

CEO'S MESSAGE

As HSA entered its 25th anniversary year in 2026, we did so with gratitude for the generations of officers and partners who built this institution, and with confidence drawn from the progress made in 2025. The environment in which we operate is changing rapidly – shaped by artificial intelligence (AI), advanced therapeutics, digital healthcare, evolving consumer behaviour and increasingly complex cross-border risks. Amid these changes, our purpose remains constant: protecting health, ensuring safety and upholding trust.

Our 5P strategic framework – Products, Platforms, People, Partnerships and Profiling – developed since 2025, guides how we prepare for this future. These are not separate workstreams. Together, they enable HSA to strengthen the products and services we regulate and provide, modernise the platforms through which we operate, develop and grow our people, multiply our impact through partnerships, and profile and position HSA as a trusted scientific agency among our stakeholders and international community.

Harnessing Innovation and AI Responsibly

AI is already reshaping how HSA works. Our focus is not on technology for its own sake, but on applying it responsibly to improve decisions, enhance stakeholder experience and enable our officers to concentrate on work requiring expert judgement.

Within forensic science, HSA developed an in-house generative AI-powered Moot Court Bot to help forensic scientists prepare for expert testimony. In medical device regulation, an AI-enabled Medical Device Risk Classification Tool is being developed and piloted to help companies identify the likely classification of their devices and understand the corresponding regulatory requirements.



“With a strong foundation built over 25 years, HSA will continue to evolve with focus and conviction – protecting health, ensuring safety and upholding trust for Singapore and the communities we serve.”

Adj Prof (Dr)
Raymond Chua
Chief Executive Officer

Chairman's Message

CEO's Message

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The AI-Software as a Medical Device Exemption Sandbox, jointly developed by the Ministry of Health (MOH) and HSA and launched in May 2025, provides public healthcare institutions with a controlled environment to deploy lower-risk AI-enabled medical devices more quickly. This flexibility is matched by robust safeguards, including clinical oversight, quality management requirements and post-market obligations. Beyond product regulation, the updated AI in Healthcare Guidelines 2.0 (AIHGle 2.0), also co-developed with MOH, further supports the safe development, deployment and use of AI in healthcare, with patient benefit and public trust at its centre.

These initiatives reflect the approach we will continue to take: enabling innovation where it creates public value, while remaining clear-eyed about risk, accountability and the continued importance of human oversight.

Advancing the Science That Protects

HSA's role as a trusted scientific authority was affirmed in several ways during the year. Our contribution to expedited DNA profiling and forensic science was recognised through the Minister for Home Affairs Operational Excellence Award 2025. Agencies including the Auditor-General's Office and the Ministry of Defence also sought HSA's scientific support in detecting digital document fraud, demonstrating the breadth and relevance of our capabilities.

The emergence of etomidate-laced vaporisers required an urgent and coordinated national response. Working under the leadership of the MOH and the MHA, HSA partnered more than 30 agencies to strengthen legislation, expand enforcement and testing, support rehabilitation measures, and intensify public education.

From 1 September 2025, HSA led enhanced enforcement operations involving more than 13,000 officers. Three digital platforms were developed and rolled out within compressed timelines: the Vaping Information System to support enforcement and inter-agency

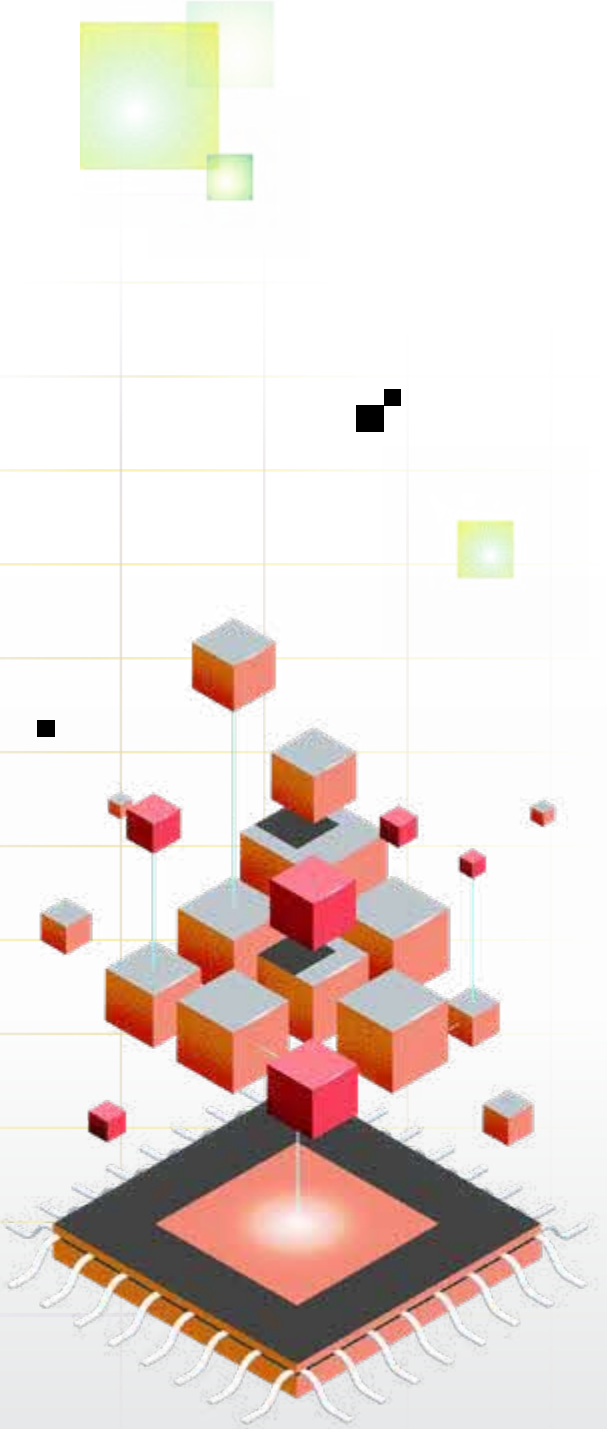
coordination, the Health Appointment System repurposed to support the booking of rehabilitation appointments and the Vaping System for Enforcement and Registry to track offences and penalties. HSA's laboratories also developed a pioneering urine analysis method for etomidate and automated workflows to meet the rapid turnaround required by frontline operations.

Between September 2025 and March 2026, more than 6,100 individuals were apprehended, over 77,000 vaporisers were seized at checkpoints, and more than 1,600 illicit online listings were removed. These figures demonstrate the scale and resolve of the whole-of-government effort. They also remind us that enforcement is only one part of a sustained response, which must continue to combine prevention, education, rehabilitation, surveillance and community responsibility.

Extending Our Reach, Deepening Our Roots

HSA's ability to protect public health depends increasingly on how effectively we collaborate – internationally, regionally and at home. During the year, besides the WHO Maturity Level 4 (ML4) recognition for medical devices which the team worked hard and achieved in March 2026, HSA deepened cooperation through new and renewed bilateral arrangements with counterparts in the United Kingdom (UK), Australia, Ireland, Malaysia, Hong Kong, Indonesia and Uzbekistan.

A major development was the establishment of a Regulatory Innovation Corridor with the UK's Medicines and Healthcare products Regulatory Agency (MHRA). By enabling companies to engage regulators in both jurisdictions earlier in the development process, the corridor creates opportunities to align expectations, reduce avoidable delays and accelerate the pathway from innovation to patient access. Similarly, we successfully rolled out a six-month Medical Devices Mutual Reliance pilot with Malaysia's Medical Device Authority (MDA) in September 2025 to leverage each agency's product approval to reduce duplicate reviews and



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expedite market access. It was mainstreamed in March 2026 after 15 HSA-registered products were approved by MDA for the Malaysian market during the pilot phase.

Across ASEAN, HSA continued to strengthen scientific quality infrastructure. We completed two joint proficiency testing programmes involving 84 laboratories across five economies and initiated two further programmes covering ethoxyquin in chicken meat and toxic elements in coffee powder. Such practical cooperation strengthens laboratory confidence, comparability and public health protection across the region.

At home, HSA and the Agency for Science, Technology and Research (A*STAR) launched ASCENT – the Centre for Advancing Regulatory Science Research in Next-Generation Therapeutics – to build capabilities in emerging therapeutic areas. The reinvigorated Health Products Regulatory Conference in October 2025 also brought regulators and industry together to better align regulatory requirements with development and commercial pipelines. Both initiatives reflect our intention to be not only a gatekeeper, but also a collaborative and forward-looking regulatory partner that enables safe innovation.

A Shared Responsibility for the National Blood Supply

The sustainability of Singapore's blood supply rests on shared ownership. Building on the partnerships developed during 2025, the National Blood Programme's 80th anniversary in 2026 provided an opportunity to mobilise even broader participation. The "80 for 80" Blood Marathon encouraged organisations to lead group donations and blood drives, while the enhanced "Adopt a Bloodbank" programme invited organisations to make a longer-term commitment to supporting a Bloodbank.

These initiatives go beyond increasing donation numbers. They seek to build a culture in which organisations and communities see blood donation as part of their social responsibility and collective contribution to Singapore's resilience.

The HSAians Behind the Progress

Every achievement in this report was made possible by every HSAian, past and future. In 2025, HSA received the Gold award for Best HR Digital Transformation Strategy at the Employee Experience Awards and was ranked among Singapore's Top 300 Employers in the inaugural Singapore Opportunity Index. We are encouraged by these recognitions, but our ambition goes beyond awards.

We want HSA to be an organisation where every officer can build a meaningful career in service of something larger than themselves – with opportunities to deepen professional expertise, work across disciplines, lead change and contribute to national outcomes. As our work evolves, we will invest not only in new technical and scientific skills, but also in leadership, change management, collaboration and the confidence to redesign how we work and add value to the public and stakeholders.

Carrying the Torch Forward

The past year has shown what is possible when we combine scientific rigour with agility, technology with human judgement, and institutional capability with strong partnerships. As we carry HSA's legacy into its next chapter, our success will not be defined by technology alone. It will be defined by how responsibly we use it, how confidently we collaborate, how well we develop our people, and how consistently we continue to earn trust.

I thank our Chairman and Board for their guidance; our partners for their confidence and collaboration; our blood donors for their selfless contribution; and every HSAian for bringing commitment, professionalism and purpose to the work each day.

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