

PURPOSE IN EVERY PLAY

SINGAPORE POOLS
ANNUAL REPORT
2025/26

'Flourish' by Gary Chong, artist from Artzillions

Who We Are

Singapore Pools was set up in 1968 to counter illegal gambling and provide a legal, safe and trusted avenue for people to place bets. Over the years, we have evolved to keep our games relevant while creating a secure and responsible gaming environment for all.

We are a fully-owned subsidiary of Tote Board, which reports to the Ministry of Finance. Singapore Pools exists to serve the public good by diverting demand away from illegal gambling operators and channelling funds towards causes that uplift the lives of Singaporeans.

Vision

A world-class socially responsible gaming company trusted by customers and valued by the community.

Mission

We provide safe and trusted betting to counter illegal gambling.

Values

Respect: We embrace diversity and treat everyone with respect and dignity.

Integrity: We mean and do what we say.

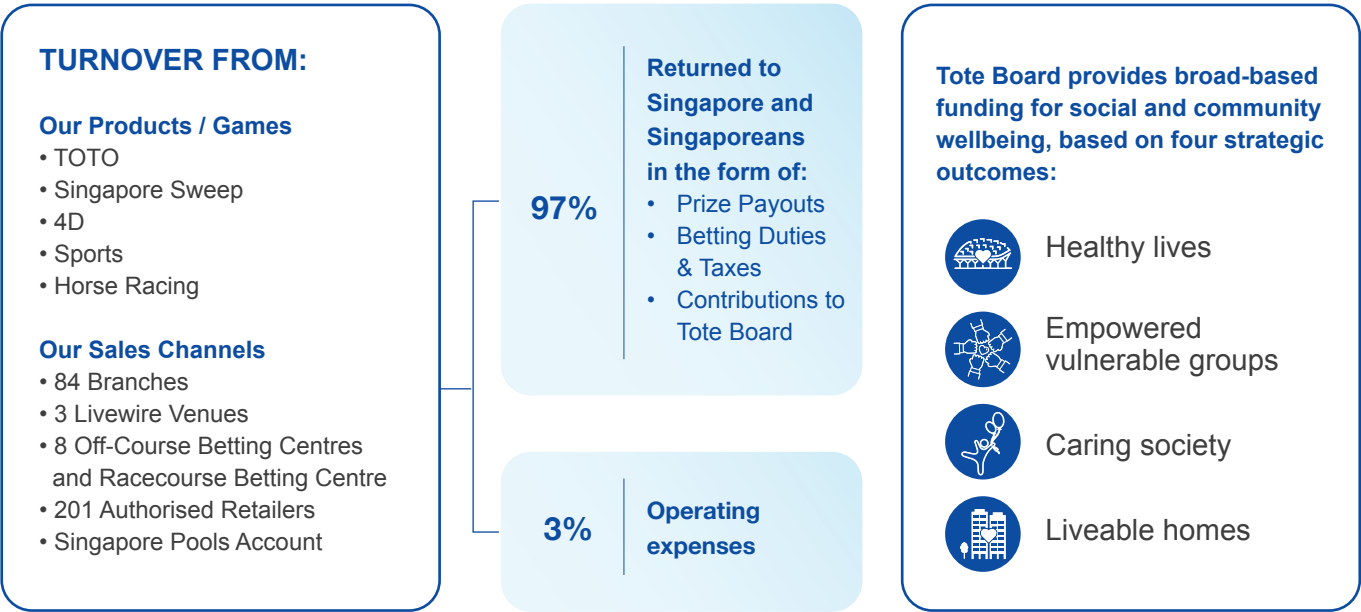
Innovation: We challenge our assumptions and adopt better ideas to drive performance.

Customer Care: We care for our customers.

Community: We uplift the community through active engagement and collaboration with our beneficiaries and partners.

One Organisation: We act as one organisation guided by a common purpose.

How We Operate



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About the Cover Art

Gary Chong is an artist whose bright spirit is reflected in his vibrant works. Living with an intellectual disability, he has embraced painting as a powerful means of self-expression, where each assured brushstroke embodies resilience and joy. Through his art, Gary continues to grow in confidence and offers a glimpse into the beauty of how he perceives the world. Singapore Pools supported the creation of his latest piece, a painting mural titled Flourish.

Flourish reflects Gary's admiration for nature's quiet resilience, capturing the way plants and gardens continue to grow and thrive through every season of change.

More than a visual showcase, Flourish serves as a reminder that like nature, we can rise with hope and strength through life's changing seasons, a spirit that echoes Singapore Pools' commitment to nurturing growth and uplifting the community.

Through Gary's work, Flourish reflects Singapore Pools' commitment to creating a positive impact in society.



About Artzillions

Artzillions provides inclusive art programmes for individuals with special needs, fostering creativity, skill development, and confidence. Through art-as-therapy workshops and art jamming sessions, it supports emotional well-being and strengthens community connections. Beyond classes, Artzillions develops artist-designed merchandise and collaborative projects, showcasing talents while creating meaningful and sustainable income opportunities.

Purpose at the Heart of What We Do

Message from Chairman & CEO



LAM CHEE WENG
Chief Executive Officer

KAI S. NARGOLWALA
Chairman

Serving Singapore Through a Trusted and Regulated Alternative

At Singapore Pools, our purpose has always been clear: to provide a safe and regulated betting alternative while generating sustainable returns that benefit Singapore and its communities.

Today, that purpose is more important than ever.

Technology continues to transform the gambling landscape. The proliferation of illegal online gambling operators, emergence of unregulated prediction markets and changing customer behaviours are reshaping how people access betting services. As digital participation grows and illegal operators become increasingly sophisticated, maintaining a trusted and well-regulated alternative remains critical to safeguarding the public interest.

As Singapore's only legal operator for lotteries, sports betting and horse wagering, we are committed to providing a secure environment supported by strong responsible gambling safeguards. By offering a compelling legal alternative, we help channel betting demand away from illegal and unregulated operators into Singapore's regulated ecosystem, where customers are better protected and the value generated benefits society.

Strengthening Our Role in a Changing Landscape

Against this backdrop, FY2025/26 saw Singapore Pools strengthen its ability to fulfil this purpose.

For us, our role goes beyond business performance. Our focus is on remaining relevant so that customers continue to choose a trusted and regulated alternative over illegal operators.

Throughout the year, we enhanced our products, platforms and capabilities to meet evolving customer needs. Initiatives such as TOTO Match and the Sportsbook System Refresh, alongside continued investments in our digital platforms, cybersecurity and operational resilience, strengthened our ability to deliver an experience that is safe, seamless and trusted.

Customer experience continues to be underpinned by our commitment to responsible gambling. Through My Gaming Profile, deposit and betting limits, voluntary self-exclusion, behavioural monitoring and customer education, we place customer protection at the heart of our operations. This commitment continues to be recognised through the World Lottery Association Responsible Gaming Framework Level 4 Certification, which we have maintained since 2012.

Defining Our Impact Beyond Financial Performance

If purpose is what drives us, impact is how that purpose translates into meaningful outcomes for Singapore.

Approximately 97% of turnover was returned to Singapore and Singaporeans through prize payouts, gambling duties and taxes, and contributions to Tote Board. Our contribution to Tote Board increased to \$583 million, supporting programmes across healthcare, education, sports, arts and culture, charity and community development. The remainder was reinvested in our technology, cybersecurity, customer safeguards and operational capabilities to ensure we continue serving Singapore responsibly for the long term.

Our impact extends beyond financial contributions.

Throughout the year, we brought together partners, volunteers and communities to strengthen social resilience and create collective impact. Weekend With A Heart and Football With A Heart demonstrated the power of community partnerships, while the Singapore Pools Academy, Project Sama Sama and Hub With A Heart @ Serangoon reflected our commitment to capability development, volunteerism and creating shared spaces for communities.

Beyond generating funds for good causes, we seek to leverage our people, partnerships, platforms and resources to multiply the impact we can create together.

Looking Ahead with Purpose

The landscape will continue to evolve. Emerging technologies, increasingly sophisticated illegal operators and changing customer expectations will require us to remain agile, innovative and forward-looking.

As we conclude SP2025, our five-year strategic plan that has guided Singapore Pools' transformation from 2021 to 2025, we do so from a stronger foundation. Over the past five years, we have transformed our business, strengthened our digital and operational capabilities, enhanced the customer experience and built greater resilience.

SP2030 marks the next chapter. Building on these foundations, we will strengthen our social licence, amplify our community and responsible gambling impact, and continue changing mindsets around the role Singapore Pools plays in society. We will also continue to innovate and evolve our products, platforms and capabilities to ensure the legal and regulated alternative remains relevant, trusted and compelling.

Even as our strategy and the way we operate evolve, the purpose that drives us remains constant: protecting customers, strengthening the regulated gambling ecosystem, supporting our communities and ensuring that the value we create continues to benefit Singapore.

We thank our Board of Directors, colleagues, regulators, partners, agencies and customers for their continued trust and support.

Driven by purpose and defined by the impact we create, we will continue to serve Singapore responsibly and create lasting value for generations to come.

A Year of Purposeful Growth

FY2025/26 Highlights

In FY2025/26, Singapore Pools generated \$13.5 billion in turnover. Around 97%, amounting to \$13 billion, was channelled towards benefitting Singaporeans and the broader community through prize payouts, taxes, and Tote Board contributions.

Financial Highlights

\$13.5 billion

Turnover

\$13.07B (97%)

Returned to Singapore & Singaporeans in the form of:

\$10B
Prize Payouts

\$2.49B
Betting Duties & Taxes

\$583M
Contribution to Tote Board

\$357M (3%)
remaining amount used to cover operating expenses

Community Statistics

60%
staff volunteerism rate

28,082 sq ft
of space was extended through our Community Housing Scheme

8,433
volunteering hours were completed

\$2.8M
in support of charities & community initiatives

\$1.7M
raised together with partners for charities

115
charities and social service agencies were supported

214
volunteering activities were organised

582
employees participated as unique volunteers

Recognised for Excellence and Contribution

Awards & Accolades



18th Singapore Human Resource Awards

Singapore Pools was honoured at the 18th Singapore HR Awards, receiving three Gold and two Silver Standards across five categories, with additional individual honours for Best CEO and HR Young Gun:

- **Employee Experience and Well-being**
Gold Standard
- **People Policy and Design**
Gold Standard
- **Talent Management & Acquisition**
Gold Standard
- **Learning & Development with Coaching & Mentoring**
Silver Standard
- **Total Rewards and Recognition**
Silver Standard
- **Non-Nominated Awards**
Best CEO & HR Young Gun



Community Chest Awards 2025

Singapore Pools received four accolades at the Community Chest Awards 2025: the Charity Platinum Award, SHARE Award, Enabler Award and Volunteer Partner Award.

Together, these recognitions reflect our deep commitment to giving back through sustained donations, staff volunteerism and the use of our resources and partnerships to create meaningful impact. They also honour the dedication of colleagues who have contributed their time and talents in support of the wider community.



National Crime Prevention Council Crime Prevention Award (Partner)

Singapore Pools has been a longstanding supporter of the National Crime Prevention Council, a non-profit organisation dedicated to raising public awareness of crime and encouraging shared responsibility for crime prevention.

Over the years, Singapore Pools has partnered the Council on various public education campaigns. In recognition of this continued commitment, the organisation received the Partner Award at the inaugural NCPC Crime Prevention Awards, which honoured organisations taking proactive steps to safeguard Singapore and build safer communities.



BCA Green Mark Health & Wellbeing Badge

Singapore Pools Building received the BCA Green Mark Health & Wellbeing Badge, recognising exemplary performance in creating a healthier environment for building users.

The badge assesses how building design and operations support occupants' physical, mental and social wellbeing, including factors such as indoor air quality, thermal comfort, lighting and opportunities for active living.



North West CDC Volunteers' Awards 2025

At the North West Volunteers' Appreciation 2025, Singapore Pools was recognised for its contributions to strengthening the North West community.

The recognition acknowledges support for initiatives including Project Sama Sama, which provides residents in need with 24-hour access to daily essentials through community vending machines, alongside the involvement of Singapore Pools volunteers.



Singapore Retailers Association Excellent Service Award

A total of 296 Singapore Pools employees were recognised for service excellence: four received Star Awards, 68 received Gold Awards and 224 received Silver Awards. The results reflect the strength and consistency of customer service across the organisation.



Singapore's Best Employers 2025

Singapore Pools was recognised as one of Singapore's Best Employers in an independent survey jointly conducted by The Straits Times and market researcher Statista, based on employee recommendations and industry peer evaluation. This marks Singapore Pools' first recognition in the survey.

People's Association Community Spirit Awards 2025



People's Association Community Spirit Award (Merit)

Singapore Pools received the People's Association Community Spirit Award (Merit), following a nomination by North East CDC.

The recognition reflects Singapore Pools' continued support for Shaping Hearts, Singapore's largest inclusive arts festival. Since 2019, the festival has provided a platform for persons with disabilities to express themselves through art, fostering greater inclusion and understanding within the community.



Singapore Retailers Association Retail Awards Gala Night 2025

- Social Impact of the Year
- Runner-up Retailer of the Year (People's Choice)

Singapore Pools was recognised for its community engagement, inclusive practices and employee participation in social causes. The accolades also reflect the strong connection it has built with its customers, and the trust and loyalty earned through meaningful and responsible service.



WorkWell Leaders Awards 2025

Singapore Pools was recognised at the WorkWell Leaders Awards 2025 as one of Singapore's Top 25 Impact Employers, received the CEO's Wellbeing Partner Award and was named runner-up for the Corporate Culture Award.



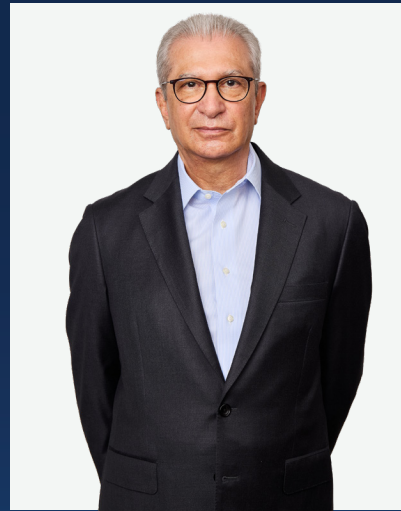
Security Buyer of the Year 2025

Singapore Pools was named Security Buyer of the Year at the 2025 Singapore Security Industry Awards, recognising its use of innovation and technology to advance security standards.

The award highlights enhancements to its Access Control and Visitor Management Systems, implemented with Oneberry Technologies to strengthen operational efficiency, site security and workplace safety.

Leading for the Future

Board of Directors



Kai S. Nargolwala

Chairman, Non-Executive and Independent Director
(Until 30 June 2026)

Board Committee(s):

Leadership Development & Compensation Committee
(Chairman), Nominating Committee
(Chairman)

Mr Kai S. Nargolwala is the Chairman of the Board of Singapore Pools (Private) Limited (until 30 June 2026). He also serves on the Board of PSA International Pte Ltd and chairs the Boards of 65 Equity Partners Pte. Ltd., Pentagreen Capital Pte. Ltd and Nxera Investment Holdings Pte. Ltd.

His career spanned several decades in the financial services industry in the UK, USA and Asia. At various times over the last 30 years, he has helmed the Asian businesses of Bank of America, Standard Chartered and Credit Suisse. He retired from executive roles at the end of 2011.

He previously served on the Boards of several listed companies including Credit Suisse Group AG, Prudential plc, Standard Chartered plc, Singapore Telecommunications Limited and Tate & Lyle plc. He was the Founding Chairman of Clifford Capital Holdings, a company guaranteed by the Singapore Government. He was also the Chairman of Prudential Corporation Asia Limited and Duke-NUS Medical School Governing Board. Additionally, he served as a Board member of the Casino Regulatory Authority of Singapore, Manipal Health Enterprise Private Limited and was a member of Visa International's Asia Pacific Advisory Board.

He is a Fellow of the Institute of Chartered Accountants in England and Wales as well as the Singapore Institute of Directors. He earned his Honours Degree in Economics from the University of Delhi and is a Singapore citizen.

He was awarded the Public Service Star (Bintang Bakti Masyarakat) at the National Day Awards 2019 in recognition of his service to Singapore.



Yeoh Oon Jin

Deputy Chairman (From 1 April 2026)

Mr Yeoh Oon Jin was formerly the Executive Chairman of PwC Singapore and a member of the PwC Executive Board for the CaTSH firm, which comprises the PwC firms in China, Hong Kong, Taiwan and Singapore. He also served on PwC's global Strategy Council. Over a career spanning more than 30 years with PwC, he held various senior leadership roles and was a key member of the firm's leadership team, driving growth and regional integration initiatives.

Mr Yeoh currently serves on the boards of Singapore Exchange, Wing Tai Holdings, Singapore Airlines, SingHealth and Trust Bank. He is also Chairman of the Singapore Institute of Directors. In addition, he is a member of the Corporate Governance Advisory Committee established by the Monetary Authority of Singapore.

He has extensive public sector and regulatory experience, having previously served as Chairman of the Singapore Land Authority, and as a board member of Jurong Town Corporation, Accounting and Corporate Regulatory Authority and the National Arts Council. He was also Vice Chairman of the Singapore Business Federation. Mr Yeoh continues to contribute to the non-profit sector and currently serves on the boards of the Kidney Dialysis Foundation and the Lien Foundation.

Mr Yeoh holds a Bachelor of Commerce (Accounting) from the University of Birmingham and is a Chartered Accountant with the Institute of Chartered Accountants in England and Wales.



Wan Mei Kit

Board Director, Non-Executive and Independent Director

Board Committee(s):

Audit & Risk Committee (Chairman),
Technology Committee (Member)

Ms Wan Mei Kit is an experienced professional in Audit, Risk Control, Governance and Compliance roles of leading international banks, with knowledge spanning across Asia Pacific.

Ms Wan is currently a Non-Executive Director and Chair of the Audit and Risk Committee and member of the Nomination Committee of Singapore Pools (Private) Limited and member of the Tote Board Audit and Risk Committee. She is also a Non-Executive Director and member of the Audit Committee of CapitaLand and China Trust Management Limited. She serves on various non-profit organisations as Chair of the Advisory Committee on Oversight of the United Nations Entity for Gender Equality and the Empowerment of Women (United Nations Women) in New York, and a Board member of Asia Philanthropic Ventures Pte Ltd and Liberty Private Limited.

Ms Wan began her career in audit with Cooper & Lybrand Public Accountants (now PricewaterhouseCoopers). Since then, she has worked in various global financial institutions and held various regional head and leadership roles in the global audit, compliance and operational risk functions within Standard Chartered Bank Singapore from 1989 to 2015. Her most recent corporate role was the Regional Head of Audit, ASEAN at Standard Chartered Bank Singapore.

Ms Wan is a fellow member of the Institute of Singapore Chartered Accountants (ISCA) and a Fellow of the Association of Chartered Certified Accountants (UK). She is an accredited director and a member of the Singapore Institute of Directors and a Graduate of the Australian Institute of Company Directors.



Neo Sing Hwee

Board Director, Non-Executive and Independent Director (Until 30 June 2026)

Board Committee(s):

Leadership Development & Compensation Committee (Member),
Nominating Committee (Member)

Mr Neo Sing Hwee is a partner of the Ernst & Young Singapore Consulting Practice. He is currently the Global Client Service Partner of several large Temasek Portfolio Companies, Government & Public Service (GPS) accounts as well as private client accounts.

Mr Neo was the Managing Director of Mapletree Investments Pte Ltd from 2018 to 2020 where he headed the operation business process department, group information system & technology department, group risk management department, group internal audit department as well as group policy and delegation of authority.

For nine years until 2018, Mr Neo Sing Hwee was a member of the EY Asean Partner Governance Council and led the Advisory (Risk) Internal Audit Practice in EY Singapore, Asean and Asia Pacific. Mr Neo has more than 25 years of experience in providing risk management, business process and performance improvement, internal controls, and business advisory services to clients in various industries, including organisations in both public and private sectors.

Mr Neo worked closely with and advised the audit committees of listed companies as well as organisations in the public sector on leading practices, insights as well as issues relating to corporate governance, risk management, processes, and controls. Currently, he also sits on the Board of several government-related, charities and social organisations.

Mr Neo has led and continues to lead teams in the review and assessment of risks as well as performance of internal audits for Singapore-listed companies, MNCs as well as organisations in the government and public sector including ministries and statutory boards.



Zhang Weihang

Board Director, Non-Executive and Independent Director (Until 31 March 2026)

Board Committee(s):

Audit & Risk Committee (Member)

Mr Zhang Weihang is the Deputy Commissioner (Investigation & Intelligence) and concurrent Director of the Criminal Investigation Department, Singapore Police Force.

Prior to this, Mr Zhang has held several key appointments, including the Director of the Police Intelligence Department, Deputy Director of the Criminal Investigation Department and Commander of Ang Mo Kio Division. He also served previously as Deputy Director of the Joint Operations Group at the Ministry of Home Affairs and Senior Assistant Director at the Ministry of Trade and Industry.



Alan Goh Kim Hua

Board Director, Non-Executive and Independent Director

Board Committee(s):

Leadership Development & Compensation Committee (Member)

Mr Alan Goh is currently the Chief Executive Officer of Sport Singapore (SportSG). Prior to joining SportSG, he served as Deputy Secretary (Development and Regulation) in the Ministry of Communications and Information (MCI) from 2019 to 2023 and served in the Republic of Singapore Navy (RSN) and the Ministry of Defence (MINDEF) for 26 years, rising to the rank of Rear Admiral.

His previous appointments include Group Chief of Policy and Strategy in MINDEF's Policy Office, Commander of the RSN's Maritime Security Task Force, Head of Naval Plans, Head of Naval Personnel, and Commanding Officer of the RSN's Missile Corvette Squadron. He was a competitive sailor in his school days and served as Commodore of the Singapore Armed Forces (SAF) Yacht Club from 2017 to 2019 and Vice President (High Performance) of the Singapore Sailing Federation from 2018 to 2019.

Mr Goh holds a Bachelor of Arts (Honours) in Mathematics from Cambridge University and a Master of Business Administration (Sloan Fellow) from the Massachusetts Institute of Technology, where he was also a Fulbright Scholar. He is also a graduate of the United States Naval War College.

Mr Goh also previously served on the Board of Directors of Singapore Technologies Engineering Ltd and Unicorn International Pte Ltd, as well as on the Board of Governors of Temasek Polytechnic. For his contributions over the years, Mr Goh was awarded the Public Administration Medal (Silver) (Military) in 2019 and the Civil Service Long Service Award (30 years) in 2023 and the National Award (COVID-19) – COVID Resilience Medal in 2023.



Kok Ping Soon

Board Director, Non-Executive and Independent Director

Board Committee(s):

Technology Committee (Chairman),
Audit & Risk Committee (Member)

Mr Kok Ping Soon is Chief Executive Officer of the Singapore Business Federation (SBF), the apex business chamber advancing the interests of Singapore's business community in trade, investment, and industry transformation. SBF represents more than 34,000 companies, as well as key local and foreign business chambers.

Prior to his current appointment, Mr Kok was Chief Executive of the Government Technology Agency of Singapore (GovTech), the lead agency driving Singapore's Smart Nation initiative and public sector digital transformation. He also held various positions across government covering manpower, economic and security issues.

Mr Kok also serves on the boards of ACRA, SBF Foundation, Global Compact Network Singapore (GCNS), IPOS and NUS-ISS.



Ng Shin Ein

Board Director, Non-Executive and Independent Director

Board Committee(s):

Audit & Risk Committee (Member)

Ms Ng Shin Ein brings with her a blend of legal, business and diplomatic experience. She is a legally trained private equity entrepreneur and co-founder of Gryphus Capital, a pan-Asian private equity firm. Prior to this, she spent a number of years at the Singapore Exchange where she was responsible for developing Singapore's capital market and bringing foreign companies to list in Singapore. Additionally, she was part of the Singapore Exchange's IPO Approval Committee, where she contributed industry perspectives and acted as a conduit between the market and regulators.

Ms Ng was admitted as an advocate and solicitor of the Singapore Supreme Court in 1998 and practised as a corporate lawyer in Messrs Lee & Lee.

She has served on boards of companies listed on Nasdaq, the Singapore Exchange and the Australian Securities Exchange. She has steered some of these companies through their IPOs and seen others through their privatisations. She presently serves on the boards of Grab Holdings Inc, StarHub Ltd and Singapore Land. She is also on the Board of Governors of the Singapore International Foundation.

In 2015, Ms Ng was awarded for her services as a board member of FairPrice.

Apart from corporate boards, she serves as Singapore's Non-Resident Ambassador to the Republic of Hungary. In 2021, she was awarded the Commander's Cross, Order of Merit, the second highest civilian state award of Hungary.



Trina Liang

Board Director, Non-Executive and Independent Director

Board Committee(s):

Nominating Committee (Member)

Ms Trina Liang is a fund manager with over two decades of experience in alternative investments in Asia. She currently serves as Managing Director at Sidra Capital with a US\$25 billion global portfolio. She is Singapore's G20 representative for Women (appointed by MOF) and co-chairs ACCORD for National Service under the Ministry of Defence.

Ms Liang currently serves as President of Netball Singapore and sits on the boards of NTUC Community Fund and SPEX Singapore. She formerly served as Chair of Women in Sustainability and Environment (WISE) and chaired UN Women Singapore and the Financial Women's Association Singapore. Her past board service includes WWF Singapore, SPCA Singapore, United Women Singapore, and the Community Foundation of Singapore. She has also served on the boards of Sentosa Development Corporation, Singapore Institute of International Affairs, National Volunteer and Philanthropy Centre, and the Singapore Repertory Theatre.

A strong advocate for sustainability, DEI equality and philanthropy, Ms Liang co-founded the Lin Foundation and was named one of Forbes Asia's Heroes of Philanthropy. She writes regularly for The Straits Times and Business Times on sustainability, gender, and sports, and has contributed as a speechwriter and strategist in key national elections.

Ms Liang holds a Master's in Accounting and Finance from the London School of Economics and has attended executive education at the Yale School of Management. She was named to Robb Report's Thought Leaders 2022/23, Prestige's Women of Power, and Harper's Bazaar Power List, among others.



Tan Choon Shian

Board Director, Non-Executive

Mr Tan Choon Shian has been the Chief Executive of Tote Board since 1 July 2023.

Mr Tan was formerly Chief Executive, Workforce Singapore (WSG) from 2016 to June 2023. Prior to WSG, he served as the Principal and Chief Executive Officer of Singapore Polytechnic (SP) for more than three years, after relinquishing his appointment as Deputy Managing Director of the Singapore Economic Development Board (EDB). During his time at EDB, he held various diplomatic and leadership roles in Singapore and Japan, including First Secretary (Industry) of the Singapore Embassy in Japan, and led various EDB divisions including Asia Pacific Operations, Electronics and Precision Engineering Cluster, Planning and Policy, Marketing Communications and Knowledge Management.

Whilst at EDB, he was seconded for a year to the National Trades Union Congress (NTUC) as Director, Corporate Development.

Mr Tan graduated as a valedictorian from the University of Tokyo with a Bachelor of Science (Information Science) in 1992. He was a Sloan Fellow at Stanford University, USA, where he received a Master of Science in Management in 2000. He completed his Advanced Management Programme at INSEAD in 2011.



Lam Chee Weng

Executive Director,
Chief Executive Officer

Mr Lam Chee Weng is the Chief Executive Officer of Singapore Pools and was appointed to the Board on 1 May 2019.

A seasoned finance professional with more than 30 years of work experience, Mr Lam joined Singapore Pools in June 2017 as Chief Financial Officer. He has vast commercial experience working in public-listed companies and multinational companies with coverage across Asia Pacific. An auditor by training, he started his finance career with KPMG and holds professional qualifications with CA Singapore, ACCA UK, CPA Australia, CA Malaysia, and CFA Institute USA. In addition, he has an MBA from RMIT University, Australia and has completed the Advanced Management Programme and International Directors Programme with INSEAD, and the CEO Programme with SMU.

Mr Lam is the Vice President and Chairman of the Audit Committee of the World Lottery Association (WLA) and a committee member of United Lotteries for Integrity in Sports (ULIS), a non-profit organisation focusing on integrity of sports and prevention of match-fixing. Previously, Mr Lam was the Chairman of the Executive Committee of the Asia Pacific Lottery Association (APLA). In Singapore, he was the Co-Chairman of the Responsible Gambling Forum (RGF) in Singapore from 2019 to 2023 where he spearheaded responsible gambling efforts within the gambling industry, particularly in Singapore Pools.

Serving on the charity front, Mr Lam is currently a Board Member and Audit Committee Chairman of The Kallang Group, The TENG Company Ltd, WorkWell Leaders and Cerebral Palsy Alliance Singapore. Previously, he was Deputy Chairman of The Digital Capital Collective (formerly known as iShine Cloud Pte Ltd).

Corporate Governance Framework

Chairman
Kai S. Nargolwala (Until 30 June 2026)

Key Objective
Responsible for leadership of the Board and for creating conditions for overall Board, Board Committee and individual Director effectiveness

The Board of SPPL
Kai S. Nargolwala (Until 30 June 2026)
Yeoh Oon Jin (From 1 April 2026)
Wan Mei Kit
Neo Sing Hwee (Until 30 June 2026)
Zhang Weihai (Until 31 March 2026)
Alan Goh
Kok Ping Soon
Ng Shin Ein
Trina Liang
Tan Choon Shian
Lam Chee Weng

Key Objective
Create value for shareholders and ensure the Company's long-term success.

Audit and Risk Committee

Chairman
Wan Mei Kit

Members
Kok Ping Soon
Zhang Weihai (Until 31 March 2026)
Ng Shin Ein

Key Objective
Assists the Board in discharging its statutory and other responsibilities relating to internal controls, financial and accounting matters, compliance, and business and financial risk management. Reviews the risk strategy and policies and the adequacy and effectiveness of the risk framework. Monitors the implementation of risk mitigation plans.

Nominating Committee

Chairman
Kai S. Nargolwala (Until 30 June 2026)

Members
Neo Sing Hwee (Until 30 June 2026)
Trina Liang

Key Objective
Shall identify and make recommendations to the Board on the appointment of all directors, including making recommendations on the composition of the Board and Board Committees. The Nominating Committee will also evaluate the effectiveness of the Board.

Technology Committee

Chairman
Kok Ping Soon

Members
Wan Mei Kit

Co-Opted Members
Ying Shaowei
Ong Chen Hui
Ng Tiong Gee
Vincent Loy

Key Objective
Provides advice to the company on its IT strategic direction, shares insights on emerging technology trends, challenges, and opportunities. The Committee will also assist the Board in guiding and overseeing the company's technology related: strategies, risk management and overall direction.

Leadership Development & Compensation Committee

Chairman
Kai S. Nargolwala (Until 30 June 2026)

Members
Neo Sing Hwee (Until 30 June 2026)
Alan Goh

Key Objective
Shall oversee the remuneration of the Board and Senior Management, and set appropriate remuneration frameworks and policies, including long-term incentive schemes, to deliver annual and long-term performance. The LDCC will also review succession and development plans for key positions.

Executive Leadership Meeting

Chairman
Lam Chee Weng

Members
Tay Boon Khai
Noel Singgih
Simon Leong
Alan Soon
Leemon

Key Objective
The Executive Leadership Meeting exists to support SPPL and its Chief Executive Officer in the management of its strategic goals and objectives. It shall have an overview of financial performance, people and policy matters of strategic significance, with executive responsibilities.

Technology Committee

Kok Ping Soon
Board Director, Non-Executive and Independent Director

Board Committee(s):
Technology Committee (Chairman),
Audit & Risk Committee (Member)

Wan Mei Kit
Board Director, Non-Executive and Independent Director

Board Committee(s):
Audit & Risk Committee (Chairman),
Technology Committee (Member)

Mr Kok Ping Soon is Chief Executive Officer of the Singapore Business Federation (SBF), the apex business chamber advancing the interests of Singapore's business community in trade, investment, and industry transformation. SBF represents more than 34,000 companies, as well as key local and foreign business chambers.

Prior to his current appointment, Mr Kok was Chief Executive of the Government Technology Agency of Singapore (GovTech), the lead agency driving Singapore's Smart Nation initiative and public sector digital transformation. He also held various positions across government covering manpower, economic and security issues.

Mr Kok also serves on the boards of ACRA, SBF Foundation, Global Compact Network Singapore (GCNS), IPOS and NUS-ISS.

Ms Wan Mei Kit is an experienced professional in Audit, Risk Control, Governance and Compliance roles of leading international banks, with knowledge spanning across Asia Pacific.

Ms Wan is currently a Non-Executive Director and Chair of the Audit and Risk Committee and member of the Nomination Committee of Singapore Pools (Private) Limited and member of the Tote Board Audit and Risk Committee. She is also a Non-Executive Director and member of the Audit Committee of CapitaLand and China Trust Management Limited. She serves on various non-profit organisations as Chair of the Advisory Committee on Oversight of the United Nations Entity for Gender Equality and the Empowerment of Women (United Nations Women) in New York, and a Board member of Asia Philanthropic Ventures Pte Ltd and Liberty Private Limited.

Ms Wan began her career in audit with Cooper & Lybrand Public Accountants (now PricewaterhouseCoopers). Since then, she has worked in various global financial institutions and held various regional head and leadership roles in the global audit, compliance and operational risk functions within Standard Chartered Bank Singapore from 1989 to 2015. Her most recent corporate role was the Regional Head of Audit, ASEAN at Standard Chartered Bank Singapore.

Ms Wan is a fellow member of the Institute of Singapore Chartered Accountants (ISCA) and a Fellow of the Association of Chartered Certified Accountants (UK). She is an accredited director and a member of the Singapore Institute of Directors and a Graduate of the Australian Institute of Company Directors.



Ying Shaowei
Co-Opted Member,
Technology Committee

Mr Ying Shaowei is the Chief Scientist of NCS Pte Ltd. In this role, he helps shape and guide the longer-term technology strategy and innovation agenda of Southeast Asia's leading technology services company. He also serves as the client technology adviser to NCS' strategic accounts.

A veteran data and analytics strategy expert and practitioner, Mr Ying is also the founder of DataSpark, a Singapore-based AI and analytics start-up specialising in telecom data. Under his leadership, Mr Ying guided the start-up's expansion to Australia, Southeast Asia and the Middle East.

Prior to DataSpark, Mr Ying was a consultant at McKinsey & Co, where he actively served tech and telco companies in Asia and Europe. He started his career in the Administrative Service of the Singapore Government, formulating various economic and international trade policies and negotiating Free Trade Agreements.

He holds a Master of Business Administration from the Wharton School of the University of Pennsylvania and Master of Engineering and Science degrees from Imperial College UK and NUS respectively.



Ong Chen Hui
Co-Opted Member,
Technology Committee

With two decades of cybersecurity and tech innovation expertise, Ms Ong Chen Hui leads diverse teams in driving impactful outcomes in deep tech. As the Assistant Chief Executive (Business-Technology Group) at Singapore's Infocomm and Media Development Authority, Ms Ong spearheads initiatives in emerging technologies like 5G, AI, Quantum Safe Communications, and Green ICT.

Ms Ong also chairs SG Women in Tech, advocating for diversity in the industry, and contributes to various organisations like the OECD Experts Group on AI Compute and Climate. She excels in translating tech advancements into business opportunities and vice versa, having built and managed teams across different domains, from concept to execution.

With a strong academic background, including a PhD from the Singapore-MIT Alliance, Ms Ong Chen Hui has a proven track record in business development, R&D, and security-related roles.



Ng Tiong Gee
Co-Opted Member,
Technology Committee

Mr Ng Tiong Gee is an accomplished C-suite and board-level executive with proven success in building and leading high-performance teams across multiple geographies. A strategic thinker that is versatile in playing multiple roles at large and small corporations. As an entrepreneur, he has successfully transformed Yellow Pages as well as set up its sister company YP Academy. In his earlier roles he has successfully integrated two of the largest global independent semiconductor Assembly and Test providers in the role of Lead Integration Manager. He has a strong interest in working with and developing people.

Mr Ng has sat on boards of SGX and ASX companies as well as non-profit boards. On top of that he has worked with NTUC to found one of the largest Tech associations in Singapore TTAB (Tech Talent Assembly) with over 7,000 members since inception six years ago.

Mr Ng's areas of expertise include Entrepreneurship, Angel investing, Strategy, Digital Transformation, Leading complex IT systems, Strong Human Resources and Organisation Development Leader, Mergers and Acquisition.



Vincent Loy
Co-Opted Member,
Technology Committee

Mr Vincent Loy is the Assistant Managing Director for the Technology Group and Chief Technology Officer (CTO) at MAS, and is responsible for overall Technology Regulations and Supervision for the Singapore financial services sector, MAS Payment Service & Operations, Technology (CIO functions), Data (CDO functions), Digitalisation and Cybersecurity.

Mr Loy was the Financial Services Leader for Accenture, Singapore. He advised global organisations and governments on strategising and managing innovation, disruption and digitalisation.

Previously, Mr Loy was a partner in PwC both in London and Singapore. In Singapore, he led APAC Financial Crime and Cyber practice and was also the Singapore Financial Service Risk Assurance and Data Analytics leader.

Before Singapore, Mr Loy, trained as an accountant, was made first Asian partner in PwC UK, where he spent more than 20 years, and led the UK Financial Services Technology Risk practice. He advised the board and management of many complex global financial services clients on both business and IT operations, risks, cyber resilience, and governance in response to technological, business, regulatory and organisational changes.

During his time in the UK and US, Mr Loy has led major high-profile financial industry reviews, investigation and remediation of systemic technology incidents/failures and implementation of various industry-leading initiatives.

As a leading industry subject matter expert and thought leader, Mr Loy has been interviewed and has presented and written on thought leadership for many international media.

In Singapore, Mr Loy advised boards of major international companies including government-linked organisations. He also led major growth studies for the Singapore government covering various areas including cybersecurity. He is a board member of Synapse (formerly Integrated Health Information Systems in Singapore) and also sits on the NUS School of Computing Industry Advisory Board, NUS Business School Accounting Advisory Board, Health Care Transformation Board and was a subcommittee member for the Committee on the Future Economy.



Senior Management

- 1 Mr Lam Chee Weng**
Chief Executive Officer
- 2 Mr Alan Soon**
Senior Director, Channels
- 3 Mr Tay Boon Khai**
Chief, Risk & Compliance and
Acting Chief Financial Officer

- 4 Mr Noel Singgih**
Chief Business
Technology Officer
- 5 Ms Debbie Ng**
Senior Director, People

- 6 Mr Paul Fong**
Director, Legal Counsel
- 7 Mr Chin Sau Ho**
Senior Director, Community
Partnerships & Communications

- 8 Mr Simon Leong**
Chief Product Officer
- 9 Mr Leemon**
Senior Director, Customer and
Corporate Strategy



Operations Committee

The Operations Committee consists of representatives who have daily operating responsibilities for their respective divisions. The committee's main objective is to direct and ensure that business and operational results are achieved in accordance with approved budgets and plans. With a reporting line to Senior Management, the committee also reviews and resolves operational issues, and identifies opportunities for operational improvement.

- 1 Leemon (Chair)**
Senior Director, Customer and Corporate Strategy
- 2 Kevin Pang (Deputy Chair)**
Deputy Director, Procurement
- 3 Grace Chong**
Deputy Director,
Enterprise Architecture
- 4 Eric Loh**
Senior Manager,
Lottery & Sport Operations



- 5 Vicky Lee**
Manager, People
- 6 Mohd Norhelmy Bin Ja'afar**
Director, Workplace and Sustainability Engineering
- 7 Jenny Liew**
Manager, Business Operations
- 8 Steven Tan**
Deputy Director, Product Content
- 9 Jeannie Foong**
Deputy Director, Operations Support
- 10 Ivan Teo**
Deputy Director, Risk Management
- 11 Max Loh**
Senior Manager,
Infrastructure Services
- 12 Jenny Siew**
Senior Manager, People
- 13 Sudi yana**
Deputy Director, Finance
- 14 Jude Goh**
Senior Manager,
Learning Operations
- 15 Ee Hock Chye**
Director, International Relations & Customer
- 16 Lee Sin Yee**
Deputy Director, Community Partnerships & Communications
- 17 Denise Yeoh**
Senior Manager, Legal Counsel
- 18 Germaine Ngan**
Senior Manager,
Insights & Analytics

Strengthening for Tomorrow

Transformation is how Singapore Pools continues to build on trust while preparing for the future. Together, these efforts strengthen the digital foundations that enable the organisation to operate securely, make disciplined decisions, respond with agility and deliver value to customers, stakeholders and the wider community.

As we transform our products, services and capabilities, we remain equally focused on ensuring that progress is made responsibly, with the appropriate safeguards embedded along the way.

By investing in these foundations, Singapore Pools is building an organisation that is resilient today, ready for tomorrow and equipped to create lasting value for the community.

Transformation Customers Can Feel

Customer expectations continued to evolve alongside an increasingly sophisticated digital gambling landscape. Against this backdrop, Singapore Pools strengthened its products, platforms and customer experience to ensure that the legal and regulated alternative remained relevant, trusted and responsive to changing customer needs.

These enhancements provided customers with a better-regulated play experience, supported by responsible gambling safeguards, while helping to channel demand away from illegal operators and towards an ecosystem where customers are better protected and the value generated benefits society.



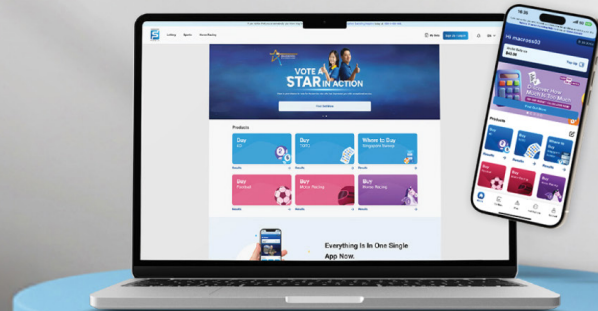
TOTO Match: Strengthening the Legal Alternative

Singapore Pools launched TOTO Match at retail on 10 June 2025, introducing a new game feature for customers to participate using the results of the existing 6/49 TOTO draw. The product offers fixed prizes per stake across several bet types, with customers selecting between one to four numbers to match against the drawn TOTO numbers.

TOTO Match was developed in response to a longstanding gap in the legal market. Illegal bookmakers have historically offered similar fixed-payout products based on Singapore Pools' TOTO draw results. By providing a regulated alternative, TOTO Match broadens customer choice while allowing participation to take place within Singapore Pools' established framework of responsible gaming safeguards and regulatory oversight.



UNIFIED WEB & APP EXPERIENCE



A More Connected Singapore Pools Account Experience

Product relevance is only one part of the customer journey. Customers also expect a responsive and connected experience across the channels they use. The refreshed Singapore Pools Account (SPA) 2.0 mobile application, launched in December 2025, marked the most significant upgrade to the platform since its introduction in 2018.

SPA 2.0 brings retail and account-based services together within a more unified experience. Through the eBetslip function, retail customers can prepare their selections digitally before visiting an outlet, connecting the convenience of the application with the familiarity of the retail network. This creates a more continuous journey across channels rather than treating digital and physical interactions as separate experiences.

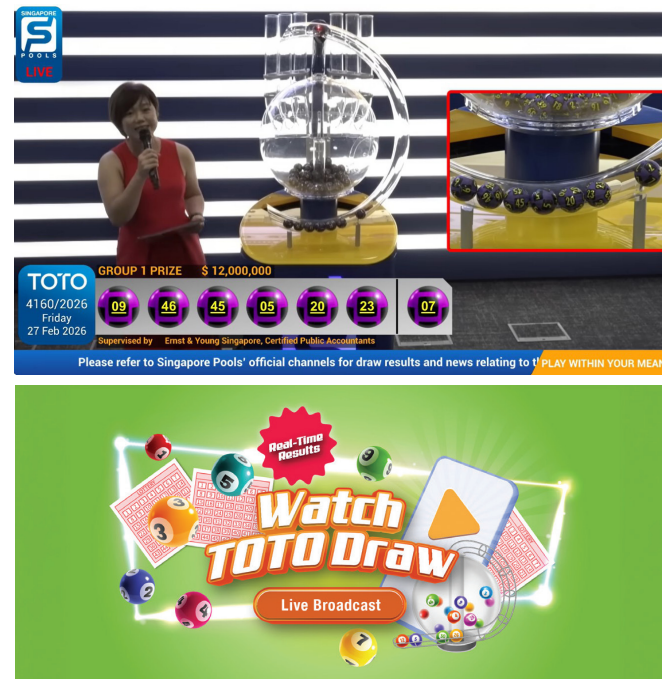
The refresh was guided by customer feedback. New features include the ability to save favourite lottery numbers for more convenient repeat placement, a personalised watchlist for football events, and integrated horse racing streaming with in-app betting. Together, these enhancements give customers greater control while making frequently used services easier to find and use.

The customer-facing improvements were supported by faster performance, improved reliability and a more scalable technical foundation. Usage insights and ongoing customer feedback will continue to guide the platform's development.

Bringing Official Draws Closer to Customers

Singapore Pools enhanced the way customers accessed official lottery draw information during the year. Building on the introduction of delayed TOTO broadcasts on our lottery microsite in April 2024, we launched live TOTO broadcasts in July 2025, followed by live 4D broadcasts in October 2025.

Customers can now follow draws remotely and in near real time, receiving information directly from an official source. This provides a more immediate and engaging experience, reduces reliance on third-party channels and gives customers greater assurance in the fairness and integrity of the draw process.



RICHER CONTENT. CLEARER INSIGHTS. BETTER EXPERIENCE.

Enhanced One-Stop Horse Racing Platform



Making Racing Information Easier to Use

Customer feedback also informed improvements to the Horse Racing Information Microsite (HRIM). Following a survey conducted in April 2025, Phase 2 enhancements introduced features that make racing information more accessible and give customers more useful resources through Singapore Pools' official channels.



More Choice Across Sports and Racing

The same focus extended across sports betting and horse racing. During the year, Singapore Pools introduced new football leagues, expanded the Cash Out feature to 10 additional competitions, and added bet types including Asian Handicap (Live), Motor Racing Sprint and Head-to-Head (H2H). Racing content was also broadened to include races from Germany, Turkey and the United States, with operating hours extended beyond midnight.

These enhancements address periods and product areas in which illegal operators have traditionally offered greater availability. By providing a broader and more responsive legal alternative, Singapore Pools can apply safeguards such as deposit and betting limits, cooling-off periods and self-exclusion programmes across a wider range of customer activity. This helps maintain the balance between meeting customer expectations and encouraging Safer Play.



Features comprise:



Bilingual racing content



Downloadable form products, including Race Form Analysis and Tipsheet, and the Integrated Race Card



A downloadable race calendar in PDF format



Full race results

Across TOTO Match, SPA 2.0, live draw broadcasts and the expanded sports and racing experience, the intent was consistent: to give customers compelling reasons to choose a safe and regulated environment. That journey, however, extends beyond products and screens. It is also complemented by our retail channel and trained staff.

Connecting Every Channel

Digital convenience was only one part of how customers engaged with Singapore Pools. During the year, we continued to enhance our retail network, making everyday transactions more convenient and improving the environments in which customers accessed our services.

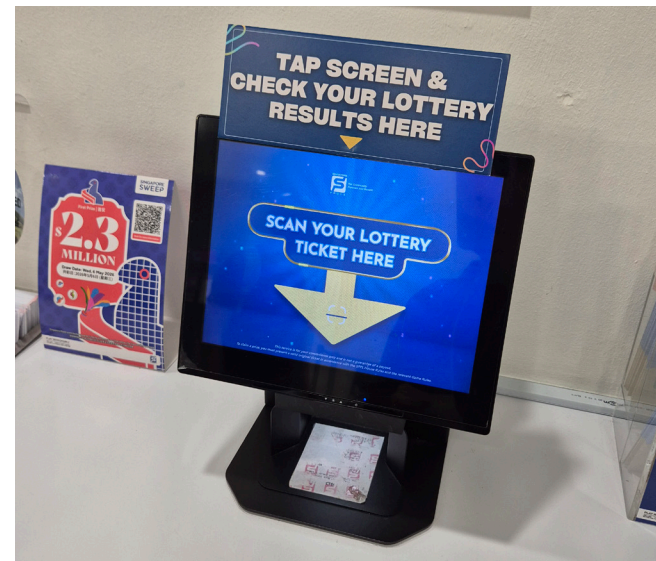
The eBetslip function in SPA 2.0 further connected our digital and retail channels, allowing customers to prepare their bets digitally before completing their transactions at an outlet, creating a more seamless experience across both channels.



Delivering Accessible, High-Quality Retail Experiences

In FY2025/26, we strengthened our retail network through new partnerships with Fortune Supermarket, Smart Energy and Energy, bringing our services to more locations within customers' everyday routines.

Horse wagering was also introduced at Livewire Singapore Pools, alongside the opening of Livewire Majestic in July 2025. Together, these enhancements provided customers with more ways to engage through trusted and regulated channels.



Making Transactions Faster and More Convenient

Within our outlets, we introduced practical improvements that make common transactions more efficient. Ticket checker machines were launched at selected locations, giving customers a quick and reliable self-service option to verify their tickets for winnings. By reducing reliance on counter staff for routine checks, the machines help shorten queues and allow frontline employees to focus on customers who require assistance.

We also accelerated the adoption of cashless payments and payouts, supporting the wider shift towards digital payments. Customers can now receive prize payouts of up to \$20,000 at outlets islandwide, making prize collection more accessible. Since November 2025, fees associated with e-payment methods have been fully waived, further encouraging usage and delivering greater value to customers. Cashless transaction volumes continued to grow steadily across the network during the year.



Creating Better Retail Environments

The physical experience across our network continued to evolve through the multi-year Outlet Improvement Programme. In FY2025/26, refurbishment works were completed at 13 branches and 11 retailer outlets across neighbourhood centres and shopping malls.

Each upgraded space was designed to make the customer journey clearer and more comfortable. Improvements included better lighting, more intuitive signage, dedicated product displays and community screens. These changes create more welcoming environments while supporting smoother and more consistent service across the network.



Excellence Starts at Our Frontline

Technology can simplify a transaction and an improved outlet can make a visit more comfortable, but the quality of every retail experience ultimately depends on our people. More than 1,100 frontline employees undertook training during the year in customer service, responsible gambling practices, and new products and services. Each employee attended at least four training sessions, strengthening their ability to respond confidently as customer needs and the retail environment evolve.



We also continued to recognise employees who demonstrate exemplary service and uphold strong operational standards. Now in its third year, the Retail Excellence Awards celebrate individuals and teams whose dedication helps translate our service commitments into meaningful customer experiences.



This commitment was recognised beyond the organisation. In October 2025, 296 employees received Excellent Service Awards from the Singapore Retailers Association. Singapore Pools was also named the winner of the Social Impact of the Year Award and runner-up for Retailer of the Year in the People's Choice category, reflecting the trust and goodwill built through the collective efforts of our people.

Strengthening What Sits Behind Every Interaction

Customers experience transformation through new products, smoother digital journeys and better retail service. Behind each of these outcomes is an interconnected foundation of platforms, data, cybersecurity, governance and organisational capability. In FY2025/26, our back-end improvements were anchored on three priorities:

STABILITY

CLARITY

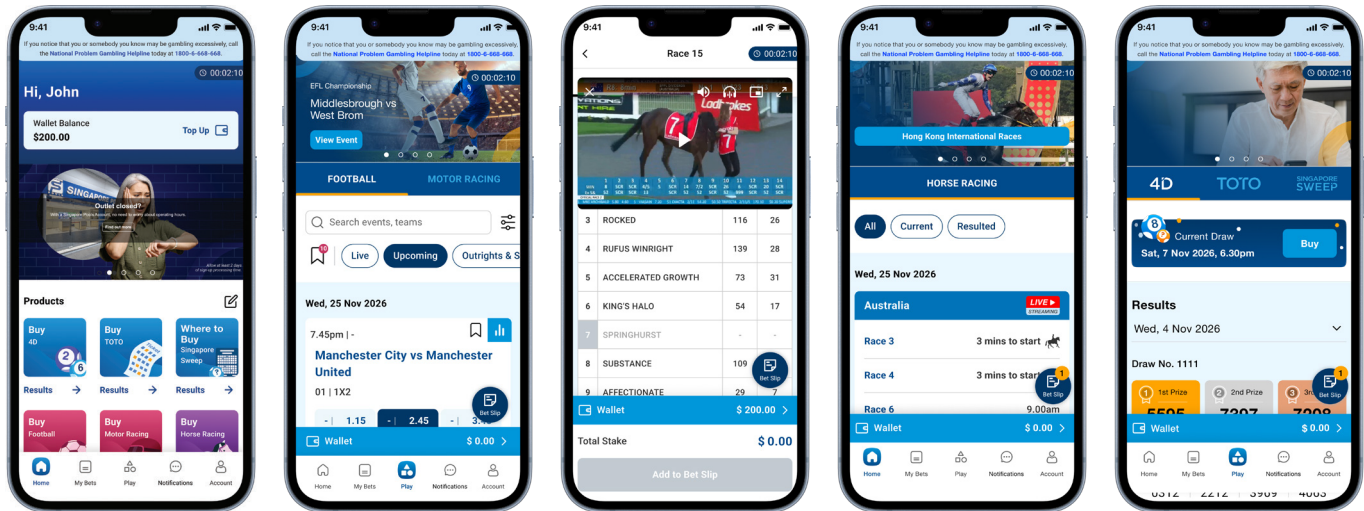
CAPABILITY

STABILITY Modernising the Digital Core

We continued to modernise the systems that support secure and reliable gaming operations. Key sports betting platforms were upgraded and consolidated when introducing new leagues and bet types. Core technologies were also refreshed to address obsolescence risks, improve processing performance and strengthen long-term system stability.

A more resilient cloud foundation was established by enhancing the existing platform and introducing a second provider. This secure multi-cloud environment reduces concentration risk while giving services greater flexibility to scale. Modern system architectures and completed microservices for SPA 2.0 also improved responsiveness and created a stronger foundation for future enhancements.

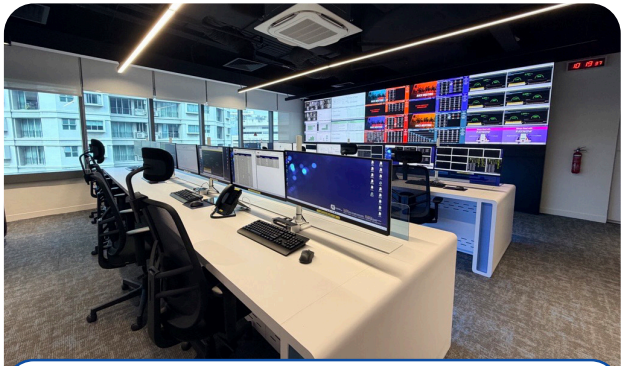
Reliability was reinforced through expanded automated testing across key business processes. By helping teams identify issues earlier and reducing manual testing effort, these capabilities lower the risk of disruption while supporting faster and more confident delivery. Enterprise workflow and procurement systems were also upgraded to support more dependable end-to-end operations.



STABILITY Strengthening Cybersecurity and Response

As our platforms evolve, maintaining trust requires cybersecurity to advance with them. Senior leaders participated in a cyber incident tabletop exercise to strengthen awareness, preparedness and decision-making in the event of a threat. Security weaknesses identified through annual independent testing were fully addressed across betting and non-betting systems, significantly reducing risk exposure.

Email protection was enhanced with advanced detection tools to block phishing attempts and malicious messages before they reach employees. Next-generation network security tools were also introduced to detect and stop malicious traffic in real time, while advanced endpoint protection was deployed across devices to identify threats earlier and prevent data loss.



Operational monitoring and response were strengthened through the launch of a new Operations Command Centre. Developed by Infrastructure Operations in collaboration with Workplace and Sustainability Engineering, the Centre provides round-the-clock visibility over critical systems. This enables faster issue detection, quicker responses during disruption and better coordination across teams.

The Integrated Assurance programme further supports proactive prevention by applying AI-driven operations and automation across People, Process and Technology. By identifying potential issues earlier and reducing errors arising from incomplete processes or manual mistakes, the programme strengthens the reliability of our operations as a whole.

CLARITY Building Better Data and Customer Platforms

Greater stability gives the organisation confidence to operate; greater clarity helps it make better decisions. Work continued on a next-generation data platform designed to manage increasing volumes and complexity while enabling faster, deeper and more actionable insights.

The refresh of our customer relationship management platform also progressed during the year. By modernising core customer capabilities and bringing information together more effectively, the platform will support more seamless interactions and help teams respond more meaningfully to customer needs across channels.

CLARITY Delivering Strategic Projects with Greater Control

Clear governance is equally important in turning strategy into consistent delivery. The Project Delivery and Governance team supported major organisation-wide initiatives, including the Singapore Pools website and SPA 2.0 mobile application, as well as the Source-to-Pay procurement platform.

Disciplined governance, structured oversight and cross-functional coordination guided these projects from planning through implementation. The Source-to-Pay platform improved supplier engagement and contract management, strengthening transparency, control and efficiency across procurement operations.

A centralised automation tool was also introduced to improve visibility over approvals and exemption tracking. Feedback from business stakeholders continues to inform enhancements, helping ensure that governance remains practical, responsive and aligned with operational needs.

CAPABILITY

Working Smarter Through Automation and AI

Alongside stronger systems and clearer governance, we invested in the organisation's ability to work in new ways. Automation was expanded across compliance, audit and result processing, reducing manual effort, improving accuracy and strengthening controls. Broader improvements to systems and workflows delivered the equivalent of more than 125 person-days in annual time savings and avoided approximately \$300,000 in system costs while maintaining strong internal stakeholder satisfaction.

The rollout of Microsoft 365 Copilot gave employees practical AI support in their day-to-day work. In partnership with the Academy of Singapore Pools, the Transformation Office conducted hands-on workshops for more than 100 employees, including many with little or no previous exposure to AI.

Participants learnt to develop their own Copilot agents, generating further productivity and efficiency gains. Several also demonstrated the potential to progress towards more sophisticated agentic AI capabilities. A safe platform for experimentation allowed ideas to be developed into practical trials, supported by governance frameworks that ensure innovation is applied responsibly.

Capability building also extended to the way systems are designed and connected. An internal Centre of Excellence video helped teams understand and adopt clearer standards for system integration and modern design practices, supporting more secure and well-governed technology development across the organisation.

Four-stage Capability Journey



1. Automating Work

Automation across compliance, audit and result processing



2. Introducing Practical AI

Microsoft 365 Copilot and hands-on employee workshops



3. Building New Capabilities

Employee-developed Copilot agents and progression towards agentic AI



4. Establishing Better Standards

Centre of Excellence guidance on system integration and modern design practices

Improvements Powered by Automation and AI



125+

Person-days in annual time savings



\$300,000

Approximate system costs avoided



100+

Employees who attended hands-on AI workshops

Extending Capability Through Global Collaboration

Transformation is also strengthened by looking outward. Singapore Pools continued to engage with international industry bodies including the World Lottery Association and the Asia Pacific Lottery Association. These networks provide valuable opportunities to exchange knowledge across responsible gaming, regulatory compliance, operational excellence, sports integrity and technological innovation.

Our participation in the Asian Racing Conference 2026 in Saudi Arabia created further opportunities to engage with racing authorities and industry partners on emerging practices, integrity measures and technology. In the same year, Pari Mutuel Urbain (PMU) hosted the inaugural Singapore Pools Trophy in France, recognising the longstanding relationship between the two organisations and strengthening Singapore Pools' visibility within the international racing community.

These engagements support more than international presence. They give Singapore Pools access to perspectives and operational intelligence that can be adapted to strengthen our own practices, partnerships and capabilities. As illegal gambling increasingly operates across borders, trusted international networks also contribute to a stronger and more informed legal ecosystem.

Building Responsible Growth

From the launch of TOTO Match and SPA 2.0 to improvements across retail outlets and the systems behind them, transformation during FY2025/26 took place across every layer of the customer experience. Each initiative addressed a different part of the journey, but all were guided by the same purpose: to keep Singapore Pools' legal offering relevant, trusted and responsible.

By connecting customer needs with stronger channels, more resilient platforms, clearer governance and growing organisational capability, Singapore Pools is better positioned to respond to change with confidence. These foundations will continue to support secure services, responsible innovation and lasting value for customers, stakeholders and the wider community.

Safeguarding Trust Through Integrity and Resilience

Trust is earned through consistent action, clear accountability and an unwavering commitment to integrity. We protect that trust by strengthening responsible gaming safeguards, maintaining rigorous governance and preparing our operations to withstand disruption. From player education and international certification to enterprise risk management, business continuity and draw integrity, our approach is grounded in care, transparency and discipline, ensuring that Singapore Pools continues to serve customers and the wider community responsibly.

Protecting Customers Through Safer Play

Responsible gaming begins with helping customers make informed decisions. While most customers participate for light entertainment or social recreation, we recognise that a small minority may be at risk of gambling beyond their means. We therefore encourage customers to take regular breaks, understand the odds and set clear spending limits, while providing information about Safer Play tools and where to seek help.

Making Responsible Gaming Messages More Relevant

In May 2025, Singapore Pools launched the 'I'm a Winner' campaign to reinforce practical Safer Play habits and encourage customers to make considered choices. As part of our player education efforts, we regularly refresh our Safer Play materials to keep the guidance clear, accessible and relevant.

The latest materials were developed by our Customer Experience team in collaboration with the Risk & Compliance team. They focused on these straightforward messages: knowing when to take a break, keeping track of betting activity, and understanding the game and the odds of winning. The campaign also raised awareness of the responsible gaming tools and support available to customers when needed.

Responsible Gaming begins with us.



Responsible Gambling Awareness Week 2025

Our customer education efforts continued during Responsible Gambling Awareness Week (RGAW) 2025. In partnership with the National Council on Problem Gambling (NCPG), we organised outreach roadshows across 12 outlets from 9 to 16 November 2025.

Held under the theme “Are you aware of Responsible Gambling Tools? (负责任赌博工具:您知多少?)”, the roadshows shared practical guidance and encouraged customers to become more familiar with the tools that support Safer Play. Two tabletop activities made the learning experience more interactive. Those who completed either activity received an exclusive RGAW 2025 giveaway, such as a cutlery set or thermal flask.

In addition to the RGAW roadshows, Singapore Pools also sent out push notifications, SMS, and eDMs to our account-based customers to raise awareness of our Safer Play tools and to remind them to engage in healthy habits.



Activity 1: Responsible Gambling Tips

In this spin-the-wheel activity, participants read and identified responsible gambling tips, helping them better understand Safer Play practices.



Activity 2: National Problem Gambling Helpline

In this dice activity, participants aimed to reach cumulative totals of six and eight, helping them remember the NCPG helpline number, 1800-6-668-668.

We remain committed to fostering a safer and more caring play environment for all.

Enhancing Responsible Gaming Through New Initiatives

We have continued to enhance our suite of Safer Play tools, including the introduction of a revised Budget Calculator. Encouragingly, utilisation of the new tool doubled compared with the previous year, signalling growing customer awareness and willingness to engage with Safer Play resources.

Singapore Pools remains firmly anchored to its strategic pillars of retention, diversion and Safer Play. We continue to adapt our approach to evolving customer needs while reinforcing our enduring commitment to being a socially responsible operator that puts customers and the community first.



Upholding Standards and Integrity

Customer trust is strengthened by clear regulation, independent assurance and transparent operating controls. During the year, Singapore Pools renewed its Gambling Operator Licence, recertified at the highest level of responsible gaming standards, transitioned to the latest WLA security standard and continued to uphold independently reviewed draw procedures.

World Lottery Association Responsible Gaming Framework Level 4 Recertification

In January 2026, Singapore Pools attained Level 4 recertification under the World Lottery Association (WLA) Responsible Gaming Framework, the highest level awarded following the assessment by the Independent Assessment Panel. The recertification extends our certification for a further three years to January 2029.

We first achieved Level 4 certification in 2012, becoming the first operator in Southeast Asia to receive this recognition. Subsequent recertifications in 2015, 2019, 2022 and 2026 reflect a sustained commitment to embedding Responsible Gaming principles into our day-to-day operations.

Our latest submission demonstrated significant improvements across several of the framework's 10 programme elements. These include strengthening player protection, continuously enhancing Safer Play practices, and equipping our people with the tools and training needed to support responsible play. As the gaming environment evolves, we will continue to strengthen these practices and uphold the highest standards of Responsible Gaming in serving the community.



Renewal of Our Gambling Operator Licence

In October 2025, our Gambling Operator Licence was renewed by the Gambling Regulatory Authority for a five-year term. Replacing the previous three-year tenure, the renewed licence enables Singapore Pools to continue its gambling and lottery operations until 2030.

The renewal reflects our continued adherence to the regulatory requirements that support safe, fair and responsible operations.



Transition to the New WLA-SCS:2024 Standard

In November 2025, we transitioned from the WLA-SCS:2020 standard to the latest WLA-SCS:2024 standard. The World Lottery Association Security Control Standard is the only internationally recognised security standard for the lottery sector.

The transition reinforces our commitment to maintaining robust security and integrity controls across our operations, providing further assurance that the systems supporting our services are governed by recognised industry standards.

Maintaining the Integrity of Every Draw

Trust in our lottery operations also depends on established controls and independently reviewed procedures. We use mechanical draw machines and maintain multiple sets of draw equipment and balls. Before each draw event at the Singapore Pools Building, one set is randomly selected in the presence of an independent auditor.

Independent public accounting firms also regularly review our draw procedures to verify compliance with industry standards. Together, these measures support transparency and fairness across our lottery operations, reinforcing public confidence in every draw.

These regulatory, international and independently reviewed controls provide assurance that our operations remain secure, fair and transparent. Maintaining that trust also requires the organisation to anticipate risks and remain ready to respond when disruption occurs.

Strengthening Organisational Resilience

Strong controls protect the integrity of today’s operations; resilience prepares the organisation for what may come next. Our approach brings together enterprise risk management, clear escalation processes and tested business continuity plans so that emerging risks can be addressed and critical services maintained.

Enterprise Risk Management

Our Enterprise Risk Management (ERM) policy integrates risk management into day-to-day operations, supports informed decision-making and helps mitigate risks in the pursuit of our business objectives.

The policy is supported by Key Risk Indicators monitored against clear escalation thresholds. Together with regular risk assessments and environmental scanning, this enables emerging risks to be identified, assessed and addressed in a timely and structured manner.

Our approach integrates risk management into operations and decision-making.



Identified, assessed and addressed



Day-to-day operations



Key Risk Indicators



Clear escalation thresholds

Business Continuity Management

Our enterprise-level Business Continuity Management (BCM) policy addresses three major disruptive scenarios through dedicated Business Continuity Plans (BCPs): IT Resiliency, Alternate Site Resumption and Pandemic.

These plans are supported by an Incident Notification Guidance Matrix and a centralised incident reporting system, enabling incidents to be reported and escalated promptly. During the year, 100% of planned BCP exercises were completed, with all targets met. The exercises strengthened our preparedness and reinforced our ability to maintain critical operations during periods of disruption.



100%

of planned BCP exercises completed, with all targets met.

Safeguarding Trust at Every Level

By connecting customer protection, independent assurance and operational resilience, Singapore Pools safeguards trust as both a commitment and a daily discipline. These foundations enable us to respond to evolving risks and expectations with confidence while continuing to provide safe, responsible and reliable services to customers and the wider community.

Building Meaningful Experiences and Growing Capabilities

FY2025/26 was a meaningful year as Singapore celebrated 60 years of independence. The SG60 theme, Building Our Singapore Together, resonated with Singapore Pools' purpose of giving back to the community and contributing to nation-building through the responsible channelling of gaming surpluses.

Guided by this shared purpose, we curated a rich employee experience that brought colleagues together through wellness, family and national celebrations while investing in learning and development to prepare our workforce for the future. Throughout the year, employees strengthened connections with one another, deepened their sense of belonging and accessed opportunities to grow personally and professionally.

Beyond our organisation, the Singapore Pools Academy extended our impact by sharing knowledge and capabilities with charities and community partners. By investing in our people and supporting the wider community ecosystem, we continued to build capabilities for a more resilient and inclusive future.

Celebrating SG60 Together

Singapore Pools SG60 Family Day

More than 700 employees and their family members came together at Universal Studios Singapore for the Singapore Pools SG60 Family Day. The occasion was filled with laughter, shared experiences and camaraderie.

Held in conjunction with the nation's diamond jubilee, the event carried added significance as we celebrated SG60 alongside our people and their loved ones. Much like Singapore's journey over the past 60 years, Family Day reflected the strength that comes from unity and collective spirit, reinforcing the importance of coming together as one community.

Through meaningful experiences, the event brought colleagues and their families together to create a positive and caring workplace culture.



National Day Observance Ceremony 2025

Around 250 employees and external guests from the Singapore Manual & Mercantile Workers' Union (SMMWU) came together for our National Day Observance Ceremony, commemorating SG60 through shared celebration and participation.

A lunch reception featuring local favourites provided a warm setting for colleagues and guests to connect. Colleagues also brought energy to the SingaPOP Contest through vibrant song and dance performances inspired by well-loved National Day Parade songs.

The ceremony concluded on a meaningful note as colleagues came together to sing the National Anthem and recite the National Pledge.



Wellness on Track Challenge 2025

Building on the success of the previous year's Passport to Wellness Challenge, which encouraged colleagues to explore different ways to recharge, Wellness Month took on a more localised and collective journey in celebration of SG60.



Inspired by Singapore's MRT system, the WOT Challenge invited colleagues to embark on a "wellness commute", reinforcing the idea that wellbeing is a continuous journey rather than a destination. Through a series of thoughtfully curated touchpoints, colleagues were encouraged to move with intention, learn and reconnect.

Taking a holistic approach, WOT integrated physical activity, mental wellbeing and social connection. Colleagues began the journey through movement-based activities such as community runs and sports sessions, fostering active lifestyles and camaraderie across teams.

Cultural appreciation was woven into the journey through Lion City Bites, an SG60-themed food hunt that encouraged colleagues to rediscover local flavours together and celebrate Singapore's heritage as part of their wellbeing experience.

Learning and awareness were also central to the challenge. Lunch & Learn sessions equipped colleagues with practical knowledge to support informed and sustainable health choices, while reflective experiences such as Silent Serenity encouraged participants to pause, recharge and prioritise their emotional wellbeing. The menopause awareness session further supported open conversations about women's health, fostering greater empathy and support in the workplace.

Together, these experiences highlighted that wellbeing is multifaceted and deeply personal, shaped by movement, learning and reflection. As part of our SG60 journey, the WOT Challenge underscored our commitment to supporting holistic wellbeing and empowering our people to care for themselves and one another.



Dinner & Dance 2025: The Great Block Party

Dinner & Dance 2025 brought the year's SG60 celebrations to a close on 2 December 2025. Themed The Great Block Party and inspired by All Things Singapore, the event welcomed more than 700 employees and guests for an evening celebrating local culture and identity.

As colleagues embraced the theme through Singapore-inspired outfits and enthusiastic participation, the celebration reflected the inclusive and purpose-driven culture we will carry forward.

A highlight of the evening was the presentation of Long Service Awards, recognising colleagues for their years of dedication and service. Their commitment and contributions have helped shape Singapore Pools' strong culture over time.



Ms Shirley Tan from Retail Operations receiving her 45-year Long Service Award from Chairman, Mr Kai S. Nargolwala.



Colourful building blocks provided a simple metaphor for the occasion: each person brings something distinct, while the organisation is strengthened by what we build together.

Cultivating a Future-Ready Workforce

While creating meaningful experiences and fostering connections remained an important priority, we also continued to invest in developing our people and strengthening organisational capabilities. Through targeted learning programmes, digital innovation and knowledge sharing, we equipped employees and trainers with the skills needed to thrive in a rapidly evolving environment.

Elevating Professional Excellence

A key priority during the year was advancing the professional capabilities of our Customer Experience Officers (CXOs), who successfully attained the WSQ Certificate in Retail (Operations).

Delivered through our partnership with the Singapore Institute of Retail Studies, this industry-recognised qualification equipped our frontline teams with contemporary retail operations, service and customer experience capabilities. By strengthening individual competencies, we enable our people to deliver higher standards of service and create better experiences for our customers.

Scaling Impact Through Innovative Learning Pathways

Through the Singapore Pools Academy (SgPA), we transformed our digital learning suites by integrating AI-driven narrated content and blended learning models. These enhancements created more flexible and engaging learning pathways, benefitting more than 1,000 frontline employees through improved access to knowledge.

In collaboration with our Transformation Programme Office (TPO), we also implemented a hands-on Microsoft Copilot training programme for more than 90 key digital advocates across multiple divisions.

Focused on practical prompt engineering and the responsible use of AI, the programme was supported by post-training clinics that reinforced learning and encouraged sustained productivity gains and technology adoption across the organisation.



1,000+

frontline employees benefitted

Empowering the Internal Learning Ecosystem

We continue to champion our Workplace Trainers as the foundation of a culture centred on continuous learning and development.

To foster a more inclusive learning environment, we invested in specialised geragogy training. This equipped our trainers to tailor programmes to the learning needs of senior employees while supporting knowledge retention across different age groups.

Our Community of Practice (CoP) initiatives also featured a dedicated track on Generative AI, enabling trainers to exchange best practices and integrate AI tools into our curriculum development process.

By equipping our trainers with advanced tools and inclusive learning methodologies, the Academy ensures that high-quality, practical knowledge is shared effectively throughout the organisation.



A Shared Commitment: Strengthening the Ecosystem

The impact of learning extends beyond our organisation. Through the Singapore Pools Academy, we continued to share expertise, strengthen capabilities across the social sector and support community partners in delivering greater impact to the communities they serve.

Strengthening Sector Capabilities

Since 2019, SgPA has shared its learning assets to strengthen capabilities within the non-profit sector. To date, we have extended more than 3,400 learning places to 75 organisations. Process automation coaching has also supported 33 digitalisation projects, helping charities strengthen their operations and work more efficiently.

By making practical learning more accessible, these initiatives enable our partners to build stronger organisations and direct more of their resources towards serving their communities.



Scaling Impact Through Digital Outreach

During FY2025/26, we expanded our reach through a Webinar Series focused on critical topics such as environmental, social and governance considerations, and organisational resilience.

This digital-first approach accounted for 23% of the year's learning places, engaging 200 participants from more than 50 organisations.

A key highlight was a joint graduation ceremony held at the Singapore Institute of Technology's Punggol Campus, where 106 graduates were formally recognised. The ceremony celebrated the successful completion of the Certification in Business Digitalisation and Transformation by our charity partners and employees, fostering a shared culture of innovation across the wider ecosystem.



3,400+
learning places extended



75
organisations served



33
digitalisation projects supported





Advancing Community Care Standards

We also served as a strategic catalyst in a three-year collaboration with HMI Institute and ITE College Central.

As part of this multi-year roadmap to elevate home caregiving standards, the partnership released the first instalment of 10 essential caregiving videos on the Carebuddy.co platform. These accessible learning resources provide caregivers with practical

knowledge to support the care of their loved ones at home.

By reducing barriers to training, we create a multiplier effect that enables our charity partners to strengthen their capabilities and focus more of their resources on creating direct community impact.

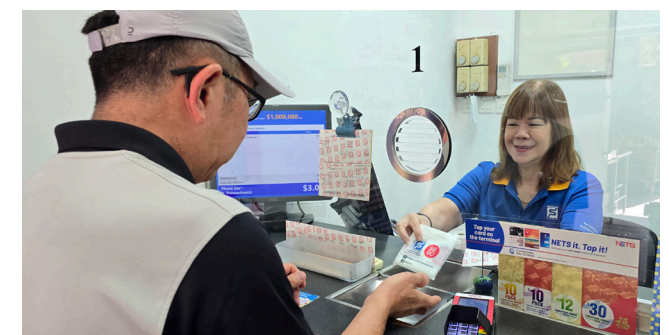


Fostering Community Wellbeing and Meaningful Engagement

In the spirit of serving the greater good, free health coaching sessions were organised at eight live betting venues in collaboration with the Health Promotion Board. These sessions aimed to encourage and support customers in adopting healthier lifestyles while raising awareness of the importance of preventive health and overall wellbeing.

Throughout the year, our Retail Stakeholder Engagement Taskforce facilitated our participation in more than 60 constituency events, including SG60 National Day celebrations. These engagements created opportunities for our management and frontline staff to connect with grassroots representatives and residents, build familiarity within neighbourhoods and reinforce our role as a trusted community partner.

Festive initiatives, including the distribution of mooncakes and Chinese New Year goodies, further strengthened these neighbourly connections.



Growing Our People, Strengthening Our Communities

Through meaningful employee experiences, continuous learning opportunities and partnerships that strengthen the wider community, we remain committed to creating positive impact for our people and society. By investing in growth, wellbeing and shared purpose, we continue to build a workplace where individuals can thrive while contributing to a stronger and more resilient Singapore.

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Turning Shared Purpose Into Lasting Impact

Impact begins with how we direct our resources, partnerships and people towards the needs of wider society. We work alongside charities, community organisations and public agencies to strengthen support, widen access and create spaces where people can thrive. Through giving, volunteerism and more sustainable operations, we turn shared purpose into tangible outcomes, building stronger communities while contributing to a more inclusive, caring and environmentally responsible Singapore for generations to come.



About Singapore Pools' Corporate Volunteerism Programme

At Singapore Pools, giving back means more than financial support; it means showing up. This year, 60% of our employees took part in 214 volunteering activities, contributing over 8,400 hours to causes across Singapore, from food packing and youth engagement to befriending seniors, alongside partners such as TOUCH Community Services, HCSA Community Services, Metta Welfare Association, CPAS, and Food from the Heart.

This reflects our purpose: to uplift communities by leveraging our people, platforms, and partnerships, because building a caring, inclusive society takes collective, long-term effort among corporates, charities, community partners, volunteers, and government agencies. Through sustained partnerships with social service agencies and community organisations, we hope to create meaningful opportunities that empower beneficiaries, strengthen community bonds, and encourage greater community participation.

We are motivated by the belief that everyone can play a part in giving back to society, whether through volunteerism, sharing of expertise, providing spaces and resources, or raising awareness for important social causes.

Moving forward, we remain committed to strengthening partnerships across the social service ecosystem and building sustainable initiatives with lasting impact.

Volunteerism Programme Highlights

8,433

volunteering hours were completed

214

volunteering activities were organised

582

employees participated as unique volunteers

60%

staff volunteerism rate

115

charities and social service agencies were supported

\$2.8 million

was committed to charities and community initiatives

28,082 sq ft

of space was extended through our Community Housing Scheme



Weekend With A Heart 2025

Weekend With A Heart 2025 brought together more than 10,000 participants at the National Stadium on 16 and 17 August, raising \$1.22 million for seven local beneficiaries: APSN Ltd, Cerebral Palsy Alliance Singapore, HUGS Community Services, New Hope Community Services, SportCares, Unlocking ADHD and Yong-en Care Centre.

We co-organised the event with the Football Association of Singapore, Sport Singapore, Mediacorp CLASS 95 and Singapore Children’s Society, with support from Tote Board and Kallang Alive Sport Management.

At the heart of the weekend was the 10th edition of Football With A Heart, where 56 corporate teams competed alongside charity matches featuring parliamentarians and Singapore football legends. The programme extended beyond football through a Mobile Legends: Bang Bang TeleMatch and Mediacorp CLASS 95’s Mega Movie Party.

On the second day, Singapore Children’s Society’s Walk for Our Children, the Weekend With A Heart Family Challenge and the “Golden Years” programme brought communities together through wellness, play and giving. Together, these activities demonstrated how sport, entertainment and partnership can mobilise people and resources for social good.

Football With A Heart



\$1.22 million

raised for seven beneficiaries



Community With A Heart 2025

Community With A Heart returned for its third year with an initiative aligned with SG60’s flagship Heart&Soul Experience. In collaboration with the Ministry of Digital Development and Information and the National Library Board, we invited Singaporeans to explore the connections that unite our community through the Windows of Time photobooths. The photobooths were located at Orchard Central, Punggol Regional Library, Jurong Regional Library and the Singapore Pools Building.

Through the collective participation of our customers, employees and members of the public, the campaign raised \$500,000 for Children’s Aid Society, Club HEAL, Mindfull Community Limited, formerly Caregivers Alliance Limited, and the Singapore Association for Mental Health.

By turning individual moments of participation into collective support, the campaign demonstrated how accessible public engagement can contribute to meaningful community outcomes.

Community With A Heart



\$500,000

raised for four charities



Hub With A Heart @ Bukit Merah

We marked a meaningful milestone with the soft launch of Hub With A Heart @ Bukit Merah in June 2025. Hosted by our Chairman, Mr Kai S. Nargolwala, and Chief Executive Officer, Mr Lam Chee Weng, the event welcomed Radin Mas Adviser Mr Melvin Yong and partners from Samaritans of Singapore, Fullerton Health and SingHealth, who shared how their services support residents and seniors in the neighbourhood.

To date, close to 4,000 beneficiaries have participated in programmes conducted at the hub. The space has supported a diverse range of community and wellness initiatives in partnership with organisations including Samaritans of Singapore, the Agency for Integrated Care, Active Ageing Centres, Yong-en Care Centre, SingHealth, Fullerton Health and the Radin Mas community.

Activities have included line dancing, arts and sketching sessions, Microsoft digital literacy workshops, health and wellness activities and other community engagement programmes promoting active ageing, lifelong learning and social connectedness.

Hub With A Heart @ Bukit Merah extends our Community Housing Scheme, which repurposes second-level spaces at Singapore Pools branches as rent-free venues for charities. These spaces may be used for community programmes or as office and operational bases for charity teams. At the Bukit Merah hub, residents can access health screenings and enriching programmes provided by more than 15 community partners.

The launch also introduced SGAssist’s Carebell, a feature within a community application that connects users with urgent, real-time assistance for their loved ones.

Looking ahead, we plan to launch our second Hub With A Heart @ Serangoon in 2026. Spanning 5,586 square feet, the hub will partner with TOUCH Community Services to provide young people with a space to study, connect and participate in youth-focused programmes. This development further reflects our commitment to transforming available spaces into meaningful hubs of care, connection and support.



Hair for Hope 2025

For the second year running, Toh Teng Xuan from Product Division sat down in the barber’s chair, ready to have his head shaved. He wasn’t alone. On 21 May 2025, 85 others, comprising colleagues and members of the public, joined him at our second Hair for Hope satellite event, held in support of the Children’s Cancer Foundation.

For Teng Xuan, the act carries a simple but powerful meaning: standing alongside the children undergoing cancer treatment whom the Foundation supports. Returning for a second year gave him the chance to renew that gesture of solidarity.

Together, 86 participants took that same step, each shave a visible act of support. Singapore Pools pledged \$200 for every participant, and with contributions at both the corporate and individual levels, the event raised close to \$70,000 for the Children’s Cancer Foundation.

The event shows how individual courage, strengthened by collective participation, can raise awareness and contribute directly to the work of community organisations.





GGMobile by COMEBACK

Singapore Pools is proud to support COMEBACK's GGMobile, an initiative that harnesses the popularity of E-gaming as a platform for positive social engagement, learning and connection among youths. Our support provided the truck and infrastructure behind Singapore's first mobile E-gaming live-stream studio, bringing GGMobile on the road to schools and public spaces across the island over a two-year period.

GGMobile was unveiled by Minister for Digital Development and Information Mrs Josephine Teo at IMDA's Digital for Life Festival on 1 November 2025, marking the start of an islandwide initiative to promote positive and balanced E-gaming habits.

Through watch parties and friendly TeleMatches, GGMobile offers youths a safe and inclusive space to build friendships and strengthen life skills such as teamwork, communication, resilience and sportsmanship. The initiative also creates opportunities for intergenerational engagement, helping parents better understand gaming culture and connect more meaningfully with their children.

Through this initiative, we advocated for healthy and safe online habits among youths. GGMobile reflects our commitment to empowering youths and strengthening communities, turning a shared passion for E-gaming into opportunities for social engagement and personal growth, and nurturing a positive culture where youths can build confidence and discover the value of connection, responsibility and community.



Project Sama Sama

Project Sama Sama, an initiative by North West CDC, was launched to strengthen support for lower-income residents facing rising living costs. Supported by Tote Board and Singapore Pools, the initiative provides round-the-clock access to essential daily necessities through vending machines located within participating communities.

Over a one-year period, the initiative supported approximately 2,400 households each month across six constituencies: Admiralty, Canberra, Limbang, Nee Soon South, Ulu Pandan and Zhenghua.

Eligible residents receive \$20 in complimentary credits each month, which they can use to redeem daily necessities including food, toiletries, hygiene products and cleaning supplies.

True to its name, with "Sama Sama" conveying the spirit of togetherness in Malay, the initiative reflects how communities can come together to care for one another. Our iShine volunteers also provided on-site assistance with online registration and QR code redemption, helping seniors and residents who were less familiar with digital services to access the programme more easily.

Through this collective effort, Project Sama Sama reflects our commitment to community giving while supporting national efforts to strengthen social support networks, uplift vulnerable households and build a more caring and inclusive "We First" society.



2,400
households supported each
month over a one-year period



Speech and Drama Workshop for Fei Yue EIPIC Students

Through our Earth Buddiz initiative, we supported a speech and drama workshop for approximately 30 students from Fei Yue's Early Intervention Programme for Infants and Children.

Conducted by Singapore Repertory Theatre, the workshop offered participants an engaging environment in which

to communicate, express themselves and learn through creative play.

11 Singapore Pools volunteers supported the four-hour programme, accompanying the students and assisting with the workshop activities.



Water Wonders @ Bishan-Ang Mo Kio Park

Through our Earth Buddiz initiative, we brought approximately 30 children from Moral Childcare @ Bukit Batok on an outdoor learning journey at Bishan-Ang Mo Kio Park.

Through hands-on exploration and inquiry-based activities, the children learnt how water flows through the environment,

why clean water is important and how responsible habits can help preserve water resources.

The curriculum-aligned programme brought classroom learning into an outdoor setting while encouraging environmental awareness and stewardship. Nine Singapore Pools volunteers participated, supporting the children throughout the learning journey.

Reduce, Reuse and Recycle Video

We collaborated with the Singapore Environment Council to produce a video encouraging customers to reduce, reuse and recycle. The video was screened across all Singapore Pools retail outlets, extending sustainability messages through our islandwide network.

Through these initiatives, we used our customer touchpoints to make environmental messages more visible, accessible and relevant to everyday behaviour.



Sustainable Operations

In FY2025/26, SPPL made good progress on its sustainability efforts, covering energy efficiency, lower-carbon cooling options, and remote energy monitoring. This work supports our long-term goal of reducing our carbon footprint in operations.

Building a More Energy-Efficient Workplace

A trial of a hybrid cooling approach demonstrated that workplace comfort can be maintained while reducing energy consumption. Following the successful trial, we intend to progressively implement the approach across renovated office spaces, commencing with our Level 9 offices.

As part of our ongoing efforts to enhance building performance and energy efficiency, we are working towards adopting an office temperature of 25°C, where operationally appropriate, in support of Singapore’s national Go 25 movement. This initiative complements broader measures to optimise the performance of our air-conditioning systems and reduce overall energy usage.

During the year, proof-of-concept trials were conducted at our Jurong and Bedok outlets to evaluate opportunities for improving air-conditioning performance and operational efficiency. At our Holland Drive outlet, energy monitoring solutions were deployed to provide greater visibility of equipment-level energy consumption, enabling more informed decision-making and targeted efficiency improvements.

Insights gained from these initiatives will inform the development and implementation of future energy-efficiency



measures across our operational network and our workplace, supporting our ongoing commitment to environmental sustainability and responsible resource management.

Sustainability Action Week

We organised a week of activities in March 2026 to strengthen sustainability awareness and encourage practical environmental action among our people.

More than 100 participants took part across four activities: a Sustainability Seminar, an Upcycling Workshop, an e-waste learning journey and the Earth Buddiz activity. The programme combined learning, practical participation and outdoor engagement, helping participants understand how individual choices can contribute to broader sustainability outcomes.

Together, Creating Value Beyond Our Organisation

Together, these efforts show how purpose becomes impact through people, partnerships and action. By mobilising volunteers, supporting communities and advancing sustainable operations, we create value beyond our organisation. We will deepen collaboration and embed sustainability in our work, driven by purpose, defined by impact.



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