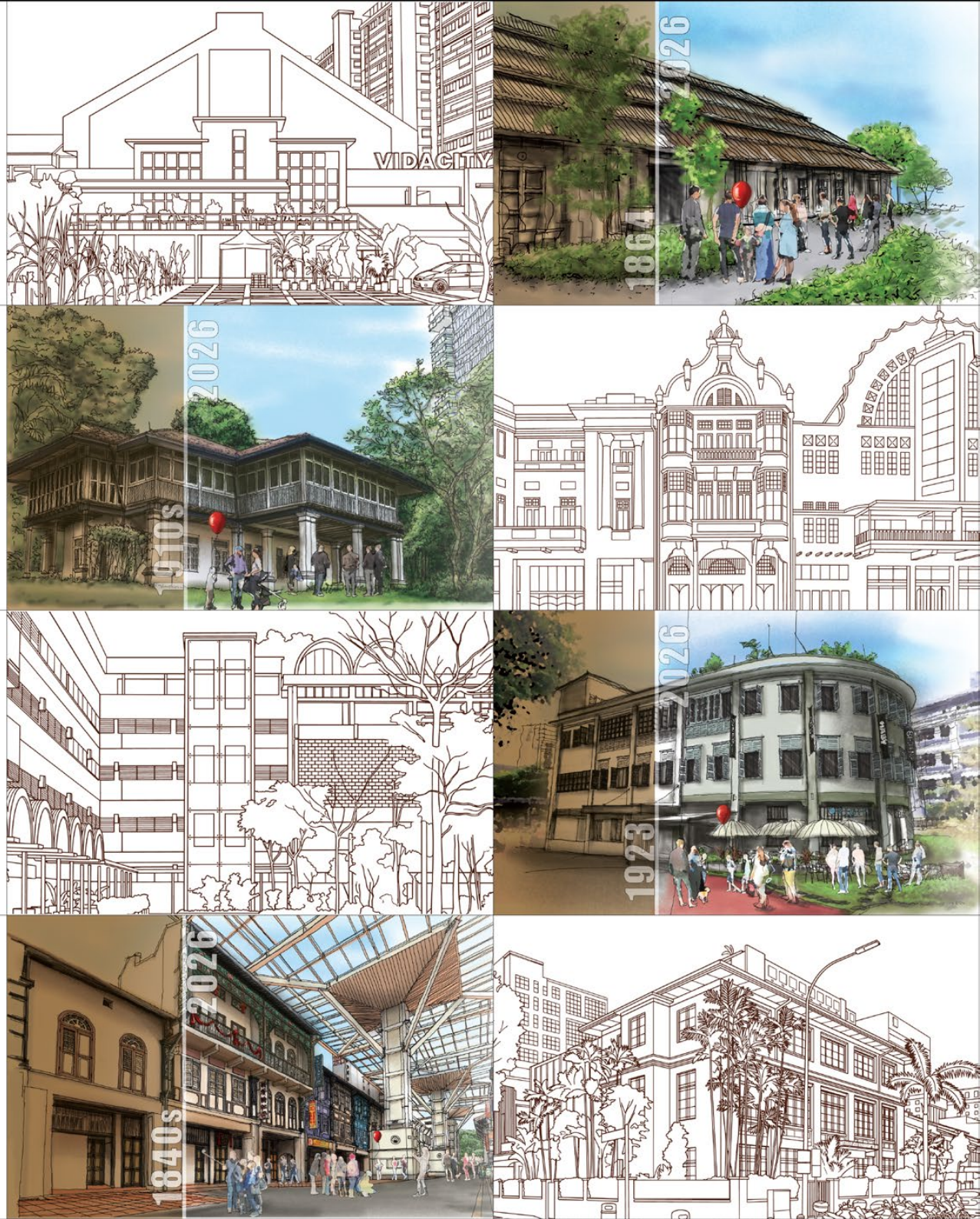




25 YEARS OF REVITALISING SPACES, CONNECTING COMMUNITIES

Annual & Sustainability Report 2025/2026



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CORPORATE PROFILE

Guided by a shared purpose and strong stewardship, SLA works to unlock the value of Singapore's land and geospatial assets for the benefit of our people, businesses and future generations.

About SLA

The Singapore Land Authority (SLA) is a statutory board under the Ministry of Law. Formed on 1 June 2001, our mission is to ensure effective use of land resources and data for the economic and social development of Singapore.

Vision

Limited Land • Unlimited Space

“Limited Land • Unlimited Space” – this creative paradox aptly highlights the nation’s constraints and SLA’s commitment to addressing them. The word ‘space’ is multidimensional, spanning both the physical and digital. “Unlimited” represents the extent of our commitment in our quest for solutions and innovations that will contribute to the economic and social development of Singapore.

Mission

To ensure effective use of land resources and data for the economic and social development of Singapore by:

- Optimising land and space utilisation
- Safeguarding property ownership
- Promoting the use of land and space data

Core Values

- We embrace the Public Service values of Integrity, Service and Excellence. In addition, we subscribe to the values of People-Centricity and Innovation:
- **People-Centricity:** We value our diverse backgrounds and talents, and commit to developing the full potential of our people.
- **Innovation:** We seek new ideas and better solutions for continuous improvement.



Message from the Chairman and Chief Executive

This year, SLA marks an important milestone: 25 years of service to Singapore.

Much has changed over that time, but our purpose remains constant: to steward State land and properties, and the systems and capabilities entrusted to us.

SLA was formed in 2001 by bringing key aspects of land administration together in one organisation, drawing on generations of expertise in surveying, land registration and land management. Today, the value of this integrated approach is clearer than ever.

Our stewardship of State land and properties, registration and survey systems, and geospatial information forms a connected national capability. This enables better decisions about Singapore's land resource, balancing immediate needs with long-term priorities, reconciling competing interests and securing value for the wider public good.

Revitalising Spaces

As custodian of State land and properties, we preserve strategic options for Singapore's long-term needs while putting spaces to meaningful use today. We continue to repurpose State properties for social and community uses – renewing them in ways that retain their character, address evolving needs and strengthen connection with surrounding communities.

This calls for a broader view of value: not only what a space is worth, but also what it can become, whom it can serve and the outcomes it can enable. By working with businesses, communities and public agencies, we unlock benefits that extend well beyond the physical asset.

Strengthening Land Administration

Trust underpins Singapore's property market and economy. As the national land registration authority, we provide certainty of ownership and transactions through the land titles system, while our survey and cadastral systems establish authoritative property boundaries.

As technology reshapes the delivery of these functions, we are modernising our systems and services to make transactions more seamless and strengthen resilience. Our priority is clear: to keep Singapore's land administration trusted and future-ready.

Extending Singapore's Geospatial Advantage

Through Singapore's national geospatial infrastructure, platforms such as OneMap and SiReNT, and collaboration across Government and industry, we are making authoritative location-based information more accessible, interoperable and useful.

Geospatial technology now extends well beyond mapping and navigation. It supports urban planning, improves public service delivery and enables more productive use of scarce land. As artificial intelligence and digital twins mature, Singapore's geospatial capabilities will play a growing role in turning data into better decisions and practical solutions across healthcare, social services, sustainability and the economy.

Beyond 25

Our progress has been made possible by the commitment, professionalism and deep sense of public service of our people. Their readiness to adapt, collaborate and improve has enabled SLA to respond with agility to Singapore's evolving needs.

We are also grateful to our Board members, partners and stakeholders, past and present, whose counsel, trust and support have strengthened SLA and advanced our shared purpose.

As we look beyond 25, emerging demands will bring new challenges and fresh opportunities. Building on our foundations, we will continue to strengthen our capabilities, work closely with our partners and make thoughtful choices in the stewardship of our land resource, to create new possibilities for Singapore and lasting value for generations to come.

Mr Loh Lik Peng
Chairman

Mr Calvin Phua
Chief Executive



Our purpose remains constant: to steward State land and properties, and the systems and capabilities entrusted to us.

Board Members



Mr Loh Lik Peng

Chairman,
Singapore Land Authority

- Founder and Owner of Unlisted Collection, an umbrella brand comprising six hotels and resorts with more than 20 restaurants in Singapore, London, Dublin, Cork, and Shanghai
- Renowned hotelier, restaurateur, and entrepreneur, who has successfully set up various ventures across Singapore, Shanghai and London
- Chairman of SHATEC Institutes, SOTA, Singapore Cruise Centre Pte Ltd, and the National Museum of Singapore
- Board member of the National Heritage Board and Board Advisor for the National Volunteer and Philanthropy Centre



Mr Jerry Koh

Deputy Chairman,
Singapore Land Authority

- Managing Partner of Allen & Gledhill LLP
- Practising as a corporate lawyer since 1993; heads the firm's REITs and Investment Funds Practices and is the leading authority on REITs and business trusts
- Cited as a leading practitioner in Chambers Global, Chambers Asia-Pacific, IFLR1000, The Legal 500 Asia Pacific and Lexology Index, and recognised as a thought leader by Lexology Index and a market leader by IFLR1000 Asia-Pacific
- Board member of the SingHealth Fund and the Asia-Pacific Institute of International Studies
- Secretary of the REIT Association of Singapore, Council Member of Nee Soon Town Council and Advisory Council Member of YMCA of Singapore



Mr Calvin Phua

Chief Executive,
Singapore Land Authority

- Held leadership positions at the Ministry of Law and Ministry of Transport
- Led efforts to improve access to justice including the establishment of the Public Defender's Office
- Led the implementation of contractual and rental relief measures during the COVID-19 pandemic
- Served on the boards of various dispute resolution institutions, Singapore Pools and Singapore Cancer Society



Mr Colin Chow

Deputy Secretary (Policy),
Ministry of Law

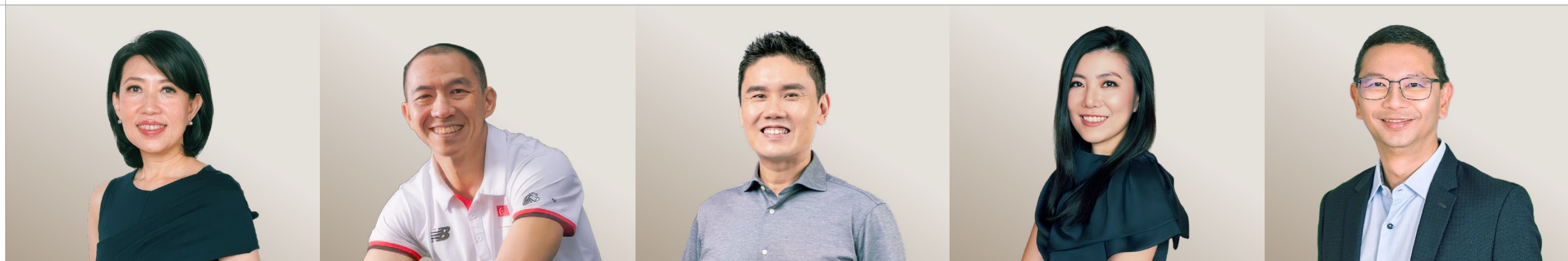
- Responsible for policies and initiatives to enhance access to justice and Rule of Law, build an effective legal system in Singapore and optimise the use of State land and properties
- Oversaw policy and legal reforms in a wide variety of areas including the criminal and civil justice systems, family and community law and the emergency measures responding to the COVID-19 pandemic at the Ministry of Law
- Previously a Partner in Allen & Gledhill LLP where he acted in complex litigation and arbitration matters for Fortune Global 500 companies and financial institutions
- Adjunct Associate Professor for Law at National University of Singapore (NUS)



Mr Cheung Pui Yuen

Former Chief Executive Officer,
Deloitte Singapore

- Former Partner and Chief Executive Officer of Deloitte Singapore. Led major audit and assurance engagements for many prominent private and listed corporations
- Chairman of the Singapore Accounting Standards Committee and the Accounting Advisory Board of the National University of Singapore Business School
- Serves on the Singapore Medical Council's Complaints Panel and the Institute of Singapore Chartered Accountants' Investigation and Disciplinary Panel



AR. Angelene Chan

Executive Chairman,
DP Architects and its Group of Companies

- Leads a multi-disciplinary design practice with over 1,000 employees across 16 global offices and eight architecture-related subsidiaries; guides strategic growth, champions international presence, and drives design excellence
- Led landmark developments including Wisma Atria, Paya Lebar Quarter, Sunray Woodcraft Construction Headquarters, and The Dubai Mall
- Recipient of the '20 under 45' architects by the Urban Redevelopment Authority (2010)
- Recipient of Singapore's highest design honour – the President's Design Award Designer of the Year (2018) – as well as named Woman of the Year by Her World (2017), MND Medallion Award (2022, 2023 & 2025), AWICS-SIA Woman Architect of the Year (2025), an Inductee to the Singapore Women's Hall of Fame (2026) and INDE.Awards (2026)
- Board member of Building and Construction Authority, National University of Singapore Board of Trustees, Management Board of the Centre for Environment and Ageing Well, the Lee Kuan Yew Exchange Fellowship and We are Artery Ltd
- Vice-Chairperson of Dover Park Hospice Governing Council, Chairperson of WCCM Board of Trustees, and member of the World Cities Summit Knowledge Council
- Past appointments include board roles at Urban Redevelopment Authority, Board of Architects, Professional Engineers Board and Sentosa Development Corporation

Mr Lien Choong Luen

Senior Vice President, Customer Success,
DayOne Data Centers

- As General Manager of Gojek Singapore, oversaw Gojek's Singapore's business as well as Driver Platform for the group, which encompassed more than 2 million driver-partners
- Held leadership appointments in the public and private sectors, including the Singapore Armed Forces and McKinsey. Worked across Greater China, South-East Asia as well as East Timor and Sierra Leone
- President of the Singapore Athletic Association as well as strong ESG advocate, and Board member of Banyan Tree Holdings Limited, The Assembly Place, President's Challenge Council member
- Young Presidents' Organization member, World Cities Summit Young Leader, Milken Institute Young Leader and NTU-LYC Fellow

Mr Kenny Tan

Deputy Secretary (Workforce),
Ministry of Manpower

- Strives to unleash the potential of our only national resource – our people
- Works with tripartite partners on active labour market programmes and foreign workforce policies to spur productivity-driven economic growth, enable businesses to compete globally and empower Singaporeans to achieve career growth and secure retirements
- Held various positions in the public sector, including in the Ministry of Home Affairs from 2015–2018, where he served as Director (Joint Operations Management), and the Ministry of Finance from 2009–2012, heading Social Programmes
- Board member of Central Provident Fund and the Institute of Human Resource Professionals
- Previously served in the Singapore Police Force, and is experienced in leading operations and investigations

Ms Jaelle Ang

Founder,
The Possible Capital

- Founder of The Possible Capital, an operator-led real estate investment firm repositioning and decarbonising commercial buildings in Singapore and the region – turning ageing and under-loved assets into spaces that perform commercially and earn their place in the city
- Co-Founder and former Chief Executive Officer of The Great Room, a flexible workspace operator across Singapore, Hong Kong, Bangkok and Sydney – including the conserved Raffles Hotel arcade and Eu Yan Sang Building. The business was acquired by CBRE in 2025
- Trained as an architect at the Bartlett School of Architecture (UCL), with an MBA from Imperial College and an earlier M&A career at Citi and Credit Suisse
- Headed real estate development at SET-listed Country Group Development PCL in Thailand, overseeing the Four Seasons Hotel, Four Seasons Residences and Capella Hotel
- Board member of SGX-listed United Hampshire US REIT and the Lifelong Learning Institute. An active member of the Young Presidents' Organization, and named one of Forbes Asia's Power Businesswomen (2019)

Mr Melvyn Yeo

Founder and Managing Partner,
TRIREC

- Founder and Managing Partner of Singapore-based TRIREC, a pioneer and leading venture capital firm that invests globally with a decarbonisation mandate driving the climate change agenda
- Spent more than a decade in Goldman Sachs (Asia) managing global multi-asset portfolios and was also a senior member of the equity derivatives team
- Co-founded Thirdrock Group, a leading Singapore-based multi-family office investment firm which was acquired by UK-based Schroders in 2019
- Was Deputy Chief Executive Officer (Asia), Chairman of the Asia Investment Committee, and was on the Boards of the Singapore and Hong Kong entities of the firm's wealth management business during his tenure at Schroders
- Council Member of the Sustainable Energy Association of Singapore (SEAS) and Chairman of the Sustainable Energy StartUp Network.
- Board member at Halogen Foundation, a non-profit organisation
- Member of the Sustainability Committee of the Singapore Chinese Chamber of Commerce & Industry



Ms Chong Siak Ching

Chairperson,
Yong Siew Toh Conservatory of
Music Governing Board

- Deputy Chairman of the Board of Mandai Parks Holdings Pte Ltd and Independent Board
- Director of Venture Corporation Ltd and Sankyo Frontier Co. Ltd
- Chairperson of the Singapore Film Commission Advisory Committee
- Former Chief Executive Officer of National Gallery Singapore and Head of the Visual Arts Cluster Singapore from April 2013 to March 2024
- Former Deputy Chief Executive Officer of JTC Corporation, and President and Chief Executive Officer of Ascendas Group
- Received “Outstanding CEO of the Year” in the Singapore Business Awards 2009, Gold Medal by the Singapore Institute of Surveyors and Valuers in 1981, and the NUS Distinguished Alumni Service Award in 2009
- Conferred Chevalier de l’Ordre des Arts et des Lettres by the French Ministry of Culture in 2020
- Appointed Justice of the Peace in 2013 and is currently Singapore’s Non-Resident Ambassador to the Republic of Chile

Ms Koh Swee Yen, SC

Head, International Arbitration
Partner, Commercial & Corporate
Disputes, WongPartnership

- Senior Counsel (appointed by a special committee of the Singapore Academy of Law)
- Recognised as a global leader in litigation and international arbitration and ranked as one of the best advocates in dispute resolution by various legal publications, including Chambers Asia-Pacific, Chambers Global, The Legal 500, Benchmark Litigation Asia-Pacific, Global Arbitration Review and Lexology Index
- Governing Board Member of International Council for Commercial Arbitration (ICCA); Court Member of International Chamber of Commerce (ICC); Designated by Singapore to the International Centre for Settlement of Investment Disputes (ICSID) Panel of Arbitrators and Conciliators
- President of International Law Association (Singapore Branch); Governing Board Member of NUS Centre of International Law
- Member of Criminal Law Advisory Committee (Hearing); Citizenship Committee of Inquiry; Deputy Commissioner of the Government Procurement Adjudication Tribunal

Mr Boo Junfeng

Director/Writer,
Peanut Pictures Pte Ltd

- Chairperson of the Singapore International Film Festival
- Wrote and directed acclaimed films that premiered at the Cannes Film Festival “Sandcastle” (2010) and “Apprentice” (2016)
- Directed award-winning short films “Katong Fugue” (2007) and “Keluar Baris” (2008), which were featured at the Clermont-Ferrand Short Film Festival
- Led Singapore’s National Day Parade as Creative Director in 2018, 2021 and 2025
- Recipient of the Young Artist Award (2009) by the National Arts Council and the Singapore Youth Award (2011) by the National Youth Council

Mr Rafiq Bin Mohamad

Founder and Creative &
Branding Director, Feral

- Founded and leads Feral, a strategic branding and design studio that delivers expertise in visual identity, experiential design, and placemaking as well as craft compelling brand narratives for clients spanning hospitality and culture
- Led transformative projects for major clients including Singapore Art Museum, The Lo & Behold Group, Restaurant Labyrinth and Malaysia’s Adelphi Collective
- Co-curated major events with Plus Group, playing a pivotal role in shaping Singapore’s urban and cultural landscape
- Contributed to the Singapore Tourism Board’s global “Passion Made Possible” Campaign launch, amplifying the nation’s brand appeal internationally. This includes the orchestration of the Re-Route Festival on Orchard Road to revitalise the iconic shopping district as a dynamic hub of culture and retail
- Served as Graphic Designer at W Hotels, where he developed luxury branding and guest experiences for a global leader in hospitality

Mr Keith Magnus

(SLA Board Member from 1 August
2026)

Chairman and Chief Executive
Officer, Evercore Asia

- Chairman and Chief Executive Officer of Evercore’s Asia business, and a member of Evercore’s Global Management Committee
- Founding Chairman of The Kallang Group, the Government-owned entity established to own manage and develop the Kallang precinct in Singapore
- Chairman of the Families for Life Council, working closely with the Ministry of Social and Family Development to strengthen families in Singapore
- Deputy Chairman of Sport Singapore and Chairman of its Finance Committee
- Board member (Director) of the Anglo-Chinese Schools Foundation
- Served as Singapore’s Chief Negotiator for the Government’s 2022 acquisition of the Singapore Sports Hub from its Public-Private-Partnership (PPP) partner
- Served as Board member (Director) of Sentosa Development Corporation and Chairman of its Finance and Investments committee

Mr Lim Soon Chong

(SLA Board Member till 31 July 2026)

Group Head,
Global Transaction Services, DBS

- Oversees cash management & payments, trade financing and securities, custody services & digital assets strategy at DBS’s Institutional Banking Group
- Member of DBS Group Management Committee
- Board director of Partior Pte Ltd, DBS Finnovation Pte Ltd, Singapore Trade Data Exchange Services Pte Ltd and DBS Taiwan Limited
- Member of Transaction Banking Global Leaders Roundtable of the Bankers Association for Finance and Trade (BAFT)

Senior Management Team

(as at August 2026)



1 Calvin Phua

Chief Executive
Commissioner of Lands /
Controller of Residential Property

2 Thong Wai Lin

Deputy Chief Executive (Operations) /
Deputy Commissioner of Lands

3 Yeo Wenshan

Deputy Chief Executive (Development) /
Deputy Controller of Residential Property

4 Sin Lye Chong

Assistant Chief Executive (Land
Operations) / Assistant Commissioner
of Lands / Chief Sustainability Officer

5 Ang Ching Pin

Assistant Chief Executive (Regulatory
& Corporate) / Registrar of Titles
& Deeds / Assistant Controller of
Residential Property

6 Benjamin Chan

Assistant Chief Executive
(Geospatial & Engagement)

7 Andrew Tan

2Director, Tenancy, Licence
& Land Management

8 Angel Chan

Director, Land Sale (Public)

9 Carrie Wong

Director, Business Planning &
Development

10 Cheoh Wee Keat

Director, Leasing and Land
Planning & Coordination

11 Chia Peir Wei

Director, Land &
Estate Management

12 Chiam Mong Luan

Director, Legal (Advisory)

13 Foo Siang Larng

Director, Land Titles Registry /
Deputy Registrar of Titles & Deeds

14 Lee Hwee Chuan

Director, Land Development

15 Koh Hoon Han

Director, Internal Audit

16 Manimegalai Vellasamy

Director, Legal (Legislation
& Projects)

17 Mark Lim

Director, Information Technology /
Chief Information Officer

18 Merlissa Elvin

Director, Communications &
Engagement

19 Ng Siau Yong

Director, Geospatial & Data /
Chief Data Officer

20 Ng Teng Hwee

Director, Tenancy, Licence
& Land Management

21 Ong Lay See

Director, Human Resource

22 Tan Hwee Ching

Director, Land Acquisition & Purchase

23 Tan Puay Joo

Director, Land Sale (Private)

24 Tang Kwang Boon

Director, Finance & Corporate Services /
QSM / Corporate Secretary

25 Victor Khoo

Director, Survey & Geomatics /
Chief Surveyor

An overview of SLA's 3 Pillars of Work

State Land & Properties

SLA, as the custodian of State land and properties, manages about 11,000 hectares of State land and 2,600 State properties that are pending development for longer term use. Through careful planning, close stakeholder engagement and creative solutioning, SLA optimises the use of State properties for interim use, in support of economic, social and community objectives. SLA also leverages adaptive reuse in transforming State properties into vibrant spaces that serve the community, while preserving the embodied carbon within existing buildings.

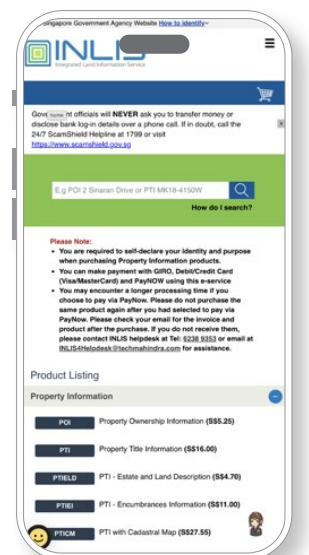
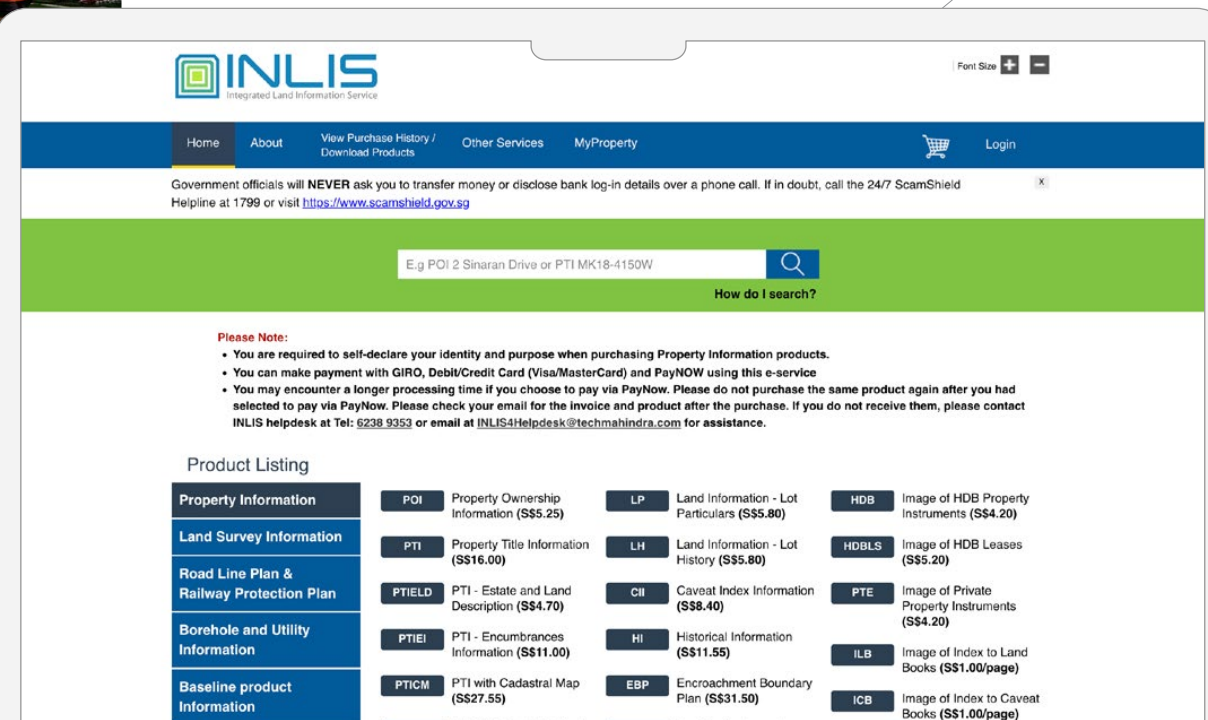


Regulatory

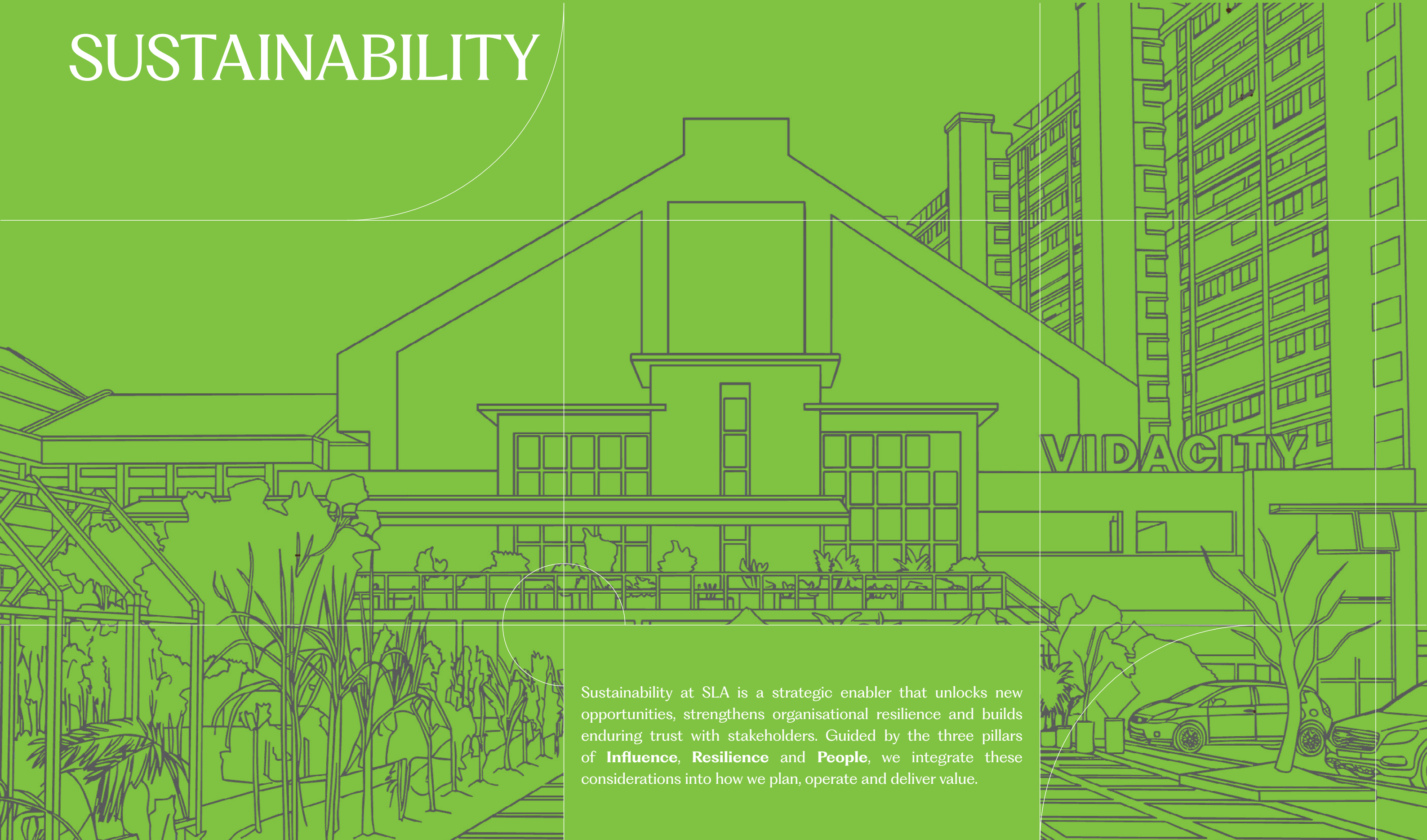
As the national land registration and land survey authority, SLA maintains accurate, reliable and efficient land ownership and land boundary systems.

Geospatial

SLA drives the development and use of geospatial technology and information by fostering a national collaborative environment that encourages innovation, knowledge sharing and value creation.



SUSTAINABILITY



Sustainability at SLA is a strategic enabler that unlocks new opportunities, strengthens organisational resilience and builds enduring trust with stakeholders. Guided by the three pillars of **Influence**, **Resilience** and **People**, we integrate these considerations into how we plan, operate and deliver value.

Message from the Chief Sustainability Officer

Sin Lye Chong

Assistant Chief Executive (Land Operations) / Assistant Commissioner of Lands / Chief Sustainability Officer



At SLA, sustainability starts with stewardship — making the best use of the land, properties and capabilities entrusted to us, today and for the long term.

Our sustainability vision, to make a green impact through State land, properties and geospatial, focuses our efforts where SLA can make a distinctive contribution.

As steward of about 11,000 hectares of State land and 2,600 properties, we continually explore innovative ways to optimise their use for Singapore. Adaptive reuse is central to this approach, enabling existing properties to meet evolving needs while preserving heritage and supporting sustainable development.

Beyond our assets, we support national priorities through geospatial expertise and data, contributing to areas such as solar deployment, sea-level rise monitoring and climate adaptation.

Our efforts are anchored on three pillars: Influence, Resilience and People. We work with partners to extend our impact, strengthen the resilience of our assets and operations, and equip our people with the capabilities to embed sustainability into everyday decisions. Together, these efforts enable us to deliver lasting and more sustainable outcomes.

Sustainability Governance and Framework

The Sustainability Steering Committee provides strategic oversight and sets the direction for SLA’s sustainability agenda. The Chief Sustainability Officer, supported by a cross-functional Sustainability Working Committee, oversees implementation, with progress reported annually to the Board. Under this governance structure, our framework guides how sustainability considerations are applied across SLA’s core functions and supports our mission of using land and data effectively for Singapore’s economic and social development.

Our Vision

Limited Land • Unlimited Space

Making a Green Impact through State land, properties and geospatial solutions



Sustainability is integrated into SLA operations across three pillars to optimise land space, safeguard property ownership, and promote geospatial data use.



Influence

Positively influencing external stakeholders to enhance sustainable outcomes.

- Partnerships with agencies, industry and customers
- Green procurement
- Technologies to support climate change mitigation
- Community-focused engagement



Resilience

Enhancing the environmental performance of SLA’s portfolio and operations by embedding sustainability considerations into asset management, complying with environmental standards and optimising resource use.

- Compliance
- Green building and infrastructure
- Water and waste management



People

Nurturing a culture of sustainability, empowering employees and fostering diversity and inclusion within the organisation.

- Culture building
- Capacity building
- Diversity and inclusion
- Talent attraction and retention

KEY HIGHLIGHTS

A snapshot of SLA's key highlights and achievements over the past year, spanning our work in State land and properties, geospatial adoption and innovation, and land administration and regulation.

Spaces for Social Impact

ArCH Square

Originally built in the 1800s as three separate “first generation” shophouse units, the conserved heritage property at 125 Jalan Sultan has been restored and transformed into ArCH Square – the first education and outreach centre of its kind in Singapore and the region dedicated to Archaeology and Intangible Cultural Heritage.

Located in Kampong Gelam, ArCH Square is now home to archaeological artefacts, exhibitions and educational programmes that connect visitors with Singapore’s rich history, deepen appreciation of its cultural heritage, and support research, education and public engagement.

Together, they keep Singapore’s history accessible through education, research and public engagement.



Photos courtesy of ArCH Square



Photo courtesy of Darren Soh for Temasek Shophouse

Temasek Shophouse

Temasek Shophouse was revamped to include four interconnected conserved buildings, bringing together iconic heritage features with thoughtfully integrated new additions.

The expanded space honours nearly a century of history through preserved architectural features, including its carefully restored Shanghai plaster facade, while enhancing the property’s functionality as a social impact hub. Today, it houses a diverse mix of social enterprises and community programmes that drive positive social, cultural and environmental outcomes.

The transformation shows how heritage properties can be revitalised to retain their character while serving contemporary social and community needs.

Spaces for Social Impact

Flock at Kampong Java

A multidisciplinary arts sandbox housed in a restored row of 1930s heritage buildings, Flock at Kampong Java is a cluster of flexible, arts-ready venues where practitioners can experiment, create and collaborate.

Awarded to 19SixtyFive via a joint Price-Quality tender by SLA and the National Arts Council, the space for artist-led curation and innovation was soft launched with a series of programmes during Singapore Art Week 2026. The annual celebration showcased works ranging from sound and projection to light and print installations by artists, musicians and designers.



Photos courtesy of Flock at Kampong Java



Then Acting Minister-in-charge of Muslim Affairs Associate Professor Muhammad Faishal Ibrahim (in red shirt) and Mayor of Central Singapore District Denise Phua (in green dress) at the official launch of Kampong Gelam Alliance.



45 Sultan Gate

Built in the 1800s, 45 Sultan Gate once served as a "guardian house" to Istana Kampong Gelam, the historic seat of Malay royalty in Singapore. Following months of meticulous restoration, the conserved State property has been sensitively renewed while preserving its architectural and heritage significance.

Today, it is home to Kampong Gelam Alliance, which brings together residents, cultural institutions, businesses, property owners and hotels to strengthen the precinct's cultural, community and social fabric through arts, conversations and community-led programmes.

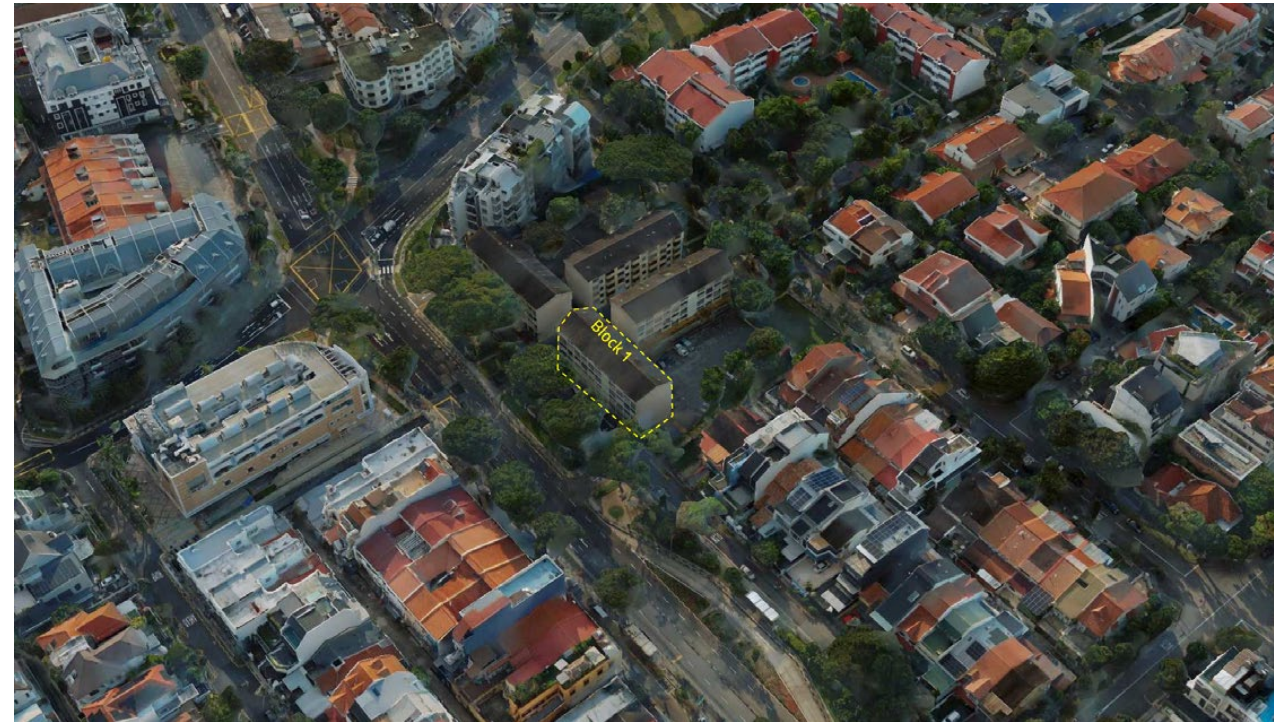
Spaces for the Community

Block 1 East Coast Road

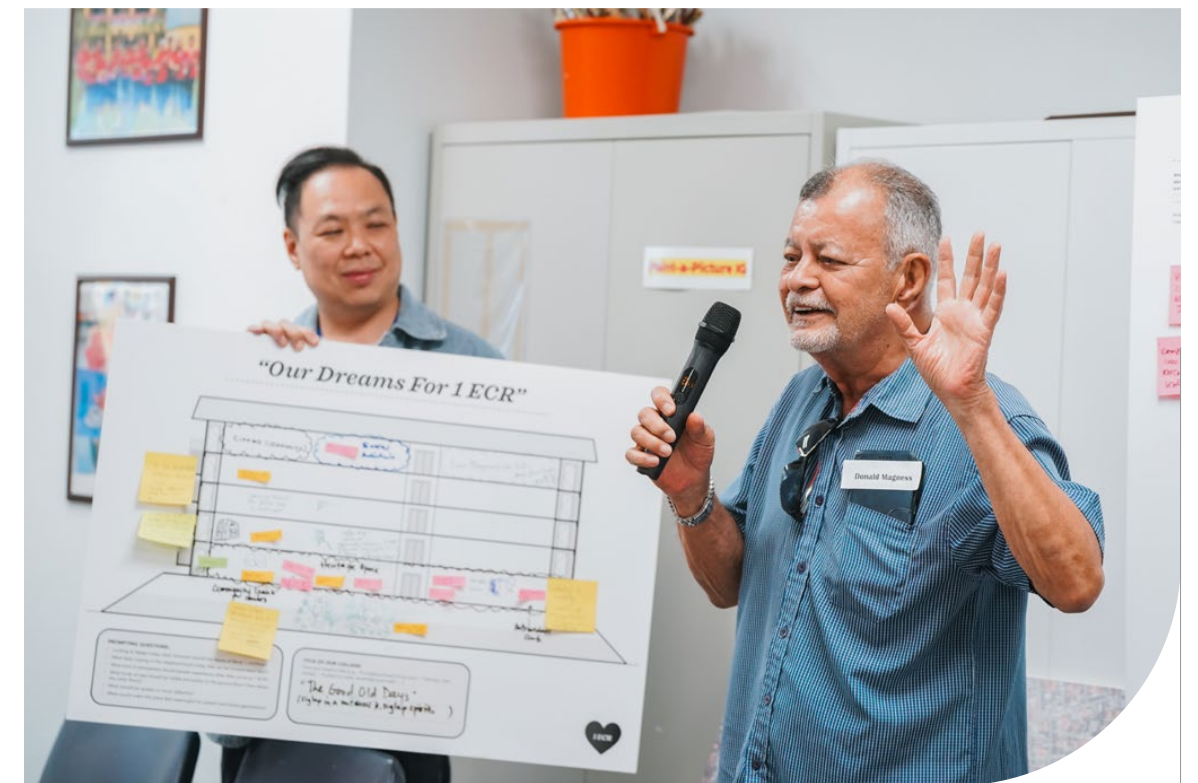
Block 1 East Coast Road, a six-decade-old HDB block built in 1963, has been retained and will be retrofitted into a refreshed community space, preserving a familiar landmark and part of Siglap's shared history.

Residents and community partners are helping to shape the building's future through a series of engagement sessions, with plans to integrate active ageing and youth programmes, social enterprises and community activities, while retaining key architectural features such as the grille gates, old-school letterbox and mosaic tiles.

The ideas, memories and aspirations shared by residents will help shape how Block 1 continues to serve the community for years to come.



Artist's Impressions of Block 1 East Coast Road.
For illustration only and subject to change.



Grassroots Adviser for Joo Chiat, Mr Edwin Tong SC, Minister for Law and Second Minister for Home Affairs (standing, right), engaging residents in April 2026 on how they hope to see Block 1 East Coast Road reimagined.

Spaces for the Community

New Community Club at Joo Chiat

The existing Siglap South Community Centre will be replaced by a new Community Club (CC) that will provide expanded community, sports, arts and lifestyle facilities for residents.

Designed based on extensive engagement with residents, the new CC will feature indoor basketball and tennis courts, blackbox theatre, music and dance studios, community gathering areas, as well as retail and food-and-beverage offerings to support community interaction and residents' needs.

The designs for the development were unveiled in July 2026, marking an important milestone towards creating a future-ready community space that reflects residents' aspirations and supports evolving community needs.

Grassroots Adviser for Joo Chiat, Mr Edwin Tong SC, Minister for Law and Second Minister for Home Affairs (middle) joined residents and partners at the launch of the new community club in July 2026.



Artist's Impressions for illustration only and subject to change.

Spaces for the Community

■ Coliwoo Bukit Timah Fire Station

Built in 1956 as Singapore's fourth fire station, the former Bukit Timah Fire Station has been transformed into Coliwoo Bukit Timah Fire Station – a mixed-use community node offering co-living, heritage and nature experiences, complemented by sustainable and zero-energy features.

Beyond its co-living component, the conserved premises is also open to the public, with commercial tenants such as Aquaducks swim school and The Sundowner, an award-winning nature-based experience centre, setting up home there. The rejuvenation preserves key architectural features, including the hose drying tower, the coat of arms of the former Colony of Singapore and the red engine bays.



Photo courtesy of Coliwoo



Photos courtesy of The Sundowner

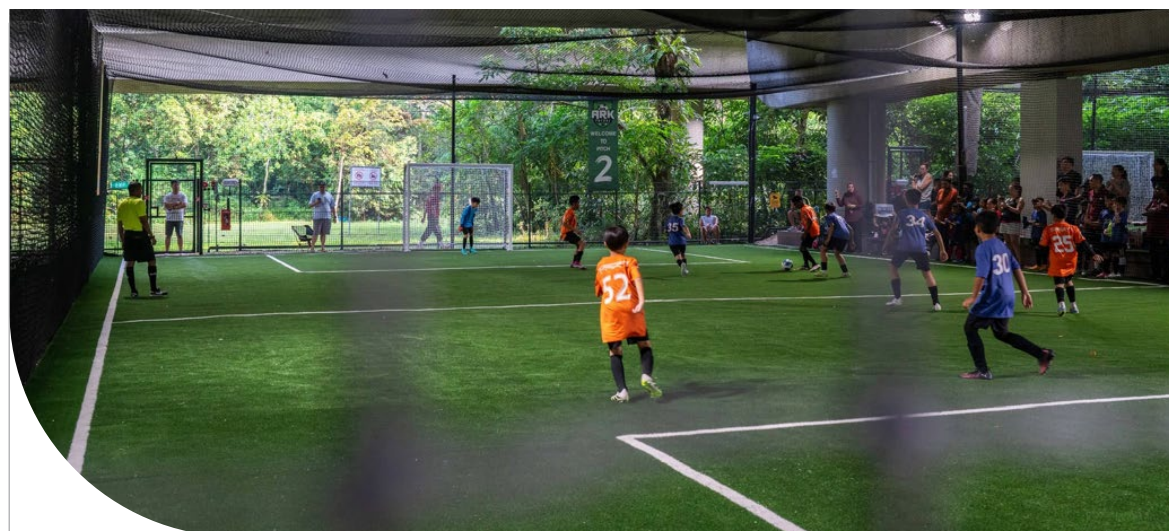
Spaces for the Community

ARK Sports Village

An underutilised plot of State land beneath the Gali Batu Flyover and next to the Bukit Panjang Park Connector is now home to ARK Sports Village @ Segar, a multi-sport destination that brings recreation and fitness opportunities closer to the community.

Developed in partnership with Sport Singapore, the sports hub features sheltered pickleball and futsal courts, as well as a functional fitness and Muay Thai gym designed to encourage active lifestyles for people of all ages.

ARK Sports Village was officially opened by Grassroots Adviser Mr Edward Chia (centre) in January 2026.



Photos courtesy of Tanglin Rugby Club

Tanglin Rugby Club

The opening of Tanglin Rugby Club (TRC) at Norfolk Road injected new vibrancy to the Farrer Park precinct with the transformation of a vacant State land into a dynamic, multi-use community sports facility.

The development features a full-sized rugby pitch, three five-a-side football pitches, and a clubhouse open to the public. In collaboration with the Moulmein-Cairnhill division, TRC has also committed to free community access on Saturday mornings, supporting grassroots sports programmes and rugby coaching sessions.

Spaces to Meet Emerging Needs

25 Gilstead Road

Built in 1927 as the residence of one of Singapore's first Chinese doctors, 25 Gilstead Road has been reimagined as a co-living residence operated by YCO Property Pte. Ltd.

The property pairs its stately architecture with MUJI-inspired interiors featuring natural materials and minimalist design, alongside shared amenities such as co-working spaces, courtyard gardens, a gym, and curated community programmes focused on wellness, sustainability, heritage, and culture.



Artist's Impressions courtesy of YCO Property Pte. Ltd. For illustration only and subject to change.



Photos courtesy of The Initial Sama

The Initial Sama

Opened in 1950 as the first residence for female students of the former Eusoff College under the University of Malaya in Singapore, the distinctive red-bricked State property at 26 Evans Road is now a wellness-centric serviced residence that honours the building's rich educational heritage while reimagining it as a modern sanctuary.

The Initial Sama is part of SLA's ongoing efforts to introduce innovative co-living concepts across State properties, responding to evolving lifestyle preferences and accommodation needs while breathing new life into heritage buildings.

Driving Sustainability with Our Partners

■ Managing Agents and Term Contractors

SLA continues to actively engage and empower our stakeholders – including Managing Agents (MAs) and term contractors – to champion Singapore's sustainability agenda.

Building on past efforts, we have integrated sustainability criteria into the selection of MAs and contractors. Tenderers must now provide evidence of their sustainability performance, while MAs are required to incorporate an environmental sustainability framework in their maintenance plans.

These measures encourage our partners to take meaningful environmental action and develop a stronger sense of environmental responsibility.

Off-Grid Container Office at Dempsey

A retired 20-foot shipping container was repurposed into an off-grid temporary office for SLA's Facility Management agents. The unit is powered entirely by solar photovoltaic (PV) panels and a lithium-ion battery system, capable of sustaining full office functionality for over 24 hours without sunlight. Double-glazed low-emissivity glass panels and solar films were deployed to reduce solar heat transmission and enhance thermal comfort, ensuring the space operates independently of grid infrastructure.



■ Tenants

SLA drives sustainable outcomes across our State properties by steering tenants to adopt greener operations.

As part of the ongoing Price-Quality tender framework, prospective tenants are accorded up to 20% of the total quality scores when they propose strong sustainability practices.

In addition, SLA's in-house Tenant Sustainability Guide continues to be a useful reference with practical tips on conserving energy and water, and resources to support eco-friendly upgrades.

To supplement the above initiatives, the Leasing team actively engages tenants to encourage the adoption of sustainable measures throughout their lease term.

Green Tenancies

In addition to recognising sustainability efforts in Price-Quality tender evaluations, SLA is progressively incorporating green tenancy clauses into new non-residential tenancy agreements for commercial use.

These clauses specify minimum environmental standards for selected electrical and water fittings and appliances to reduce utility consumption, with SLA targeting full adoption across all commercial tenancy agreements by 2035.

Sustainability in Action

SLA embeds sustainability features across its State properties. At the upcoming **179 Piccadilly**, passive cooling design is envisioned to reduce reliance on mechanical cooling, complemented by solar PV and energy-efficient lighting.

Similar features are being introduced at **25 Gilstead Road**, with the addition of natural air ventilation along corridors and water-saving fittings.

At the **Dunbar Walk Interim Fitness Corner**, solar-powered lamp posts provide energy-efficient lighting while eliminating the need for trenching and underground cabling—reducing land disturbance and long-term carbon emissions.



Artist's Impressions for illustration only and subject to change.

Embedding Sustainability in Our Built Environment

Green Procurement

SLA adopts environmentally responsible procurement and actively embeds sustainability considerations into our procurement practices. As part of this commitment, SLA allocates a minimum of 5% of the Quality Score in all Invitations to Quote (ITQs) and Invitations to Tender (ITTs) to evaluate the sustainability credentials of tenderers.

This approach encourages vendors to prioritise the use of high-quality, environmentally sustainable materials and to pursue recognised green certifications and awards. As of 2023, SLA has fully integrated environmental and social criteria into 100% of new tenders – reinforcing our commitment to responsible and future-ready procurement.

Resource Efficiency of State Properties

SLA is spearheading the development of several Integrated Developments, with all new projects designed from the outset to meet the BCA Green Mark Platinum Super Low Energy (SLE) certification – underscoring our commitment to sustainability and reducing carbon emissions.

Building on the milestone of Chong Pang City, the first Government sector integrated development to achieve Platinum SLE certification, SLA continues to raise the bar with the new CC at Joo Chiat.

Designed for multi-generational use, it will offer spaces for community, arts and sports when it is completed in 2030.



Artist's Impressions of the new Community Club in Joo Chiat. For illustration only and subject to change.

A Pro-Enterprise Approach

Enhancements to the Land Betterment Charge Regime

Enhanced Clarity on Land Betterment Charge for Solar Operators

SLA enhanced the Land Betterment Charge (LBC) regime in September 2025 to better support solar deployments, making it easier for businesses to plan and implement renewable energy projects.

Where solar deployments involve Gross Floor Area (GFA), landowners and developers can now determine LBC payable upfront using the published LBC Table of Rates under Utility use (Use Group D), which is updated twice yearly, providing greater certainty without the need for a separate spot valuation.

The enhancement reduces compliance costs, improves transparency and planning certainty for businesses, and reflects the Government's broader efforts to streamline regulations, while supporting Singapore's transition towards cleaner energy and ensuring land administration policies remain responsive to evolving development and environmental needs.



Photo courtesy of JTC Corporation

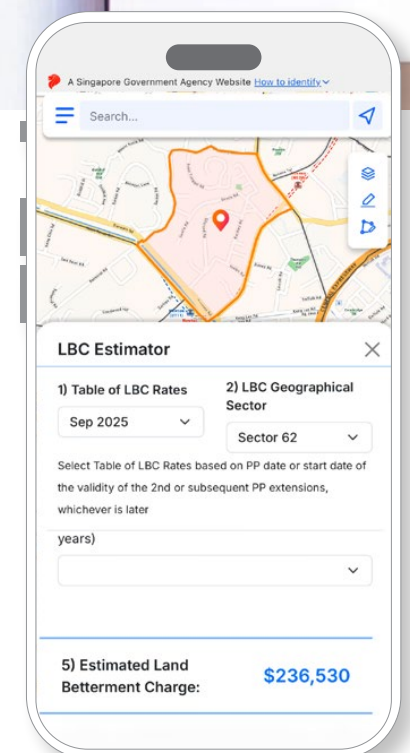


Launch of Land Betterment Charge Estimator

Launched by Minister for Law and Second Minister for Home Affairs Edwin Tong SC at the REDAS Spring Festival Lunch on 27 February 2026, the LBC Estimator on OneMap enables landowners, businesses, and developers to independently estimate the LBC payable for development proposals.

Among various features, users can perform scenario testing to estimate the LBC payable under different development options, such as by varying gross floor area and tenure.

The tool brings greater transparency and predictability to LBC calculations – empowering stakeholders to plan with clarity and confidence, and reflecting SLA's pro-enterprise approach to land administration.



A Pro-Enterprise Approach

■ Pre-Identification of Showflat Sites

SLA and the Urban Redevelopment Authority (URA) introduced enhancements to the Temporary Occupation Licence (TOL) process, including a list of pre-identified sites for showflat use and longer TOL durations within the Central Area.

The improvements reduce the time required for site searches and consultations, providing developers with greater flexibility and certainty. The initiative reflects SLA's commitment to proactive land management and continuous efforts to improve service delivery for businesses.



Pro-Enterprise Panel-Singapore Business Federation Awards

SLA is proud to be recognised as one of the top three agencies in the Pro-Enterprise Survey Award at PEP-SBF Awards 2025. Conferred to agencies that have performed well in the biennial Pro-Enterprise Survey commissioned by the Ministry of Trade and Industry and Public Service Division, this recognition is particularly meaningful as it reflects direct feedback from the business community we serve.

Our pro-enterprise approach centres on active stakeholder engagement, which has driven improvements across our services – from upgrading our Electronic Lodgment System for faster turnaround times, to reviewing the LBC framework for solar developments and streamlining approval processes for encroachment resolutions and survey plans.



A Pro-Enterprise Approach

Engagement with the Industry

SLA continued to strengthen partnerships with the industry to shape policies and services that are responsive to business needs.

Through dialogues with stakeholders such as the Real Estate Developers' Association of Singapore (REDAS), SLA exchanged perspectives on Singapore's evolving development landscape and how policy intent can be balanced with commercial realities.

To support the development of the Digital Conveyancing Portal, SLA also conducted 26 engagement sessions involving 34 law firms to gather feedback and refine the platform ahead of its phased rollout. In addition, a series of OneMap API workshops were organised for developers, businesses and industry associations to promote the adoption of OneMap's geospatial capabilities and share best practices for integrating its APIs into digital services.

Together, these engagements reflect SLA's commitment to co-creating practical, user-centric and pro-enterprise solutions with the industry.



SLA met with REDAS President Mr Tan Swee Yiow (right) during an engaging dialogue on issues shaping Singapore's development landscape.



Representatives from various law firms during an engagement session to gather feedback on the upcoming Digital Conveyancing Portal.

Over 50 developers and tech enthusiasts joined SLA's OneMap API Workshop to explore the platform's capabilities and latest features, and how these can be applied to real-world use cases.

Geospatial for Good

BFA Mobility Day in March 2026 brought participants from the social and tech community closer to understand how barrier-free routing can support more inclusive journeys.



Mapping a More Inclusive Singapore

SLA is expanding its Barrier-Free Access (BFA) mapping project to cover 6,800 km across Singapore by 2027. By mapping accessible pathways, ramps, lifts and other barrier-free infrastructure on OneMap, Singapore's authoritative national map, the project empowers Persons with Disabilities to navigate their last-mile journey safely and independently – supporting Singapore's vision of a truly inclusive society.

To drive this expansion, SLA entered into a tripartite Memorandum of Understanding with SG Enable and REDAS, enabling collaboration with private developers to integrate barrier-free infrastructure data across Singapore.

A collaboration with the Land Transport Authority will also enable seamless BFA wayfinding on public transport with 15 MRT stations that will be progressively mapped onto OneMap this year.

In addition to improving physical accessibility, OneMap also supports greater community participation and connection. Ground-up Movements was added as a new feature under Community Services on OneMap, making it easier for users to discover community-led initiatives across Singapore.

SLA's contribution towards connecting users with community-led initiatives through OneMap was recognised at the Kindness Day SG 2026 Appreciation Dinner & Induction Ceremony, where Guest-of-Honour, then Acting Minister for Culture, Community and Youth David Neo (second from right) presented a token of appreciation to SLA.



Photo courtesy of Singapore Kindness Movement

Engagements with Communities on Barrier-Free Access Routing

Beyond expanding coverage, SLA has been engaging a wide range of communities – from developers and social service organisations to end users – to both build and bring BFA routing to life, because creating truly inclusive navigation solutions requires everyone working towards a common goal.

On the ground, SLA collaborated with SG Enable to organise a hands-on BFA experience in Chinatown, where over 25 Persons with Disabilities, caregivers, and volunteers navigated a curated route testing turn-by-turn voice guidance, haptic alerts, and lift-friendly routing – with their feedback directly shaping future refinements.

SLA also took BFA outreach to community events including the Wheel, Walk or Jog event at OCBC Square, the Inclusive Community Carnival at Enabling Services Hub@Punggol, and Lions Befrienders' Volunteers' Day at *SCAPE, working towards a Singapore where everyone can navigate the city with confidence.



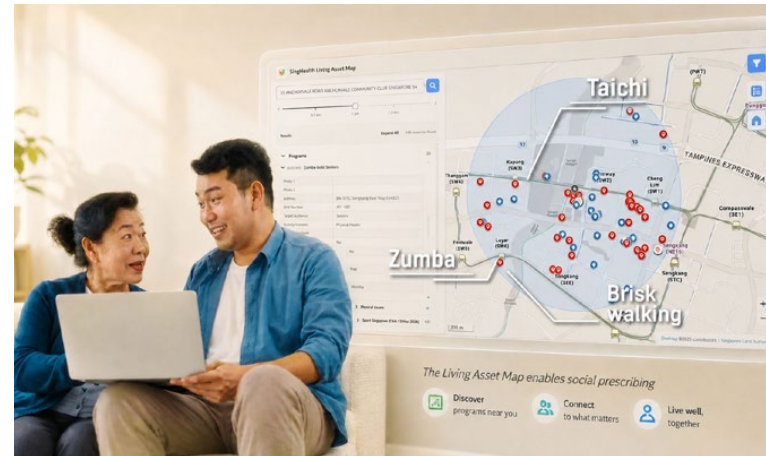
Together with partners SG Enable and PARKROYAL COLLECTION Pickering, SLA guided persons with disabilities to navigate barrier-free wayfinding in Chinatown.

Geospatial for Good

Living Asset Map

What began as a pilot in Sengkang has grown into a city-wide initiative. The Living Asset Map (LAMP), developed in collaboration with SingHealth Community Hospitals, expanded to eight precincts across Singapore in Q4 2025, scaling up social prescribing efforts across the island.

By leveraging geospatial technology, LAMP enables practitioners to connect residents to community resources and non-clinical support services, making it easier for individuals to access programmes that promote active living, social connectedness and wellbeing – bringing the vision of a healthier, more connected Singapore closer to reality.



GeoEngage

A different name, but the same mission – GeoEngage 2025: Socio-Healthcare Edition, formerly known as GeoFest, brought together over 170 participants from government, academia and the social-healthcare sector to explore how geospatial insights can enhance social service delivery and strengthen community care.

Across eight presentations, two panel discussions and two workshops, speakers and practitioners shared real-world applications of geospatial technology in the socio-healthcare space.

Panel discussions across both days explored how technology can foster inclusivity when designed around real human needs, the growing role of social service practitioners as technologists, and the importance of cross-sector collaboration in building an inclusive digital ecosystem.

Participants also got hands-on experience through two interactive workshops—a Geospatialisation Workshop introducing location-based intelligence through real-world social sector use cases, and a GeoAdventure Workshop where participants ventured into the heartlands to collect points of interest using the Survey123 app, watching their data come alive on a map in real time.



Geospatial for the Future

Utility Survey Submission Portal

To build better records of underground utility information, SLA announced the Utility Survey Submission Portal (USSP), a centralised platform for submitting underground utility data alongside common standards for capturing and sharing underground utility information.

The USSP is one of the first steps towards building Singapore's Infrastructure Asset Register (IAR) ecosystem. The initiative will strengthen coordination across agencies and industry stakeholders, supporting more reliable underground utility records and informed decision-making. By improving data quality, interoperability and collaboration, USSP will enhance Singapore's capabilities in planning and managing increasingly complex underground spaces.

SLA is also developing a governance framework with industry to ensure accurate and comprehensive data collection across the ecosystem.

Beyond Singapore, SLA has convened global experts driving similar Underground Asset Register (UAR) initiatives to distil international best practices into a playbook for building underground asset registers, contributing to a growing body of knowledge as cities worldwide work towards a reliable, shared picture of what lies beneath the surface.



Geomatics Engineering and Geospatial Framework

SLA established a Whole-of-Government (WOG)-endorsed Geomatics Engineering and Geospatial (GE&G) professional manpower development framework to strengthen and professionalise geospatial capabilities across the public sector.

The framework provides a structured pathway for officers across 14 agencies to develop and deepen their geospatial competencies, supporting career progression and ensuring a pipeline of skilled geospatial professionals to meet Singapore's growing needs.



SpatialX Community of Practice

SLA launched the SpatialX Community of Practice (CoP), bringing together 300 public officers across 40 agencies and industry professionals to exchange knowledge, explore emerging technologies and strengthen professional capabilities across the geospatial sector.

SpatialX is currently focused on driving Underground Transformation, with initiatives covering Skills, Data Standards, Underground Data applications and Tech Showcases, and implementation of Singapore's IAR initiative. Since its inauguration, SpatialX has featured frontier underground technologies like quantum gravity sensing and robotics for underground mapping. Training workshops were also conducted to share best practices in 3D underground data capture and use.

SpatialX aims to catalyse organic Underground Transformation initiatives in Singapore by bridging global UAR ecosystems, technology developments and frontier thinking in underground data capture and use.

Geospatial for the Future

Growing Our Talent Pool

Geospatial and geomatics capabilities are foundational to nation building, and SLA is taking an active role in strengthening this pipeline.

Youth engagement continued, with the ASEAN Geospatial Challenge 2026 attracting over 100 participants from 22 Institutes of Higher Learning, a strong signal of growing regional interest in the field.

SLA also ran the GNSS Innovation Quest and second iteration of the Amazon Web Services (AWS)-SLA Geospatial Innovation Challenge, giving students hands-on exposure to real-world geospatial problem-solving.

A field trip with Nanyang Technological University students in October 2025 – part of Singapore's inaugural Space Geodesy course – brought this to life on the ground. Over 20 students worked through activities spanning precise GNSS positioning via SiReNT, tachymetry and laser scanning, and levelling, gaining first-hand insight into how geodetic infrastructure underpins urban planning, construction and navigation.

SLA also connected with students at career fairs across tertiary institutions, highlighting the depth and breadth of opportunities within the geospatial sector.



Senior Parliamentary Secretary for Law and Social and Family Development Eric Chua speaking with winners of the ASEAN Geospatial Challenge 2026 from Indonesia, whose project uses AI-driven 3D modelling to assess rooftop solar potential and improve property tax accuracy.



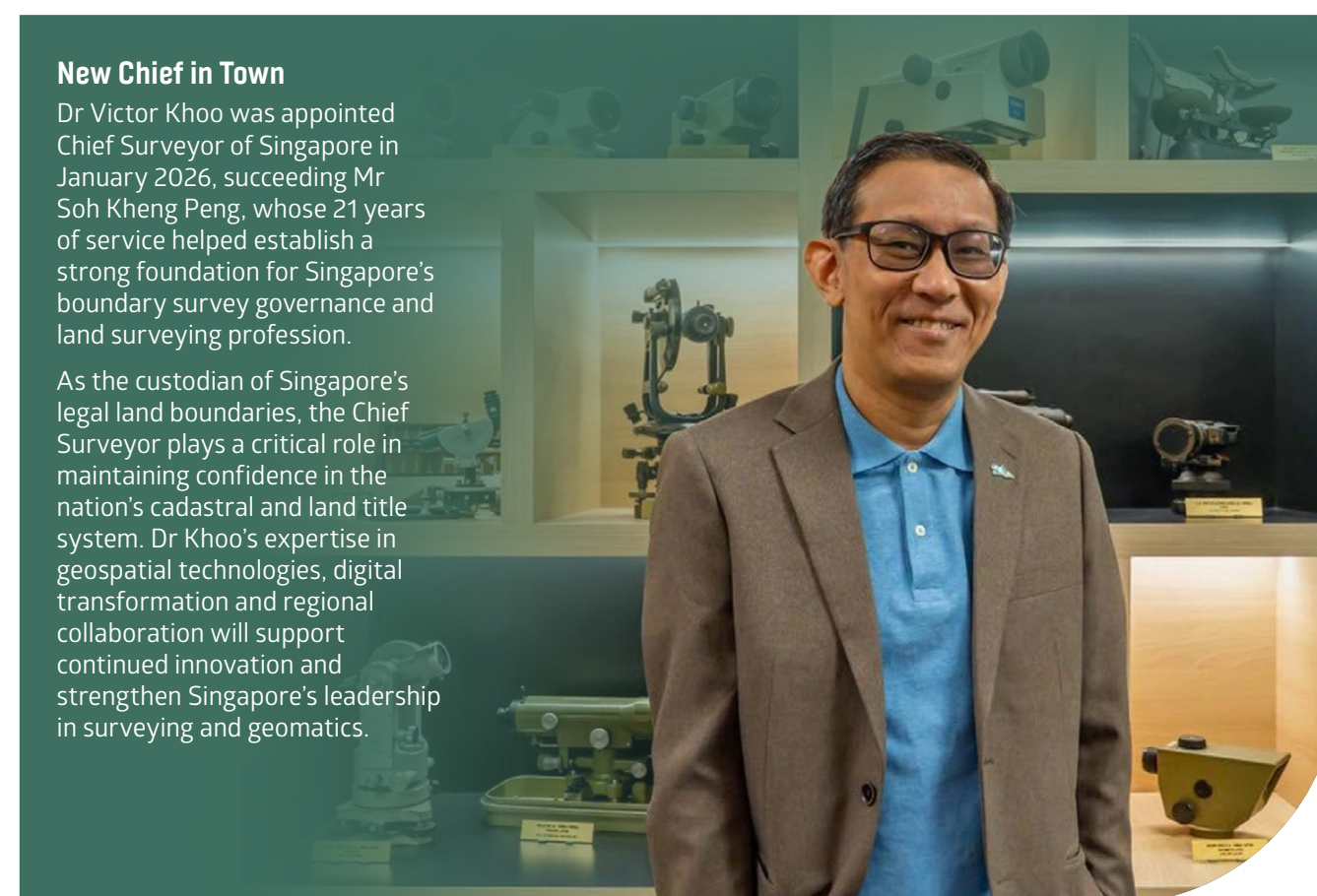
Top and right: Minister of State for Digital Development and Information & Health Rahayu Mahzam with the young winners of the GNSS Innovation Quest and International Space Challenge. She later visited the SLA booth to learn more about SiReNT and its role in enabling precise positioning in Singapore.



New Chief in Town

Dr Victor Khoo was appointed Chief Surveyor of Singapore in January 2026, succeeding Mr Soh Kheng Peng, whose 21 years of service helped establish a strong foundation for Singapore's boundary survey governance and land surveying profession.

As the custodian of Singapore's legal land boundaries, the Chief Surveyor plays a critical role in maintaining confidence in the nation's cadastral and land title system. Dr Khoo's expertise in geospatial technologies, digital transformation and regional collaboration will support continued innovation and strengthen Singapore's leadership in surveying and geomatics.



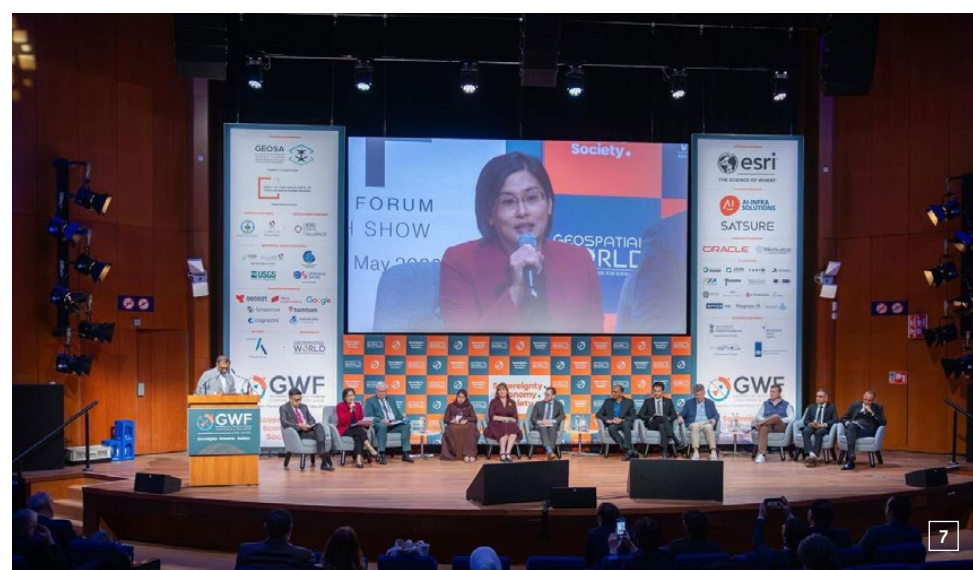
Geospatial for the Future

Thought Leadership

SLA advances geospatial thought leadership in Singapore and internationally, spotlighting Singapore's advancements in geospatial innovation and technology while learning from developments around the world.

SLA actively hosts and supports high-profile events – including Geo Connect Asia and World Cities Summit – that bring together regional and global experts, policymakers and industry leaders. SLA also participates in key regional and international forums, including meetings of the United Nations Committee of Experts on Global Geospatial Information Management for Asia and the Pacific (UN-GGIM-AP), where SLA Director of Survey and Geomatics Dr Victor Khoo serves as Vice Chair.

These engagements strengthen professional networks, foster collaboration and enable SLA to contribute to the global geospatial agenda while keeping pace with emerging practices and technologies.



1. SLA Assistant Chief Executive (Geospatial & Engagement) Benjamin Chan (third from left) at a panel discussion at the URA Masterclass on Navigating Underground Infrastructure Challenges at the World Cities Summit 2026.
2. SLA Senior Deputy Director of Strategy & Innovation Eric Koh presenting Singapore's perspective on building a national utility data ecosystem at Digital Underground Connect, held as part of Geo Connect Asia 2026.
3. Singapore presented insights on integrating terrestrial and maritime geospatial data at the 14th UN-GGIM-AP Plenary Meeting in South Korea, with SLA Director of Survey & Geomatics Dr Victor Khoo highlighting its role in strengthening resilience, disaster response and climate planning.
4. SLA Senior Geomatics Manager Ng Zhen Hao (second from right) attended the annual SCC+ meeting in Helsinki, Finland to exchange insights and best practices in digital twins.
5. SLA Director of Geospatial & Data and Chief Data Officer Ng Siau Yong speaking at World Cities Summit 2026 Science of Cities Symposium on how cities can harness data and emerging technologies while keeping community needs and lived experiences at the heart of decision-making.
6. SLA Chief Executive Calvin Phua delivering the opening address at the Socio-Healthcare Forum at Geo Connect Asia 2026, which explored the use of geospatial data to generate sharper insights and support more preventive, community-based care.
7. SLA Deputy Chief Executive (Development) Yeo Wenshan joined leaders from national mapping agencies and the industry at the Geospatial World Forum 2026 in Amsterdam, the Netherlands, to share Singapore's efforts in advancing geospatial capabilities.



Geospatial for Climate Change Mitigation

Through its geospatial expertise, SLA serves as a key enabler for national climate initiatives and geo-enabled mitigation solutions by leveraging its advanced geospatial capabilities for sustainability. SLA provides our contribution in these aspects:

GEOAI-Powered Green Cover Mapping

Enhancing greenery is an important part of Singapore's efforts to strengthen climate resilience, reduce urban heat and support biodiversity. Under the Singapore Green Plan 2030, the City in Nature pillar sets out national ambitions to expand green spaces and plant one million more trees by 2030.

To support these efforts, SLA developed the Green Cover Map 2024 using a customised GEOAI model to transform the National 3D Mapping Programme data into a nationwide map of trees, shrubs, grassland and green roofs.

The map establishes a national baseline for monitoring changes in greenery and enables WOG agencies to better understand its distribution across Singapore, supporting City in Nature planning, urban cooling and climate resilience studies. Regular updates can further enable consistent monitoring towards Singapore's longer-term sustainability goals.



Winning Global Recognition for GEOAI Innovation

SLA received the Technology Innovation (GEOAI) Award at the Geospatial World Excellence Awards 2026 in Amsterdam, The Netherlands, in recognition of our Solar Panel and Green Cover GEOAI Mapping initiative.

The international recognition reflects SLA's innovative application of geospatial data and AI to address real-world sustainability challenges, and affirms Singapore's growing capabilities in GEOAI.



Monitoring Solar Energy Adoption

Solar energy is central to Singapore's shift towards a low-carbon future. With limited land and no domestic fossil fuels, it remains one of the most practical renewable options available, allowing Singapore to harness its year-round sunshine to reduce carbon emissions and work towards a cleaner, more sustainable energy future.

GEOAI and Aerial Mapping

SLA has developed solar panel maps using high-resolution imagery to detect and monitor rooftop solar adoption across Singapore, supporting WOG renewable energy planning and monitoring.

To further strengthen these capabilities, SLA is collaborating with the National Space Agency of Singapore (formerly The Office for Space Technology & Industry) on partnerships, capability building, and aligning satellite missions and data with national geospatial needs. This includes enhancing solar panel detection using satellite imagery, with the aim of enabling annual updates to the national solar map.



Solar Panel Map 2024



Geospatial for Climate Change Mitigation

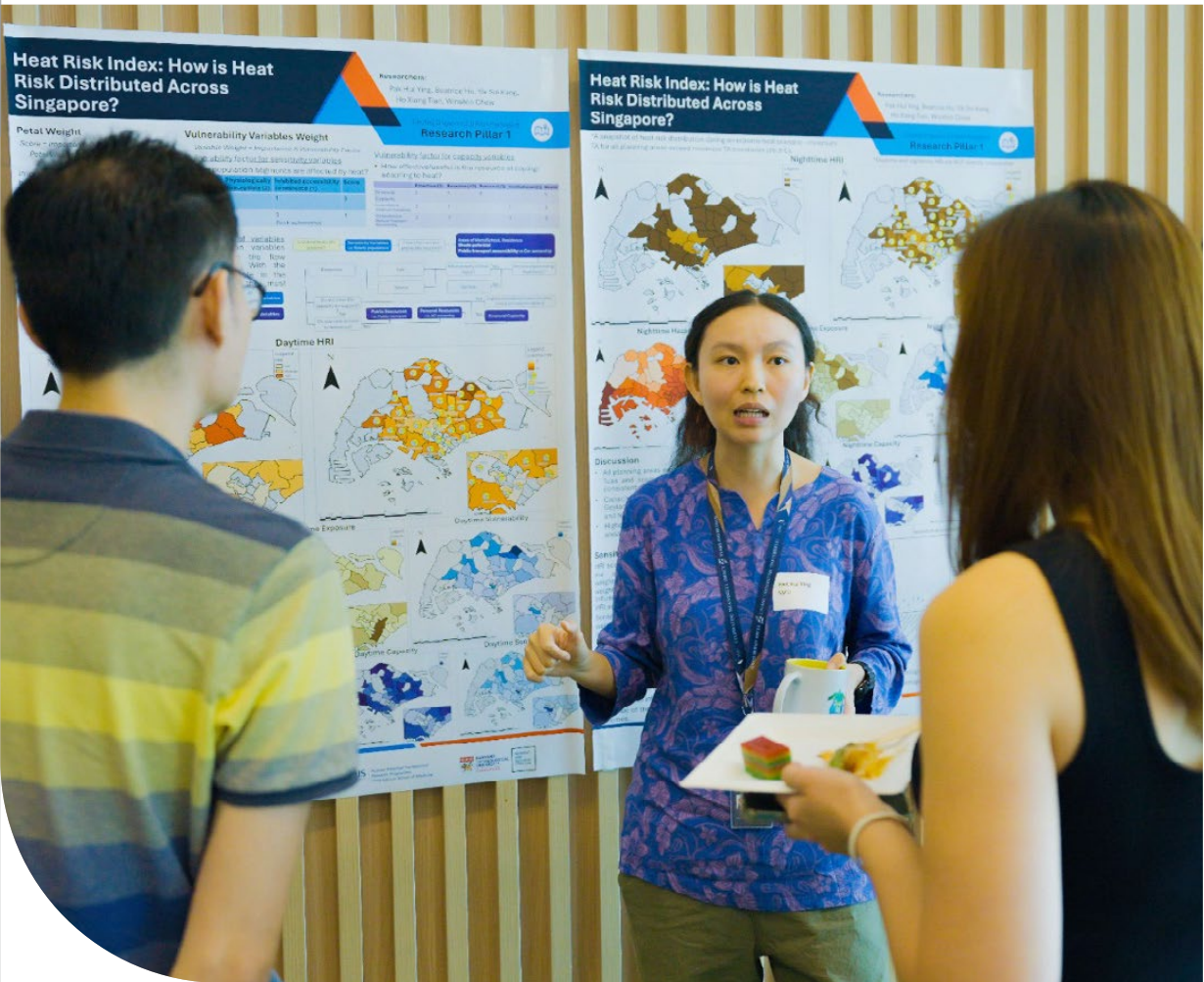
■ Understanding Urban Heat Island Effect

Climate change will contribute to increasing temperatures throughout Singapore. As a densely-populated city-state, this is exacerbated by the Urban Heat Island (UHI) effect, where built-up areas are warmer than rural areas. Through geospatial technology, we aim to identify areas with higher heat risk, which could inform more targeted heat resilience interventions and mitigation strategies.

Research Pillar 1 of Cooling Singapore 2.0 (CS2.0), funded by the National Research Foundation, seeks to understand heat risk in Singapore through the integration of environmental, infrastructural and socioeconomic factors to develop a Heat Risk Index (HRI) that provides a spatial assessment of heat risk in Singapore.

SLA's authoritative geospatial datasets supported the CS2.0 team's development of the HRI by providing spatial data that could be integrated with socioeconomic datasets from multiple sources. This allowed the different HRI parameters to be consolidated at a consistent planning area resolution, facilitating meaningful integration and comparison across datasets.

As SLA's geospatial databases are regularly updated, this also allowed the team to obtain data with high temporal consistency, enabling more accurate and meaningful insights into heat risk across Singapore. This collaboration underscores SLA's continued commitment to advancing research on UHI and other domains through the use of our high-resolution mapping and geospatial datasets.



■ Partnering Stakeholders on Carbon Assessment

SLA collaborated with the Centre for Remote Imaging, Sensing and Processing (CRISP) to explore how SLA's high-resolution aerial LiDAR data could support the study of forests and vegetation.

Using SLA's LiDAR data, the team was able to map the height and structure of vegetation across the landscape. The results showed a strong correlation with vegetation height measurements obtained from satellite data, showing that SLA's data can serve as a reliable reference for validating and improving satellite-based methods.

The study also demonstrated the potential to combine SLA's detailed geospatial data with satellite imagery and machine learning to map forest structure and estimate biomass over larger areas, supporting better understanding and monitoring of our natural environment.

■ Guarding Against Sea-Level Rise and Protecting Our Coasts

With around 30% of Singapore lying less than five metres above mean sea level, critical infrastructure such as airports, maritime ports and key industries is vulnerable to sea-level rise. Proactive coastal protection is therefore essential to building Singapore's long-term climate resilience. SLA contributes to national efforts on this front through long-term land motion monitoring (LMM) and the consistent updating of low-lying area maps.

Long-Term Nationwide Land Motion Monitoring Project

As the lead agency for the nationwide LMM project, SLA provides actionable data to better assess sea-level rise and coastal vulnerability, informing urban planning, the design of longer-term climate-resilient infrastructure and the Public Utilities Board (PUB)'s coastal protection initiatives.

To enhance the accuracy and reliability of this data, SLA is working with leading research institutes to guide the development of Singapore's first LMM infrastructure, to be deployed at strategic locations across the island. This collaboration with partner agencies and institutes of higher learning advances Singapore's geospatial capabilities in support of WOG climate change adaptation efforts.



PEOPLE

At the heart of SLA is a people-centric culture that recognises our people as our greatest asset. We are committed to investing in their professional development and wellbeing through learning opportunities, career pathways and staff support initiatives — to build a resilient, future-ready workforce that is well-positioned to serve the public with excellence.

Giving Back to the Community

■ Collaboration with The Food Bank Singapore

In partnership with The Food Bank Singapore for the Joy in Every Bundle programme, SLA volunteers helped to pack and distribute food bundles to seniors in need.

The initiative enabled officers to connect directly with residents while contributing to the wellbeing of the community. The programme not only benefitted the community, but also strengthened teamwork and fostered a shared sense of purpose among volunteers.



■ Career GPS Programme with Children's Wishing Well

SLA partnered with Children's Wishing Well to host the Career GPS Programme, introducing youths aged 13 to 18 to careers in geospatial and geomatics.

Through hands-on activities and interactions with SLA staff, participants gained first-hand exposure to technologies such as land surveying, aerial mapping, laser scanning and 3D modelling. The programme broadened students' awareness of career opportunities and provided valuable insights into how geospatial data supports Singapore's development.



Building an Empowered Workforce

■ SLA Data & AI Champions

As part of SLA's Data and AI Strategy, SLA is equipping officers with the confidence, skills and support to apply data, artificial intelligence, and geospatial technologies to real workplace challenges.

A key initiative is the SLA Data and AI Champions Programme, which combines hands-on learning with practical application. Officers bring forward challenges from their work areas and receive mentorship and project coaching to develop relevant data, AI, or geospatial solutions.

In 2025, 19 officers developed six proof-of-concept solutions, including the CADA AI Assistant for cadastral survey knowledge retrieval and a centralised property data portfolio management solution to support analysis and decision-making. Their projects were showcased at the SLA Data and AI Champions 2025 Demo Day in October 2025.

More broadly, the programme demonstrated how officers from different backgrounds can build practical data and AI capabilities through learning, experimentation, and collaboration, contributing to a more confident, innovative, and future-ready workforce.



■ Junior Board

Now in its fourth year, SLA's Junior Board continues to bring together officers across departments and seniority levels to lead projects and drive bottom-up innovation.

One initiative by the fourth Junior Board was the launch of Network over Nuggets – a series of fireside chats where small groups gather with established industry leaders and board members to share experiences and exchange ideas.

The Junior Board also gave officers the chance to tackle meaningful projects and build connections across the organisation.

■ Service & Innovation Excellence Day

At the annual Service & Innovation Excellence Day (SIED) in September 2025, themed *Breathing Service, Living Innovation*, colleagues celebrated the achievements of service and innovation award recipients and gained insights from industry leaders at Carousell and McDonald's on navigating uncertainty, embracing innovation and preparing for the future.

Through reflections on resilience, technological transformation and the growing impact of AI, the event encouraged officers to adopt a growth mindset and explore new ways of creating value in an evolving landscape.

The event also featured an awards ceremony recognising staff who exemplify SLA's core values and excellence in transformation, service and innovation in their work – alongside project showcases by SLA colleagues, carnival games and food.



Building an Empowered Workforce

At SLA, sustainability is a mindset we actively cultivate year-round. Championing these efforts is SaLSA, our staff-led committee with a sustainability team that promotes green practices through engaging and educational activities.

One example was the third iteration of Preloved is Reloved initiative held at the start of the year, where staff shared pre-loved items for direct donation to charitable beneficiaries. Beyond giving these items a second life, the initiative fostered a strong sense of community, while promoting sustainability and supporting meaningful causes.

Outside the workplace, SLA staff took part in learning journeys to the Lee Kong Chian Natural History Museum as well as the Hyundai Motor Group Innovation Center Singapore. These visits inspired them to play a part in building a greener SLA and Singapore.

We also marked our second Sustainability Day in August 2025, held in conjunction with the National Day Observation Ceremony. Staff had the opportunity to visit hands-on booths featuring sustainable vendors including Unpackt, My Naked Bar, Edible Garden City, Plastify, Fogo Fungi and Ugly Food Co.



Greening Our Workplace

SLA continues to encourage sustainable practices throughout our office floors at Revenue House.

To reduce our resource consumption, we maintain a comfortable ambient indoor temperature of 25°C, with fans available for hybrid cooling as needed. Smart lighting sensors and controls have been installed, and electrical equipment and water fittings have been progressively replaced with more efficient alternatives.

To foster sustainable habits among staff, recycling bins are strategically placed next to printers and at pantries, where staff can easily rinse their recyclables before depositing them.

Pages **95 to 97** provide details on our performance in electricity, water and waste management.

Fostering a Culture of Care

SLA remains committed to the wellbeing of its people through a range of initiatives that foster stronger connections, healthy lifestyles and an inclusive workplace culture.

More than 450 SLA staff and family members came together for SLA Family Day 2025 at Gardens by the Bay. The event recognised the important role families play in supporting our officers' wellbeing and success, while bringing different generations together in a celebration of connection and togetherness.

Through Conversations over Cups, officers met with SLA Chief Executive Calvin Phua in small-group sessions held across departments to connect, exchange ideas and share candid feedback. These informal conversations help foster an open and inclusive culture built on trust, mutual understanding and a shared commitment to making SLA an even better place to work.



On SLA Employee Day, colleagues celebrated shared achievements while learning from one another through sessions on topics ranging from wildlife photography and Singapore's biodiversity to pastry-making, canoe polo, mental wellness and career journeys. These exchanges highlighted the diverse talents and experiences within the organisation while strengthening bonds across teams.

SLA also continued to promote active living through SLA Active Day 2025, during which more than 200 officers participated in sports and wellness activities that encouraged healthy lifestyles, teamwork and cross-divisional interactions. Complementing this was the month-long Active Living Festival 2026, which featured reformer Pilates, health screenings, a wellness bazaar, padel and pickleball sessions, alongside lunchtime talks on workplace wellbeing, joint health and nutrition.

Supporting these programmes are year-round wellbeing initiatives, including Wellness Ambassadors, workplace enhancements and a partnership with Intellect, which provides officers with round-the-clock access to self-care resources, personal coaching across mental, physical and nutritional wellbeing, and professional counselling.



Cultivating a Spirit of Lifelong Learning

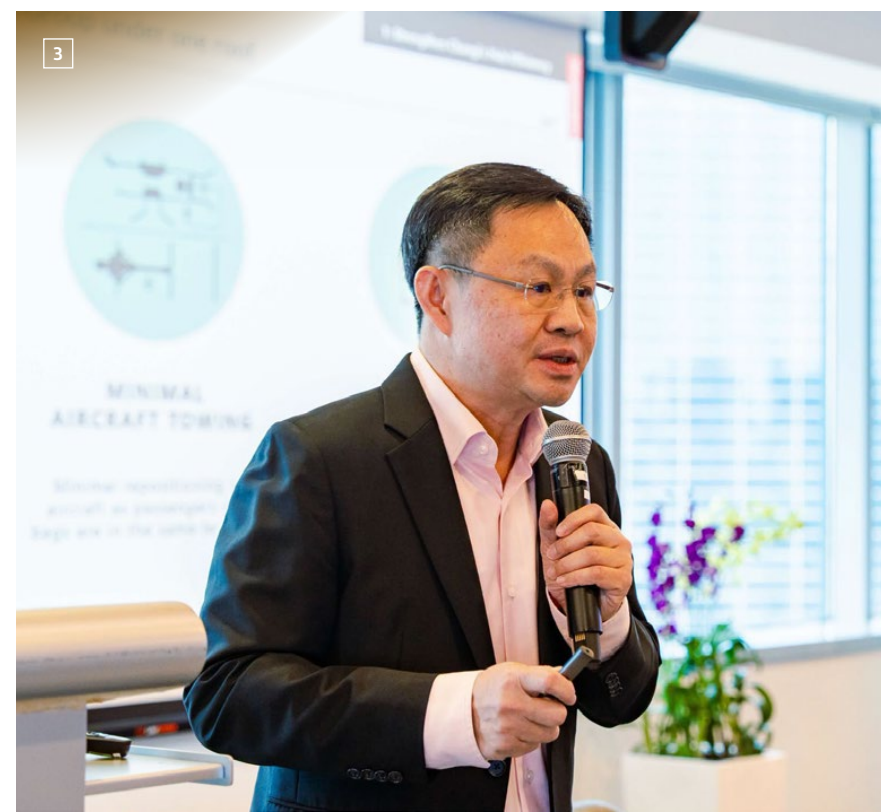
Brown Bag

SLA's Brown Bag Series brought together an engaging line-up of speakers over the past year.

Speakers included acclaimed filmmaker and SLA Board Member Boo Junfeng, who shared how empathy and storytelling shape his creative process; Stefanie Yuen Thio, Chairperson of SHE Singapore, who drew on her legal expertise to shed light on online harms, the support available for survivors, and the collective responsibility of individuals and organisations in fostering safer digital spaces; and Yam Kum Weng, Chief Executive Officer of Changi Airport Group, who shared insights into the thinking behind Changi Airport Terminal 5 and the role of innovation, technology and "heartware" in shaping the future of Singapore's aviation.



1. Stefanie Yuen Thio shared insights on navigating online harms and the importance of collective support in creating safer digital spaces.
2. SLA welcomed Boo Junfeng in October 2025, fresh from his role as Creative Director of National Day Parade 2025, for a conversation on storytelling and creative leadership.
3. Looking beyond the runway, Yam Kum Weng shared lessons on leadership, experimentation and the "heartware" shaping the future of aviation.



Cultivating a Spirit of Lifelong Learning

Peek & Peek Out

The Peek and Peek Out series continued to give staff fresh perspectives on SLA's work, deepening appreciation for SLA's diverse functions and how they contribute to our vision and mission.

Over the past year, sessions included an inside look at SLA's Enterprise Data Platform and DASH portal, which empower officers to harness analytics and AI for data-driven decision-making. Staff also gained rare insights into the management of Singapore's offshore islands at Lazarus and St John's Islands, and explored how heritage State properties such as the newly expanded Temasek Shophouse can be thoughtfully reimaged to serve evolving community needs.



Short-Term Projects

SLA offers GIG projects and Short-term Immersion Programmes (STIP), giving staff the opportunity to contribute to projects across departments and gain a deeper understanding of how different parts of the organisation work together. Some GIG participants have become ambassadors for their work, sharing their experiences on social media and giving others a glimpse into their day-to-day operations.

Looking ahead, SLA plans to expand developmental opportunities across departments, allowing officers to pursue experiences that align with their interests and aspirations to support their growth and career development.

SLA25

We marked our 25th year through initiatives that celebrate our journey, showcase Singapore's places and stories, and invite the community to rediscover them with us.

The SLA25 Rediscovery Trail

SLA marked its 25th anniversary with a series of experiences inviting Singaporeans and visitors to rediscover a selection of 25 State properties across Singapore, discover how they have been thoughtfully reimaged, and share their own memories of these spaces.

Many brought family and friends along to uncover the stories, heritage and fascinating details that make these places part of our shared identity.



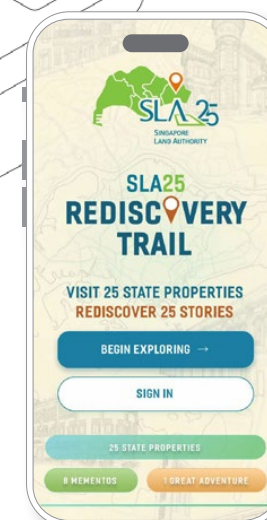
Every Place Holds a Story. Behind Every Building, a Memory.

As part of the 'Our Spaces, Our Stories' social media outreach, we invited members of the public to rediscover the 25 featured SLA-managed State properties through their personal stories.

Whether it's a childhood memory, a meaningful workplace, or a hidden gem recently discovered, every story they shared on social media helped bring these spaces to life and celebrated the connections that make them distinctly Singapore.

Web-Based Exploration with OneMap Integration

The trail is a mobile-optimised web experience integrated with OneMap's navigation and journey-planning capabilities, enabling participants to easily navigate between sites. State properties can also be explored by regions or curated themes tailored to different interests and lifestyles – from families and history buffs to café hoppers and sporty types.



Celebrating with Communities

Commemorative Stamp Series

SLA marked its Silver Jubilee with a commemorative stamp issue titled 'Revitalising Spaces, Connecting Communities' in partnership with SingPost.

Featuring five distinctive State properties reimagined through adaptive reuse, the stamp series invited the public to experience Singapore's built heritage.

The SLA25 commemorative stamp collection also includes a pre-cancelled First Day Cover and a Presentation Pack, featuring accompanying narratives that highlight the significance of the milestone and the properties depicted.

The series features five State properties (clockwise from top left): Temasek Shophouse, Smith Street, Dempsey, 1 Goodwood Hill, KADA.



The pre-cancelled First Day Cover and Presentation Pack include narratives that highlight the significance of the milestone and the State properties featured.



Inclusive Art Commission

To commemorate its 25th anniversary, SLA commissioned local artists to create original artworks inspired by the State land and properties under its stewardship.

The initiative also involved collaborations with Temenggong Artists-In-Residence and ART:DIS (Singapore), bringing together students from special education (SPED) schools and artists with disabilities. Participating institutions included Katong School, Canossa Catholic Primary School, Eden School, MINDS, CPAS West and Maitri School.

Senior Parliamentary Secretary for Law and Social and Family Development Eric Chua visited one of the art workshops, where he met participating artists and students and learnt more about their creative process.

These artworks form part of an exhibition displayed during an internal SLA25 staff celebration in July 2026.



Celebrating with Communities

Bringing Singapore's Unique Heritage and Culture to Life

As part of the SLA25 public engagement initiative, SLA partnered with Jerome Lim, a historical and architectural guide and editor of SLA's publication *Uncommon Ground*, to revive the popular State property tour series, Discovering Singapore's Best Kept Secrets: Exploring the Past, Reimagining the Future of Singapore's Historical State Properties.

■ Temasek Shophouse

Reimagining heritage for social impact

Familiar yet overlooked, Temasek Shophouse offered participants a moment to pause and reflect on the stories it holds, and how heritage can be kept alive for future generations.

“Seeing how they are being retained — we are actually keeping the history and story of Singapore alive.”

— Jenn Tan



■ 114 King's Avenue

Stepping into Singapore's naval heritage

Set within the former Sembawang Naval Base, 114 King's Avenue offered participants a rare glimpse into the lives of senior naval officers who once called the property home. Beyond its distinctive Arts and Crafts architecture, the property tells the story of Singapore's naval past and the conservation of a historically significant precinct.



Bringing Singapore's Unique Heritage and Culture to Life

179 & 450 Piccadilly

From military legacy to community destination

Participants traced the evolution of two former Royal Air Force buildings steeped in Singapore's military aviation history – and for some, the visit was deeply personal.

“My father served here with the Royal Australian Air Force and we stayed in the houses in Seletar. Walking these grounds today, just as he would have done, was especially meaningful for me.”

– Peter Malone



10 Pender Road

Uncovering stories behind an architectural gem

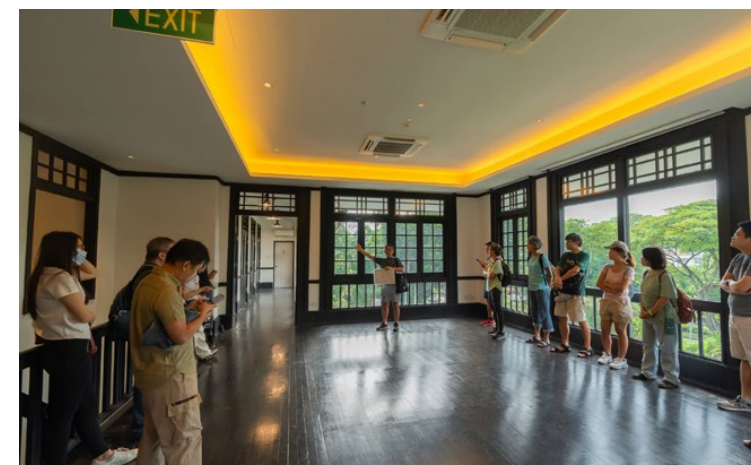
Rich in history and architectural significance, the former Golden Bell Mansion and now Danish Seamen's Church Singapore, revealed stories spanning prominent personalities, early medical history and Singapore's multicultural heritage. Participants gained a deeper appreciation of how conservation preserves not only buildings, but also the many narratives they hold.

Bringing Singapore's Unique Heritage and Culture to Life

■ 5 & 6 Maidstone Road

Preserving memories of a historic neighbourhood

Nestled within the former military estate, these heritage homes offered a window into the everyday lives of families who once lived in the area. The tour highlighted how conserving residential heritage helps preserve the identity and collective memories of Singapore's historic neighbourhoods.



■ Adam Park

Walking through Singapore's wartime past

History came alive as participants explored Adam Park, one of Singapore's most significant wartime sites. Stories from the Battle of Singapore and the Japanese Occupation provided a deeper understanding of the estate's historical importance and the value of preserving these places for future generations.

Bringing Singapore's Unique Heritage and Culture to Life

■ Former Bukit Timah Fire Station

Giving new purpose to a historic landmark

Few places tell a story quite like a fire station – and this one has found a vibrant new chapter while honouring its past.

“As a history teacher and buff, I'm drawn to places with stories. That's why it's impressive to see an old fire station repurposed into a co-living space, with workshops that bring the community together.”

— Janet Ng



■ Former Command House

Where striking architecture meets living history

Built in 1938 as Flagstaff House for the British Army's top commanders, the Former Command House carries a deep wartime legacy, most notably as the residence of Lieutenant-General Arthur Percival, where he burned top-secret documents on the eve of Singapore's surrender in 1942.

Visitors discovered how every architectural choice – from graceful arches to lofty, climate-adapted interiors – served a tropical purpose.



■ 5 Kadayanallur Street

A century of history reimagined

From its beginnings as St. Andrew's Mission Hospital to its transformation into KADA, the century-old property reflects the evolving needs of Singapore across generations. Participants experienced how careful restoration has preserved its heritage character while creating a dynamic destination for wellness, dining and community experiences.



SUSTAINABILITY REVIEW & STATISTICS



Sustainability Targets and Performance

Sustainability Reporting Scope

The reporting scope for the data in this section encompasses all of SLA's operations where SLA directly controls resource consumption. These buildings and facilities include:

- SLA's offices in Revenue House
- 2 Bukit Merah Central
- 29 Heng Mui Keng Terrace
- Tanglin International Centre and 1 Kay Siang Road
- Tudor Court
- Seah Im Hawker Centre
- Southern Islands
- Dempsey
- SLA's roads and street lightings

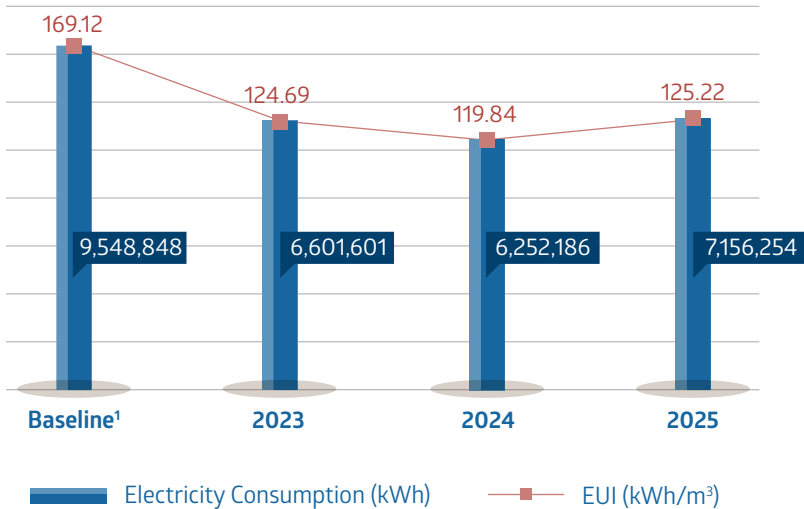
Energy and GHG Emission Targets And Performance



Electricity Consumption

To improve energy performance across State properties, SLA progressively upgrades electrical systems with more energy-efficient alternatives, deploys smart lighting controls and optimises indoor ambient temperatures at 25°C. These ongoing measures support more sustainable operations by reducing energy consumption and improving overall energy efficiency.

SLA's Electricity Consumption



Target



in Energy Utilisation Index (EUI) by 2030, compared to the baseline¹.

Assessment



in EUI compared to the baseline. SLA has continued to achieve our targets.

Notes:

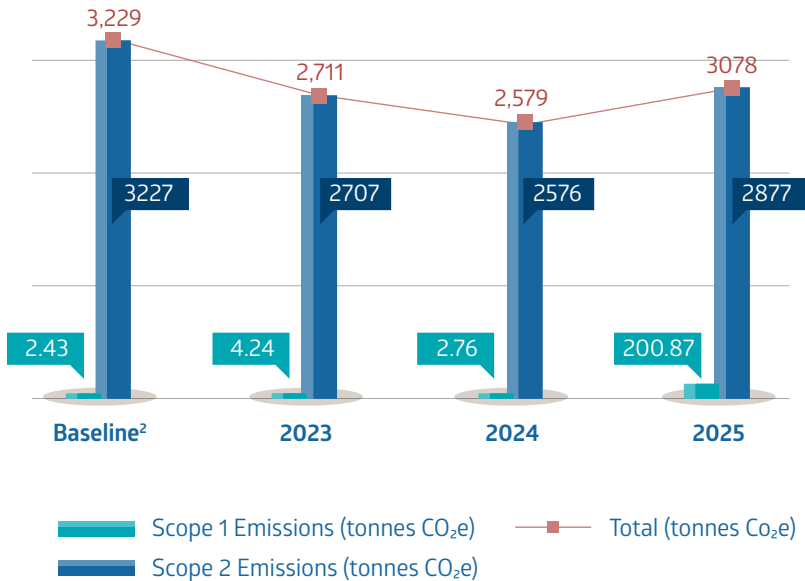
- EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area (GFA) (excluding consumption and GFA of tenants).
- The formula used to calculate the EUI is as follows:
Agency EUI in Year N = (Total amount of electricity consumed for all Agency premises in EUI in Year N) / (Total GFA for all Agency premises in EUI in Year N)
- The increase in FY2025's electricity consumption is due to the inclusion of additional premises, where SLA has direct control over its resource consumption.



GHG Emissions

While SLA manages around 2,600 State properties, the majority of greenhouse gas (GHG) emissions are generated by tenanted occupants. In line with the GHG Protocol's operational control approach, these are classified as Scope 3 GHG emissions.

SLA's GHG Emissions



Target

SLA will continue to review our emission performances and seek to minimise emissions from additional assets such as upcoming integrated developments by exploring renewable energy sources.

Assessment



in total Scope 1 & 2 emissions compared to the baseline².

Notes:

- Scope 1 emissions refer to direct emissions from sources owned or controlled by SLA, excluding those used by tenants.
- Scope 2 emissions refer to indirect emissions resulting from the use of purchased electricity, excluding consumption by tenants.
- The following conversion and emission factors were used:
 - Emission factors of petrol and diesel for the transport sector in 2006 IPCC Guidelines Vol 2 Chapters 2 and 3;
 - National Grid Emission Factors (GEF) of the respective years (FY2025's calculation is based on FY2024's GEF), published by the Energy Market Authority
- The increase in FY2025's GHG emissions is due to the inclusion of additional premises, where SLA has direct control over its resource consumption.

1. The average of FY2018-FY2020 has been selected as the baseline in alignment with GreenGov's report.

2. FY2020 has been selected as the baseline year for GHG emissions in alignment with GreenGov's report.

Sustainability Targets and Performance

Water and Waste Management Targets and Performance

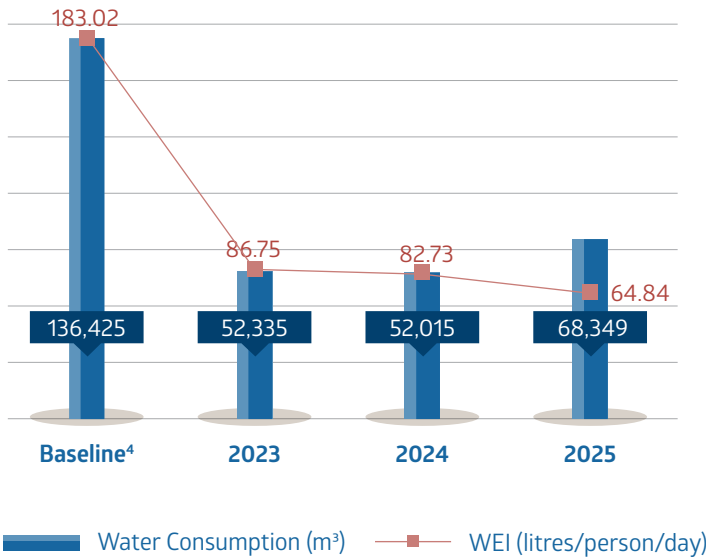


Water Consumption

Water conservation is an integral part of operational sustainability in our offices and State properties that we manage. Across State properties, SLA monitors and reports water usage in common areas—including sanitation, pantry activities, and routine cleaning—as part of our broader environmental performance.

Efficiency measures have been implemented, such as the installation of 3-ticks water-saving fittings certified under the Water Efficiency Labelling Scheme (WELS)³.

SLA's Water Consumption



Target



in Water Efficiency Index (WEI) by 2030, compared to the baseline⁴.

Assessment



in WEI compared to the baseline.

Notes:

- i. WEI is defined as the daily water consumption divided by the total headcount of public officers, including visitors to the premises. The formula used to calculate WEI is as follows:
Agency WEI in Year N = [Total amount of water consumed for all Agency premises in Year N × 1000] / [average number of operational days in Year N for all Agency premises × (average number of staff per day for all Agency premises + (0.25 × average number of visitors per day for all Agency premises))]
- ii. The increase in FY2025's water consumption is due to the inclusion of additional premises, where SLA has direct control over its resource consumption.

3. WELS is a mandatory labelling programme introduced by the Public Utilities Board (PUB) of Singapore to promote water conservation. It provides information on the water efficiency of certain water-using products such as taps, showers, flushing cisterns, urinals, washing machines and dishwashers. Products are rated from 0-tick (least efficient) to 4-ticks (most efficient) based on their water consumption levels determined through testing by accredited labs.

4. The average of FY2018-FY2020 has been selected as the baseline in alignment with GreenGov's report.

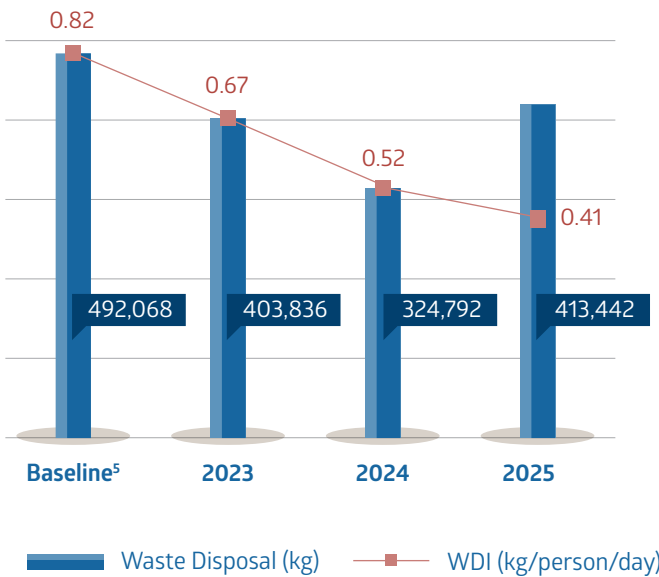


Waste Generation

SLA adopts a proactive approach to waste management, focusing on reducing, recycling, and responsible disposal across our office and State properties.

At State properties under interim use, SLA monitors and reports waste generation in common areas as part of our environmental performance. To better understand waste generation profiles and identify reduction opportunities, a waste audit was carried out at 29 Heng Mui Keng Terrace.

SLA's Waste Generation



Target



in Waste Disposal Index (WDI) by 2030 compared to the baseline⁵.

Assessment



in WDI compared to the baseline. SLA has achieved the target in 2024.

Notes:

- i. WDI is defined as the total waste disposed of per day divided by the total headcount of public officers, including visitors to the premises. The formula used to calculate WDI is as follows:
Agency WDI in Year N = [Total amount of waste disposed of for all Agency premises in Year N] / [average number of operational days in Year N for all Agency premises × (average number of staff per day for all Agency premises + (0.25 × average number of visitors per day for all Agency premises))]
- ii. The increase in FY2025's waste generation is due to the inclusion of an additional premise, where SLA has direct control over its resource consumption.

5. FY2022 has been selected as the baseline in alignment with GreenGov's report.

Talent Management and Development

At SLA, we embrace fair employment practices by recruiting talent based on relevant competencies and merit. We actively engage prospective candidates through recruitment events and partner with tertiary institutions, offering internship, scholarship and career opportunities. Through staff features in newsletters and on social media, we highlight the meaningful and impactful contributions of our officers and strengthen awareness of career opportunities at SLA.

Training and Development

We are committed to providing every officer with equal access to growth and development opportunities. We adopt a competency-based framework to identify and address learning needs across five key areas: functional competencies, core competencies, digital competencies, future-ready skills, and sustainability.

Building AI literacy and capability across our workforce has been a central pillar of our learning and development agenda. Through a multi-modal approach combining self-paced e-learning, classroom learning, hands-on workshops, and peer learning communities, foundational programmes were made available to all staff to build a common baseline understanding of AI concepts, tools, and responsible use, while more advanced tracks were curated for teams with deeper AI integration in their work. Our AI training offerings will continue to be refreshed to keep pace with the evolving landscape, equipping our people with the skills to work confidently and responsibly alongside AI.

In support of our officers' long-term career growth, we have placed strong emphasis on strengthening career resilience and agility across different career and life stages. Career fitness programmes tailored for both officers and supervisors equip staff with the practical tools, mindset, and resources to remain career fit throughout their public service journey. Through personalised development plans and career conversations with supervisors and career coaches, officers are supported in navigating the evolving career landscape, identifying skill gaps, and building the competencies needed to grow and adapt as their careers progress.

Employee Engagement

Employee engagement plays a vital role in attracting and retaining talent. At SLA, we take a holistic approach in supporting the physical, mental and emotional wellbeing of our officers. Together with the Human Resources Division and SaLSA, our staff volunteer group, we create opportunities for officers to connect, contribute and participate in activities beyond their core work responsibilities, anchored around four key pillars: Active Living, Community Outreach, Social and Family Cohesiveness and Sustainability Initiatives. These initiatives, detailed in the [People](#) section, reflect our commitment to fostering an empowered and engaged workplace culture.

SLA also maintains a strong and harmonious partnership with the Amalgamated Union of Statutory Board Employees (AUSBE) to foster a productive work environment and improve staff wellbeing.

		FY2025		
		Male	Female	Total
Total Employees				
Total employees by employment contract	Permanent and fixed term contract employees	279	323	602
	Temporary contract employees	3	5	8
Total employees by employment type ⁶	Full time employees	279	320	599
	Part time employees	0	3	3
Total employees by age ⁶	Under 30 years old	40	63	103
	30 - 50 years old	178	183	361
	Over 50 years old	61	77	138
Total employees by employee category ⁶	Management	24	21	45
	Non-management	255	302	557
New Employee Hires				
New hires by age	Under 30 years old	12	24	36
	30 - 50 years old	24	20	44
	Over 50 years old	4	4	8
New hire rate	14.01% ⁷			
Employee Turnover				
Employee turnover by age	Under 30 years old	3	7	10
	30 - 50 years old	16	20	36
	Over 50 years old	3	4	7
Turnover rate	8.43% ⁷			
Maternity and Paternity Leave				
Total employees who were entitled to maternity and paternity leave during the reporting period		7	4	11
Total employees who took maternity and paternity leave during the reporting period		5	4	9
Total employees who returned to work in the reporting period after maternity and paternity leave ended		5	4	9
Total employees who returned to work after maternity and paternity leave ended in FY2024 and who were still employed 12 months after their return to work		11	11	22
Retention of Employees				
Return to work rate ⁸		100%	100%	100%
Retention rate ⁹		100%	73%	85%

6. The figures reflected in these categories refer to SLA's permanent and fixed term contract employees.

7. The New Hire Rate and Turnover Rate are calculated based on Financial Year.

8. The 'return to work rate' is defined as the percentage of employees who returned to work after maternity and paternity leave against the total employees who were due to return to work after taking maternity and paternity leave in FY2025.

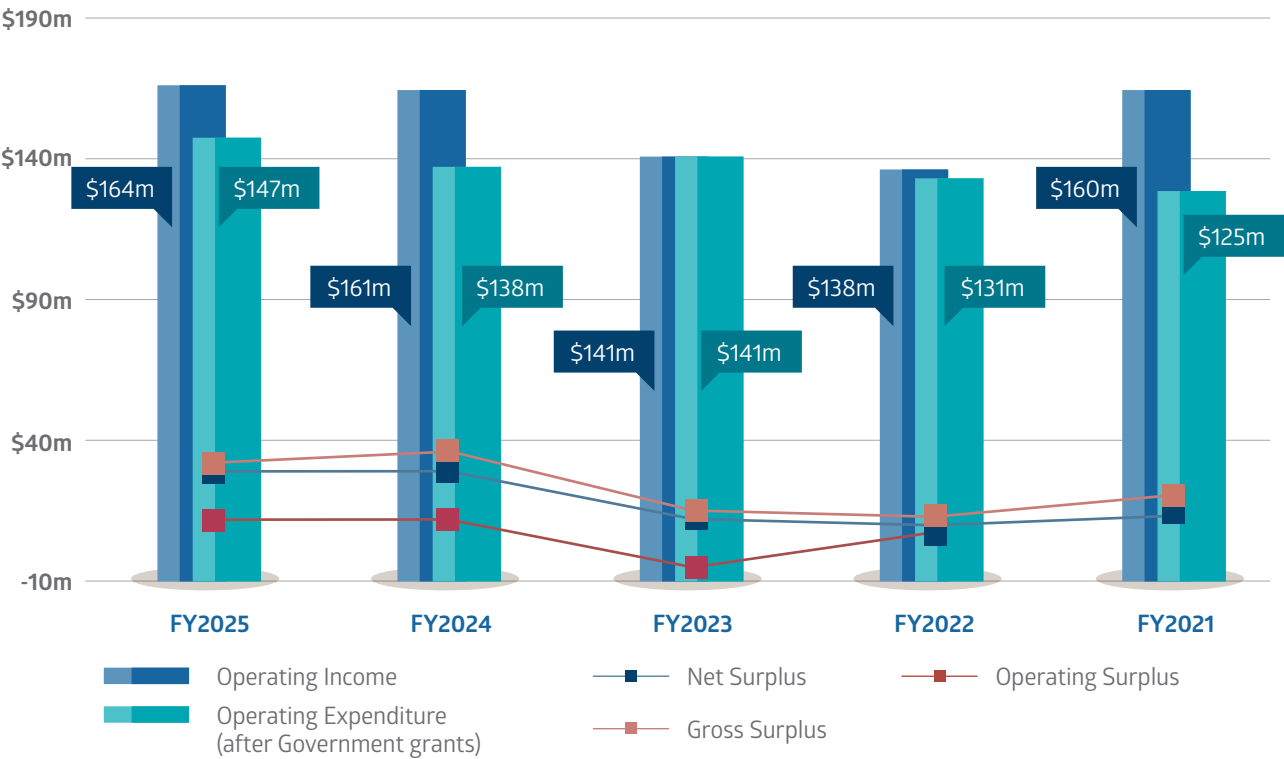
9. The 'retention rate' is defined as the percentage of employees still in service 12 months after returning from maternity and paternity leave in the previous FY (i.e. FY2024). Total employees returning from maternity and paternity leave in the previous FY is 15 females and 11 males.

FINANCIAL REVIEW & STATEMENTS

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Financial Review 2025

5-Year Financial Summary

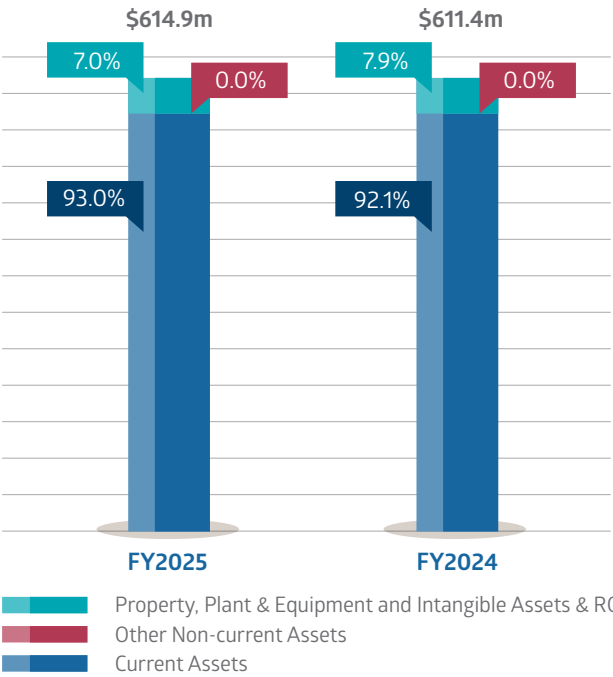


Financial Position

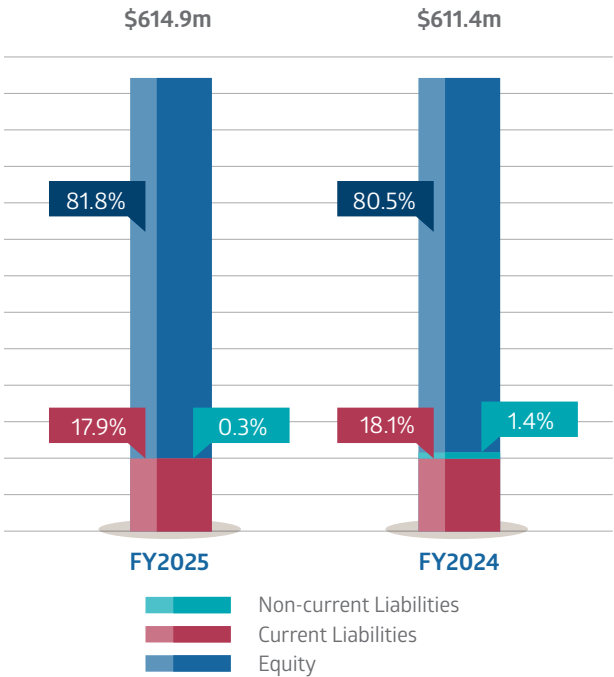
As at 31 March 2026, the Authority's financial position strengthened, with total equity at \$502.9 million, an increase of \$11.0 million from a year ago.

Total assets of the Authority stood at \$614.9 million, whilst liabilities amounted to \$111.9 million.

Total Assets



Total Equity and Liabilities

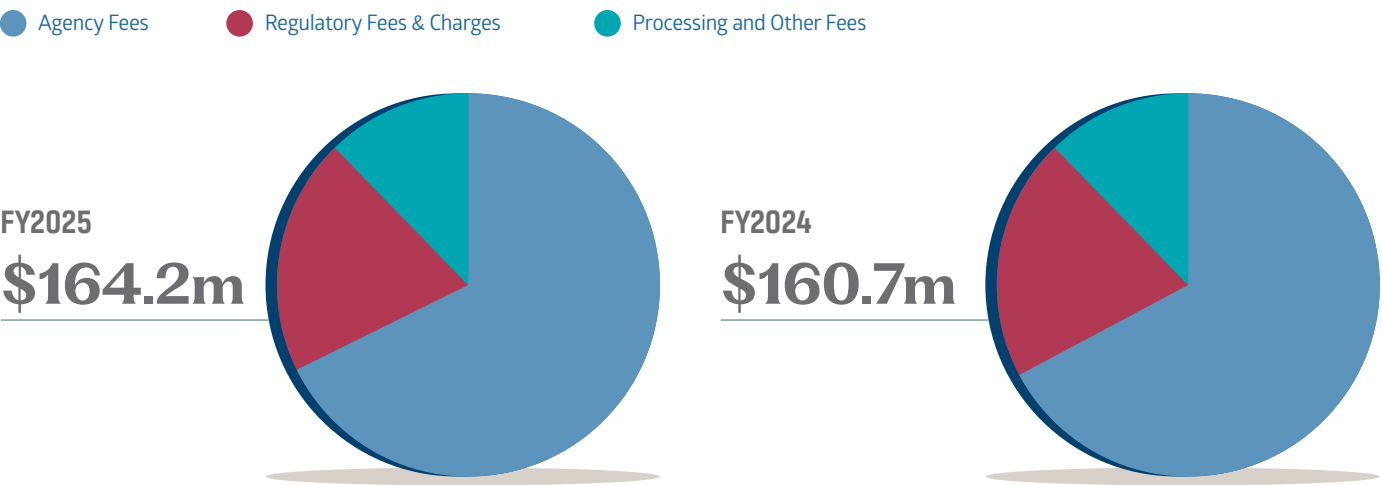


Financial Highlights

For FY2025, the Authority recorded a net surplus of \$26.5 million, a decrease of around \$4.3 million over the \$30.8 million in FY2024.

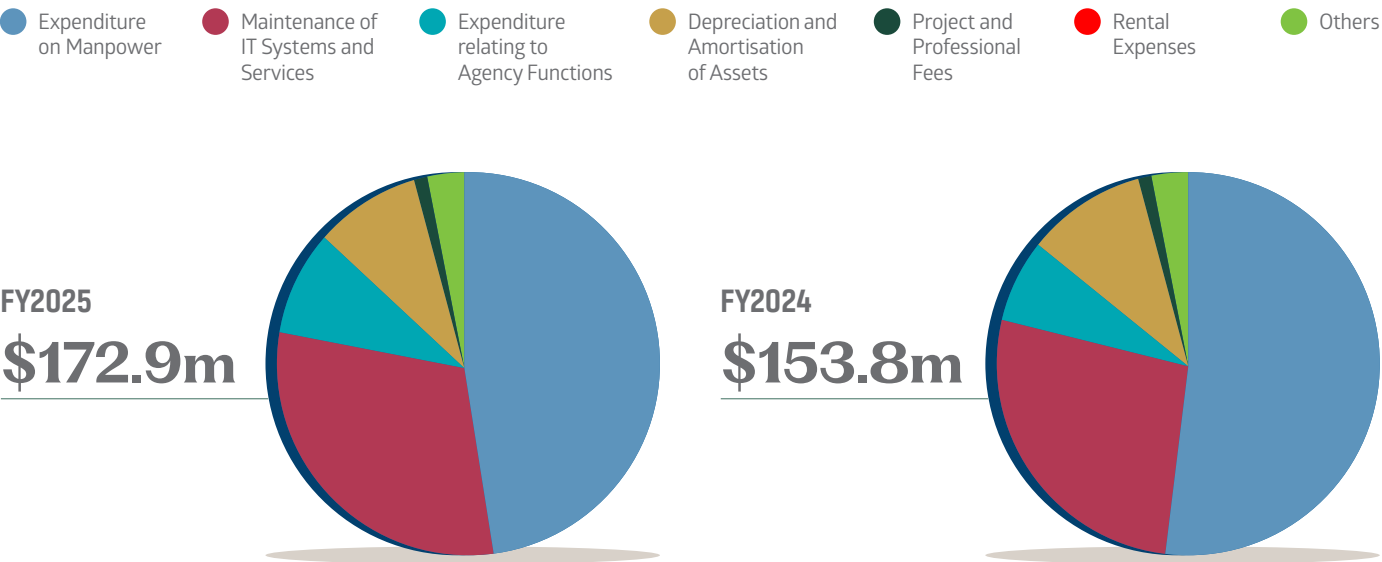
Operating Income

The Authority's operating income comprised agency fees, regulatory fees, processing fees and other fees and charges. The FY2025 operating income of \$164.2 million was higher by \$3.5 million than that in FY2024.



Operating Expenditure

Operating expenditure of the Authority for FY2025 increased by \$19.1 million to \$172.9 million.



STATEMENT BY THE BOARD OF THE SINGAPORE LAND AUTHORITY

For the financial year ended 31 March 2026

In our opinion,

- (a) the accompanying financial statements of Singapore Land Authority (the “Authority”) set out on pages 6 to 41 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 Singapore Land Authority Act 2001 (the “Act”), and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Authority as at 31 March 2026 and the results, changes in equity and cash flows of the Authority for the year ended on that date;
- (b) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise; and
- (c) the receipt, expenditure, investments of moneys and the acquisition and disposal of assets by the Authority during the financial year have been in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by the Authority.

On behalf of the Board,

Loh Lik Peng
Chairman

Calvin Phua
Chief Executive

18 August 2026

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF SINGAPORE LAND AUTHORITY

Report on the Audit of the Financial Statements

Our Opinion

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

What we have audited

The financial statements of the Authority comprise:

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

Basis for Opinion

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

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

Independence

We are independent of the Authority 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.

Other Information

Management is responsible for the other information. The other information comprises the Statement by the Board of the Singapore Land Authority and the other sections of 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.

Report on the Audit of the Financial Statements (continued)

Responsibilities of Management’s 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 Statutory Board Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Authority’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

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

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 Authority’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 the 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 Authority’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 Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the 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 Authority; and
- (b) proper accounting and other records have been kept, including records of all assets of the Authority 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 Authority 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.

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 Authority. This responsibility includes monitoring related compliance requirements relevant to the Authority, 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 Authority.

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 Authority’s internal control. Because of the inherent limitations in any 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 Neo Peck Hwee Belinda.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 18 August 2026

STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	Note	31 March 2026	31 March 2025
		\$	\$
Assets			
Non-current			
Property, plant and equipment	4	2,596,356	4,313,291
Intangible assets	5	35,476,004	30,911,980
Right-of-use assets	6	4,995,328	12,774,397
Trade debtors, prepayments and other receivables	9	29,095	150,285
		43,096,783	48,149,953
Current			
Financial assets at fair value through profit or loss	7	229,637,968	223,876,830
Derivative financial instruments	8	738,061	875,736
Trade debtors, prepayments and other receivables	9	197,474,737	158,582,979
Cash and cash equivalents	10	85,479,206	125,977,856
Restricted cash	11	58,443,387	53,922,076
		571,773,359	563,235,477
Total assets		614,870,142	611,385,430
Equity			
Capital	3	10,654,189	10,654,189
Accumulated surplus			
- General funds		437,471,145	429,373,168
- Restricted funds	12	54,797,245	51,875,457
Total equity		502,922,579	491,902,814
Liabilities			
Non-current			
Trade and other payables	13	1,350,999	3,222,945
Lease liabilities	6	166,885	4,953,711
Provision for pension	14	644,598	577,805
		2,162,482	8,754,461
Current			
Derivative financial instruments	8	122,969	527,819
Trade and other payables	13	99,683,212	95,982,450
Lease liabilities	6	4,484,217	7,863,404
Provision for pension	14	48,146	34,693
Contribution to Government Consolidated Fund	15	5,446,537	6,319,789
		109,785,081	110,728,155
Total liabilities		111,947,563	119,482,616
Total equity and liabilities		614,870,142	611,385,430

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

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

		General funds		Restricted funds		Total	
	Note	2025/2026	2024/2025	2025/2026	2024/2025	2025/2026	2024/2025
		\$	\$	\$	\$	\$	\$
Income							
Agency fees		116,268,634	112,112,330	-	-	116,268,634	112,112,330
Regulatory fees and charges		29,394,387	32,086,541	1,182,873	1,321,950	30,577,260	33,408,491
Processing and other fees		16,974,316	14,790,020	373,663	373,978	17,347,979	15,163,998
Total income		162,637,337	158,988,891	1,556,536	1,695,928	164,193,873	160,684,819
Expenditure							
Expenditure on manpower	16	(82,668,804)	(79,413,625)	-	-	(82,668,804)	(79,413,625)
Maintenance of IT systems and services		(52,251,241)	(41,664,432)	-	-	(52,251,241)	(41,664,432)
Expenditure relating to agency functions	17	(15,772,744)	(11,057,665)	-	-	(15,772,744)	(11,057,665)
Rental expenses		(94,254)	(84,603)	-	-	(94,254)	(84,603)
Depreciation of property, plant and equipment	4	(2,466,942)	(2,725,844)	-	-	(2,466,942)	(2,725,844)
Depreciation of right-of-use assets	6	(8,107,853)	(8,061,943)	-	-	(8,107,853)	(8,061,943)
Amortisation expense	5	(5,300,671)	(5,073,793)	-	-	(5,300,671)	(5,073,793)
Office maintenance, supplies and services		(3,200,121)	(2,895,947)	-	-	(3,200,121)	(2,895,947)
Project and professional fees		(1,876,745)	(1,719,564)	-	-	(1,876,745)	(1,719,564)
Other operating expenses	18	(1,117,644)	(1,086,468)	-	-	(1,117,644)	(1,086,468)
Total expenditure		(172,857,019)	(153,783,884)	-	-	(172,857,019)	(153,783,884)
Operating (deficit)/surplus		(10,219,682)	5,205,007	1,556,536	1,695,928	(8,663,146)	6,900,935
Non-operating income/(loss) (net)							
Investment income	19	13,766,178	13,838,055	1,365,252	1,632,355	15,131,430	15,470,410
Interest on lease liabilities	6	(332,344)	(600,744)	-	-	(332,344)	(600,744)
Total non-operating income (net)		13,433,834	13,237,311	1,365,252	1,632,355	14,799,086	14,869,666
Surplus before grants		3,214,152	18,442,318	2,921,788	3,328,283	6,135,940	21,770,601
Government grants							
Operating grants		25,852,513	15,344,630	-	-	25,852,513	15,344,630
Total government grants		25,852,513	15,344,630	-	-	25,852,513	15,344,630
Surplus before contribution to Government Consolidated Fund		29,066,665	33,786,948	2,921,788	3,328,283	31,988,453	37,115,231
Contribution to Government Consolidated Fund	15	(5,446,537)	(6,319,789)	-	-	(5,446,537)	(6,319,789)
Net surplus for the financial year		23,620,128	27,467,159	2,921,788	3,328,283	26,541,916	30,795,442
Other comprehensive income							
Remeasurement loss on defined benefit plan obligations	14	(110,743)	-	-	-	(110,743)	-
Total comprehensive income for the financial year		23,509,385	27,467,159	2,921,788	3,328,283	26,431,173	30,795,442

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

STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

	Note	Accumulated surplus			Total
		Capital account (Note 3)	General funds	Restricted funds	
		\$	\$	\$	\$
Balance at 1 April 2024		10,654,189	410,165,532	48,547,174	469,366,895
Net surplus for the financial year		-	27,467,159	3,328,283	30,795,442
Other comprehensive income:		-	-	-	-
Total comprehensive income for the financial year		-	27,467,159	3,328,283	30,795,442
Transactions with owners, recognised directly in equity:					
Dividend paid to Government	20	-	(7,901,000)	-	(7,901,000)
Statutory Board funding for government projects		-	(358,522)	-	(358,522)
Total transactions with owners		-	(8,259,522)	-	(8,259,522)
Balance at 31 March 2025		10,654,189	429,373,169	51,875,457	491,902,815
Balance at 1 April 2025		10,654,189	429,373,169	51,875,457	491,902,815
Net surplus for the financial year		-	23,620,128	2,921,788	26,541,916
Other comprehensive income:		-	(110,743)	-	(110,743)
Total comprehensive income for the financial year		-	23,509,385	2,921,788	26,431,173
Transactions with owners, recognised directly in equity:					
Dividend paid to Government	20	-	(15,395,000)	-	(15,395,000)
Statutory Board funding for government projects		-	(16,409)	-	(16,409)
Total transactions with owners		-	(15,411,409)	-	(15,411,409)
Balance at 31 March 2026		10,654,189	437,471,145	54,797,245	502,922,579

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

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2025/2026	2024/2025
		\$	\$
Cash flows from operating activities			
Net surplus		26,541,916	30,795,442
Adjustments for:			
Depreciation of property, plant and equipment	4	2,466,942	2,725,844
Depreciation of right-of-use assets	6	8,107,853	8,061,943
Amortisation of intangible assets	5	5,300,671	5,073,793
Gain on disposal of property, plant and equipment, intangible and modification of right-of-use assets – net	18	(92)	-
Investment income – net	19	(15,131,430)	(15,470,410)
Government grants		(25,852,513)	(15,344,630)
Provision for pension	14	17,649	15,306
Contribution to Government Consolidated Fund	15	5,446,537	6,319,789
Interest on lease liabilities	6	332,344	600,744
		7,229,877	22,777,821
Change in operating assets and liabilities:			
Trade debtors, prepayments and other receivables		(28,708,176)	6,321,087
Trade and other payables		114,042	(14,748,891)
Provision for pension	14	(48,146)	(34,693)
Cash (used in)/generated from operations		(21,412,403)	14,315,324
Contribution to Government Consolidated Fund		(6,319,789)	(2,436,600)
Net cash (used in)/generated from operating activities		(27,732,192)	11,878,724
Cash flows from investing activities			
Purchase of financial assets at fair value through profit or loss		-	(100,000,000)
Interest received		6,014,325	8,622,658
Proceeds from disposal of property, plant and equipment		92	-
Payments for purchase of property, plant and equipment		(1,130,541)	(1,963,544)
Payments for purchase of intangible assets		(10,806,823)	(7,679,806)
Net cash used in investing activities		(5,922,947)	(101,020,692)
Cash flows from financing activities			
Increase in cash set aside for Assurance Fund		(2,921,788)	(3,328,283)
Dividend paid to Government	20	(15,395,000)	(7,901,000)
Funding for Government projects		(16,408)	(358,522)
Repayment of lease liabilities	6	(8,827,140)	(8,772,598)
Government grants received		20,316,825	18,059,818
Net cash used in financing activities		(6,843,511)	(2,300,585)
Net decrease in cash and cash equivalents		(40,498,650)	(91,442,553)
Cash and cash equivalents at beginning of the financial year		125,977,856	217,420,409
Cash and cash equivalents at end of the financial year	10	85,479,206	125,977,856

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

1. General

Singapore Land Authority (the “Authority”), a Statutory Board under the Ministry of Law (“MinLaw”), was established in Singapore under the Singapore Land Authority Act 2001 (the “Act”) on 1 June 2001. The Authority’s registered office is at 55 Newton Road #09-01, Revenue House, Singapore 307987.

The principal activities of the Authority are to:

- (a) *optimise land resources for the social and economic development of Singapore;*
- (b) *manage all state land and buildings, land acquisitions, land sales and leases;*
- (c) *develop, maintain and market national land information;*
- (d) *issue title to land, register instruments and deeds and approve cadastral surveys; and*
- (e) *make available land for residential, commercial, educational, institutional, social and other related purposes.*

There have been no significant changes in the nature of these activities during the financial year.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards (“SB-FRS”) under the historical cost convention, except as disclosed in the accounting policies below.

The accounting policies have been consistently applied by the Authority and are consistent with those used in the previous financial year, except as discussed in Note 2.3 below.

2.2 Significant accounting estimates and judgements

The preparation of these financial statements in conformity with SB-FRS requires management to exercise judgement in the process of applying the Authority’s accounting policies. It also requires the use of certain accounting estimates and assumptions.

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Authority is of the opinion that there is no significant judgements made in applying accounting policies and there are no estimation uncertainties that have significant effect on the amounts recognised in the financial statements.

2.3 Interpretations and amendments to published accounting standards effective in 2025/2026

On 1 April 2025, the Authority adopted the new or amended SB-FRS and Interpretations to SB-FRS (“INT SB-FRS”) that are mandatory for application from that date. Changes to the Authority’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 Authority’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.4 Income recognition

Revenue is measured based on the consideration to which the Authority expects to be entitled in exchange for transferring promised services to a customer. Revenue is recognised when the Authority satisfies a performance obligation by transferring a service to the customer, which is when the customer obtains control of the service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation. The following specific recognition criteria must be met before revenue is recognised.

- (a) Income from agency fees is recognised over time when services are rendered.
- (b) Regulatory fees and charges includes registration fees and extension charges. Income from registration fees are recognised at a point in time when services are rendered. Extension charges are recognised over time in the financial period based on the terms of the extension.
- (c) Income from processing and other fees are recognised at a point in time when services are rendered.

2.5 Property, plant and equipment and depreciation

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The initial cost of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any costs that are directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Cost may include the projected cost of dismantlement, removal or restoration if such obligation is incurred as a consequence of acquiring the asset.

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 Authority and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in income and expenditure when incurred.

Assets taken over from the former land departments, namely Land Office, Singapore Land Registry, Survey Department and Land Systems Support Unit, and the existing Computer Information Systems Department (“CISD”) in MinLaw were valued on the following bases at the dates of transfer:

- (a) *Assets under construction were valued at cost.*
- (b) *Other assets were transferred at their book values.*

Assets under construction represent computerisation projects, addition and alteration works which have been capitalised and are stated at cost. These include cost of hardware and other direct costs. Assets under construction are not depreciated until such time as the relevant phases are completed and the assets are put into operational use.

Property, plant and equipment are depreciated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

Furniture and fittings, office equipment and office renovation	-	3 - 6 years
IT equipment	-	3 - 5 years
Plant and machinery	-	3 - 7 years

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

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

2.6 Intangible assets and amortisation

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

Intangible assets are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to income and expenditure using the straight-line method over their estimated useful lives of one to five years.

Assets under construction represent computerisation projects which have been capitalised and are stated at cost. These include cost of software and other direct costs. Assets under construction are not depreciated until such time as the relevant phases are completed and the assets are put into operational use.

The amortisation period and amortisation method of intangible assets are reviewed at least at each balance sheet date. The effects of any revision are recognised in income and expenditure when the changes arise.

Gains and losses on disposal of intangible assets are classified under 'other operating expenses' in income and expenditure.

2.7 Impairment of non-financial assets

At each balance sheet date, property, plant and equipment, right-of-use assets and intangible assets are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

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

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in income and expenditure.

An impairment loss for an asset is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised.

The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.8 Financial assets

(a) Classification

The Authority classifies its financial assets within the scope of SB-FRS 109 in the following categories: at amortised cost and fair value through profit or loss. The classification depends on the business model for managing the financial assets and whether the contractual cash flows represent solely payments of principal and interest (SPPI). Management determines the classification of its financial assets at initial recognition.

Investments in debt instruments

(i) Financial assets at fair value through profit or loss

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt instruments that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

(ii) Financial assets carried at amortised cost

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

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in fair value of derivatives are recognised in profit or loss.

(b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date (the date on which the Authority commits to purchase or sell the asset).

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority 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 income and expenditure. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to income and expenditure.

(c) Initial measurement

Financial assets are initially recognised at fair value plus transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value. Transaction costs for financial assets at fair value through profit or loss are recognised immediately as expenses.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.8 Financial assets (continued)

(d) Subsequent measurement

Financial assets at fair value through profit or loss are subsequently carried at fair value. Financial assets carried at amortised cost are measured at amortised cost using the effective interest method.

Changes in the fair values of financial assets at fair value through profit or loss including the effects of currency translation, interest and dividends, are recognised in income and expenditure when the changes arise.

(e) Impairment

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

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

For trade debtors and other receivables, the Authority applies a simplified approach in calculating ECLs. Therefore, the Authority does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

The Authority considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Authority may also consider a financial asset to be in default when internal or external information indicates that the Authority is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Authority. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.9 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank, and cash and short-term deposits held by the fund manager and the Accountant-General's Department under the Centralised Liquidity Management scheme for Statutory Boards and Ministries. The short-term deposits are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value.

2.10 Financial liabilities

Financial liabilities include trade payables to non-related and related parties, other payables and accruals, payable on purchase of investments managed by the fund manager, retention payable and deposits payable. Financial liabilities are recognised on the balance sheet when, and only when, the Authority becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of consideration received less directly attributable transaction costs and subsequently carried at amortised cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.10 Financial liabilities (continued)

Gains and losses are recognised in income and expenditure when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

2.11 Provisions

Provisions are recognised when the Authority has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in income and expenditure as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in income and expenditure when the changes arise.

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

Contributions on the employees' salaries are made to the Central Provident Fund ("CPF") as required by law. The CPF contributions are recognised as expenses in the period when the employees rendered their services. The Authority has no further payment obligations once the contributions have been paid.

(b) Defined benefit plans

Defined benefit plans are post-employment benefit pension plans other than defined contribution plans. Pensionable employees who are transferred from the Civil Service to the Authority when it was established on 1 June 2001 are entitled to pension benefits in accordance with the provisions of the Pensions Act 1956. Pension liability attributable to the services rendered by these employees prior to the establishment of the Authority will be paid by the Government and are excluded from the Authority's provision of pension.

The defined benefits obligations due to the pensionable officers are determined based on the last drawn salaries of the respective officers and the officers' cumulative service period served with the Authority at the time of retirement.

Provision for pension benefits recognised in the balance sheet is estimated by management based on the valuation of the defined benefits obligations performed by an independent firm of professional actuaries. The Authority's net obligation in respect of defined pension benefits due to the pensionable officers is calculated separately for defined pension benefit plan by estimating the present value of the amount for future benefit that employees have earned in return for their service in the current and prior periods. The discount rate has been used by reference to the market yields on Singapore Government Bonds and the calculation is performed taking into account factors such as mortality rates, retirement options and salary growth rate. As these assumptions may not be satisfied exactly as the fund progresses, a review is conducted once every three to five years.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period when they arise.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.12 Employee benefits (continued)

(c) Employee leave entitlement

Employees' entitlement to annual leave is recognised when it accrues to the employees. A provision is made for the estimated liability for unconsumed leave as a result of services rendered by employees up to the balance sheet date.

2.13 Functional and presentation currency

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

2.14 Foreign currency transactions

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

Foreign exchange gains and losses impacting income and expenditure are presented under 'non-operating income'.

2.15 Leases

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

Where the Authority is the lessee

(a) Right-of-use assets

The Authority recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct cost incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Office space	-	3 to 6 years
Office equipment	-	3 to 6 years
Motor vehicles	-	16 months

If ownership of the leased asset transfers to the Authority at the end of the lease term or the cost reflects the exercise of a purchased option, depreciation is calculated using the estimated useful life of the asset. The right-of-use asset are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.7.

The Authority's right-of-use assets are presented in Note 6.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.15 Leases (continued)

(b) Lease liabilities

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

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

The Authority's lease liabilities are included in Note 6.

(c) Short-term leases and leases of low-value assets

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

2.16 Government grants

Grants from the Government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Authority will comply with all the attached conditions.

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

Government grants relating to assets are credited to a deferred income and classified as liability. The amount is released to income and expenditure over the expected useful life of the relevant asset.

2.17 Contribution to Government Consolidated Fund

In lieu of income tax, the Authority is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act 1986. The annual contribution to the Fund is made based on the prevailing statutory corporate income tax rate and recognised as an expense in income and expenditure when incurred.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (continued)

2.18 Recognition of equity injection

Equity injected by the Government for capital projects, in accordance with the Capital Management Framework (see Note 3) for Statutory Boards, is recognised in the financial year when the Authority’s parent Ministry, Ministry of Law approves the claims for reimbursement of capital expenditure.

2.19 Assurance Funds

In accordance with the Land Titles Act 1993, 5% of titles registration fees is required to be set aside for assurance fund. These assurance funds are separately presented as restricted funds within the accumulated surplus.

2.20 Funds

Assets and liabilities of the general funds and restricted funds are pooled in the statement of financial position.

(a) General funds

Income and expenditure relating to the main activities of the Authority are accounted for as “General funds” in the statement of comprehensive income.

(b) Restricted funds

Income and expenditure relating to funds received for specific purposes and for which separate disclosure is necessary as these funds are material and there are legal and other restrictions on the ability of the Authority to distribute or otherwise apply these funds. They are accounted for as “Restricted funds” and are separately disclosed in Note 12 to the financial statements.

2.21 Dividend paid to Government

Dividends paid to Government are recognised when the dividends are approved for payment.

3. Capital

Operating assets and completed computerisation projects were transferred at net book value to the Authority when it was established. The values of these assets were settled by loan, cash and grant, and the remaining by way of equity injection from the Government. The shares are held by the Minister for Finance, the body incorporated by the Minister for Finance (Incorporation) Act 1959. Based on the Capital Management Framework (“Framework”), the Authority will draw on accumulated surpluses and existing equity, debt, or additional equity injection from the Government, to fund capital projects. In return for the equity, the Government expects an annual return in the form of dividends. The dividends would be based on the cost of equity applied to the equity base, taking into account the investments the Authority has made to build additional capacity, and be capped at the Authority’s annual accounting surplus.

Capital management

The Authority’s objectives when managing capital are to safeguard the Authority’s ability to continue as a going concern and to maintain an optimal capital structure so as to maximise value. In order to maintain or achieve an optimal capital structure, the Authority considers its future capital requirements, prevailing and projected operating cash flows, projected capital expenditure and projected strategic investment opportunities.

The Authority is not subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

4. Property, plant and equipment

	Furniture and fittings, office equipment and office renovation	IT equipment	Plant and machinery	Assets under construction	Total
	\$	\$	\$	\$	\$
Cost					
Additions	9,815	36,230	45,700	2,215,547	2,307,292
Disposals	(2,213,034)	(981,289)	(289,070)	-	(3,483,393)
Reclassification	228,487	8,806	10,339	(247,632)	-
Reclassification to intangible assets (Note 5)	-	-	-	(2,053,714)	(2,053,714)
Transfer to expenses	(299,601)	-	-	(29,397)	(328,998)
At 31 March 2025	8,727,275	13,444,482	3,396,675	282,545	25,850,977
Additions	14,398	2,652	43,682	689,275	750,007
Disposals	(26,843)	(121,265)	-	-	(148,108)
Reclassification	199,531	511,356	-	(710,887)	-
At 31 March 2026	8,914,361	13,837,225	3,440,357	260,933	26,452,876
Accumulated depreciation					
Additions	1,552,247	840,482	333,115	-	2,725,844
Disposals	(2,272,534)	(981,289)	(229,570)	-	(3,483,393)
At 31 March 2025	6,217,068	13,018,392	2,302,226	-	21,537,686
Additions	1,628,329	488,987	349,626	-	2,466,942
Disposals	(26,843)	(121,265)	-	-	(148,108)
At 31 March 2026	7,818,554	13,386,114	2,651,852	-	23,856,520
Net book value					
At 31 March 2026	1,095,807	451,111	788,505	260,933	2,596,356
At 31 March 2025	2,510,207	426,090	1,094,449	282,545	4,313,291

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. Intangible assets

	Software and application systems	Software and application systems under construction	Total
	\$	\$	\$
Cost			
At 1 April 2024	79,373,871	11,195,854	90,569,725
Additions	2,861,752	7,489,089	10,350,841
Disposals	(4,669,625)	-	(4,669,625)
Reclassifications	1,933,402	(1,933,402)	-
Reclassification from property, plant and equipment (Note 4)	2,053,714	-	2,053,714
Transfer to expenses	(330,939)	(309,946)	(640,885)
At 31 March 2025	81,222,175	16,441,595	97,663,770
Additions	1,961,662	7,903,033	9,864,695
Disposals	(1,512,178)	-	(1,512,178)
Reclassification	814,774	(814,774)	-
At 31 March 2026	82,486,433	23,529,854	106,016,287
Accumulated amortisation			
At 1 April 2024	66,347,622	-	66,347,622
Additions	5,073,793	-	5,073,793
Disposals	(4,669,625)	-	(4,669,625)
At 31 March 2025	66,751,790	-	66,751,790
Additions	5,300,671	-	5,300,671
Disposals	(1,512,178)	-	(1,512,178)
At 31 March 2026	70,540,283	-	70,540,283
Net book value			
At 31 March 2026	11,946,150	23,529,854	35,476,004
At 31 March 2025	14,470,385	16,441,595	30,911,980

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. Leases

(a) Carrying amounts of right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Office space	Office equipment	Motor Vehicles	ICT Hardware	Total
	\$	\$	\$	\$	\$
At 31 March 2024 and 1 April 2024	20,431,280	133,734	50,113	-	20,615,127
Additions	-	60,164	131,291	29,758	221,213
Depreciation expense	(7,918,504)	(84,719)	(53,760)	(4,960)	(8,061,943)
At 31 March 2025	12,512,776	109,179	127,644	24,798	12,774,397
At 31 March 2025 and 1 April 2025	12,512,776	109,179	127,644	24,798	12,774,397
Additions	41,989	137,521	66,577	82,697	328,784
Depreciation expense	(7,927,835)	(102,726)	(46,538)	(30,754)	(8,107,853)
At 31 March 2026	4,626,930	143,974	147,683	76,741	4,995,328

(b) Carrying amounts of lease liabilities

Set out below are the carrying amounts of lease liabilities recognised and the movements during the year:

	31 March 2026	31 March 2025
	\$	\$
As at 1 April	12,817,115	20,767,756
Additions	328,784	221,213
Accretion of interest	332,344	600,744
Payments	(8,827,140)	(8,772,598)
As at 31 March	4,651,102	12,817,115
Comprising:		
- Current	4,484,217	7,863,404
- Non-current	166,885	4,953,711
	4,651,102	12,817,115

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. Leases (continued)

(c) Amount recognised in profits and loss

	31 March 2026	31 March 2025
	\$	\$
Depreciation expense of right-of-use Assets	8,107,853	8,061,943
Interest expense on lease liabilities	332,344	600,744
Expense relating to short-term leases (included in office maintenance, supplies and services)	6,055	1,200
Expense relating to leases of low-value assets (included in rental expenses and maintenance of IT systems and services)	564,340	558,478
	9,010,592	9,222,365

(d) Total cash outflow

The Authority had total cash outflows for leases of \$9,407,552 (2025: \$9,332,276) in 2026.

7. Financial assets at fair value through profit or loss

The financial assets designated as at fair value through profit or loss are managed by an external fund manager. The financial assets are managed in accordance with a documented and approved principal-protected investment mandate.

	31 March 2026	31 March 2025
	\$	\$
Financial assets designated as at fair value through profit or loss at inception		
Quoted securities:		
Fixed income	165,508,864	167,423,636
Funds and REITS	60,991,038	47,915,896
Treasury bills	3,138,066	8,537,298
Financial assets at fair value through profit or loss	229,637,968	223,876,830
Others:		
Derivative financial instruments (Note 8)	615,092	347,917
Receivables (Note 9)	7,929,043	1,518,862
Cash and deposits held in trust by the fund manager (Note 11)	3,646,142	2,046,619
Payables on purchase of investments (Note 13)	(3,631,065)	(593,629)
Net carrying amounts under fund management	238,197,180	227,196,599

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. Derivative financial instruments

The financial derivatives used by the fund manager are foreign currency contracts. As part of risk management activities, foreign currency contracts are entered by the fund manager for hedging purposes. The foreign currency contracts are not designated as hedging instruments in the financial statements. As at balance sheet date, the notional amounts of the foreign currency contracts held by the fund manager are as follows:

	31 March 2026	31 March 2025
	\$	\$
Contract notional amounts	147,869,484	148,397,074
Fair value:		
Assets	738,061	875,736
Liabilities	(122,969)	(527,819)
	615,092	347,917

9. Trade debtors, prepayments and other receivables

	31 March 2026	31 March 2025
	\$	\$
Trade debtors	84,538,680	77,477,478
Other receivables	98,906,676	72,558,210
Receivables managed by the fund manager (Note 7)	7,929,043	1,518,862
Prepayments	4,130,456	3,320,251
Interest receivable	1,741,636	3,625,112
Deposits	257,341	233,351
	197,503,832	158,733,264
Not later than one year	197,474,737	158,582,979
Later than one year but not more than five years	29,095	150,285
	197,503,832	158,733,264

At 31 March 2026, other receivables includes \$nil (31 March 2025: \$0.35 million) due from Ministry of National Development ("MND") in relation to COVID-19 related work performed by the Authority on behalf of MND.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

10. Cash and cash equivalents

	31 March 2026	31 March 2025
	\$	\$
Cash and deposits held by Accountant-General's Department	85,479,206	125,977,856
Cash and cash equivalents per the statement of cash flows	85,479,206	125,977,856

Deposits held by the Accountant-General's Department earn interest at respective short-term deposit rates, ranging from 1.47% % to 2.80% (31 March 2025: 2.75% to 3.36%) per annum.

11. Restricted cash

	31 March 2026	31 March 2025
	\$	\$
Deposits relating to Assurance Fund [Note 11(a)]	54,797,245	51,875,457
Cash and deposits held in trust by the fund manager [Notes 7 and 11(b)]	3,646,142	2,046,619
	58,443,387	53,922,076

(a) *The Assurance Fund is established in accordance with Section 151(1) of the Land Titles Act 1993. 5% of the fees collected by the Registrar under the Act is set apart to constitute the Assurance Fund. The Assurance Fund contribution at 31 March 2026 amounted to \$54,797,245 (31 March 2025: \$51,875,457) and can only be utilised in accordance with this Act. The amount in this fund is placed as deposits with the Accountant-General's Department.*

(b) *Cash and deposits are held in trust and managed by the fund manager in accordance with the approved principal-protected investment mandate. The amount is restricted for investment by the fund manager.*

12. Restricted funds

The Authority's restricted funds comprise contributions to the Assurance Fund [Note 11(a)] which is set aside for specific purposes for which there are legal or other restrictions on the ability of the Authority to distribute or otherwise apply its funds, subject to provisions in the Land Titles Act 1993.

The Authority is deemed to have control over the Assurance Fund, and the funds are owned by the Authority. The use of the moneys under the Assurance Fund is restricted to purposes specified in the Land Titles Act 1993 and requires the necessary approval in writing from the Minister or on a determination by the court.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

13. Trade and other payables

	31 March 2026	31 March 2025
	\$	\$
Trade payables	56,295,400	52,052,291
Other payables and accruals	33,801,138	36,052,780
Advances received	237,999	1,190,860
Payable on purchase of investments managed by the fund manager (Note 7)	3,631,065	593,629
Retention payable	532,016	105,265
Deferred income and grants	3,503,432	6,508,401
Deposits payable	3,033,161	2,702,169
	101,034,211	99,205,395
Not later than one year	99,683,212	95,982,450
Later than one year but not more than five years	1,350,999	3,222,945
	101,034,211	99,205,395

At 31 March 2026, included in trade and other payables are payables for additions of property, plant and equipment and intangible assets of \$386,204 (31 March 2025: \$766,738) and \$4,955,573 (31 March 2025: \$6,108,232) respectively. Other payables and accruals include \$nil (31 March 2025: \$0.06 million) payable in relation to COVID-19 related work performed by the Authority on behalf of MND. The advances of \$237,999 (31 March 2025: \$1,190,860) are from MND in relation to COVID-19 related work to be performed by the Authority on behalf of MND.

14. Provision for pension

	31 March 2026	31 March 2025
	\$	\$
Present value of unfunded obligations	692,744	612,498
Balance at beginning of the financial year	612,498	631,885
Provision for the financial year (Note 16)	17,649	15,306
Remeasurement of defined benefit obligations recognised in other comprehensive loss	110,743	-
Payments during the financial year	(48,146)	(34,693)
Balance at end of the financial year	692,744	612,498
Not later than one year	48,146	34,693
Later than one year but not more than five years	644,598	577,805
	692,744	612,498

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

14. Provision for pension (continued)

	31 March 2026	31 March 2025
	\$	\$
The amounts recognised in income and expenditure are as follows:		
Reversal of provision not required	-	-
Interest cost	17,649	15,306
	<u>17,649</u>	<u>15,306</u>

Based on the latest actuarial valuation report issued by an independent firm, the principal assumptions used in determining the Authority's pension obligations are:

- (a) all pensioners under the Civil Service Pension Fund ("CSPF") scheme will retire at the exact age of 63,
- (b) the discount rate of the pension fund is 2.66% for retirees (2024/2025: 2.34% for retirees) per annum. There are no active members for the financial year 2025/2026; and
- (c) the mortality rate is based on Singapore 04-08 Mortality Table with improvement based on historical reduction of mortality rates (2024/2025: Singapore 04-08 Mortality Table).

A 25 basis point (2024/2025: 25 basis point) change in discount rate would not have a material impact on the statement of comprehensive income or the defined benefit obligation as at balance sheet date.

15. Contribution to Government Consolidated Fund

In lieu of income tax, the Authority is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act 1989. The annual contribution to the Fund is made based on the prevailing statutory corporate income tax rate of 17% for the financial year 2025/2026 (2024/2025: 17%).

16. Expenditure on manpower

	2025/2026	2024/2025
	\$	\$
Salaries and bonuses	69,337,242	66,885,446
CPF and Medisave contributions	9,737,284	9,412,337
Staff benefits	801,273	638,052
Staff development and scholarship expenditure	2,775,356	2,462,484
Provision of pension contributions (Note 14)	17,649	15,306
	<u>82,668,804</u>	<u>79,413,625</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

17. Expenditure relating to agency functions

	2025/2026	2024/2025
	\$	\$
Gross expenditure:		
Maintenance of state land	8,534,654	10,298,162
Maintenance of buildings	58,554,175	49,230,994
Valuation service	4,092,580	3,460,401
Miscellaneous services	3,731,481	1,149,479
	<u>74,912,890</u>	<u>64,139,036</u>
Reimbursement of pass-through costs	(59,140,146)	(53,081,371)
	<u>15,772,744</u>	<u>11,057,665</u>

Reimbursement of pass-through costs relates to reimbursement from MinLaw which was received by the Authority for certain direct expenditure relating to management of state land and buildings, as provided for under the agency agreement with MinLaw.

18. Other operating expenses

	2025/2026	2024/2025
	\$	\$
Included in other operating expenses are:		
Net gain on disposal of property, plant and equipment, intangible and modification of right-of-use assets	(92)	-
Goods & Services Tax expenses	303,551	542,497
	<u>687,884</u>	<u>683,881</u>

19. Investment income/(loss)

	2025/2026	2024/2025
	\$	\$
<i>Income/(Loss) from funds with fund manager:</i>		
(Loss)/Gain from sale of investments	(1,512,521)	2,932,268
Interest income	6,454,371	5,779,582
Dividends	671,875	370,162
Realised gains/(losses) on foreign exchange hedges	1,813,649	(3,529,180)
Net fair value gains on investments	4,132,930	3,213,899
	<u>11,560,304</u>	<u>8,766,731</u>
<i>Other interest income:</i>		
Deposits with Accountant-General's Department	4,130,849	7,163,203
	<u>15,691,153</u>	<u>15,929,934</u>
Fund management expenses	(559,723)	(459,524)
	<u>15,131,430</u>	<u>15,470,410</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. Equity injection and dividend

The Capital Management Framework is extended to the Authority in 2008/2009 through an equity injection of \$1,000. In 2025/2026, nil (2024/2025: nil) was injected into the Authority for project funding. The recognition of equity injection is based on the accounting policy of the Authority as stated in Note 2.18. In accordance with the Capital Management Framework, the Authority declared and paid a dividend of \$15,395,000 (2024/2025: \$7,901,000) to the Government.

21. Commitments

(a) Capital commitments

Estimated amounts committed for future capital expenditure at the balance sheet date but not recognised in the financial statements are as follows:

	31 March 2026	31 March 2025
	\$	\$
Amount approved and contracted for	35,563,664	41,680,613

(b) Other commitments

Under the Authority’s Scholarship Programme and Education Scheme, the Authority has an obligation to fund the scholars’ and employees’ educational expenses. At the balance sheet date, the total committed expenditure is estimated at \$3,406,144 (2024/2025: \$3,855,923).

22. Related party transactions

(a) Remuneration of key management personnel

	2025/2026	2024/2025
	\$	\$
Salaries and employee benefits	9,143,286	7,355,143
CPF Contributions	441,950	344,828
Board members’ allowances	207,443	224,323
	9,792,679	7,924,294

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Authority. The Chairman, Board Members and Executive Management (Chief Executive, Deputy Chief Executive, Assistant Chief Executives and Directors) are considered key management personnel of the Authority.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

22. Related party transactions (continued)

(b) Sale and purchase of goods and services

Related parties refer to Ministries, Organs of State and other statutory boards, in accordance with the requirements of SB-FRS and may be individuals or corporate entities. Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence.

The Authority had significant transactions with its parent Ministry, Ministry of Law, and other related parties listed below. In addition, during the current financial year, the Authority had performed work on behalf of MND in relation to COVID-19 pandemic. The amount incurred of approximately \$0.03 million (2024/2025: \$1.3 million) are fully reimbursable from MND.

	2025/2026	2024/2025
	\$	\$
<u>Income, grants and reimbursements</u>		
Agency fees/grants/reimbursements		
- Ministry of Law	195,642,707	175,956,634
- Ministry of National Development	825,689	599,916
- Ministry of Defence	1,265,850	1,627,600
- Ministry of Digital Development and Information	3,215,384	868,886
- Ministry of Finance	1,004,809	970,008
- Singapore Cooperation Enterprise	2,817,750	1,432,315
Title registration, search and survey fees		
- Housing and Development Board	7,108,825	7,233,239
<u>Expenditure</u>		
Rental of premises and valuation services		
- Inland Revenue Authority of Singapore	12,296,015	11,982,388
IT services		
- Government Technology Agency	21,134,260	14,592,972
- Public Service Division	694,273	686,604
Trade amount due from related parties as at 31 March	83,348,390	77,046,778
Trade amount due to related parties as at 31 March	9,859,147	9,909,443

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. Financial risk management objectives and policies

The Authority is exposed to a variety of financial risks: market risk (including currency risk, price risk and interest rate risk), liquidity risk and credit risk. For the funds placed with the fund manager, the exposure to market risk and credit risk is minimal, in accordance with the principal protected nature of the approved investment mandate. The risk management objective is to minimise and manage the Authority's exposure to these financial risks which are summarised below:

23.1 Market risk

(a) Currency risk

The Authority has exposure to currency risk arising from the investments denominated in foreign currencies (see Note 7). The foreign currency exposure has been significantly reduced through hedges and the residual exposure to the foreign currency risk is not expected to have any material impact on the net surplus for the financial year.

A 5% change in foreign currencies exchange rates (on the residual foreign currencies not hedged) would not have a material impact on the net surplus for the years ended 31 March 2026 and 31 March 2025.

(b) Price risk

The Authority is exposed to equity securities price as a result of the investments in funds and REITS which are classified as financial assets at fair value through profit or loss. The securities are listed in the following:

	31 March 2026	31 March 2025
	\$	\$
Singapore	34,990,991	33,520,905
United States	12,854,288	1,973,248
Germany	-	2,219,485
Hong Kong	4,331,610	10,205,264
Ireland	3,460,826	-
Netherlands	2,179,584	-
Luxembourg	3,173,739	-
	60,991,038	47,918,902

A 5% increase/decrease in prices for equity securities result in an increase/decrease of \$3,050,000 (31 March 2025: \$2,396,000) on the net surplus for the financial year ended 31 March 2026.

(c) Interest rate risk

The surplus funds are managed internally by the Authority and placed with the external fund manager for investments. These investments include investments in fixed income securities. Deposits placed with the Accountant-General's Department are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements.

A 50 bps change in interest rates would not have a material impact on the net surplus for the financial years ended 31 March 2026 and 31 March 2025.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. Financial risk management objectives and policies (continued)

23.2 Liquidity risk

Liquidity risk arises in the general funding of the Authority's operating activities. It includes the risk of not being able to fund operating activities at settlement dates and liquidate positions in a timely manner at reasonable price. The Authority monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance operations.

The following table analyses the maturity profile of the Authority's financial liabilities based on contractual undiscounted cash flows:

	Within 1 year	After 1 year but within 5 years	More than 5 years	Total
	\$	\$	\$	\$
At 31 March 2026				
Trade and other payables ^(a)	96,472,780	820,000	-	97,292,780
Lease liabilities	5,108,252	171,280	-	5,279,532
At 31 March 2025				
Trade and other payables ^(a)	90,883,490	622,644	-	91,506,134
Lease liabilities	8,757,509	5,012,515	-	13,770,024

^(a) Excludes deferred income and grants, and advances (Note 13)

23.3 Credit risk

The Authority's exposure to credit risk is primarily attributable to its cash and cash equivalents, investments, trade debtors and other receivables. Cash and cash equivalents are mainly deposits placed with the Accountant-General's Department, whilst the financial assets at fair value through profit or loss are managed by the fund manager of a high credit-rating financial institution. The bonds held-to-maturity are of good credit rating.

The credit risk with respect to receivables is low as the balances are mostly with government agencies such as Ministries and other Statutory Boards. In addition, receivable balances are monitored on an ongoing basis and as a result, the Authority's exposure to Expected Credit Loss allowance is not significant.

The Authority considers the probability of default upon initial recognition of financial asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

To assess whether there is a significant increase in credit risk, the Authority compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Authority considers available reasonable and supportive forward-looking information which includes indicators such as significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the Authority.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days due in making contractual payment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. Financial risk management objectives and policies (continued)

23.3 Credit risk (continued)

The Authority determined that its financial assets are credit-impaired when:

- There is significant financial difficulty of the debtor;
- A breach of contract, such as a default or past due event;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- There is disappearance of an active market for that financial asset because of financial difficulty.

Financial assets are written off when there is no reasonable expectation of recovery.

The maximum credit risk that the Authority is exposed to is represented by the carrying amounts of its financial assets as stated in the balance sheet.

None of the financial asset is impaired as at balance sheet date. The age analysis of receivables past due but not impaired is as follows:

	31 March 2026	31 March 2025
	\$	\$
Past due up to 1 month	864	5,869
Past due over 1 month to 3 months	941	15,512
Past due over 3 months to 6 months	563	3
Past due over 6 months	603	300
	2,971	21,684

23.4 Fair value measurements

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

- (i) *quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);*
- (ii) *inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices) (Level 2); and*
- (iii) *inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).*

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. Financial risk management objectives and policies (continued)

23.4 Fair value measurements (continued)

The following table presents the financial assets measured at fair value and classified by level of fair value measurement hierarchy:

	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
At 31 March 2026				
Financial assets at fair value through profit or loss	-	229,637,968	-	229,637,968
Derivative financial instruments	-	615,092	-	615,092
At 31 March 2025				
Financial assets at fair value through profit or loss	-	223,876,830	-	223,876,830
Derivative financial instruments	-	347,917	-	347,917

The fair value of financial instruments traded in active markets (such as equities securities) is determined based on quoted current bid prices at the balance sheet date. These instruments are included in Level 1.

The fair value of financial instruments that are not traded in an active market (such as over-the-counter securities) is based on prices quotes by dealers. These instruments are included in Level 2.

No financial instruments of the Authority are included in Level 3 as at balance sheet date.

23.5 Financial instruments by category

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

	31 March 2026	31 March 2025
	\$	\$
Financial assets		
Financial assets at fair value through profit or loss	229,637,968	223,876,830
Derivative financial instruments – financial assets at fair value through profit or loss	738,061	875,736
Financial assets carried at amortised cost	337,295,969	335,312,946
Financial liabilities		
Derivative financial instruments – financial liabilities at fair value through profit or loss	122,969	527,819
Financial liabilities at amortised cost	101,943,882	104,323,247

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

24. New or revised accounting standards and interpretations

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

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

SB-FRS 118 will replace SB-FRS 1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though SB-FRS 118 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements. Management is currently assessing the detailed implications of applying the new standard on the Authority’s financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

Although the adoption of SB-FRS 118 will have no impact on the Authority’s net profit, the Authority expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported.

The line items presented on the primary financial statements might change as a result of the application of the concept of ‘useful structured summary’ and the enhanced principles on aggregation and disaggregation.

The Authority does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:

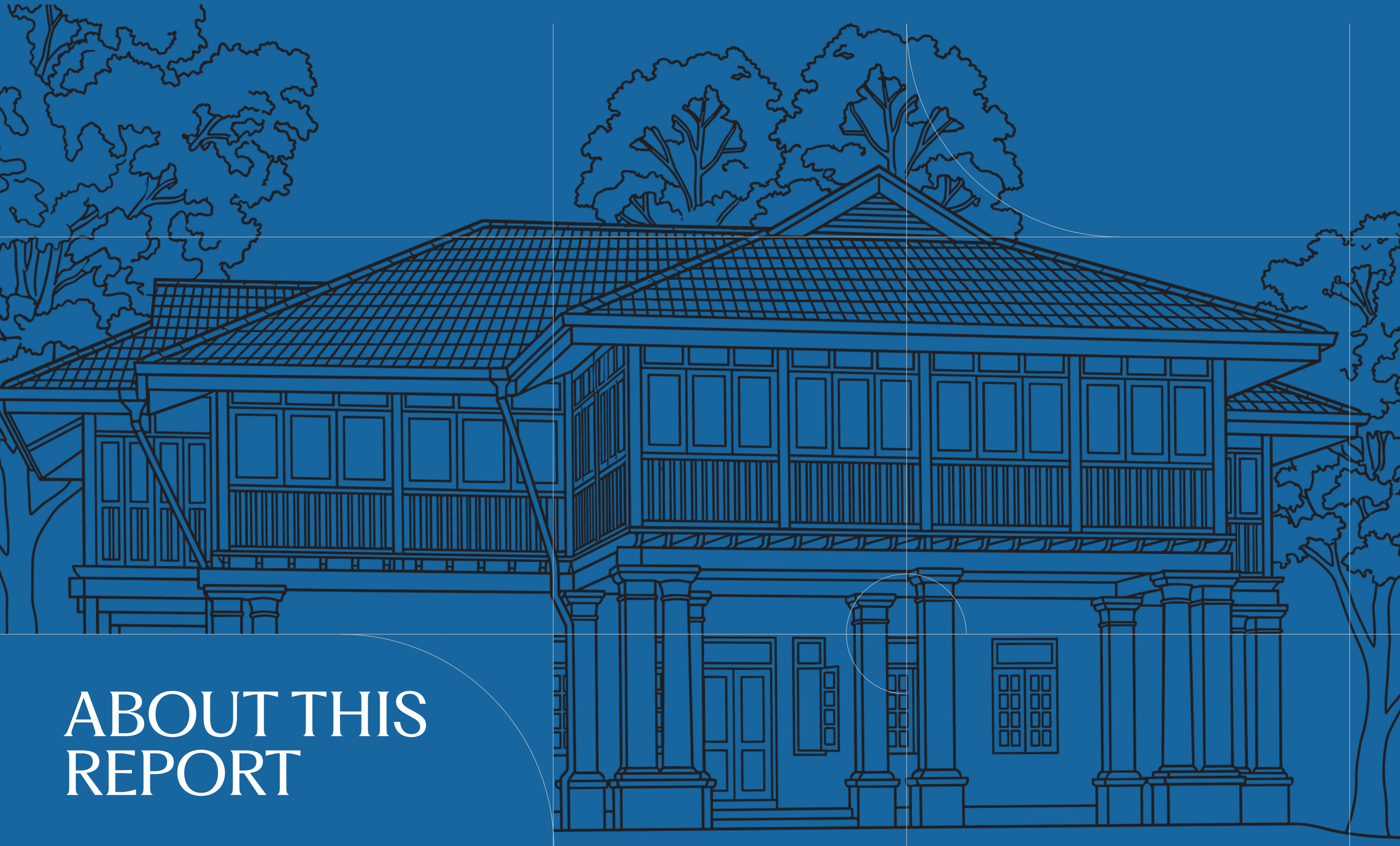
- management-defined performance measures;
- a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
- for the first annual period of application of SB-FRS 118, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying SB-FRS 118 and the amounts previously presented applying SB-FRS 1.

The Authority will apply the new standard for the financial year ending 31 March 2028. Retrospective application to comparative information of the financial year ending 31 March 2027 for accounts of financial year ending 31 March 2028, will be made in accordance with SB-FRS118.

25. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 March 2026 were authorised for issue by the Board members of the Authority on 18 August 2026.

ABOUT THIS REPORT



About this Report

This annual report outlines SLA’s achievements and initiatives for FY2025 (1 April 2025 to 31 March 2026). It includes the integration of SLA’s Sustainability Report for FY2025, which details SLA’s approach to transparency, accountability, and continuous improvement on our sustainability journey within the reporting period of 1 April 2025 to 31 March 2026.

Upholding Compliance Standards

As the national authority overseeing property transaction registrations and Singapore’s land survey system, SLA holds itself to high regulatory standards – and this extends beyond our core functions.

To show our commitment to environmental sustainability, SLA publishes our environmental indicators, targets and performance in accordance with GreenGov.SG metrics. This approach underscores SLA’s dedication to upholding environmental standards while fostering accountability and transparency in our operations.

Material Topics

In line with the Global Reporting Initiative (GRI)¹⁰ 2021 Standards, SLA defines material topics as those representing the most significant impacts on the economy, environment and people.

We will continue to focus on 11 material topics and refine them in the future when necessary.

Topics		
ENVIRONMENTAL	1	Green Transition
	2	Climate Change Adaptation
	3	Waste Management
	4	Water Consumption
	5	Green Building and Infrastructure
	6	Green Tenancy
SOCIAL	7	Diversity and Inclusion
	8	Talent Attraction and Retention
	9	Community Investment and Development
	10	Sustainable Supplier Management
GOVERNANCE	11	Environmental Compliance

10. The Global Reporting Initiative (GRI) is an independent international organisation that helps businesses and other organisations understand and communicate their impacts on critical sustainability issues. The GRI Standards are a modular, interrelated set of standards used by organisations to report information about their economic, environmental, and social impacts and management approaches.

GRI Content Index

Statement of use	SLA has reported the information listed in this GRI index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N.A.

Index	GRI Disclosure	Report Section and Remarks	Page Reference
GRI 2: General Disclosures 2021			
2-1	Organisational details	Message from the Chief Sustainability Officer	Page 22
2-2	Entities included in the organisation's sustainability reporting	Sustainability Review & Statistics – Sustainability Targets and Performance	Page 94 - 97
2-3	Reporting period, frequency and contact point	About this Report	Page 140
2-4	Restatements of information	No restatement in this report	
2-5	External assurance	No external assurance performed for this report	
2-7	Employees	Sustainability Review & Statistics – Talent Management and Development	Page 98 - 99
2-9	Governance structure and composition	Sustainability	Page 23
2-10	Nomination and selection of the highest governance body	The members of the Board are appointed by the Minister for Law and approved by the Cabinet. It involves a selection process that considers the Board's composition, and the competencies, commitment, contribution, and performance of each member. In addition, as part of the Board's governance process, Board members are required to declare any potential conflict of interest in a particular subject and recuse themselves from discussion and approval of the subject matter.	
2-11	Chair of the highest governance body	The Chair of the Board is not a senior executive of the organisation.	
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability	Page 23
2-13	Delegation of responsibility for managing impacts	Sustainability	Page 23
2-14	Role of the highest governance body in sustainability reporting	Sustainability	Page 23
2-22	Statement on sustainable development strategy	Sustainability	Page 23
2-27	Compliance with laws and regulations	Sustainability	Page 23
		Financial Review & Statements	Page 100 - 137
2-29	Approach to stakeholder engagement	About this Report	Page 140
		Key Highlights – · Driving Sustainability with Our Partners · A Pro-Enterprise Approach · Geospatial for Good	Page 40 - 41 Page 44 - 49 Page 50 - 53

Index	GRI Disclosure	Report Section and Remarks	Page Reference
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	About this Report	Page 140
3-2	List of material topics	About this Report	Page 140
GRI 302: Energy 2016			
3-3	Management of material topics	Key Highlights – · Driving Sustainability with Our Partners · Embedding Sustainability in Our Built Environment	Page 40 - 41 Page 42 - 43
302-1	Energy consumption within the organisation	Sustainability Review & Statistics	Page 94
302-3	Energy intensity	Sustainability Review & Statistics	Page 94
GRI 303: Water and Effluents 2018			
3-3	Management of material topics	Key Highlights – · Driving Sustainability with Our Partners · Embedding Sustainability in Our Built Environment	Page 40 - 41 Page 42 - 43
303-5	Water consumption	Sustainability Review & Statistics	Page 96
GRI 305: Emissions 2016			
3-3	Management of material topics	Key Highlights – · Driving Sustainability with Our Partners · Embedding Sustainability in Our Built Environment · Geospatial for Climate Change Mitigation	Page 40 - 41 Page 42 - 43 Page 60 - 63
305-1	Direct (Scope 1) GHG emissions	Sustainability Review & Statistics	Page 95
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Review & Statistics	Page 95
GRI 306: Waste 2020			
3-3	Management of material topics	Sustainability Review & Statistics	Page 97
306-3	Waste generated	Sustainability Review & Statistics	Page 97
GRI 308: Supplier Environmental Assessment 2016			
3-3	Management of material topics	Key Highlights – · Driving Sustainability with Our Partners · Embedding Sustainability in Our Built Environment	Page 40 - 41 Page 42 - 43
308-1	New suppliers that were screened using environmental criteria	Key Highlights – Embedding Sustainability in Our Built Environment	Page 42 - 43
GRI 401: Employment 2016			
3-3	Management of material topics	Sustainability Review & Statistics – Talent Management and Development	Page 98 - 99
401-1	New employee hires and employee turnover	Sustainability Review & Statistics - Talent Management and Development	Page 98 - 99
401-3	Parental leave	Sustainability Review & Statistics - Talent Management and Development	Page 98 - 99

Index	GRI Disclosure	Report Section and Remarks	Page Reference
GRI 404: Training and Education 2016			
3-3	Management of material topics	People – Cultivating a Spirit of Lifelong Learning	Page 74 - 77
		Sustainability Review & Statistics - Talent Management and Development	Page 98 - 99
404-2	Programs for upgrading employee skills and transition assistance programs	People – Cultivating a Spirit of Lifelong Learning	Page 74 - 77
		Sustainability Review & Statistics - Talent Management and Development	Page 98 - 99
GRI 405: Diversity and Equal Opportunity 2016			
3-3	Management of material topics	Sustainability Review & Statistics – Talent Management and Development	Page 98 - 99
GRI 413: Local Communities 2016			
3-3	Management of material topics	Key Highlights –	
		• Spaces for Social Impact	Page 26 - 29
		• Spaces to Meet Emerging Needs	Page 38 - 39
		• Geospatial for Good	Page 50 - 53
		People – Giving Back to the Community	Page 66 - 67
GRI 414: Supplier Social Assessment 2016			
3-3	Management of material topics	Embedding Sustainability in Our Built Environment - Green Procurement	Page 42
414-1	New suppliers that were screened using social criteria	Embedding Sustainability in Our Built Environment - Green Procurement	Page 42



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