measure actual exposures against the limits set and prepare regular reports for the review of the management team and the Board of Directors.

The information presented below is based on information received by the management team.

20. Financial risk management (Continued)

Financial risk factors (Continued)

(a) Market risk

(i) Interest rate risk

At the reporting date, the interest rate profile of the interest bearing financial instruments are as follows:

	2026	**2025**
	$'000	**$'000**
Cash placed with Accountant-General's Department	207,211	206,256

Sensitivity analysis

A 25 basis points (bp) change in interest rates at the reporting date would have increased/(decreased) surplus for the year by the amounts shown below. This analysis assumes that all other variables remain constant:

	25 bp increase	**25 bp decrease**
	$'000	**$'000**
As at 31 March 2026	518	(518)
As at 31 March 2025	516	(516)

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligation or commitment that it has entered into with the Board, resulting in financial loss to the Board.

(i) Risk management

The Board adopts the following policy to mitigate the credit risk.

At the reporting date, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

For cash and cash equivalents, the Board mitigates its credit risks by placing with Accountant-General's Department and banks, which are regulated.

For financial assets at amortised cost, other than cash and cash equivalents, the Board transacts with Ministries and Government Agencies and high credit quality non-related counterparties.

20. Financial risk management (Continued)

Financial risk factors (Continued)

(b) Credit risk (Continued)

(ii) Credit rating

The Board uses the following categories of internal credit risk rating for financial assets which are subjected to expected credit losses under the 3-stage general approach. These four categories reflect the respective credit risk and how the loss provision is determined for each of those categories.

Category of internal credit rating	**Definition of category**	**Basis for recognition of expected credit losses**
Performing	Borrower or issuer have a low risk of default and a strong capacity to meet contractual cash flows.	12-month expected credit losses
Underperforming	Borrower or issuer for which there is a significant increase in credit risk. Significant in credit risk is presumed if interest and/or principal repayment are over credit terms (either on immediate to 30 days terms).	Lifetime expected credit losses
Non-performing	Borrower or issuer has known credit issues.	Lifetime expected credit losses
Write-off	There is no reasonable expectation of recovery and legal means of recovery has been considered.	Asset is written off

All financial assets measured at amortised cost as at 31 March 2026 have been categorised as Performing and there is no material 12-month expected credit losses.

20. Financial risk management (Continued)

Financial risk factors (Continued)

(c) Liquidity risk

The Board has minimal exposure to liquidity risk as its operations are funded by government grants. The Board has ensured sufficient liquidity through the holding of highly liquid assets in the form of cash and cash equivalents at all times to meet its financial obligations.

The table below summarises the maturity profile of the Board's financial liabilities at the end of reporting period based on contractual undiscounted payments:

	Less than 1 year $'000	Between 1 and 5 years $'000
At 31 March 2026		
Payables and accruals	(76,566)	-
Lease liabilities	(5,447)	-
At 31 March 2025		
Payables and accruals	(85,758)	-
Lease liabilities	(5,759)	(5,443)

(d) Capital risk

The Board defines "capital" as share capital and accumulated surplus. The Board's policy is to maintain a strong capital base to safeguard the ability to meet its long-term needs and to maintain creditor and market confidence.

There were no changes in the Board's capital management approach during the financial year. The Board is not subject to imposed capital requirements.

20. **Financial risk management** (Continued)

Financial risk factors (Continued)

(e) Financial instruments by category

The aggregate carrying amounts of receivables, financial assets and financial liabilities at amortised cost are as follows:

	2026 $'000	2025 $'000
Financial assets, at amortised cost (excluded GST recoverable)	236,807	235,149
Financial liabilities, at amortised cost	81,877	96,448
Financial liabilities, at fair value through other comprehensive income	7,133	7,387

21. **Authorisation of financial statements**

These financial statements for the financial year ended 31 March 2026 were authorised for issue by the Board on 29 June 2026.

Health
Promotion
Board