



IT'S IN
OUR NATURE

ANNUAL REPORT 2024-2025





CONTENTS

Introduction	4
Chairman's Message	5
Members of the Board	7
Management Team	9
Organisation Structure	11
Our Growth, for Nature	13
Our Conservation, for Nature	25
Our Innovation, for Nature	33
Garden City Fund	42
Facts & Figures	55
Corporate Governance	61
Publications	63
Financial Review	70
Acknowledgements	74



IT'S IN OUR NATURE

This year, we celebrate the milestones in Singapore's greening journey and the enduring spirit of community that makes our vision of a City in Nature possible. Building on the legacy of 60 years of greening since the Garden City vision was first started by founding Prime Minister Lee Kuan Yew, 2024 stands as a testament to the power of collective action in shaping a greener, more sustainable Singapore.

The completion of rejuvenated spaces bears the creative imprint of residents, students, and volunteers who have helped shape their design. Across neighbourhoods, growing heartland programmes and community gardens demonstrate how nature can flourish when residents embrace stewardship of the environment. Friends and partners of NParks have been highlighted in nine features throughout the report, and we encourage you to learn more about their stories.

As we look ahead, our greatest resource remains unchanged: the collective will of those who believe a greener future is built not just for the people, but with them.



CHAIRMAN'S MESSAGE

We have known for some time that being amidst nature is good for us. Studies published in international journals have shown the positive links between meaningful interaction with urban nature and improved physical and mental well-being. These insights inform our strategies at NParks, guiding science-backed design for a healthier, more resilient society.

New Programmes That Benefit Residents

The Parks for Health Framework was launched in 2025 to enhance residents' access to greenery so that everyone can better enjoy its restorative qualities. Through active programming and partnerships with healthcare institutions and relevant agencies, more people can look forward to immersing themselves in therapeutic landscapes, gardening or activities that support physical and emotional well-being. This is why NParks continues to build and open therapeutic gardens — this year at Punggol, West Coast, and Pek Kio — for everyone to enjoy.

At the heart of NParks' work lies a strong partnership with the community. Together, we seek to develop and implement initiatives that enhance public well-being, with residents' needs and interests guiding our shared journey towards becoming a City in Nature. This commitment to co-creation is exemplified in the rejuvenated Chinese and Japanese Gardens at Jurong Lake Gardens, reopened in September 2024. As our first national garden in the heartlands, the gardens reflect the valuable inputs from many rounds of public engagement — from water-sensitive designs in the Water Lily Garden to the collaborative Floral Garden projects developed with students and volunteers.

This same participatory approach extends to other greening efforts across the island. Bidadari and Tampines Boulevard Parks opened after residents' inputs were incorporated into their design. And thanks to the strong support of our community, we have now planted over 760,000 trees in our OneMillionTrees movement. We have also integrated greenery into urban areas by developing over 200 ha of skyrise greenery, bringing us another step towards transforming Singapore into a greener and more sustainable home for all.

Bolstering Conservation, Elevating Industry

This past year, we opened the enhanced Sisters' Islands Marine Park, and launched the second phase of the Comprehensive Marine Biodiversity Survey — the most extensive marine biodiversity survey conducted in Singapore. New areas and biomes will be surveyed to complement earlier findings and provide a clearer picture of Singapore's marine biodiversity. The Survey will also employ novel testing techniques and technologies such as seabed corers and mobile DNA labs for reef monitoring by researchers, staff and students, building up local expertise in marine conservation. These efforts reflect our commitment to marine conservation, uplifting local expertise and fostering greater public appreciation for marine life.

As we adapt to and mitigate the challenges brought about by climate change, it is essential that we also raise professional excellence across partnering industries and institutions. The Landscape Sector Transformation Plan represents a comprehensive approach to elevating professional standards, while strategic partnerships with educational institutions

“ At the heart of NParks' work lies a strong partnership with the community. Together, we seek to develop and implement initiatives that enhance public well-being, with residents' needs and interests guiding our shared journey towards becoming a City in Nature.

equip our youth with expertise that injects fresh energy into the industry.

In the veterinary and animal sector, we are enhancing legislation by establishing Singapore's first Veterinary Council to enhance veterinary professionalism, and raising animal welfare standards for shelters, trainers and pet businesses. In the reporting year, NParks organised the inaugural CITES Global Youth Summit, bringing together young conservation leaders from around the world in substantive dialogue and capacity building for the future of wildlife conservation. We seek to seed this awareness of the importance of conservation efforts in children as young as in preschool through nationwide preschool resources and programmes about our native wildlife and responsible human-wildlife encounters.

Investing in Capacity Building for Staff

NParks officers have specialised development plans for core competencies, from arboriculture and horticulture to veterinary science and animal management, ensuring the day-to-day running of our green spaces. Specialist functions such as investigations, enforcement and international relations are also governed by competency frameworks, ensuring that our workforce remains current and competent.

As Singapore marks 60 years of independence in 2025, NParks also celebrates several milestones. Our Centre for Wildlife Forensics has been designated as the first World Organisation for Animal Health Collaborating Centre for Wildlife Trade and Wildlife Health, focusing on risk analysis and management of wildlife movement. We are also heartened that many have started licensing and microchipping their cats, as well as completed the responsible pet ownership courses, as part of the first-year implementation of the Cat Management Framework. This reflects a growing public commitment and investment in animal welfare.

Countering Climate Change

Even as we pause to reflect on our progress, we will continue to look ahead and actively plan for the future. As part of the Draft Master Plan 2025, NParks is collaborating closely with partner agencies to leverage nature-based solutions as a sustainable way to mitigate and adapt to the impacts of climate change in our urban environment, while introducing more integrated green spaces across Singapore. This includes developing the upcoming Mandai Mangrove and Mudflat Nature Park and the Kranji Nature Corridor that will strengthen ecological connectivity in the northern region of the island as well as the Central Catchment Nature Reserve, while also providing new nature-based recreation opportunities for connecting residents.

I wish to express my deepest appreciation to our dedicated staff, invaluable partners, and passionate volunteers, whose tireless efforts have made these achievements possible. To all our stakeholders, your partnership continues to inspire and advance our City in Nature vision. We remain steadfast in our commitment to build upon this strong foundation, pursuing even greater heights of environmental stewardship, scientific innovation and community engagement.

Together, let us continue this important work to create an even more sustainable, endearing and vibrant Singapore for generations to come.

Loh Khum Yean

Chairman, National Parks Board

MEMBERS OF THE BOARD

(AS OF SEPTEMBER 2025)



Mr Loh Khum Yean

CHAIRMAN
National Parks Board



Ms Tham Loke Kheng

BOARD MEMBER
Chief Executive Officer
Mediacorp Pte Ltd



Ms Eu Chin Fen

BOARD MEMBER
Chief Executive Officer
Fraser's Hospitality



Mr Gerald Tan

BOARD MEMBER
Executive Director
Business Selection,
Reputational Risk and Conflicts
UBS Global Banking



**Ms Nur Hidayah
Abu Bakar**

BOARD MEMBER
Dean, Faculty of Design
LASALLE College of the Arts



Mr Benett Theseira

BOARD MEMBER
Managing Director and
Head of Asia Pacific
PGIM Real Estate



Ms May Loh

BOARD MEMBER
Partner &
Singapore Office Head
Albright Stonebridge Group



Mr Stephen Beng

BOARD MEMBER
Head, ESG Strategy
Phillip Capital Management
(S) Ltd



Ms Magdelene Chua

BOARD MEMBER
Partner, Assurance
PricewaterhouseCoopers LLP



Mr Lim Shung Yar

BOARD MEMBER
Senior Director
Leadership Development
& Strategy
Public Service Division



Ms Hwang Yu-Ning

BOARD MEMBER AND
CHIEF EXECUTIVE OFFICER
Chief Executive Officer
National Parks Board

MANAGEMENT TEAM

(AS OF SEPTEMBER 2025)



Ms Chua Yen Ling

GROUP DIRECTOR
Corporate Strategy & Planning and Parks West

Prof Tan Puay Yok

EXECUTIVE DIRECTOR
National Parks & Gardens Cluster

CHIEF SCIENCE & TECHNOLOGY OFFICER
Centre for Science of Urban Nature

Ms Hwang Yu-Ning

CHIEF EXECUTIVE OFFICER

Dr Kiat W Tan

ADVISOR TO NPARKS

Mr Ng Boon Gee

GROUP DIRECTOR
Fort Canning Park & Istana

Dr Karenne Tun

GROUP DIRECTOR
National Biodiversity Centre



Ms Lee Pin Pin

GROUP DIRECTOR
Communications & Community Engagement

Mr Lim Liang Jim

GROUP DIRECTOR
Conservation

SENIOR DIRECTOR
International Biodiversity Conservation

Ms Tan Lai Kheng

SENIOR DIRECTOR
Lifestyle Business

Mr Tan Chong Lee

ASSISTANT CHIEF EXECUTIVE OFFICER
Corporate Development & Services Cluster

Dr Chua Tze Hoong

GROUP DIRECTOR
Veterinary Health

Dr Thereis Choo

SENIOR DIRECTOR
Singapore Botanic Gardens

Mr Oh Cheow Sheng

GROUP DIRECTOR
Streetscape



Ms Sophianne Mohd Araib

EXECUTIVE DIRECTOR
Jurong Lake Gardens and Horticulture & Community Cluster

GROUP DIRECTOR
Horticulture & Community

Mr Wee Tee Heng

GROUP DIRECTOR
Jurong Lake Gardens

Dr Yap Him Hoo

GROUP DIRECTOR
Finance & Procurement

Mr Tan Jun Chao

GROUP DIRECTOR
Parks Central

DEPUTY CHIEF EXECUTIVE OFFICER
Professional Development & Services Cluster

Dr Chang Siow Foong

DIRECTOR-GENERAL
Animal & Veterinary Service Cluster

Ms Ang Wei Ping

GROUP DIRECTOR
Policy & Planning



Mr Chia Seng Jiang

GROUP DIRECTOR
Parks East

Ms Kartini Omar

GROUP DIRECTOR
Parks Development & Design

Mr Tang Tuck Weng

ASSISTANT CHIEF EXECUTIVE OFFICER
Park Management & Lifestyle Cluster

Dr Charlene Judith Fernandez

GROUP DIRECTOR
Professional & Scientific Services

Mr Francis Lim

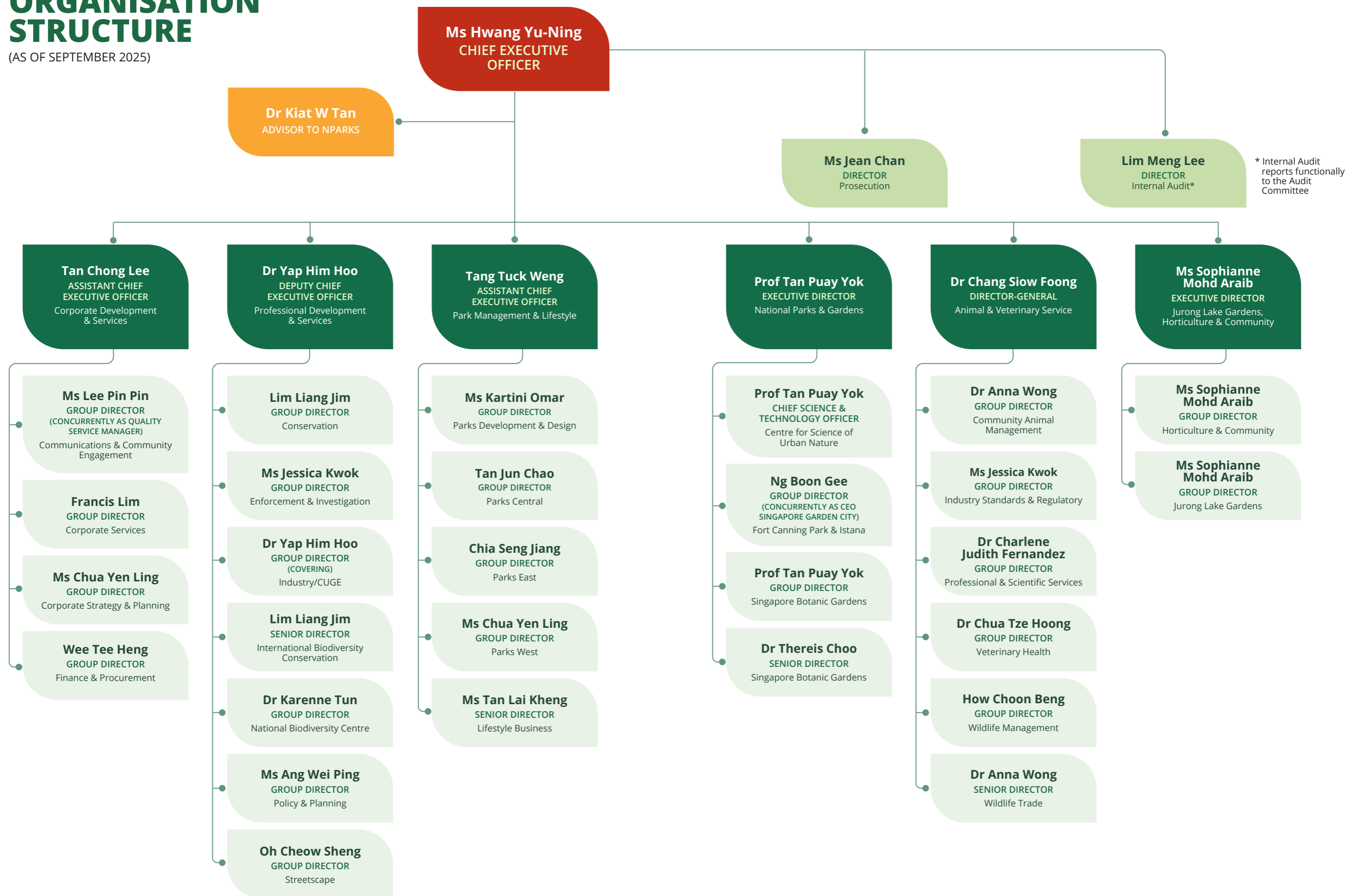
GROUP DIRECTOR
Corporate Services

The Management Team photos were taken at the Chinese Garden (Edible Garden) and Japanese Garden (Sunken Garden, Water Lily Garden, Guesthouse) in Jurong Lake Gardens.

Not in picture: Ms Jessica Kwok, Group Director, Enforcement & Investigation and Industry Standards & Regulatory; Dr Anna Wong, Group Director, Community Animal Management and Senior Director, Wildlife Trade; How Choon Beng, Group Director, Wildlife Management

ORGANISATION STRUCTURE

(AS OF SEPTEMBER 2025)

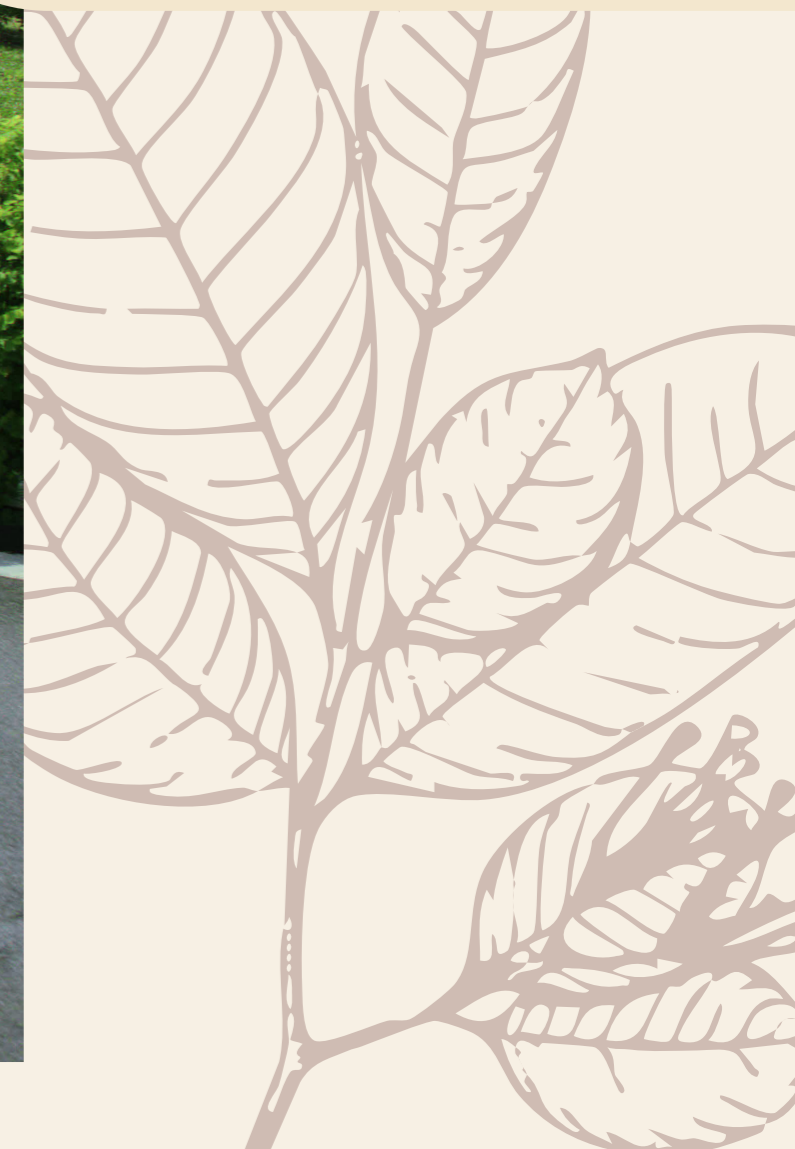


* Internal Audit reports functionally to the Audit Committee



OUR GROWTH, FOR NATURE

As climate challenges intensify across the globe, collective efforts to green Singapore are more important than ever. By collaborating as one community, Singapore can build a City in Nature that reflects its shared commitment to environmental stewardship and quality of life.



Partnering Communities to Build Greening Momentum

The OneMillionTrees Movement continues to transform our landscape, with 81,000 new trees planted this fiscal year, pushing the total to more than 760,000. The movement is a cornerstone of NParks' City in Nature vision and the Singapore Green Plan 2030. It highlights how NParks is partnering with different communities to expand our urban forest canopy, foster public involvement in greening projects and strengthen climate resilience for generations to come.

Gardens for the People, by the People

2024 saw the opening of the rejuvenated Chinese and Japanese Gardens, completing the development of Jurong Lake Gardens — Singapore's first national gardens in the heartlands. Together with Lakeside Garden and Garden Promenade, they form a 90-ha green oasis that blends cultural heritage with nature.

Prior to its opening, over 150 community stakeholders rolled up their sleeves in July 2024 to plant trees and shrubs in the Japanese Garden, continuing a proud tradition of getting communities involved in shaping our living environment. Following public feedback, the rejuvenated Jurong Lake Gardens features improved amenities including new floral displays, aquatic gardens, galleries and community spaces. These enhancements provide more diverse nature experiences for all visitors regardless of age, while staying true to the gardens' heritage and community-focused purpose.

As NParks' Living Lab, Jurong Lake Gardens is at the forefront of integrating sustainable design, smart technology, and green innovations into park development and management. Similar to Lakeside Garden, the Chinese and Japanese Gardens were built with sustainability at their core, featuring innovative solutions for efficient operations and greener outcomes.

In conjunction with the completion of the Chinese and Japanese Gardens, NParks and the Land Transport Authority (LTA) installed a series of artworks within Chinese Garden MRT Station. These artworks are inspired by the natural and cultural heritage of the Chinese Garden, adding vibrancy to the station.



NParks Chairman Loh Khum Yean (left), Minister for National Development Chee Hong Tat (centre) and NParks CEO Hwang Yu-Ning (right) play their part in the OneMillionTrees movement.

Opening Green Spaces for Communities to Enjoy

The opening of Bidadari Park in September 2024 enables residents to enjoy the experience of "living in a park". New parks like these showcase Singapore's multifaceted approach to urban greening, where public well-being, community co-creation and ecological conservation grow hand-in-hand. Well known as a nature haven since the 1990s, the sensitively enhanced Bidadari Park continues to be a vital stopover point for migratory birds such as the Oriental Dwarf Kingfisher (*Ceyx erithaca*).



Scan to watch a highlight reel of Bidadari Park.

The reporting year also saw the opening of Pek Kio Park, designed to cater to diverse users with recreational features that blend nature and activity, including a nature play area for children's imaginative exploration and a sensory path to keep seniors engaged and mobile.



Park-goers of all ages can enjoy the playground, exercise machines and cycling paths at Tampines Boulevard Park.

Over in the east, residents have more green spaces to enjoy, with the opening of the 10.06-ha Tampines Boulevard Park that spans the east and west sections divided by Tampines Avenue 12. The new park expands recreational options for residents while improving green space connectivity across the region. Tampines residents provided feedback via an online survey conducted in 2020, resulting in the inclusion of amenities like the nature playgarden and activity lawn in the park.



NParks partnered with specialists to ensure the preservation of the Chinese Garden's distinctive character, conserving or adapting several original structures such as the Twin Pagoda (pictured), Grand Arch, Cloud Pagoda, Bonsai Garden, Stoneboat and Tea Pavilion.



Rex and Maya
Nature Kakis

"Pek Kio Park embodies our commitment to caring for the environment while bringing our community closer. This is just the beginning and we're excited to work alongside our residents to create many more green havens like this!"

Ms Rex Lee and Ms Maya Patnaik are part of the Nature Kaki group Our Green MoCa, located in Moulmein-Cairnhill. They have championed sustainable and green efforts such as a green corridor in the neighbourhood, and most recently, worked together with NParks to co-create a vision for the newly-opened Pek Kio Park.



Scan to read more of their story.



Members of the public participated in free therapeutic horticulture sessions at different therapeutic gardens across Singapore. Through gardening and creative projects such as leaf collages and mandala making, participants benefitted from low-intensity exercise, cognitive stimulation and social interaction.

Recharging in Nature

In our fast-paced lives, therapeutic gardens are sanctuaries where we can reconnect with nature and restore well-being. In the past year, three new gardens expanded on this initiative, bringing the total to 17 therapeutic gardens in Singapore.

The new therapeutic garden at West Coast Park provides barrier-free access to activity zones tailored for seniors, wheelchair users and children with special needs. Over at Punggol Park, visitors to the therapeutic garden can enjoy inclusive facilities developed with the Singapore Disability Sports Council, including Singapore's first outdoor bocce court and wheelchair obstacle course, alongside Active and Passive Zones for varied therapeutic engagement. Finally, the therapeutic garden within Pek Kio Park applies evidence-based design to foster well-being through nature immersion.



"I want to share my gardening know-how with more people, there shouldn't be any social stigma in gardening, everyone can do it! Seeing my clients' motor skills, relationships and emotional regulation improve keeps me going."

Mr Phillip Lee is known as the 'gardening guy' at the Institute of Mental Health. He has implemented gardening programmes for patients, forging social bonds between them and the community.



Scan to read more of his story.

Inspiring the People's Botanical Curiosity

Since its founding in 1859, the Singapore Botanic Gardens has evolved into a world-class institution for botanical science, research and conservation. Over the past year, the Gardens has offered visitors a multidimensional exploration of the relationship between people and plants, showcasing both the institution's scientific leadership and its commitment to public education.



At the Jacob Ballas Children's Garden, young visitors can splash through simulated rain from umbrella fountains, watch evaporation in action at upward-shooting water jets, and follow along as water runs down miniature hills in the Splash Zone.

Young minds now have more ways to understand and appreciate nature. A dedicated water play area was reintroduced at the Jacob Ballas Children's Garden in the Singapore Botanic Gardens, where children can engage with nature in a fun and immersive way. Carefully designed elements enable children to experience firsthand how plants contribute to transpiration and rain formation. Educational signs placed throughout the space explain these natural processes, turning playtime into valuable lessons about the environment.

Over at the CDL Green Gallery, *A Garden of Birds* revealed how urban green spaces sustain biodiversity through 160 photographs of 180 avian species, contributed by community photographers. Meanwhile, the Botanical Art Gallery transported visitors to the 18th century with *A Botanical Odyssey*.

The exhibition displayed unique engraved botanical illustrations based on drawings made during famed explorer James Cook's world circumnavigation voyage, which began in 1768. At the Centre for Ethnobotany, the *Ethnobotany and Diversity of Dipterocarps* exhibition introduced visitors to the majestic rainforest giants of Southeast Asia, and how they have shaped the region's ecosystem and culture.

The latest plant collection to open at the Singapore Botanic Gardens is the Hoya House, a dedicated showcase for its namesake plant genus. The Hoya represents the largest genus in the *Apocynaceae* family, comprising over 500 distinct species. Curated over the years by researchers and horticulturists, the collection serves as an important living laboratory for botanical studies, featuring more than 70 different lowland species and cultivars primarily from Southeast Asia and Papua New Guinea.

In July 2024, NParks and the Ministry of Foreign Affairs jointly launched *Singapore's Orchid Diplomacy*, a book detailing and reflecting on the practice of Singapore's orchid diplomacy. The practice dates to 1956, when the *Aranthera Anne Black* was named after the wife of the Governor of Singapore. Since then, Singapore has named more than 280 orchid hybrids after foreign dignitaries and distinguished guests as a gesture of goodwill and friendship.



Singapore Prime Minister Lawrence Wong presents Vietnamese Party Secretary General To Lam and his spouse with an orchid named in honour of His Excellency, *Papilionanda To Lam Linh Ly*.

Teaching Children about Our Urban Wildlife

NParks has introduced nationwide educational resources for children to foster early connections with urban wildlife. Important lessons about Singapore's biodiversity are conveyed through engaging activities, such as animal movement dances, illustrated storytelling or role-playing for children to practise safe responses to wildlife encounters. Distributed to all 1,900 Early Childhood Development Agency-registered preschools, these resources align with the Ministry of Education's Nurturing Early Learners Framework while adding unique nature-based dimensions.



Scan to watch 'Doing the Right Thing', an interactive video for children to learn about responsible human-wildlife encounters.



Ms Rai
Preschool Centre
Leader

"I hope our children develop a genuine respect and care for nature. I hope they grow into thoughtful stewards who appreciate their role in sustaining the delicate balance of our shared ecosystem."

Ms Chandar Prabah Rai is the Centre Leader of E-Bridge Pre-School 504 Yishun. Her recent endeavours find her teaching her children about the ants around their school and learning about responsible human-wildlife encounters.



Scan to read more of her story.



Using a life-sized board game, preschool children can learn about responsible human-wildlife encounters in a fun and memorable way.



Scan to download the resources developed by NParks for preschoolers to learn about living in our City in Nature.

Enlivening Green Spaces

In September 2024, Jurong Lake Gardens came alive with the largest edition of Lights by the Lake yet, drawing 300,000 visitors to a fusion of art, music and nature. Festivities at the Gardens reached new heights with the return of the NParks Concert Series in the Park: Rockestra® after a five-year hiatus at this location, as local artistes rocked the stage with a dynamic mix of pop hits. The event also supported a meaningful cause, with proceeds going to the President's Challenge Charity Fund.



Over 300 handcrafted lanterns — the most ever displayed — illuminated the nights with depictions of folklore and Singapore's rich biodiversity, creating an enchanting outdoor gallery at Lights by the Lake.

Another edition of NParks Concert Series in the Park: Rockestra® brought unforgettable energy to Fort Canning Park in June 2024. Artistes delivered electrifying performances, blending original compositions with crowd-favourite covers. This concert marked a milestone, celebrating two decades of Rockestra®, reinforcing NParks' commitment to enlivening our green spaces and providing a dynamic platform to spotlight homegrown talent. Additionally, the 2024 Heritage Festival at the Singapore Botanic Gardens and Fort Canning Park offered an engaging array of activities for visitors of all ages. Highlights included enchanting musical performances amidst the Gardens' lush landscapes, creative children's workshops, and a vibrant weekend marketplace at Fort Canning Park.



Park-goers enjoyed tunes ranging from 1980s anthems to contemporary hits at the 22nd edition of Rockestra®, held at Fort Canning Park in June 2024.

Parkside Fun For Residents

On 8 June 2024, residents enjoyed a high-spirited ECP Day at East Coast Park, held in conjunction with the People's Association's East Coast Family Fiesta. Members of the Friends of East Coast Park community and partners transformed the coastline into a living classroom, where residents could share and learn about the area's biodiversity, hidden nature spots, and community stewardship efforts. Besides the booths and activities, the event also featured outdoor movie screenings under the stars and live bands serenading guests to the rhythm of the sea.

Park-goers also enjoyed the Park Connector Network Challenge 2024, a collaboration with Singapore Kindness Movement that combined outdoor exploration with community building. This initiative invited park users to spread graciousness while discovering the park connectors using the NParks Explore a Route (NEAR) mobile app.



Scan to download the NEAR app and explore more cycling trails.

Enhancing Connectivity

In the past year, NParks continued to expand and enhance Singapore's ecological and recreational connectivity. Some 30 km of Nature Ways were completed in areas such as Sengkang, Tyersall, Upper Changi, Lower Seletar, and Telok Blangah, expanding the total network to 240 km. These Nature Ways serve as green corridors, lined with tiered vegetation that provides shade, supports biodiversity, and creates seamless linkages between parks, waterways and urban spaces.

In 2024, recreational connectivity was further expanded with the addition of the Jurong Town Hall, Pandan Garden East Bank, Paya Lebar and Upper Thomson Park Connectors, bringing the total length of Singapore's Park Connector Network (PCN) to 393 km.

Building on efforts to enhance connectivity and greenery, NParks has fostered community-driven initiatives to revitalise urban spaces. The new Buona Vista Community Node, the first of its kind along the Rail Corridor (South), reflects the collaborative spirit of agencies, stakeholders and the public in shaping the future of the Rail Corridor.



The new Pandan Green East Bank Park Connector features native flowering species such as *Leea rubra* and *Planchonella obovata*. With scenic views of the Pandan River, visitors can also spot native wildlife like herons and otters.

Extensive engagement with the Friends of the Rail Corridor, residents, students, heritage and nature groups, and industry partners helped guide its design, ensuring it meets community needs while preserving the corridor's unique character.



Ms Shikin Hussein is a working mother of four boys who enjoys taking her kids out to the nearby parks and park connectors. From running, to cycling and playing in the playground, the outdoors plays a key part in their family time.



Scan to read more of their story.

Singapore's 9th Garden Festival in Full Bloom

From 3 to 11 August 2024, the highly anticipated Singapore Garden Festival returned in full splendour for its ninth edition at Suntec Singapore Convention and Exhibition Centre, marking its first large-scale showcase since 2018.

President Tharman Shanmugaratnam graced the Awards Night, presenting prizes to the winners of the Best of Show Designer Gardens, Balcony Gardens, and Floral Table-Top categories. Attended by designers, florists, and horticulturists from all over the region, the Festival showcased an extraordinary lineup of 12 show designer gardens created by 16 award-winning local and international designers.

This edition held special significance as Singapore concurrently hosted the 8th Global Botanic Gardens Congress, the only global meeting dedicated to botanic gardens.

Beyond the show gardens, the Festival pulsed with community spirit. The seventh Singapore Gardeners' Cup celebrated local community gardening groups, while themed gardens spotlighted grassroots creativity. Visitors explored wearable floral art, exquisite bonsai and Ikebana arrangements, and a botanical photography exhibition, all demonstrating how deeply gardening is rooted in Singaporean life.



The multi-layered skyrise greening strategy adds a distinctive character to urban architecture while playing a key role in restoring nature in urban areas.

Partnerships Redefine Urban Greenery

An additional 36 ha of skyrise greenery was added in 2024, raising the total skyrise greenery footprint to 229 ha, effectively integrating nature into the built environment. The success of NParks' Skyrise Greenery Programme stems from strong public-private collaboration, driven by regulatory frameworks such as the Urban Redevelopment Authority's Landscaping for Urban Spaces and High-Rises programme and the Housing and Development Board's green initiatives for public housing.



Minister at the Prime Minister's Office and Second Minister for Finance Indranee Rajah (far right) and then-Nee Soon South Grassroots Adviser Carrie Tan (middle) visit booths and marketplace stalls at the Singapore Garden Festival.



SECUF brings together diverse stakeholders and serves as a platform for community engagement, skill-sharing and improvement of collective well-being, showcasing how environmental and community goals can grow hand-in-hand.

Growing Collaborative Initiatives

To strengthen community bonds through nature, NParks launched Singapore's first Social Enterprise Community Urban Farm (SECUF) in West Coast Park, in partnership with social enterprise City Sprouts. Spanning 5,000 m², this innovative venture brings together diverse stakeholders such as social enterprises, grassroots organisations, volunteer groups and eldercare beneficiaries to cultivate shared green spaces. Beyond farming, SECUF features communal spaces such as an integrated Community Hall and a mission-driven café, fostering social interaction and promoting sustainable urban agriculture.



Community gardens enable residents to maintain their own green space and grow a variety of plants, fostering deeper connections with nature.

Celebrating 20 Years of Community In Gardening

In 2025, the Community in Bloom (CIB) initiative celebrates 20 years of gardening with the community. With seven new ambassadors appointed this past year, the initiative now has a total of 109 ambassadors championing the gardening movement in the community. Since the programme's inception in 2005, these ambassadors have played a pivotal role in nurturing a gardening culture, inspiring communities, sharing horticultural

knowledge and realising the City in Nature vision. Further supporting this movement, 76 new allotment gardening plots were introduced in parks in Pasir Ris, Sengkang and Yishun, bringing the total to over 2,400 plots across 28 parks and gardens. Additionally, 90 new community gardening groups were established in the past year, increasing the total to 2,110 groups islandwide.

Passionate Young Stewards Support Our City in Nature

Passionate young stewards in the community are driving efforts towards a City in Nature. The 2024 Youth Stewards for Nature Programme consisted of some 160 youths spearheading projects across the areas of publicity and communications, social media, digital mapping, recruitment, and strategic programmes. Guided by NParks' staff mentors and the programme's alumni, these young leaders gained hands-on experience in horticulture, biodiversity conservation and landscape management while tackling real-world sustainability challenges.

Building on the momentum of local youth engagement, Singapore took a pioneering role on the international stage by hosting the inaugural CITES Youth Leadership Programme from 22 to 25 April 2024. The programme's crowning achievement was the establishment of the CITES Global Youth Network, a first-of-its-kind platform for young changemakers in promoting sustainable wildlife trade and conservation.

Meanwhile, the Nature Kakis Network has blossomed into a powerful force for community-led conservation, now spanning 23 chapters across



The CITES Youth Leadership Programme brought together 41 young leaders aged 18 to 30 from around the world for immersive learning, including team-building exercises, interactive wildlife trade simulations at the zoo, leadership panels and a mock Conference of the Parties (CoP).

the island. Induction programmes and learning festivals brought them together to connect, learn from each other and encourage stronger community stewardship of nature.

From small neighbourhood projects to islandwide and global initiatives, these stewards demonstrate how the community can transform Singapore into a City in Nature — one milestone at a time.



Volunteers conduct a guided nature walk during the Nature Kakis Appreciation Event 2025: Learning Festival. The event highlighted the creativity and dedication of these community stewards, featuring interactive booths on biodiversity and community animal management; hands-on activities like nature art printing and scent bag making; and a showcase of chapter projects like the Bishan East-Sin Ming audio tour prototype and Marymount's neighbourhood planting efforts.



OUR CONSERVATION, FOR NATURE

NParks' continued efforts to safeguard native biodiversity are bearing fruit under a vital canopy of support networks, rooted in the care and commitment of the community that has stepped up to steward our natural environment.



Diving Deeper into Biodiversity Research

NParks launched the second phase of the Comprehensive Marine Biodiversity Survey (CMBS II), in collaboration with the National University of Singapore's Lee Kong Chian Natural History Museum and Tropical Marine Science Institute. Building on insights from the first phase, CMBS II will explore new biomes and sites to provide a complete picture of our marine biodiversity, which will inform future conservation plans. It will also build local capacity in marine research by employing and testing novel tools that can be used for research projects beyond CMBS II, such as Autonomous Reef Monitoring Structures, seabed corers and mobile labs.



A stony coral (*Micromussa amakusensis*, pictured) being cultivated in a coral culture facility. *Micromussa* corals and Plate *Acropora* corals (*Acropora millepora*) are two of the target species that will be cultivated under NParks' Species Recovery Programme for corals.

2024 also saw the release of publications crucial to conservation planning and management. One of these was the third edition of the *Singapore Red Data* book, which is the most comprehensive edition yet, recording the conservation status of more than 9,400 species — over thrice as many as the previous edition. Additionally, the revised Biodiversity Impact Assessment guidelines now include new marine habitat types and updates on how baseline studies on terrestrial and marine sites should be conducted.

Such resources help developers and industry practitioners understand how the impact of development works on local flora and fauna is evaluated in an Environmental Impact Assessment. Altogether, these advancements in research allow us to better conserve our natural heritage and strengthen Singapore's ecological resilience.

New Successes for Conservation

In the country's most ambitious coral restoration effort yet, NParks launched the 100k Corals Initiative, which aims to plant 100,000 corals in Singapore's waters over the next decade and beyond. With support from researchers and experts at the St John's Island National Marine Laboratory, corals will be cultivated at a new facility at the Marine Park Outreach and Education Centre on St John's Island, using smart technology to optimise large-scale coral cultivation. They will then be transplanted into our marine environment to help restore degraded reefs or establish new coral communities. The programme crucially expands NParks' existing coral restoration efforts, where targeted propagation of some species of hard corals (including *Pavona cactus* and *Porites cylindrica*) is ongoing. Given Singapore's limited coral cover, these initiatives aim to improve the resilience of our local coral communities and reefs.

NParks also successfully carried out the first ex-situ conservation work for all three of Singapore's endemic freshwater crab species: Johnson's Freshwater Crab (*Irmengardia johnsoni*), Singapore Freshwater Crab (*Johora singaporensis*) and Swamp Forest Crab (*Parathelphusa reticulata*). About 1,900 crabs across the three species have been bred and produced in captivity, with some being released into the wild to increase their natural population — a landmark achievement for NParks' Species Recovery Programme. The programme, introduced in 2015 as part of NParks' Nature Conservation Masterplan, focuses on conserving endemic, rare or threatened native species in Singapore through reintroduction, habitat enhancement and protection efforts.



Singapore Freshwater Crab (*Johora singaporensis*)



Scan to learn more about the frogs and crabs under NParks' Species Recovery Programme.

Native flora populations also received a boost, with NParks propagating, reintroducing and distributing thousands of specimens of critically endangered native species across habitats. One such species is the Two-fold Velvet Bean (*Mucuna biplicata*), a critically endangered flora from Singapore's lowland dipterocarp forests that was recently discovered in 2022, in just one location in western Singapore.

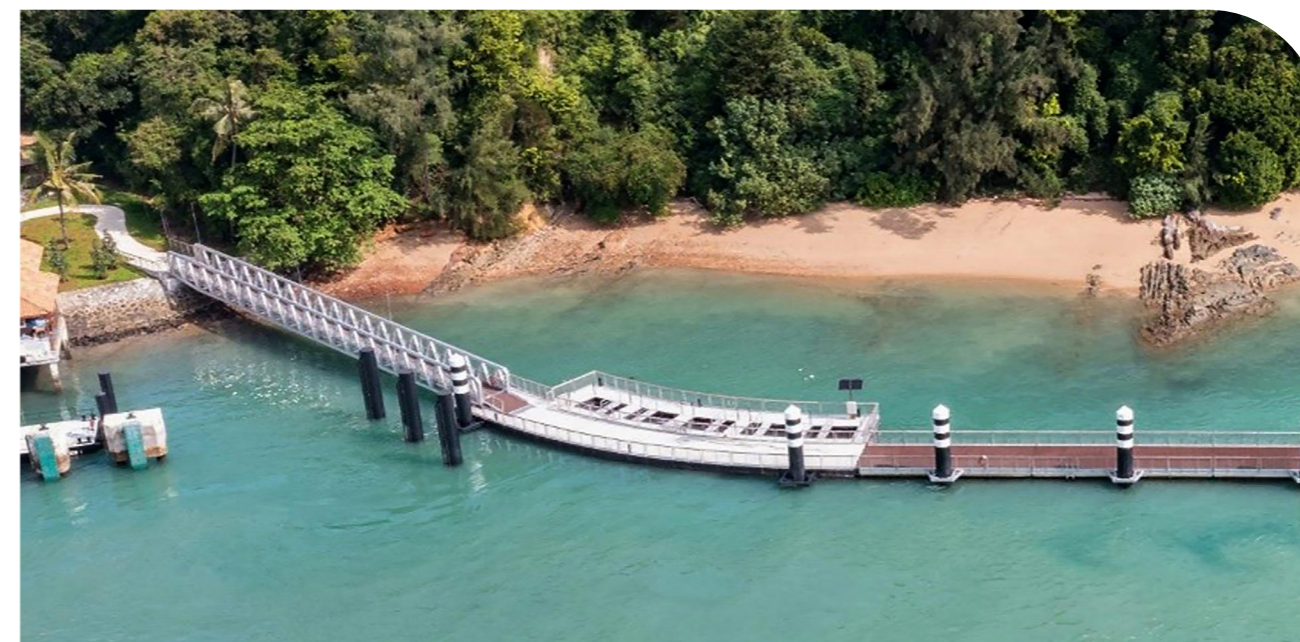


As part of species recovery efforts, the Two-fold Velvet Bean (*Mucuna biplicata*) is currently being protected in-situ, with ongoing efforts to propagate it from seeds and stem cuttings.

Growing Blue Sanctuaries

Nature-lovers now have even more to explore with the reopening of Sisters' Islands Marine Park, revamped with fresh features that support conservation, research, outreach and education. New additions include Singapore's first floating boardwalk that doubles as a coral habitat and research site; a coastal forest trail leading to a scenic hilltop deck; and an enhanced lagoon that serves as an outdoor classroom while supporting mangrove restoration and monitoring programmes. These upgrades allow the public to get up close and personal with the rich marine life of our City in Nature.

Meanwhile, plans are in motion to designate a second marine park at Lazarus South-Kusu Reef. In 2022, NParks' Ecological Profiling Exercise on Singapore's coastal and marine environment found habitats at Lazarus Island and Kusu Island to be ecologically significant, in line with the Singapore Blue Plan 2018 drawn up by the nature community. The new park will enhance ecological connectivity as well as the conservation and management of both terrestrial and marine sites, while offering more opportunities for nature-based recreation, outreach and education.



Sisters' Islands Marine Park is home to Singapore's first floating boardwalk that spans 220 m. Integrated habitat panels along the lower sides support coral growth and attract diverse marine species, functioning as both a living reef and a coral nursery.



Scan to check out all you can do at Sisters' Islands Marine Park!

Charting Ubin's Next Chapter

The next phase of The Ubin Project was launched in conjunction with its 10th anniversary, bringing a set of proposals co-developed by the Friends of Ubin Network, the Ministry of National Development and NParks. This next phase will build on past efforts to conserve Pulau Ubin's rich biodiversity, heritage and culture while facilitating environmental education and nature-based recreation. Upcoming plans range from implementing more species recovery efforts and initiatives to support villagers, to rolling out a dedicated Kampung House Restoration Programme and the Ubin School Initiative.

Building Green Bridges

More projects are in the pipeline to extend green networks across the country — facilitating nature-based recreation and serving as important bridges for wildlife movement. The upcoming Bukit Batok Nature Corridor will connect Bukit Timah Nature Reserve and the future Tengah Forest Corridor. Parks, nature trails, boardwalks, play areas and an enhanced stream are among the many features that the community will be able to enjoy here.



Mandai Mangrove and Mudflat Nature Park will provide complementary habitats for migratory birds such as the Pacific Golden Plover (*Pluvialis fulva*), which stop over in Sungei Buloh Wetland Reserve every year to feed and roost.

In northern Singapore, Mandai Mangrove and Mudflat will be conserved as a nature park that will enhance coastal protection and boost wetland and migratory shorebird conservation, leveraging its ecological links to the nearby Sungei Buloh Wetland Reserve. Mangroves, with their dense root systems, are in themselves nature-based solutions, defending our coasts against erosion by waves and wind. Other forms of nature-based solutions, such as slope-regrading and the use of geobags for coastal restoration and reinforcement, will also be employed in the design of the coastal trails. The trails, bird hides and visitor nodes will offer the public opportunities to learn more about the fauna and flora there.



Participants of an Avian and Wildlife Photography Outing point their cameras towards Pekan Quarry. The quarry is a haven for birds thanks to the flourishing floating wetlands — nature-based solutions that help with wastewater treatment and enhance the habitat for biodiversity. Beyond the quarry, Pulau Ubin is a sanctuary for birdlife, including the White-rumped Shama (*Copsychus malabaricus*, pictured above) and Straw-headed Bulbul (*Pycnonotus zeylanicus*), two native songbirds heavily impacted by illegal wildlife trade.



Scan to watch 'A Quarry Quest on Pulau Ubin'.

Staying Vigilant against Animal Diseases

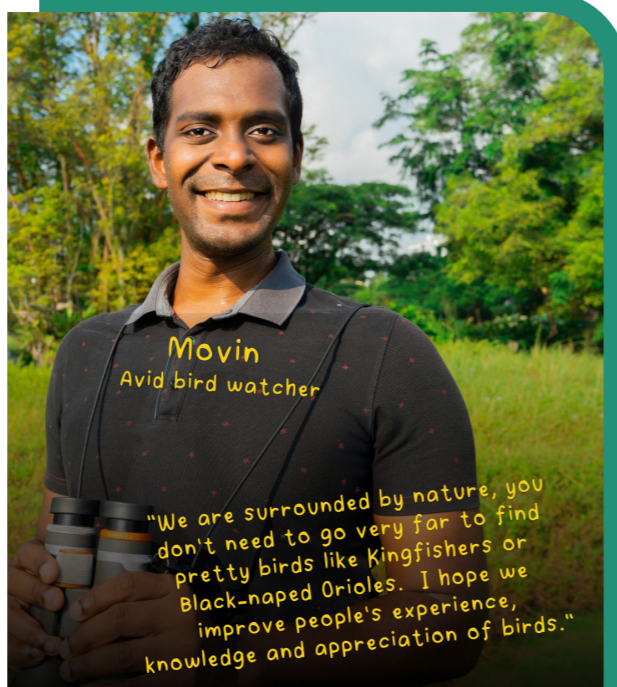
While Singapore remains free of high pathogenicity avian influenza (HPAI), also known as bird flu, the disease's endemic status in the region requires constant vigilance. In 2024, the Animal & Veterinary Service (AVS), a cluster of NParks, and the Singapore Food Agency (SFA) jointly conducted Exercise Gallus X, simulating a bird flu outbreak at a local farm to test our operational readiness. The exercise involved setting up a temporary structure for personnel and equipment to support ground operations efficiently; carrying out operations to effectively manage an HPAI incursion; and ensuring efficient delivery of supplies and support services.

In the area of biosurveillance, AVS continues to gather and conduct research on disease threats, which helps inform risk-based policies to detect and manage diseases early. Agencies will continue to monitor HPAI developments beyond our shores, including engaging with overseas authorities to safeguard public and animal health in Singapore.

Bringing Biodiversity Closer to Singaporeans

Held at One Punggol in May 2024, the annual Festival of Biodiversity returned for its 13th edition to celebrate the community's efforts to conserve our natural heritage. Its exciting array of activities gave residents a fun and vibrant introduction to our abundant biodiversity, fostering greater interest in local conservation among Singaporeans.

Our youth, too, are being engaged in conservation efforts. The Community in Nature Schools Award recognises the efforts of schools, educators and students in promoting local conservation. In 2024, its third edition saw 70 nominations ranging from preschools to junior colleges — the highest number of nominations since the biennial award started in 2020. This reflects Singapore's strong commitment to nurturing the next generation of stewards for our City in Nature.



Mr Movin Nyanasengeran, President of the Bird Society Singapore, is on a mission to get people interested in the birds of Singapore. From nature reserves to housing estates, he is certain there is a bird for everyone.



Scan to read more of his story.



Students from Northoaks Primary School Environmental Science Club present their Bird Identification Project to President Tharman Shanmugaratnam, which they had done under Nature Society Singapore's Every Student a Naturalist programme.



Officers donning personal protective equipment during Exercise Gallus X, as part of AVS and SFA's efforts to regularly test operational readiness for a bird flu outbreak.

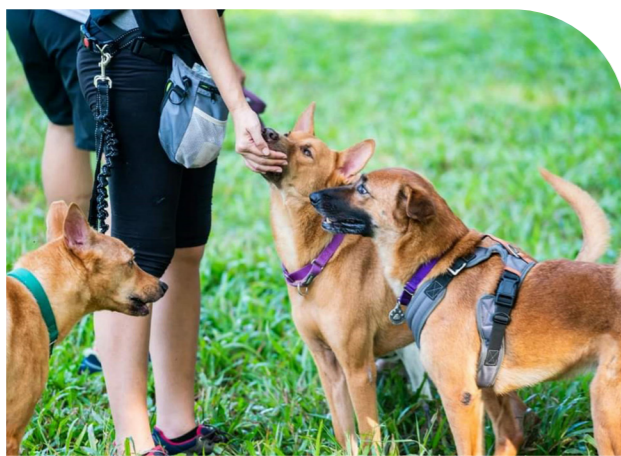
Raising the Bar for the Pet Sector

AVS continues its work to raise animal health and welfare standards within the pet sector. The Cat Management Framework was rolled out in September 2024 to improve the traceability and welfare of cats in Singapore. As of 31 March 2025, around 30,000 pet cats have been licensed, 95% of which have been sterilised. Meanwhile, over 30,000 people have completed the online pet ownership course covering basic pet care, which is mandatory for first-time cat licence applicants.

Community support has been key, with many volunteers stepping forward to help. AVS also provided free microchipping for some 5,000 pet cats at pet-related and animal welfare events in the past year. In response to high demand for these free microchipping services, AVS is organising over 30 microchipping and licensing drives in 2025.

AVS also launched the Pet Cat Sterilisation Support programme, which provides free sterilisation and microchipping for lower-income households. As of 31 March 2025, over 350 pet cats have benefitted from the programme.

Pet care initiatives extend from felines to canines, with a new Dog Training Standards Workgroup building upon existing efforts to raise the standards of the dog training industry. Co-chaired by AVS and the Society for the Prevention of Cruelty to Animals, the group's work includes developing proposals to promote the Least Intrusive, Minimally Aversive approach to dog training, which emphasises humane dog training methods.



The Dog Training Standards Workgroup consists of dog trainers, veterinarians, animal welfare groups, and representatives from working dog units. It will review positions and develop regulatory frameworks on the use of training devices, including shock and prong collars.



AVS implemented the Trap-Neuter-Rehome/Release-Manage (TNRM) programme for community cats on 1 September 2024. TNRM builds upon and replaces the Stray Cat Sterilisation Programme, which started in 2011 and has seen an average of 4,000 cats sterilised and microchipped annually since 2020.

Looking towards the veterinary industry, AVS launched new telehealth guidelines covering telemedicine, teleadvice and triage, including recommendations on the use of telemedicine in different scenarios. These support NParks' efforts to raise the professional standards of the veterinary sector, as its size, scope and complexity continue to grow in tandem with Singapore's pet population.



"The most fulfilling thing for me is creating meaningful and positive impact at all levels, from nursing pets back to health in my clinic or advocating for animal welfare standards nationwide."

A veterinary clinician, pet nutritionist, and the President of the Singapore Veterinary Association, **Dr Teo Boon Han's** love for animals has led him to the vet sector. He spends his days treating animals and consulting for organisations. He also has teaching and research roles, and contributes actively in shaping industry policies and standards.



Scan to read more of his story.

AVS is also developing guidelines to establish common animal welfare standards for Singapore's animal shelters. The process of developing the guidelines involved multiple discussions with stakeholders, including animal welfare group (AWG) rehoming partners, animal shelters, veterinarians and animal trainers, before opening the proposed guidelines to public feedback. The proposed guidelines are being refined with the feedback gathered, and will be shared when ready.

Safeguarding Healthy Community Animals

Launched in 2018, the Trap-Neuter-Rehome/Release-Manage (TNRM) programme continues to manage the free-roaming dog population through humane trapping, sterilising and rehoming. Around 80% of Singapore's free-roaming dogs have been sterilised to date, surpassing the target of 70%. As of 31 March 2025, over 4,300 free-roaming dogs have been trapped, 65% of which have been rehomed, fostered or sheltered. Sterilised dogs unsuitable for rehoming are released at suitable locations to live out their lives naturally.

In 2024, AVS extended the TNRM programme to community cats, in partnership with numerous AWGs. Under the programme, AVS co-developed community cat caregiving guidelines with stakeholders and expanded funding support for sterilisation and microchipping to include the trapping and boarding of community cats. These efforts serve to improve the management and welfare of animals within our communities.



Minister of State for National Development Alvin Tan attends Pets' Day Out, a signature event by AVS.

Biosurveillance Action by Youths

Young stewards for nature supported NParks' biosurveillance efforts through the prototyping of a one-stop mobile application to help pet owners monitor their pets' health. The project aimed to improve communication between pet owners and vets for efficient treatment and raise public awareness of the transmission of zoonotic diseases. This represents another step forward in the broader effort to keep Singapore safe against zoonotic diseases.

Living with Wildlife

NParks adopts a science- and community-based approach to managing wildlife. To manage encounters with Long-tailed Macaques (*Macaca fascicularis*), NParks employs various measures such as studying the population ecology of macaques; minimising human sources of food by ensuring proper waste disposal and enforcing regulations against feeding; and making habitat modifications like removing fruit trees, guiding macaques away from human areas, and removing aggressive and intrusive macaques.

To complement these measures, NParks adopts a multi-pronged approach in engaging stakeholders and community leaders. This includes outreach on handling macaque encounters as well as engagement activities, such as residents' sharing sessions through Nature Kakis Chapters and community events.

In the heartlands, NParks launched two new initiatives to better manage crow and pigeon populations in 2024. For one, NParks has taken over crow nest removal operations for trees managed by the Town Councils, so as to expedite the process and control crow numbers.

Teaming up with the National Environment Agency, SFA and town councils, NParks also piloted a pigeon management action plan in Ang Mo Kio, Bishan-Toa Payoh and Tanjong Pagar. Over nine months, coordinated efforts were made to step up pigeon removal and encourage proper food waste management. With its success in reducing pigeon-related feedback and pigeon populations at hotspots, this plan will be extended to other estates in 2025.



OUR INNOVATION, FOR NATURE

NParks continues to drive the City in Nature vision through knowledge sharing and innovations that enhance Singapore's biodiversity, uplift industry standards, and enrich our community as we work towards a greener future.





Ongoing research on the insect pollinator communities of our native plants will help researchers establish pollinator networks and assess landscape connectivity through population genetics.

Innovating for Nature

NParks continues to lead a broad spectrum of research initiatives to deepen our understanding of urban biodiversity, ecosystem connectivity, and human-nature interactions.

Through its fourth grant call, NParks awarded four projects under the City in Nature research vertical and launched three new projects in January 2025. These projects will explore innovative, nature-based solutions such as using vegetation to reduce traffic noise, improving acoustic monitoring with machine learning, developing environmental DNA tools for biodiversity assessment, and studying outdoor thermal comfort. An upcoming grant call will focus on the impact of passive nature interventions on well-being and nature connectedness, to better understand how urban nature enhances health and liveability.

The Biosurveillance Steering Committee, led by NParks and consisting of other One Health agencies, launched its first grant call for research projects on zoonotic diseases and animal hosts and vectors. Research will cover a range of priority zoonotic diseases such as leptospirosis and avian influenza, as well as animal hosts and vectors like wildlife, birds, domestic dogs, cats and ticks. Such research and inter-agency collaboration will strengthen Singapore's preparedness and response to zoonotic diseases.

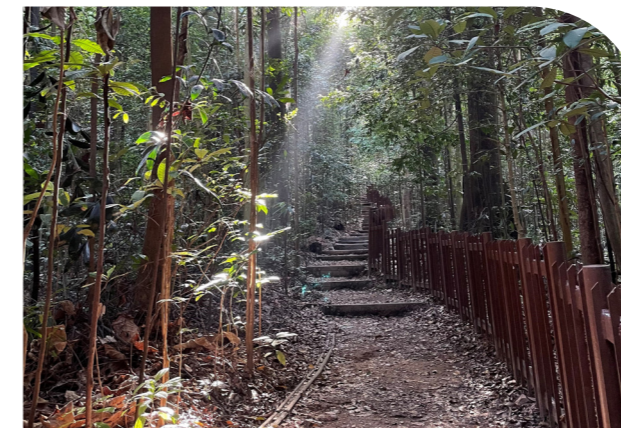
Wildlife and biodiversity research continues to advance through journal publications and new technology-driven initiatives. In the reporting year, NParks secured \$1.34 million from the Ministry of National Development's Public Sector Transformation initiative to deploy drones and robotics for wildlife tracking, and obtained funding for the development of crocodile intrusion detection technology.

NParks also made strides in marine climate change research through the Marine Climate Change Science Programme, awarding funding to seven projects and launching another grant call for projects on the restoration potential of blue carbon ecosystems and community resilience to rising sea levels. The programme also hosted its first symposium in November 2024, where participants discussed solutions to address the current and upcoming challenges faced by our coastal and marine environment.

In 2024, NParks boosted the work conducted under the Long-Term Socio-Ecological Research (LTSER) Programme, which studies how Singapore's urban ecosystems and communities change over time. Under the programme's first phase, NParks funded research projects focused on pollinator networks and tracking water, nutrient, and energy flows in urban and forest areas. These innovative efforts help us better understand and protect Singapore's biodiversity and natural ecosystems.

Strengthening Partnerships Internationally

NParks strengthened international research and collaboration by partnering with leading institutions to advance Singapore's ecological resilience and sustainability.



The Bukit Timah Forest Dynamics Plot is a research site in Singapore, established in 1992 through a collaboration between the National Institute of Education, Nanyang Technological University, NParks, and the Smithsonian Tropical Research Institute. This plot is part of a global network for forest research and is used as a training site for researchers in the region.

In May 2024, NParks signed a Memorandum of Understanding with the Smithsonian Tropical Research Institute, based in Panama, to strengthen research collaboration at the Bukit Timah Forest Dynamic Plot and expand academic exchange through guest lectures and expert panels. The partnership aims to improve our understanding of tropical forest dynamics to support conservation and restoration strategies, and to develop local and regional research expertise through knowledge sharing and training.

NParks hosted the World Organisation for Animal Health Regional Workshop on Preparedness and Response for Emerging Diseases in Aquatic Animals and Antimicrobial Use and Antimicrobial Resistance in Aquaculture. The events brought together regional experts to enhance emergency response planning, and promote responsible antimicrobial use alongside the use of ANIMUSE, the global database that tracks antimicrobial use in animals. This also strengthened regional collaboration on sustainable aquaculture practices and animal health initiatives, while establishing groundwork for future partnerships with the Food and Agriculture Organization of the United Nations (FAO) and other countries.



The World Organisation for Animal Health workshop explored collaborative efforts to combat emerging aquatic animal diseases of regional significance.

NParks also represented Singapore at the 16th Conference of the Parties to the Convention on Biological Diversity (COP 16). Ahead of the COP, NParks submitted 20 national nature conservation targets — including increasing awareness of Singapore's native wildlife among students, developing a public record of 1,000 native plant species on Flora & Fauna Web, and keeping the proportion of wildlife traded illegally through Singapore each year to below 0.5%. These targets demonstrate Singapore's commitment to nature conservation and contribution to the global biodiversity agenda.

Uplifting Professionals in Wildlife Management

As Singapore moves towards becoming a City in Nature, interactions between people and wildlife become increasingly common. As part of efforts to upskill Singapore's wildlife management sector, over 220 professionals were trained through the Animal Management Professional Certificate Programme. Introduced in 2020, the programme equips participants with skills in human-wildlife conflict resolution, wildlife behaviour, and safe handling, so as to better manage wildlife encounters while ensuring safety and animal welfare.

In a collaborative effort to enhance animal welfare standards, NParks worked with the National Environment Agency, Animal Concerns Research and Education Society, and the Society for the Prevention of Cruelty to Animals to revise glue trap guidelines for animal welfare. The updated guidelines aim to minimise harm to non-target species and enforce strict usage and response protocols.

NParks' leadership in combating wildlife crime was recognised with the Immigration & Checkpoints Authority (ICA) Commissioner's Commendation (Silver) Award, presented jointly to NParks and ICA's Intel Division for their outstanding collaboration in dismantling a live animal smuggling syndicate.

Boosting Knowledge Sharing

Held from 5 to 10 August 2024, the 8th Global Botanic Gardens Congress welcomed over 900 delegates from more than 200 institutions across 73 countries. The milestone event fostered knowledge exchange through 150 talks, 80 poster presentations and 20 workshops, focusing on innovative ways for botanic gardens across the world to advance research, conservation, education, and outreach in pursuit of a sustainable future. During the event, the Singapore Botanic Gardens launched the Southeast Asia Plant Phenology (SEAPP) Network, which brings together ten botanic gardens from tropical Asia for long-term phenology monitoring to understand the impact of environmental change on tropical plants.

Beyond our shores, NParks and the Urban Redevelopment Authority of Singapore jointly showcased smart technologies at the Esri User Conference held in July 2024 in the United States. The international audience was able to learn about how Singapore plans and manages our greenery efficiently through the integration of our map-based greenery management platform Maven II with the remote sensors in our Contractor Fleet Management System, tree tilt sensors, and Remote Tree Management System.



At the 8th Global Botanic Gardens Congress, it was announced that the Singapore Herbarium will embark on digitising all 800,000 plant specimens in its collection. This will create a consolidated database of the specimens, which researchers from all across the world can access.



One of the ways the Singapore Botanic Gardens promoted research, outreach and education among the community was through the exhibition *A Garden of Birds: Community Photography Exhibition of the Birds of the Singapore Botanic Gardens*. The exhibition featured a selection of photographs by birding enthusiasts who come to the Gardens to observe, admire, study and research its birds.

Empowering Youth to Lead a City in Nature

As vital agents of change with innovative ideas and a passion for environmental stewardship, youths play an important role as the next generation of wildlife conservation leaders.

Organised by NParks, the fourth World Wildlife Day Regional Youth Symposium, themed *Wildlife Conservation Finance: Investing in People and Planet*, welcomed nearly 700 attendees from over 26 countries — its largest turnout yet. The event connected aspiring youth conservationists with potential funders, mentors, and new opportunities to advance their projects. Participants engaged in keynote sessions, interactive workshops, and a live virtual exhibition featuring youth-run initiatives from Southeast Asia, where they learned practical strategies for launching, sustaining, and resourcing impactful conservation work.

As part of efforts to nurture young professionals for the landscape industry, NParks has renewed its partnership with the Institute of Technical Education (ITE) for another five years, working together to jointly create learning opportunities for students through internships, student-led park programmes, study awards, and curriculum development. By exposing students to fields like biodiversity and wildlife management and engaging them in real-world projects such as the landscaping of Jurong Lake Gardens, NParks and ITE strive to empower youth to actively contribute to our City in Nature.



The partnership between NParks and ITE equips students with the latest knowledge, skills and real-world operational experience to prepare them for the landscape industry.



Dinu and Catherine
ITE Landscape School

"It's our hope to transform and uplift the landscape sector. We want our City in Nature to be cared for by budding horticulturists, landscape designers and arborists."

Ms Catherine Soh and Ms Dinu Williams oversee the Landscape Services Department at the Institute of Technical Education (ITE), nurturing the next generation of the landscape industry in Singapore.



Scan to read more of their story.

Smart Solutions for Wildlife in the City

In the reporting year, NParks recorded Singapore's first nesting of the Peregrine Falcon (*Falco peregrinus ernesti*) — a striking bird of prey found on every continent except Antarctica, and possibly Singapore's rarest breeding bird. The nest was discovered high in the recess of OCBC Centre, in the heart of the city, showcasing how even our urban skyline can offer refuge for wildlife.

The landmark discovery was published on 30 August 2024 in the scientific journal *Nature in Singapore* by NParks' Wildlife Management Research team.



Peregrine Falcons are one of the world's most widespread breeding birds, but are rare in Singapore.

Their first breeding attempt was unsuccessful, with the eggs being abandoned. To safely retrieve the unhatched eggs, NParks collaborated with robotics researchers from the Singapore University of Technology and Design (SUTD), adapting a drone system into the Egg Retrieval and Nesting Enhancement Support Tool (ERNEST). The eggs were later sent to the Lee Kong Chian Natural History Museum for further study.

This discovery reaffirms how well-managed urban spaces, enhanced by technology, can support biodiversity. Leveraging robotics and monitoring tools can further our understanding of urban wildlife and provide valuable insights to guide future conservation strategies in our urban landscape.



A researcher from SUTD sets up the Egg Retrieval and Nesting Enhancement Support Tool (ERNEST) to capture the abandoned eggs of the Peregrine Falcons.



Scan to watch camera trap footage of the Peregrine Falcon chicks hatching.



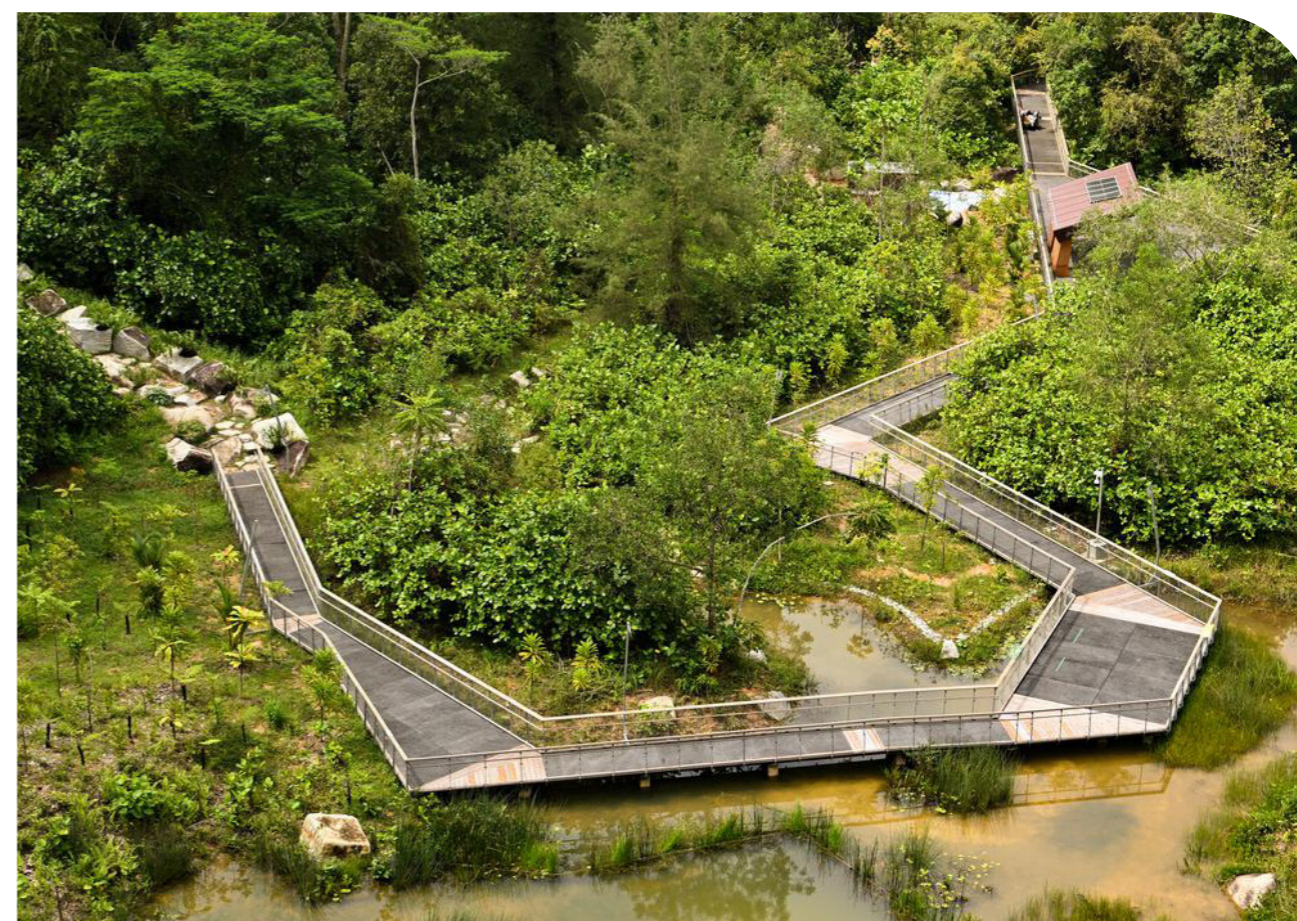
Shaohui and Clarissa
Build robots for wildlife rescue

"We might not think much about the little things we fiddle with, but once we put them together, they make an impact on the community, environment and society. Robots play a part in conservation work too!"

Dr Foong Shaohui and **Ms Clarissa Leong** are from the team of engineering researchers at the Singapore University of Technology and Design (SUTD) who devised a solution to a unique problem — rescuing falcon eggs from a deep niche high up in the OCBC Centre.



Scan to read more of their story.



Rifle Range Nature Park underwent habitat enhancement works to transform the former quarry into a freshwater habitat for wetland animals and migratory birds. It is also Singapore's first net-positive energy nature park, with its installed photovoltaic solar panels harvesting more energy than the site is expected to consume annually in operations.

Designs That Set the Standard

Singapore's green spaces continue to set global standards for sustainable landscape design and ecological stewardship, earning prestigious accolades for three landmark projects in 2024.

Villa Verde Park received an Honourable Mention at the 2024 International Federation of Landscape Architects Awards. Its innovative extension transformed unused space beneath the Kranji Expressway into a vibrant, community-designed green hub featuring a nature playgarden, communal spaces, and amenities shaped by residents' feedback. It also integrates sustainable technologies such as a rain garden for groundwater filtration and bioswales for naturalised drainage. The park demonstrates how thoughtful, inclusive design and smart environmental solutions can revitalise urban landscapes and foster stronger community connections.

At the Singapore Botanic Gardens, the National Orchid Garden's Sembcorp Cool House was

recognised at the IES Sustainability Awards 2024 for its innovative approach to conserving rare orchids and advancing taxonomic research, while optimising energy efficiency and enhancing visitor experience. Developed by an NParks-led team, the state-of-the-art glasshouse emulates a high-elevation montane forest, maintaining cool temperatures to support over 1,000 rare orchid species and hybrids. Energy-efficient installations include spectrally selective glass that optimises sunlight while reducing cooling needs, as well as solar panels to offset energy requirements, reducing energy usage by about 30% compared to previous systems.

Rifle Range Nature Park was distinguished with the 2024 Urban Land Institute Asia Pacific Award for Excellence in the Open Space category. The accolade highlights the seamless integration of ecological regeneration, landscape design, and heritage conservation within the park. Its design features restored forest and wetland habitats, trails, and over 255,000 native plants, while its solar panels make it Singapore's first net-positive energy nature park — truly embodying the City in Nature vision.



Senior Manager, Horticulture Excellence and Nursery Management at NParks, Vicky Lim leads a HortChamps workshop about new edible plants at Pasir Panjang Nursery (left) while Mr Danny Cox, a visiting fellow from Longwood Gardens, Pennsylvania, shares his knowledge on water lilies (right).

Upholding Industry Excellence

NParks continues to collaborate with our key industry partners and stakeholders like NParks-Industry Council (NIC), Landscape Industry Association (Singapore) (LIAS) and the Singapore Institute of Landscape Architects (SILA) on the Landscape Sector Transformation Plan, now in its fifth year. Their collective contributions are helping to uplift the landscape industry by strengthening professional competencies, driving technology adoption, and enhancing industry practices and standards.

Specifically, NParks is partnering LIAS and SILA to share best practices in areas such as tree management, urban greenery and sustainability. Such collaborations allow NParks to draw on the expertise of industry practitioners while upskilling the local landscape and arboricultural sectors, so as to grow a new generation of talent to manage green spaces in Singapore. LIAS represents professionals from the landscape sector and promotes professionalism and quality in landscape products and services, while SILA advances the science and art of landscape architecture alongside seeking to maintain a high standard of professional practice.

Supporting Staff Development

To ensure that NParks officers remain capable of advancing Singapore's City in Nature vision, each officer's development is guided by a competency framework that covers the essential skills and knowledge required for different job scopes. Through the Centre for Urban Greenery and Ecology (CUGE), officers receive specialised training aligned with the competency roadmaps, covering core domains such as arboriculture, horticulture, veterinary science and animal management. Specialist functions such as investigations and enforcement also receive appropriate training to facilitate the execution of their roles.

The NParks Capability Development Fund was also introduced to further the learning and development of support staff. The fund will support additional training needs and facilitate the deepening of officers' competencies through initiatives including overseas professional attachments, conferences, and learning journeys or trips that provide a breadth of learning beyond Singapore.

To further support knowledge sharing, a series of talks and workshops was organised, including HortChamps, Science & Technology Colloquiums and Brown Bag talks. These sessions allow staff to share their own expertise and experiences with other colleagues for mutual learning.

GARDEN CITY FUND



Message from the Chairman

As I reflect on 2024, I am deeply moved by the extraordinary support from our corporate and individual partners in bringing our City in Nature vision to life. Your passion and dedication have created a lasting impact on our urban landscapes, enriched our biodiversity, and brought people closer to nature in ways we could only imagine.

It has been particularly heartening to witness the completion of beautiful new spaces that invite our community to connect with nature. The serene Water Lily Garden at Jurong Lake Gardens, made possible through Micron Technology's generosity, and the invigorating Keppel Coastal Trail at Labrador Nature Park, realised through our cherished partnership with Keppel Care Foundation, testify to how meaningful corporate partnerships can transform our natural spaces.

I am touched by the tremendous support for our marine conservation efforts. The enthusiastic response to the 100k Corals Initiative and the second phase of our Comprehensive Marine Biodiversity Survey has been truly inspiring. Through the OCBC Seagrass Restoration Project, we are not just rehabilitating vital habitats — we are nurturing a legacy of environmental stewardship that will benefit generations to come.

The Singapore Garden Festival 2024 holds a special place in our hearts as our first major gathering with various partners since 2018. It was wonderful to reconnect with so many familiar faces and forge new friendships while celebrating Singapore's horticultural achievements together.

Our growing community of supporters continues to inspire. The Pet Cat Sterilisation Support programme, supported by donors like Ms Dawn Kua, Mr Vincent Toe and many others, demonstrates how individual actions can create

meaningful change in urban animal management. We are equally encouraged by our regular donors on the Giving.sg platform, whose sustained contributions show that building our City in Nature is truly a shared endeavour where every contribution makes a difference.

Looking ahead, biodiversity conservation remains our key priority as we address climate challenges. By strengthening our research capabilities, implementing nature-based solutions, and expanding citizen science programmes, we are building a more resilient future for Singapore.

Our ongoing initiatives — from expanding Therapeutic Gardens to advancing marine conservation and promoting harmonious human-wildlife coexistence — reflect our holistic approach to environmental stewardship. These efforts not only enhance our natural heritage but also contribute to our community's well-being and our city's sustainability.

I invite you to continue partnering with us on this important journey. Together, we can realise our City in Nature vision, creating a Singapore where future generations will continue to benefit from and be inspired by our rich natural heritage.



Guy Harvey-Samuel

About the Garden City Fund

**Charity Registration Number/
Unique Entity Number: T02CC1634C**

Charity Registration Date: 19 November 2002

IPC Number: IPC000104

Auditor: Foo Kon Tan LLP

The Garden City Fund (GCF) is a registered charity and an Institution of a Public Character (IPC), with its registered address at the National Parks Board, Singapore Botanic Gardens, 1 Cluny Road, Singapore 259569.

It seeks to enhance the enjoyment of our City in Nature by working with corporations and individuals to support the development of amenities and special features in Singapore's green spaces; community activities and programmes that promote and enhance nature and ecology, art and culture, landscape and horticulture, animal and greenery management, animal

health and welfare, and conservation; and citizen involvement to encourage greater ownership of our City in Nature.

The Board of NParks serves as the trustee of the GCF and has appointed the GCF Management Committee to plan, develop, promote and manage the GCF in accordance with its Trust Deed.

The GCF Management Committee comprises mainly non-executive members except for the GCF Secretary. Dr Leong Chee Chiew, who was also NParks' Executive Director of National Parks, Gardens & Nature Reserves, served as Secretary from November 2012 to June 2024. Dr Yap Him Hoo, who is NParks' Deputy Chief Executive Officer, Professional Development & Services, was appointed Secretary on 13 June 2024.

Between 1 April 2024 and 31 March 2025, the total amount of cash donations through GCF was about S\$13.3 million.

Conflict of Interest Policy

The GCF Management Committee members are required to comply with the charity's conflict of interest policy. The charity has put in place documented procedures for committee members to declare actual or potential conflicts of interest on a regular and need-to basis. Committee members also abstain from and do not participate in discussions or decision-making on matters where they have a conflict of interest.

Whistleblowing Policy

GCF follows NParks' whistleblowing policy for reporting improper conduct and addressing concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

The 11th Garden City Fund Management Committee (1 November 2022 – 31 October 2024) for the Year in Review

NAME	CURRENT APPOINTMENT	PAST APPOINTMENT	OCCUPATION	MEETING ATTENDANCE
Professor Emeritus Leo Tan*	Chairman	Chairman since 1 Nov 2006	Retired	3/3
Mr Daren Shiau	Treasurer	Member since 1 Nov 2026 Treasurer 1 Nov 2020 – 31 Oct 2024	Partner, Allen & Gledhill LLP	2/3
Dr Leong Chee Chiew*#	Secretary till 12 June 2024	Member since 1 Nov 2012	Executive Director of National Parks, Gardens & Nature Reserves and Commissioner of Parks & Recreation, NParks	2/3
Dr Yap Him Hoo	Secretary	Secretary since 13 Jun 2024	Deputy Chief Executive Officer, Professional Development & Services, NParks	2/2
Mr Gerald Tan	Member	Member since 1 Nov 2020	Executive Director of Business Selection, Reputational Risk and Conflicts, UBS Global Banking	3/3
Mr Goh Kong Aik	Member	Member since 1 Nov 2014 Treasurer 1 Nov 2016 – 31 Oct 2020	Retired	3/3
Mr Guy Harvey-Samuel	Member	Member since 1 Nov 2022	Retired	2/3
Mr Han Jok Kwang	Member	Member since 1 Nov 2020	Business Development Advisor, Schneider Electric	3/3
Mrs Kirtida Mekani*	Member	Member since 1 May 2005	Director, CISTECH International Pte Ltd	3/3

The 12th Garden City Fund Management Committee (1 November 2024 – 31 October 2026) for the Year in Review

NAME	CURRENT APPOINTMENT	PAST APPOINTMENT	OCCUPATION	MEETING ATTENDANCE
Mr Guy Harvey-Samuel	Chairman	Member since 1 Nov 2022	Retired	1/1
Mr Goh Kong Aik*	Treasurer	Member since 1 Nov 2014 Treasurer 1 Nov 2016 – 31 Oct 2020	Retired	1/1
Dr Yap Him Hoo	Secretary	Secretary since 13 Jun 2024	Deputy Chief Executive Officer, Professional Development & Services, NParks	1/1
Mr Daren Shiau	Member	Member since 1 Nov 2016 Treasurer 1 Nov 2020 – 31 Oct 2024	Partner, Allen & Gledhill LLP	1/1
Mr Han Jok Kwang	Member	Member since 1 Nov 2020	Business Development Advisor, Schneider Electric	1/1
Mr Ho Hin Wah	Member	Member since 1 Nov 2020	Chief Investment Officer, Genedant Capital	1/1
Ms May Loh	Member	Member since 1 Nov 2024	Partner & Singapore Office Head, Albright Stonebridge Group	1/1
Ms Shantini Ramachandra	Member	Member since 1 Nov 2024	Retired	1/1

Professor Emeritus Leo Tan (Chairman, 1 Nov 2006 – 31 Oct 2024) is Adviser to the Garden City Fund.

Dr Leong Chee Chiew passed away on 12 June 2024.

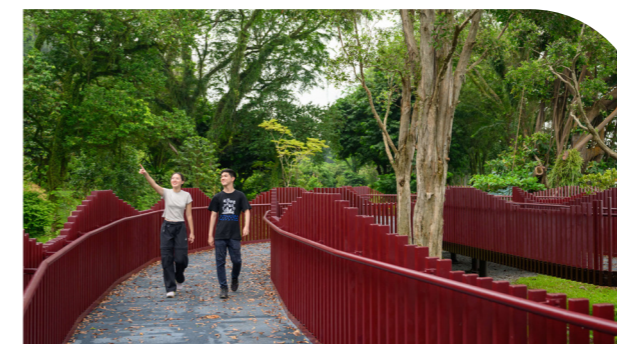
* These members have continued to serve for more than 10 consecutive years. Their wealth of knowledge, services and expertise has guided the charity in reaching out to corporates and individuals for funding support, and ensured sound governance of the charity. As professionals in their own right, they have also contributed to a balanced composition in the committee, with a diverse mix of backgrounds and experience to meet the growing needs of the charity.

Shaping a Greener Singapore

In the reporting year, GCF celebrates the efforts and strong commitment of corporate partners and passionate individuals, who each play a vital role in realising the vision of transforming Singapore into a City in Nature. Together, GCF has made meaningful progress in rejuvenating our green spaces, advancing conservation efforts, and strengthening bonds within our community.

Enriching Green Spaces

Strong community partnerships continue to drive the charity's work, with new projects enhancing both conservation and public access to green spaces. 2025 saw the official opening of the Keppel Coastal Trail at Labrador Nature Park, a new eco-friendly recreational space developed through a generous \$1 million contribution from **Keppel Care Foundation**. As part of the Forest Restoration Action Plan, this trail provides a vital buffer for the adjacent coastal hill forest, one of Singapore's last remaining patches of such habitats. Since 2020, Keppel has also contributed to the OneMillionTrees movement with a \$3 million pledge to plant 10,000 trees — nearly 8,000 of which have already been planted, with the support of over 350 Keppel staff volunteers. This includes 3,800 trees in the Labrador Nature Reserve and Labrador Nature Park along the Keppel Coastal Trail. These projects reflect Singapore's commitment to enhancing nature-based recreation, fostering an appreciation for biodiversity, and strengthening community stewardship in its City in Nature vision.



The Keppel Coastal Trail passes through a restored coastal beach forest habitat, offering visitors scenic views while strengthening ecological resilience.

In the west, Jurong Lake Gardens welcomes the new Water Lily Garden, featuring a smart water management system made possible by **Micron Technology's** \$1 million donation. The revitalisation of the Chinese and Japanese Gardens, located

within Jurong Lake Gardens, was further enriched through the philanthropic support of **Mr Jimmy Koh** and **Mr Han Jok Kwang**, enabling visitors to enjoy recreation in nature.



The sustainable infrastructure of the Water Lily Garden ensures the long-term vitality of the garden's aquatic ecosystems.

In a pioneering sustainability milestone, the historic Holttum Hall at the Singapore Botanic Gardens has become the Gardens' inaugural net-zero heritage building through innovative energy solutions. The landmark achievement was cemented with Southeast Asia's first hybrid hydrogen fuel cell battery system, a cutting-edge solution implemented by **Superduper Energy** in partnership with **Temasek Foundation** through GCF.



"We look forward to working with stakeholders and like-minded partners to contribute to the Singapore Green Plan, and build a green, sustainable future together."

Mr Ho Tong Yen, Chief Sustainability Officer of Keppel Ltd. and CEO of Keppel Care Foundation, leads the company's sustainability and green initiatives. The company's contributions to Singapore's greening efforts have enabled the community to enjoy more nature-based recreation, especially in the Keppel Bay area.



Scan to read more of their story.

Sculpting Legacy

The *Scholars in Conversation: Sir Stamford Raffles & Dr Nathaniel Wallich* sculpture at Fort Canning Park, unveiled in May 2024, stands at the site of Singapore's first botanical garden. It celebrates the scholars' pioneering contributions in establishing the early botanical collections that would shape Singapore's rich horticultural legacy. The artwork was commissioned by the University of East Anglia Alumni (Singapore Chapter) and generously donated by **the Estate of Mr and Mrs Tan Chee Kow** through GCF.

Conserving Marine Life

Together with partners, GCF has championed marine biodiversity through innovative conservation projects. The Comprehensive Marine Biodiversity Survey II commenced in 2024, expanding research into previously unstudied marine ecosystems with over \$2 million in donor support from **Dalio Philanthropies, GSK-EDB Trust Fund, HSBC and ExxonMobil Asia Pacific**.

In partnership with the Lee Kong Chian Natural History Museum and the National University of Singapore's Tropical Marine Science Institute, the initiative exemplifies how ecosystems and climate resilience are strengthened through uniting academic expertise, private funding and citizen engagement.

Concurrently, NParks launched Singapore's most extensive coral restoration effort, the 100k Corals Initiative, to restore degraded reefs by planting 100,000 corals in our waters. The programme was made possible by the support and donations of key partners such as **Delta Electronics, GSK-EDB Trust Fund, Deutsche Bank, Takashimaya Singapore** and **KPI OceanConnect** through GCF.

A cornerstone of this initiative is the NParks-Delta Corals Research Programme, which integrates smart technology into coral cultivation efforts. Leveraging Delta Electronics' expertise in automation, the programme deploys an intelligent aquaculture system at the St John's Island facility to monitor and optimise water conditions, such as temperature, flow, and water quality, in real time. This innovation shields corals from environmental stressors like ocean warming during cultivation, while enabling remote data tracking for swift intervention.



Professor Emeritus Leo Tan (left), Mr Lionel Ng, Research Fellow at NUS (centre) and then-Minister for National Development and Minister-in-charge of Social Services Integration Desmond Lee (right) took part in a coral planting activity at the coral culture facility at NParks' Marine Park Outreach and Education Centre on St John's Island, to mark the launch of the 100k Corals Initiative.

These initiatives represent a significant scaling-up of restoration efforts, with the St John's Island National Marine Laboratory providing critical research support to enhance the resilience of Singapore's precious marine ecosystems.



Seagrass meadows play a vital role as blue carbon ecosystems, capable of storing up to 40 times more carbon than tropical rainforests. These underwater meadows serve as critical nature-based solutions, protecting coastlines from erosion while supporting rich marine biodiversity.

NParks also worked with its long-term partner **OCBC** to initiate Singapore's first seagrass restoration and research pilot, which aims to develop effective methods for seagrass restoration locally. This three-year research programme — OCBC's fourth climate action collaboration with NParks — aims to understand seagrass reproduction and research transplantation techniques, informing future strategies to strengthen these vital blue carbon habitats that protect coastlines and store carbon.

Safeguarding Natural Heritage

Research and innovation thrive through collaboration, showing how shared goals and partnerships in conservation and technology can drive lasting, scalable change. **Aramco Asia Singapore** played a pivotal role in advancing botanical research by funding the digitisation of 800,000 herbarium specimens at the Singapore Botanic Gardens' SING Herbarium. Its significant donation kickstarted the creation of Southeast Asia's largest digital plant database — a transformative project that preserves fragile botanical history, enables global collaboration and provides open access to critical biodiversity data.

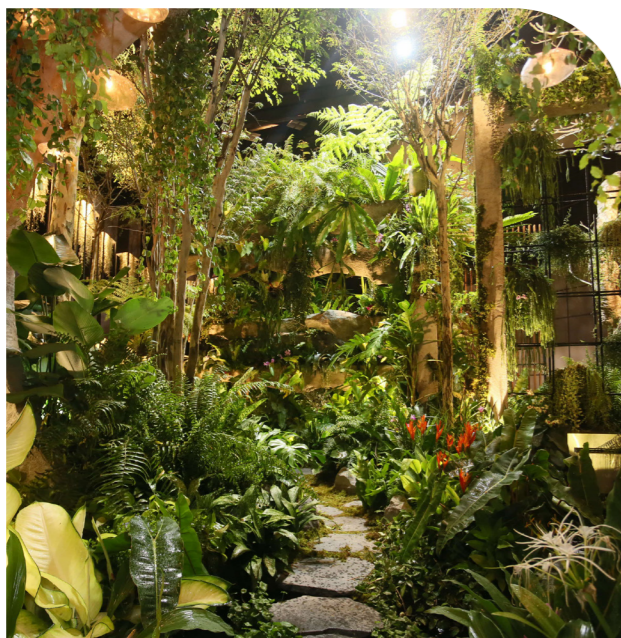


Once the digitisation of the Herbarium is complete, the integrated digital repository will empower researchers worldwide to conduct studies more efficiently while safeguarding irreplaceable specimens for future generations.

A \$10,000 donation from **OCBC** enabled NParks researchers to install a custom nesting tray with loose gravel for a pair of breeding Peregrine Falcons at OCBC Centre. CCTV cameras were also installed to monitor the birds' behaviour. These modifications to the birds' nesting area led to two Peregrine Falcon chicks hatching in April 2025.

Powering Progress

Passionate individuals make a difference in Singapore's green transformation through their support of the Garden City Fund. New connections were made with donors **Ms Dawn Kua** and **Mr Vincent Toe**, who contributed \$50,000 and \$30,000 respectively to the Pet Cat Sterilisation Support programme, supporting responsible pet management. Meanwhile, **Mr Fan Li**, a regular visitor to the Singapore Botanic Gardens, supported horticultural excellence by donating \$15,000 to the Give to the Gardens programme, a gift tripled to \$45,000 through a matching grant by his company, **Warburg Pincus**. Long-time friend of the Singapore Botanic Gardens, **Dr Rosslyn Leong**, also continued to support the Gardens' work with her generous donations.



The Singapore Garden Festival incorporated a stunning array of designer gardens, each masterfully blending the restorative benefits of greenery with artistic vision.

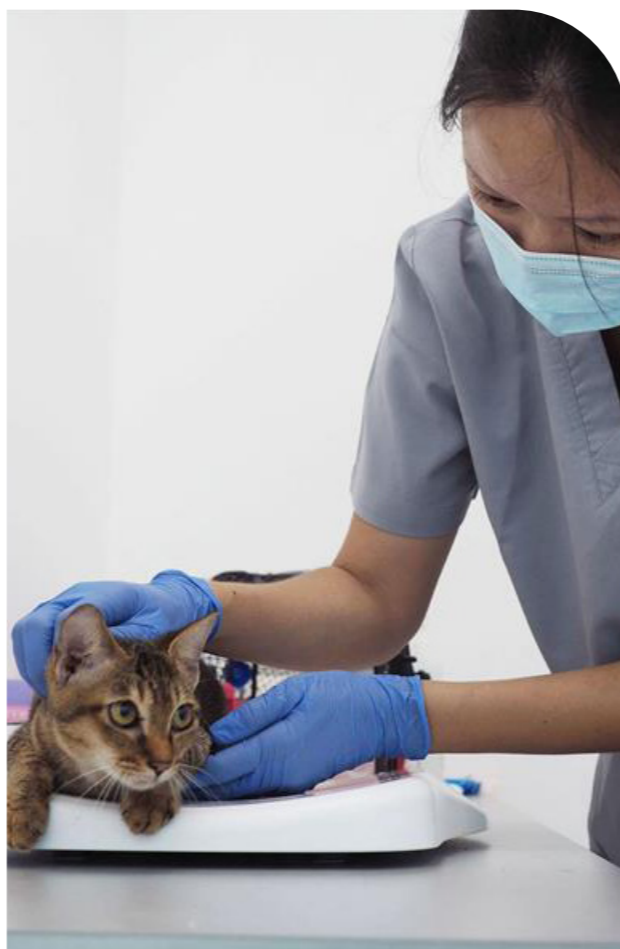
Strengthening Outreach

The Singapore Garden Festival 2024 showcased how donor-supported initiatives bring people closer to nature while advancing horticultural excellence. Its 9th edition featured close to 40 stunning displays by 44 designers, alongside community-driven competitions, with the help of generous sponsors including **Suntec Singapore, Takashimaya Singapore, Pan Pacific Singapore** (Official Hotel Partner), **Noi Gardens, Stellar Lifestyle, Comvita, Luzerne, Suntec City, Oasis Floral Products, Risis, Sistic** and **Wine Farm**. These efforts not only nurture local talent but also foster pride in shared green spaces, demonstrating how partnerships transform Singapore into a vibrant City in Nature.

The 8th Global Botanic Gardens Congress, co-hosted by the Singapore Botanic Gardens and Botanic Gardens Conservation International, came to life with the benevolent support of sponsors such as **Korea National Arboretum, GSK, Dr Rosslyn Leong, The Morton Arboretum, GenZero, Atlanta Botanical Garden, Montgomery Botanical Center, Mr Tan Jiew Hoe, Naples Botanical Garden, and Esri Singapore**. The Congress also saw the launch of the Southeast Asia Plant Phenology Network, initiated by the Singapore Botanic Gardens to unite regional gardens in long-term climate impact studies.

The Plant-A-Tree Programme exemplifies how strong corporate partnerships amplify the impact of the OneMillionTrees movement. New partners, such as **Disney, Endress+Hauser, Raffles Hotel Singapore** and **Singapore Maritime Foundation** have accelerated this momentum. Since 2007, over 890 corporations and 6,690 individuals have contributed to planting over 89,900 trees, with support from more than 147,300 participants in greening efforts.

Beyond horticulture, GCF supports impactful programmes like the Pet Cat Sterilisation Support programme, which promotes responsible pet ownership and animal welfare. Having received tremendous support from both individual donors and organisations such as **Temasek Foundation, the Estate of Essery Gerald Stephen (executed by Dr Tan Hwa Luck)** and **MARS Petcare**, this initiative reflects the power of community partnerships in addressing urban challenges.



The Pet Cat Sterilisation Support programme supports the sterilisation and microchipping of pet cats in lower-income households.



NParks remains dedicated to furthering our goal of enhancing therapeutic gardens and therapeutic horticulture in the coming year.

The Year Ahead

GCF will remain steadfast in its mission to build a greener, more climate-resilient Singapore through stronger corporate partnerships and broader community engagement across its conservation initiatives. At Khatib Bongsu and Pulau Ubin, nature-based solutions will combat coastal erosion while restoring habitats. The Comprehensive Marine Biodiversity Survey II and the 100K Corals Initiative will continue to safeguard our marine ecosystems, while therapeutic gardens and therapeutic horticulture programmes weave nature into community well-being. NParks is also committed to moving forward with responsible pet ownership initiatives to foster harmonious living with the animal friends in our neighbourhoods.

These initiatives reflect GCF's commitment to strengthen corporate-community partnerships in service of our shared environmental vision. By bridging meaningful connections between people and nature, GCF cultivates sustainable engagement that benefits both Singapore's ecosystem and its stewards. For more information, please visit www.gardencityfund.gov.sg.



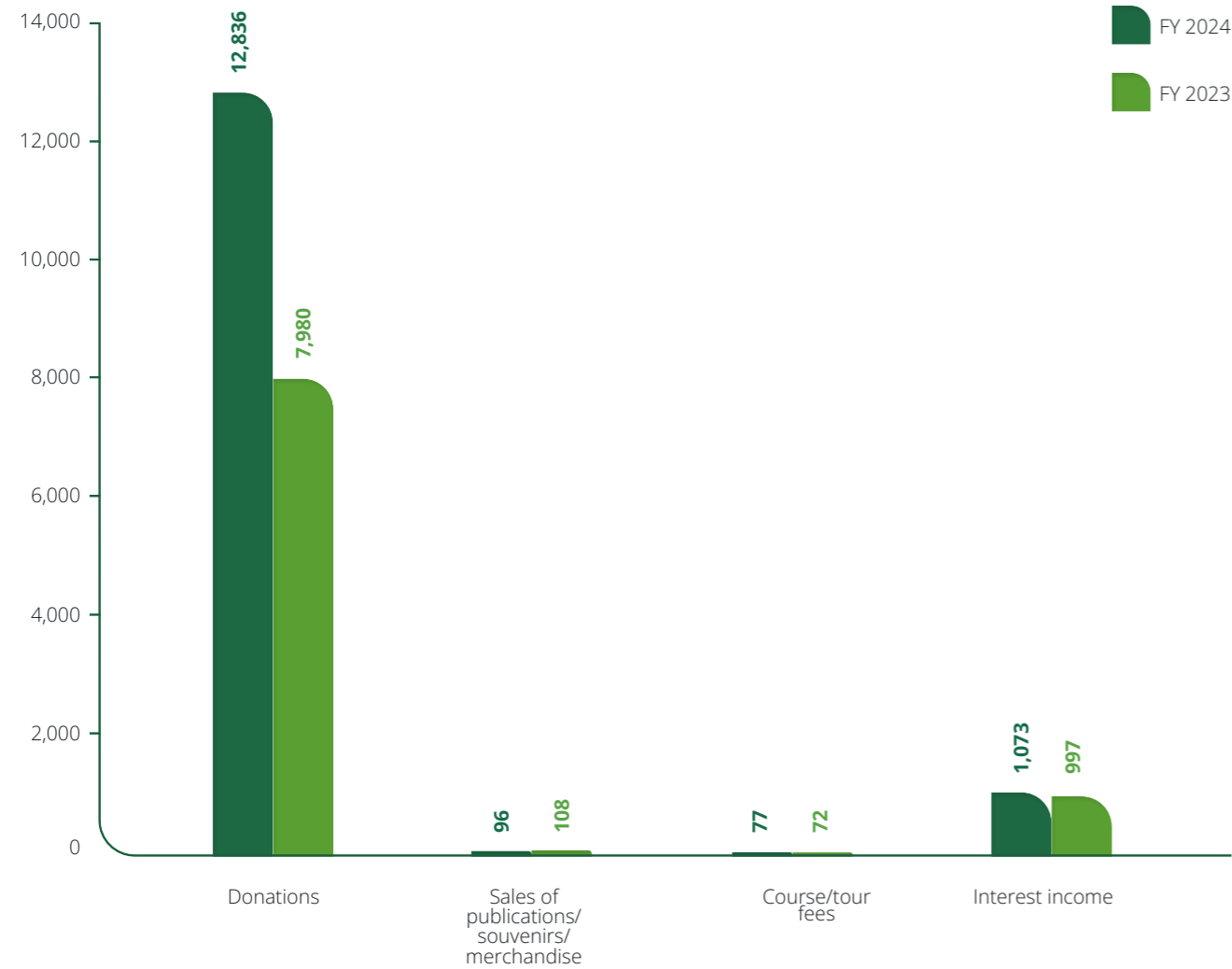
Scan to visit the GCF website.

GARDEN CITY FUND'S FINANCIAL REVIEW

Income

The income comprised mainly donations and interest income. The income for the year was \$14.08 million. The increase from last year's income was mainly due to an increase in donation income.

FY 2024 vs FY 2023 Operating Income

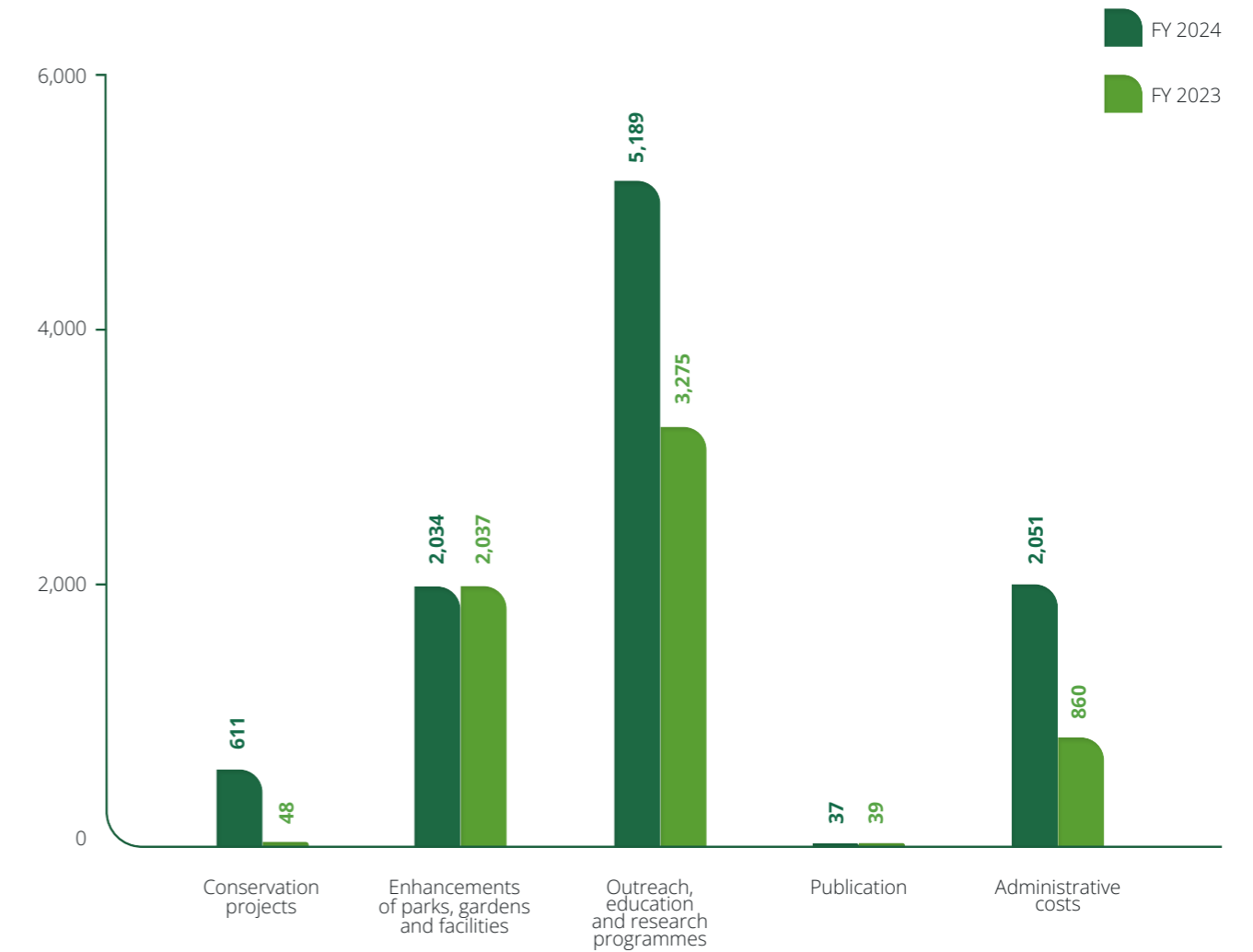


INCOME	FY 2024 \$'000	FY 2023 \$'000	INCREASE / (DECREASE) \$'000	% CHANGE
Donations	12,836	7,980	4,856	61
Sales of publications/souvenirs/merchandise	96	108	(12)	(11)
Course/tour fees	77	72	5	7
Interest income	1,073	997	76	8
TOTAL	14,082	9,157	4,925	54

Operating Expenditure

The expenditure for the year was \$9.92 million, which is 59% higher compared to last year's operating expenditure of \$6.26 million. The increase was due to an increase in outreach, education and research programmes, and matching expenses for in-kind donation.

FY 2024 vs FY 2023 Operating Expenditure

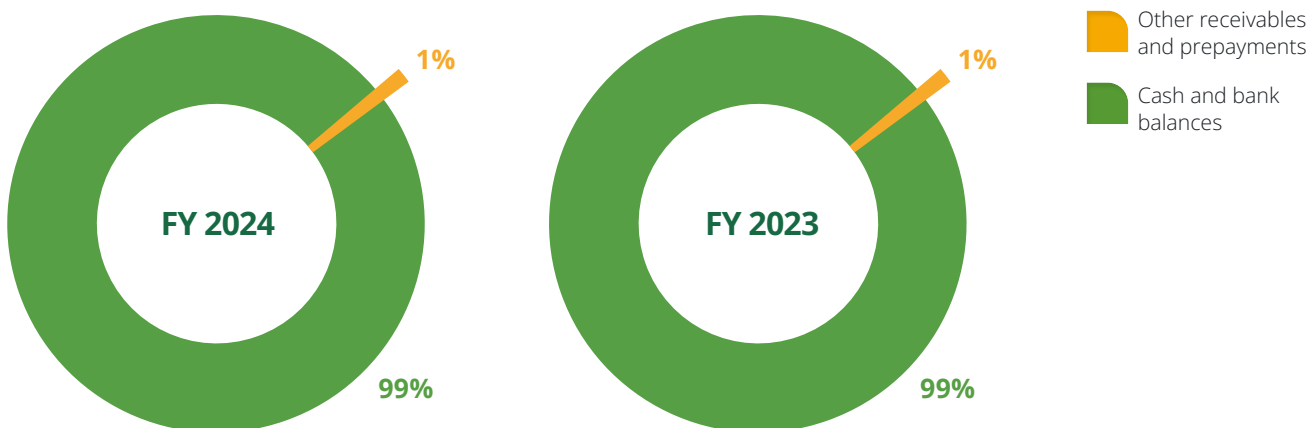


EXPENDITURE	FY 2024 \$'000	FY 2023 \$'000	INCREASE / (DECREASE) \$'000	% CHANGE
Conservation projects	611	48	563	1,172
Enhancements of parks, gardens and facilities	2,034	2,037	(2)	(1)
Outreach, education and research programmes	5,189	3,275	1,914	58
Publication	37	39	(2)	(5)
Administrative costs	2,051	860	1,191	138
TOTAL	9,923	6,259	3,664	59

Financial Position

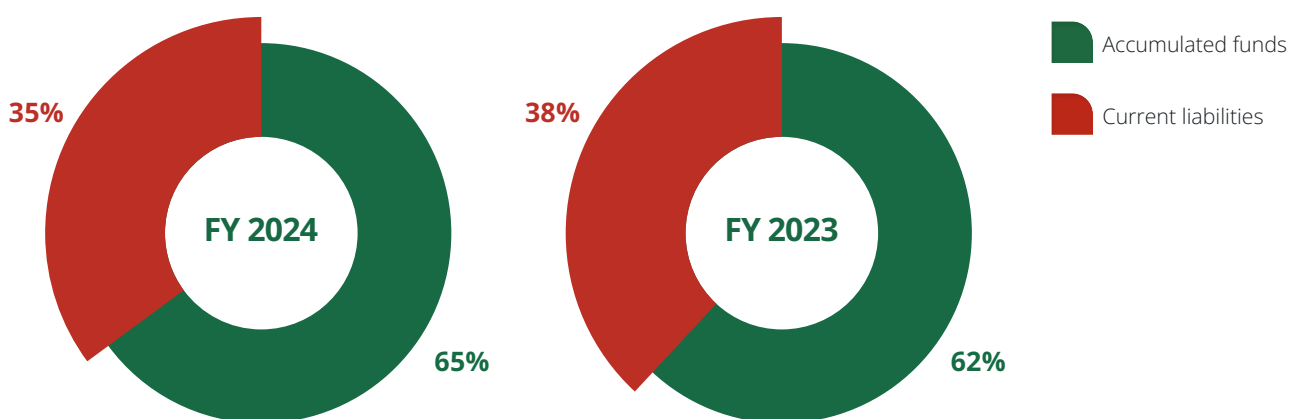
As at 31 March 2025, the total assets stood at \$45.49 million, an increase of 12% from last year. Accumulated funds stood at \$29.59 million, while current liabilities stood at \$15.89 million.

Total Assets



ASSETS	FY 2024 \$'000	FY 2023 \$'000	INCREASE / (DECREASE) \$'000	% CHANGE
Other receivables and prepayments	376	445	69	16
Cash and bank balances	45,109	40,329	4,780	12
TOTAL	45,485	40,744	4,711	12

Total Equity & Liabilities



ACCUMULATED FUNDS AND LIABILITIES	FY 2024 \$'000	FY 2023 \$'000	INCREASE / (DECREASE) \$'000	% CHANGE
Accumulated funds	29,594	25,436	4,158	16
Current liabilities	15,891	15,337	554	4
TOTAL	45,485	40,773	4,712	12

GARDEN CITY FUND DONOR'S ACKNOWLEDGEMENT FY2024

We acknowledge and thank the following donors who have generously supported our City in Nature efforts, including those who wish to remain anonymous.

\$51 million and above

- Aramco Asia Singapore Pte Ltd
- GSK-EDB Trust Fund
- Oversea-Chinese Banking Corporation Limited
- Peter Lim

\$5100,000 and above

- AIA Singapore
- City Developments Limited
- Delta Electronics Int'l (Singapore) Pte Ltd
- Equinix Singapore Pte Ltd
- Google Asia Pacific Pte Ltd
- Keppel Care Foundation
- Leong Sou Fong Rosslyn
- LU Foundation Ltd
- Micron Semiconductor Asia Operations
- The Hongkong and Shanghai Banking Corporation Limited

\$510,000 and above

- Advantest (Singapore) Pte Ltd
- AIA Investment Management Pte Ltd
- Allianz Global Investors Singapore Limited
- Almarc Engineering Pte Ltd
- Amgen Singapore Manufacturing Pte Ltd
- Anziani Eric Paul Andre
- Archer Danials Midland Company
- Beach Road Hotel
- Bijjala Radhakrishna
- Carbon Solutions Services Pte Ltd
- Cargill Asia Pacific Holdings Pte Ltd
- Carrier Singapore (Pte) Limited
- China Aviation Oil (Singapore) Corporation Ltd
- Citibank Singapore
- CMA-CGM Asia Pacific Limited
- Coach Operations Singapore Pte Ltd
- Cotton On Singapore Pte Ltd

- DBS Bank Ltd
- Deutsche Bank AG
- DKSH Singapore Pte Ltd
- DoubleVerify Pte Ltd
- Dymon Asia Capital
- Edrington Singapore Pte Ltd
- Endress+Hauser (S.E.A.) Pte Ltd
- Exxonmobil Asia Pacific Pte Ltd
- Fan Li
- FIL Investment Management (Singapore) Limited
- Fullerton Healthcare Group Pte Ltd
- Fung Yuit Leng Juanna-Gaby
- Geneco
- Huttons Asia Pte Ltd
- Iconic Locations Singapore Pte Ltd
- Infineum Singapore LLP
- Kao Singapore Private Limited
- KeaWorld Pte Ltd
- Kingspan Insulated Panels Pte Ltd
- KLA Foundation
- Korea National Arboretum
- KPI OceanConnect Global Accounts Pte Ltd
- KPI OceanConnect Pte Ltd
- Kua Su-Wen Dawn
- Kulicke & Soffa Pte Ltd
- Kumiai Navigation Pte Ltd
- Kyndryl (Singapore) Pte Ltd
- Lam Research Singapore Pte Ltd
- L'tria Private Limited
- Lucky Joint Construction Pte Ltd
- Lukasz Pienkowski
- Malini Rajendran
- Mayer Marketing Pte Ltd
- Mediacorp Pte Ltd
- MHC Medical Network Pte Ltd
- Mitsubishi Corporation RTM International Pte Ltd
- MOH Holdings Pte Ltd
- Nature Society Singapore
- Noel Gifts International Ltd
- Ocean Network Express (Singapore) Pte Ltd
- Olympia Diary (S'pore) Pte Ltd
- Open Text (Asia) Pte Ltd
- Ou Tsung Ming and Ou Chen Li Chin
- OVOL Singapore Pte Ltd
- Panasonic Asia Pacific Pte Ltd
- Paul Anantharajah Tambyah

- Performance Motors Limited
- PetroChina International (Singapore) Pte Ltd
- PXL Consulting Pte Ltd
- QBE Insurance (Singapore) Pte Ltd
- RF360 Singapore Pte Ltd
- Ripple Labs Inc
- Robeco Singapore Pte Ltd
- Schroder Investment Management (Singapore) Ltd
- Senses Marketing Communications & Design Pte Ltd
- Shanghai Pudong Development Bank Co, Ltd
- Shell Group of Companies
- Sheng Siong Supermarket Pte Ltd
- Singapore Life Ltd
- Singapore Power Limited
- ST Engineering IHQ Pte Ltd
- ST Logistics Pte Ltd
- Sun Venture Pte Ltd
- Sunrate Pte Ltd
- Tan Jiew Hoe
- Tan Kwang Hwee
- Teambuild Engineering & Construction Pte Ltd
- Teknor Apex Asia Pacific Pte Ltd
- Temasek Capital Management Pte Ltd
- TF IPC Ltd
- The Estate of the Late Allen Henry Neville Molesworth
- The Morton Arboretum
- The PwC Singapore Foundation
- The Walt Disney Company Southeast Asia Pte Ltd
- Thekchen Choling Singapore Ltd
- Toe Teow Heng
- Wah Loon Engineering Pte Ltd
- Warburg Pincus Singapore Pte Ltd
- WhiteCoat Holdings Pte Ltd
- Woh Hup (Private) Limited

Below \$10,000

- 360 Communications Pte Ltd
- AET Tankers Pte Ltd
- Affinidi Pte Ltd

- AGC Multi Material Singapore Pte Ltd
- Agency Leaders Management Association of AIA Singapore
- Amanda Toh-Steckler
- America II Asia Pte Ltd
- Annie Heng
- Arena Media Asia Pte Ltd
- A-Star Testing & Inspection (S) Pte Ltd
- AstraZeneca Singapore Pte Ltd
- Atlanta Botanical Garden
- Bae Systems Applied Intelligence (Asia Pacific) Pte Ltd
- Berge Bulk Singapore Pte Ltd
- Beverly Ong
- Bridgestone Asia Pacific Pte Ltd
- Buddha's Light Association (Singapore)
- Cantonment Primary School
- Century Commodities Solution Pte Ltd
- Chan Shao-Wah Georgette Geraldine
- Chee Junmin Lester
- Cheong Kakit
- Cheung Le Kai Marcus
- Chia Wen Xing
- Choong Way Min Gregory Gerard
- Chua Buck Yong
- Chua Wun Fong
- Claudio Nuno De Castro Ribeiro
- Clearstream Banking S.A.
- Daiichi Sankyo Singapore Pte Ltd
- Delteq Pte Ltd
- Ding Qiang
- Discover the World Marketing Pte Ltd
- Distillery SG Pte Ltd
- Du Shuchun
- Eastern Pacific Shipping Pte Ltd
- EBM-PAPST SEA Pte Ltd
- Elisabeth Clarice Esther Gustava De Rothschild
- Emergent Capital Partners Pte. Ltd
- Eneos ItalSing Pte Ltd
- Esri Singapore Pte Ltd
- Eva Tan
- Evergreen Marine (Asia) Pte Ltd
- Fairy Holdings Pte Ltd
- Fo Guang Shan (Singapore)
- Foo Siang Keng
- Fu Xiang Construction Pte Ltd
- Golden Sands Construction & Engineering Pte Ltd
- Growthops Pte Ltd
- Hakuhodo Singapore Pte Ltd
- HICC Pte Ltd
- HP Wealth Management (S) Pte Ltd
- Infold Pte Ltd
- iXchange Pte Ltd

- Jayanthi D/O Ponnasamy
- Kaisavapany S/O Krishnasamy
- Karen Lim
- Khoo Ming Tsui Stella
- Klive Asia Pte Ltd
- Kng Wei Qi Jeremy
- KOSÉ Singapore Pte Ltd
- Lau Peh Peh
- Lee Foundation
- Lee Kien Yong Dominic
- Lee Ti Seng Desmond
- Leow Boon Tuan
- LHN Space Resources Pte Ltd
- Lim Bee Choo
- Lim Chee Kian
- Lim Chee Kiat
- Lin Junrun
- Lin Li
- Lin Rongjiang
- LNH Space Resources Pte Ltd
- Loe Kwee Eng Hilda
- Loo Kee Hock Michael
- Luba Marine Survey Private Limited
- Lynux Shipping Bulk Pte Ltd
- Ma Xiaolong
- Metech Recycling Pte Ltd
- Michelman Asia-Pacific Pte Ltd
- Montgomery Botanical Center
- Nalwa Mandeep Singh
- Naples Botanical Garden
- Ng Jia Wei
- Ng Keng Hooi
- Ng Man Hop
- Ng Wei Yong
- Ng Yong Sheng
- Ngiam Juyong
- Ngien Hoon Ping
- Nizam Muddin Gafoor
- Novel Energy Trading Pte Ltd
- Oh Poh Lin
- Omega Integration Pte Ltd
- Orange Business Services Singapore Pte Ltd
- Pacific Carriers Limited
- Pacific International Lines (Pte) Ltd
- Pan Pacific Hotels and Resorts Pte Ltd
- Parthiban S/O Murugaiyan
- Pascal Michel Francois Bergougnou
- Penta-Ocean Construction Co. Ltd
- Phua Choon Hua Simon
- Print Lab Pte Ltd
- PSA Corporation Limited
- Rapid Offshore & Marine Pte Ltd
- Rijke Power Pte Ltd
- Roger Elmer Wolf
- Samway Hydraulics Pte Ltd
- Sato Asia Pacific Pte Ltd
- Seatrium Limited

- SGG Offshore & Marine Consultant Pte Ltd
- Shen Jialing Jeslyn
- Sheng Chaohua
- Shin Kim Peow
- Siemens Bank GmbH Singapore Branch
- Singapore FOZL Group Pte Ltd
- Singapore Maritime Foundation
- Singapore Shipping Association
- Siow Hong Peng
- ST Divers Technics Pte Ltd
- ST Engineering Defence Aviation Services Pte Ltd
- STT Tai Seng Pte Ltd
- Sun Lin
- Sunningdale Tech Ltd
- Sunseap Group Pte Ltd
- Tajaram Muralli Raja
- Takashimaya Singapore Ltd
- Tan Cheng Soon
- Tan Jianhan Jerel
- Tan Kah Heng
- Tan Lin Teck
- Tan Qi En
- Tan Shi Jack
- Tan Si Ling
- Tan Soon Hock Paul
- Tanaka Kiyotaka
- Tang Jia Hao
- Tay Hock Jin Alvin
- Telok Ayer Chinese Methodist Church
- The UFO Traveler Pte Ltd
- Thirumalai Chandran @ T Chandroo
- Thng Hong Foo Kenneth
- Tiong Ying Ling
- TMRW Pte Ltd
- Tokyo Electron Singapore Pte Ltd
- Tomson Siddik
- Toyota Tsusho Asia Pacific Pte Ltd
- TPI Limited
- Tridex Pte Ltd
- Unearthed Productions Private Ltd
- Van Der Putten
- Wang Fuwen
- Wijaya Abori
- Wong Sze Keed
- Wong Ying Lei
- World Wide Technology
- Xu Jiening
- Xue Song
- Yap Him Kuei Warren
- Yap Tsung-Tzu Kevin
- Yap You Min
- Ye YiXiu
- Yee Lai Ching
- Yee Ming Innes
- Yokogawa Engineering Asia Pte Ltd
- Zhang Hui

FACTS & FIGURES

FY2024

National Day Awards

Note: Staff appointments indicated on this page are accurate as of when the Awards were announced.

Public Administration Medal (Silver)

Ms Tan Lai Kheng
SENIOR DIRECTOR / LIFESTYLE BUSINESS
Park Management and Lifestyle

Public Administration Medal (Bronze)

Ms Ng Li-San
DIRECTOR / COMMUNICATIONS
Communications and Community Engagement

Dr Jana Skornickova
KEEPER, HERBARIUM & PRINCIPAL RESEARCHER / PLANT TAXONOMY
Singapore Botanic Gardens

Ms Nah Bee Luan
DIRECTOR / JURONG LAKE GARDENS DEVELOPMENT
Jurong Lake Gardens

Mr Ong Yongquan
DIRECTOR / STREETScape (CENTRAL SOUTH)
Streetscape

COMMENDATION MEDAL

Ms Nur Sabrina Kwok @ Kwok Pui Leng
SENIOR MANAGER / BUDGET AND ACCOUNTS
Finance and Procurement

Ms Loh Chay Hwee
DEPUTY DIRECTOR
Manpower Development Industry and CUGE

Mr Loo Kah Lim
DEPUTY DIRECTOR / GREENERY AND DEVELOPMENT PLANNING
Policy and Planning

Ms Tay Rijin
SENIOR MANAGER / ANIMAL AND VETERINARY PROGRAMME OFFICE
Professional and Scientific Services

Ms Galistan Amanda Grace
SENIOR MANAGER / PARKS (CENTRAL NORTH)
Parks Central

Mr Jeremy Woon Ren Wei
DEPUTY DIRECTOR / INTERNATIONAL BIODIVERSITY CONSERVATION
National Biodiversity Centre

Mr Li Zuowei
SENIOR MANAGER / CONSERVATION
Conservation

Ms Teng Yuen Leng
DEPUTY DIRECTOR / CUGE
Industry and CUGE

Ms Ng Hwee San
DEPUTY DIRECTOR / HUMAN RESOURCE
Corporate Services

EFFICIENCY MEDAL

Mr Koh Sau Peng
MANAGER / LICENSING
Industry Standards and Regulatory

Mr Thant Zin Thein
SENIOR MANAGER / FACILITIES MANAGEMENT
Corporate Services

Mr Pang Joo Kang
MANAGER / CENTRE FOR WILDLIFE REHABILITATION
Wildlife Management

Ms Ho Siew Ling
MANAGER / STREETScape (CENTRAL SOUTH)
Streetscape

Ms Lauw Sok Chin
SENIOR OFFICER / PARKS (CENTRAL NORTH)
Parks Central

Mr Gwee Aik Teck
SENIOR OFFICER / PLANT RECORDS
Singapore Botanic Gardens

Long Service Medal

Ms Pang Yoke Yue
SENIOR MANAGER / FESTIVALS AND SHOWS
Singapore Botanic Gardens

Ms Rajasawari d/o S Murugesu
ASSISTANT / INVESTIGATION
Enforcement and Investigation

Ms Chan Su Hooi
SENIOR OFFICER / CONSERVATION
Conservation

Mr Abdul Khalid bin Hamid
ASSISTANT OFFICER / CONSERVATION
Conservation

Ms Cheng Mui Kiew Jancy
MANAGER / CORPORATE STRATEGY AND PLANNING
Corporate Strategy and Planning

Mr Ng Leong Hwa Eric
SENIOR MANAGER / GREENERY AND DEVELOPMENT PLANNING
Policy and Planning

Mr Mohamad Zamani bin Yaacob
INSPECTOR / PLANT SCIENCE AND HEALTH
Horticulture and Community

Mr Goh Sze Pu Joshua
SENIOR OFFICER / FACILITIES MANAGEMENT
Corporate Services

Mr Wong Wai Sung
DEPUTY DIRECTOR / DEVELOPMENT MANAGEMENT
Parks Development and Design

Ms Lee Ke Ying Kylie
SENIOR OFFICER / STREETScape (CENTRAL SOUTH)
Streetscape

Mr Muhamad Irwan bin Sapi'i
SENIOR OFFICER / PARKS (SOUTH WEST)
Parks West

Mr Ridzuan bin Abdul Aziz
SENIOR EXECUTIVE / WILDLIFE MANAGEMENT AND OUTREACH
Wildlife Management

Ms Chee Yee Ping
SENIOR MANAGER / PARKS (CENTRAL SOUTH)
Parks Central

Ms Safiah binte Abdul Aziz
MANAGER / FACILITIES MANAGEMENT
Corporate Services

Mr Tan Fook Onn Andrew
ASSISTANT / SECURITY MANAGEMENT
Singapore Botanic Gardens

Ms Eslindah binte Ismail
DEPUTY DIRECTOR / PARKS (NORTH WEST)
Parks West

Ms Koh Ah Chin
DEPUTY FINANCIAL CONTROLLER/ BUDGET AND ACCOUNTS
Finance and Procurement

Ms Hasnah binte Ibrahim
MANAGER / INVESTIGATION
Enforcement and Investigation

Mr Norhasli bin Yusop
SENIOR TECHNICAL OFFICER / PLANT SCIENCE AND HEALTH
Horticulture and Community

Awards and Accolades

Excellent Service Awards

Attractions
13 STAR, 4 GOLD, 16 SILVER

IT Awards

Science, Tech & Engineering (STE) Excellence Award
Awarded in recognition of "Transforming Urban Tree Management" in collaboration with SLA

May Day Awards 2025

Model Worker
Ms Sim Bee Lan
SENIOR MANAGER / PARKS (CENTRAL SOUTH)
Parks Central

MND Ministers Award 2024

NATURE KAKIS NETWORK
WHOLE-OF-GOVERNMENT (WOG) BIOSURVEILLANCE FRAMEWORK

Municipal Services Awards 2024

Community Category
PET CAT STERILISATION SUPPORT (PCSS) PROGRAMME
PEK KIO PARK: A COLLABORATIVE GREEN SPACE

Team Category
TEAM ULU PANDAN
JOINT OPS AT SIMS AVE PARK CONNECTOR AND GUILLEMARD ROAD OPEN SPACE BY NATIONAL PARKS BOARD (NPARKS) AND MINISTRY OF MANPOWER (MOM)
PARKS NORTH EAST – PUNGGOL FIRE STATION COLLABORATION TEAM
DEVELOPMENT OF TAMPINES BOULEVARD PARK
PIGEON MANAGEMENT PLAN TEAM

PST Awards 2024

Dare to Do Award
REIMAGINING NPARKS' TREE INSPECTION

Others

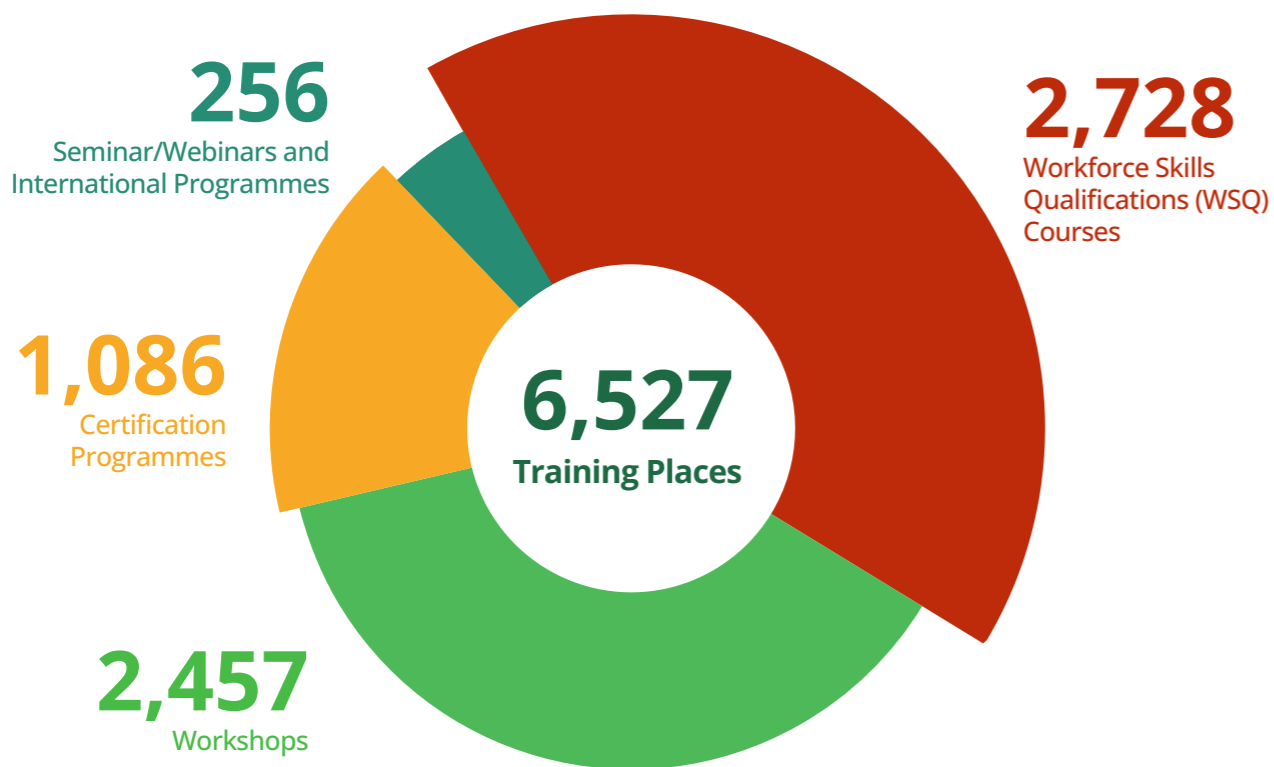
Total Defence Award 2024

FACTS & FIGURES

FY2025

CUGE Training Programmes

The Centre for Urban Greenery and Ecology (CUGE) was established by NParks as a regional centre of excellence to advance an urban and green living environment, as well as a one-stop training and knowledge hub in urban greenery and ecology.



Workforce Skills Qualification (WSQ) Courses

WSQ Courses for Landscape Workers (Level 1)

- Plant Health Management and Disease Control
- Plant Identification
- Plant Pruning

WSQ Courses for Landscape Technicians (Level 2)

- Chainsaw Operation and Maintenance
- Hazards and Risk Control, and Policy Management*
- Horticultural Chemical Usage*
- Plant Health Management and Disease Control*
- Plant Propagation and Production
- Plant Pruning*
- Soil and Media Assessment and Remediation
- Tree Climbing and Aerial Rescues
- Tree Health Management
- Tree Pruning
- Turf Maintenance*

WSQ Courses for Landscape Supervisors (Level 3)

- Hazards and Risk Control, and Policy Management
- Plant Health Management and Disease Control
- Plant Identification
- Soil and Media Assessment and Remediation

WSQ Courses for Landscape Managers (Level 4)

- Budgeting
- Environmental Management in Landscape Operations
- Hazards and Risk Control, and Policy Management
- Horticultural Chemical Usage
- Horticultural Maintenance Programme
- Plant Health Management and Disease Control
- Project Management

*Programmes with Assessment-Only Pathway (AOP)

Workshops

- A Guide to Grow Healthy Plants
- Advanced Tree Climbing with SRS
- Advanced Tree Decay Assessment
- Butterfly Gardens — Ecology to Practical Design
- Chainsaw Operations and Maintenance (Refresher)
- Designing a Nature Playgarden
- Designing Therapeutic Horticulture Programmes for Children with Special Needs
- Dragonflies and Damselflies: Ecology, Conservation and Wetlands Creation
- Edible Gardens in Our City in Nature
- Formative Pruning for Young Trees
- Fundamental Tree Management Programme
- Introduction to Contemplative Landscape Model Design Application
- Introduction to Therapeutic Horticulture and Therapeutic Garden
- Landscape Safety Orientation Programme (Bengali)
- Landscape Safety Orientation Programme (Chinese)
- Landscape Safety Orientation Programme (English)
- Landscape Safety Orientation Programme (Tamil)
- Playground Safety Management Workshop
- Resistance Drilling Equipment
- Therapeutic Garden Design
- Therapeutic Horticulture for Seniors
- Tree Climbing and Aerial Rescue Level 2 (Refresher)
- Tree Decay — The Fundamentals
- Tree Felling
- Tree Inspection — Advanced
- Tree Inspection — Failure Documentation and Analysis
- Tree Inspection — The Basics
- Trees and Construction — Understanding the Arboriculture Impact
- Tropical Tree Identification, Biology and Physiology
- Urban Greenery Management
- Understanding Soil and Its Importance to Plants

Certification Programmes

- Advanced Tree Climbing with SRS
- Animal Health Professional Certification Programme
- Animal Health Professional Certification Programme (Refresher)
- Animal Management Certification Programme — Basic
- Animal Management Certification Programme Basic (Refresher)
- Animal Management Certification Programme Intermediate Electives — Mammals (Refresher)
- Animal Management Certification Programme Intermediate Electives — Reptiles (Refresher)
- Animal Management Intermediate Elective Community Animals — Cat
- Animal Management Intermediate Elective Community Animals — Dog
- Animal Management Intermediate Elective — Mammals
- Animal Management Intermediate Elective — Reptiles
- Certificate in Basic Plant Recognition Programme (Module 1 to Module 10)
- Certificate in Field Epidemiology (Refresher)
- Certified Parks Manager
- Certified Playground Safety Inspector Course and Examination
- Certified Practising Horticulturist Programme
- ISA Certified Arborist Preparatory Programme
- ISA Tree Risk Assessment Qualification (TRAQ) Renewal Online
- ISA Tree Risk Assessment Qualification Programme
- Pneumatic Blowpipe and Dart Gun Refresher Course
- Refresher for ISA Arborist

Seminar/Webinar and International Programmes

- Harnessing Geographic Information Systems for Environmental Conservation
- Planning for Parks and Greenery
- Managing Nature in Developments Webinar for Development Agencies
- Managing Nature in Developments Webinar for Qualified Professionals
- Singapore's Transformation to City in Nature

FACTS & FIGURES

FY2025

(AS OF 31 MARCH 2025)

NParks Staff Strength

STAFF STRENGTH AS AT 30 SEPTEMBER 2024

1,204

Regional Parks and Greenery Maintained by NParks

NUMBER OF REGIONAL PARKS	NUMBER OF NEIGHBOURHOOD PARKS	TOTAL MILEAGE OF PARK CONNECTORS MAINTAINED
89	324	393 KM

TOTAL AREA MAINTAINED (HA)

3,358.11 Parks, playgrounds, open spaces, fitness corners and park connectors*	3,347 Nature reserves (gazetted)	42 Istana and Parliament House grounds
2,039.47 Roadside greenery	4,511.71 State land greenery as of Mar 2025**	

Plant Health

41,332 Import permits issued	263 Post-entry inspections conducted
---------------------------------	-----------------------------------------

Animal Health & Welfare

LICENCES, PERMITS, AND HEALTH CERTIFICATES ISSUED FOR ANIMAL TRADE

5,207 Animals (excluding livestock)	5,484 Ornamental fish (import permits)	3,224 Ornamental fish (export health certificates)
164 Biologics	58 Birds	1,569 Products (blood, sera, urine, clinical specimens)
TOTAL: 15,706		

LICENSING VETERINARIANS AND VETERINARY CENTRES

649 Number of veterinarians	127 Number of veterinary centres
--------------------------------	-------------------------------------

DOG LICENSING AND ENFORCEMENT

~91,000 Dog licences issued	~14,000 New licences
~77,000 Renewed licences (includes multi-year licences)	

TYPES OF ANIMAL DISEASE SURVEYED IN BREEDING FACILITIES

4 Ornamental bird breeders surveyed • Avian influenza • Newcastle disease	37 Ornamental fish breeders surveyed • <i>Aeromonas salmonicida</i> • Chytrid fungus • Epizootic haematopoietic necrosis virus • Infectious haematopoietic necrosis virus • Infectious spleen and kidney necrosis virus • Koi herpes virus • Megalocytivirus • Spring viraemia of carp virus • Viral haemorrhagic septicaemia • White spot disease
------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

NPARKS' ANIMAL BIOSURVEILLANCE PROGRAMMES

- *Aeromonas salmonicida*
- African swine fever
- Anaplasmosis
- Antimicrobial resistance
- Avian influenza
- Babesiosis
- Bluetongue
- Bovine tuberculosis
- Brucellosis
- Campylobacteriosis
- Canine distemper
- Chytridiomycosis
- Classical swine fever
- Contagious bovine pleuropneumonia
- Coronaviruses
- Cryptococcosis
- Cryptosporidiosis
- *Escherichia coli* O157:H7
- Ehrlichiosis
- Epizootic ulcerative syndrome
- Foot and mouth disease
- Heartworm
- Koi herpes virus
- Leishmaniosis
- Leptospirosis
- Lyme diseases
- Newcastle disease
- Nipah virus disease
- Parvovirus
- *Plasmodium knowlesi*
- Psittacosis
- Rabies
- Rickettsial disease
- Spring viraemia of carp virus
- Swine influenza
- Toxoplasmosis
- White spot disease

* Excludes Bukit Timah Nature Reserve, Central Catchment Nature Reserve, Sungei Buloh Wetland Reserve and Labrador Nature Reserve which have been computed under "Nature Reserves".

** Greenery on vacant land taken over from agencies

CORPORATE GOVERNANCE

FY2025

Board Members

NParks is overseen by a Board comprising 11 members. All Board members are non-executive members, except the Chief Executive Officer. The Board derives its strength from the extensive and complementary backgrounds, qualifications and experience of its members.

The Board provides strategic direction and guidance on policies and strategies relating to NParks' vision, mission, objectives, and performance of its functions. In addition, it oversees NParks' operating and financial performance, taking into account NParks' budget, expenses, assets, transactions and projects.

In discharging its duties, the Board is supported by the following committees:

Audit Committee

The Audit Committee comprises three non-executive Board members. It plays a key role in ensuring a high standard of corporate governance through independent reviews of internal controls, financial reporting processes and financial risks. In addition, the Audit Committee reviews the audited financial statements, as well as the audit plans and observations of external and internal auditors, and reviews the effectiveness of internal audit.

Chairman

Ms Eu Chin Fen

Members

Mr Gerald Tan
Ms Magdelene Chua

Operation Risk Committee

The Operations Risk Committee comprises three non-executive Board members, including the Chairman of the Board. Its role is to provide strategic oversight of NParks' operations risk management framework and conduct reviews of NParks' operations risks. The Operations Risk Committee also oversees the implementation of risk mitigation plans, policies and practices.

Chairman

Mr Loh Khum Yean

Members

Mr Benett Theseira
Mr Stephen Beng

Human Resource and Compensation Committee

The Human Resource and Compensation Committee comprises three non-executive Board members. Its role is to assist the Board in providing guidance on human capital management challenges.

Chairman

Ms Tham Loke Kheng

Members

Ms Nur Hidayah Abu Bakar
Mr Lim Shung Yar

Garden City Fund Management Committee

The Garden City Fund Management Committee manages and administers the Garden City Fund, a registered charity and an Institution of a Public Character, to plan, develop, promote and manage the Garden City Fund in accordance with its Trust Deed.

Please refer to page 42 for the work of the Garden City Fund in the year in review.

Board's Conduct of Its Affairs

The Board meets four times a year and as and when necessary to address any significant matters that may arise. To enable the Board to fulfil its responsibilities, the Management Team provides the Board members adequate information during Board meetings and on an ongoing basis. The Board also has direct and independent access to the Management Team if further information and explanation are required.

Code of Conduct

Members of the Board are guided by a set of key principles and guidelines to ensure fairness and impartiality when they carry out their responsibilities, as well as to uphold the integrity and reputation of the Public Service, including adhering to the Public Sector (Governance) Act 2018.

Accountability and Audit

The Board's accounts are audited by the Auditor-General or such other auditor who may be appointed annually by the Minister in consultation with the Auditor-General. The auditor engaged for the financial year which ended on 31 March 2025 was Foo Kon Tan LLP. The audited financial statements and the auditor's report were submitted to the Board and the Ministry of National Development, and also presented to Parliament.



Spice Gallery at Fort Canning Park

Internal Control Framework

NParks' internal control system ensures that assets are safeguarded, proper accounting records are maintained, and financial information is reliable. The overall control framework includes:

- An organisation structure with clearly defined authority and delegation limits and reporting mechanisms to higher levels of management and to the Board;
- An annual budgeting and quarterly financial reporting system for all operating units that enables progress against annual plans and objectives to be monitored;
- Compliance with the provisions of the National Parks Board Act 1996, Statutory Board Financial Reporting Standards, Government Instruction Manuals, Finance and PSD Circulars and Minutes for policies and procedures related to operations, human resource management and financial controls and regulations; and
- A risk management framework which ensures close monitoring with proper mitigating measures for all identified high-risk areas.

PUBLICATIONS



Scan QR code to view full list of publications



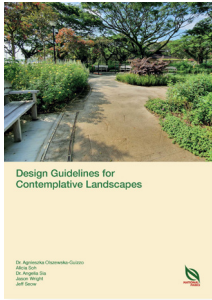
Books

- 1 **Tropical Plants in Focus: Botanical Illustration at the Singapore Botanic Gardens**
By Michele Rodda
- 2 **Hidden Havens: Exploring Marine Life in Singapore's Marinas**
By Chou Loke Ming, Lionel Ng, Toh Kok Ben, Cheo Pei Rong, Ng Juat Ying and Karenne Tun
Published in collaboration with NUS.
- 3 **A Review of Garden Bird Watch (2015–2019)**
By Low Bing Wen, Joy Wong Shu Yee, Linda Goh and Kenneth Er
- 4 **A Guide to the Bees of Singapore**
By Zestin W.W. Soh and John S. Ascher
Published in collaboration with NUS.
- 5 **1001 Garden Plants in Singapore: A New Compendium**
By Soh Weijing, Tamako Kobayashi, Dr Jennie Tang, Jessica Teo, Pauline Tay and Low Wei Teng
- 6 **A Guide to the Sculptures of the Singapore Botanic Gardens**
By Grace Lee, Ada Davis, Tan Miao Yuan and Tan Wan Xin
- 7 **Singapore Garden Photographer of the Year, Celebrating Our City in Nature: Singapore Garden Photographer of the Year**
Edited by Wong Tuan Wah, Linda Goh, Ada Davis and Victoria Cheong
Singapore Garden Photographer of the Year won the Grand Award in the 2016 APEX Awards for Publication Excellence under the category of One-of-a-Kind Publication (Green).
- 8 **Rainforest in a City**
By Chua Ee Kiam
Won the Bronze medal in the 2015 Independent Publisher Book Awards under the category of Environment/Ecology/Nature, and the Silver award in the 2015 Nautilus Book Awards under the category of Ecology Environment.
- 9 **Footprints on an Island: Rediscovering Pulau Ubin**
By Chua Ee Kiam, Choo Mui Eng and Wong Tuan Wah
Won the Nautilus 2016 Silver Award in the Multicultural & Indigenous category, and was recognised in the One-of-a-Kind Publication (Green) category at the 30th Annual APEX Awards for Publication Excellence competition.
- 10 **Gingers of Cambodia, Laos & Vietnam**
By Jana Leong-Škorničková and Mark Newman
- 11 **A Walk Through History: A Guide to the Singapore Botanic Gardens**
By Nigel Taylor and Ada Davis
- 12 **Migratory Birds of Sungei Buloh Wetland Reserve**
By James Gan, Mendis Tan and David Li

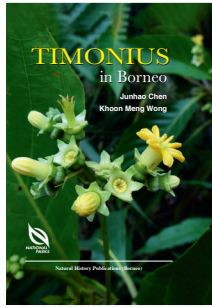


- 13 **My Green Space: Indoor Gardening Made Simple**
By Ang Wee Foong and Lily Chen
- 14 **A Guide to the Common Epiphytes and Mistletoes of Singapore**
By Jean W.H. Yong, James Wang Wei, Joanne Y.T. Khew, Sheue Chiou Rong and Wong Wei San
- 15 **Native Orchids of Singapore: Diversity, Identification and Conservation (2nd edition)**
By Yam Tim Wing
- 16 **Dragonflies of Our Parks and Gardens**
By Robin Ngiam
- 17 **Trees of Our Garden City**
Edited by Tee Swee Ping
- 18 **Caterpillars of Singapore's Butterflies**
By Horace Tan and Khew Sin Khoon
- 19 **Birds of Our Wetlands: A Journey Through Sungei Buloh Wetland Reserve**
Edited by Wong Tuan Wah, Victoria Cheong, Ada Davis, How Choon Beng, David Li, Low Bing Wen, Florence Sim and Yang Shufen
- 20 **The Nature of Poetry**
Edited by Edwin Thumboo and Eric Tinsay Valles
- 21 **Flora of Singapore, Volume 1 (Introduction), Volume 7 (Poales), Volume 13 (Gentianales)**
Edited by David Middleton, Stuart Lindsay and Jana Leong-Škorničková
- 22 **A Guide to Macrofungi in Singapore**
By Serena M.L. Lee and Amy M.F. Choong
- 23 **Designing a City in Nature**
By Jason Wright and Audrey Xu
- 24 **Fort Canning Park: Heritage and Gardens**
By Chng Mun Wye and Sara-Ann Ang
- 25 **A Photographic Guide to Singapore Spiders**
By Joseph Koh, David Court, Chris Ang and Paul Ng

26



27



28



26 Design Guidelines for Contemplative Landscapes

By Agnieszka Olszewska-Guizzo, Alicia Soh, Dr Angelia Sia, Jason Wright and Jeff Seow

27 Timonius in Borneo

By Junhao Chen and Khoon Meng Wong

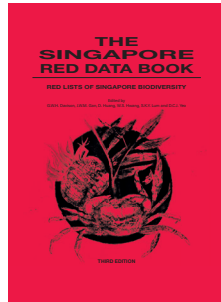
28 The Hunt for the Green Boomerang, Secrets of the Swamp

By Neil Humphreys and illustrated by Cheng Puay Koon
Secrets of the Swamp won the Best Book award for 6-8 year olds in the 2014 Harper's Bazaar Junior Toy Awards.

29



30



29 A Present for Ginger, My Dog is Not from a Pet Shop, Journey to the Animal Classroom

By Jill Lim and illustrated by Patrick Yee

30 The Singapore Red Data Book: Red Lists of Singapore Biodiversity

Edited by Dr Geoffrey Davison, James Gan, Huang Danwei, Dr Hwang Wei Song, Dr Shawn Lum, Dr Darren Yeo

31 The Botanists of the Singapore Botanic Gardens: The First 100 Years

Edited by Dr Wong Khoon Meng, Dr S. K. Ganesan, Dr Louise Neo and Dr Jose Irene dos R. Furtado

32 Singapore's Orchid Diplomacy

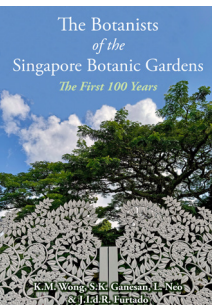
By Koh Buck Song

Journals

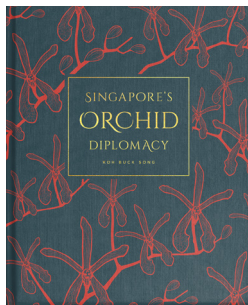
33 The Gardens' Bulletin, Jun 2024 & Dec 2024

Periodicals

31



32



33



34



35



34 Gardenwise, Jul 2024 & Mar 2025

35 CITYGREEN, Issue 21

The CUGE publication CITYGREEN won APEX Awards for Publication Excellence for 11 consecutive years (2012–2022).

STAFF PUBLICATIONS

Books

CITYGREEN Issue #21

Davison, G.W.H., **Gan, J.W.M.**, Huang, D., Hwang, W.S., Lum, S.K.Y. & Yeo, D.C.J. (eds.), *The Singapore Red Data Book: Red Lists of Singapore Biodiversity*, Third Edition, National Parks Board, Singapore.

Lee, S. & Leong-Škorničková, J. (2025). Uniting the two Singapore herbaria: SINU is merged with SING. *Gardenwise*, 64: 18–19.

Neo, L., Sugumaran, M., Goh, W.L. & **Wong, K.M.** (2025). Studies in Southeast Asian Melastoma (Melastomataceae), 5. *Melastoma in Peninsular Malaysia and Singapore, taxonomy, biology, and uses*. Natural History Publications (Borneo), Kota Kinabalu, in association with National Parks Board, Singapore.

Wei, Y.-M., Tang, Q.-M., **Ho, B.-C.** & Luo, C. (2024). *Bryophyte of Yachang — Liverworts and Hornworts*. Shandong Science Technology Publishing House, Jinan, China, 420 pp.

Wong, K.M., Ganesan, S.K., Neo, L. & Furtado, J.I.d.R. (eds.) *The Botanists of the Singapore Botanic Gardens: The First 100 Years*. National Parks Board, Singapore Botanic Gardens.

Book Chapters

Cai, Y., Ng, D. J. J., Gan, L. X., Toh, E. X. P., & Yeo, D. C. J. (2024). Arthropoda – Freshwater Decapod Crustaceans. in Davison, G.W.H., Gan, J.W.M., Huang, D., Hwang, W.S., Lum, S.K.Y. & Yeo, D.C.J. (eds.), *The Singapore Red Data Book: Red Lists of Singapore Biodiversity*, Third Edition, National Parks Board, Singapore. pp 302–308.

Cannon, C. (2025). The wonderful, mysterious life of trees. *Gardenwise* 64: 22–23.

Ganesan, S.K. (2024). The Botanists—E.J.H. Corner. In: Wong, K.M., Ganesan, S.K., Neo, L. & Furtado, J.I.d.R. (eds.) *The Botanists of the Singapore Botanic Gardens: The first 100 years*. National Parks Board–Singapore Botanic Gardens.

Middleton, D.J., Lindsay, S., Ho, B.C., Chong, K.Y., Athen, P., Bazilah Ibrahim, Chen, J., Chen, L.M.J., Choo, L.M., Gan, J.W.M., Ganesan, S.K., Gardner, E.M., Hu, A.Q., Koh, S.L., Kurzweil, H., Lai, S., Lam, W.N., Lee, S.M.L., Leong, P.K.F., Leong-Škorničková, J., Liew, D.C.H., Lim, R.C.J., Lim, W.H., Low, Y.W., Lua, H.K., Neo, L., Ng, X.Y., Niissalo, M.A., Phang, A., Rodda, M.L., Seah, W.W., Thomas, D.C., Turner, I.M., Wong, K.M., Yaakub, S.M., Yeo, C.K. & Yeoh, Y.S. (2024). Checklist of Flora Species with their Category of Threat Status in Singapore. In: Davison, G.W.H., **Gan, J.W.M.**, Huang, D., Hwang, W.S., Lum, S.K.Y. & Yeo, D.C.J. (eds.), *The Singapore Red Data Book: Red Lists of Singapore Biodiversity*, Third Edition, pp. 454–514. National Parks Board, Singapore.

Middleton, D.J., Lindsay, S., Ho, B.C., Chong, K.Y., Athen, P., Bazilah Ibrahim, Chen, J., Chen, L.M.J., Choo, L.M., Gan, J.W.M., Ganesan, S.K., Gardner, E.M., Hu, A.Q., Koh, S.L., Kurzweil, H., Lai, S., Lam, W.N., Lee, S.M.L., Leong, P.K.F., Leong-Škorničková, J., Liew, D.C.H., Lim, R.C.J., Lim, W.H., Low, Y.W., Lua, H.K., Neo, L., Ng, X.Y., Niissalo, M.A., Phang, A., Rodda, M.L., Seah, W.W., Thomas, D.C., Turner, I.M., Wong, K.M., Yaakub, S.M., Yeo, C.K. & Yeoh, Y.S. (2024). Flora. In: Davison, G.W.H., **Gan, J.W.M.**, Huang, D., Hwang, W.S., Lum, S.K.Y. & Yeo, D.C.J. (eds.), *The Singapore Red Data Book: Red Lists of Singapore Biodiversity*, Third Edition, pp. 23–60. National Parks Board, Singapore.

Neo, L. (2024). The Botanists—M.R. Henderson. In: Wong, K.M., Ganesan, S.K., Neo, L. & Furtado, J.I.d.R. (eds.) *The Botanists of the Singapore Botanic Gardens: The first 100 years*. National Parks Board, Singapore Botanic Gardens.

Soh M. C. K., Yong D. L., Corlett R. T. and Peh K. S. -H. (2024). Ecology and Conservation of Forest Birds. In K. S. -H. Peh, R. T. Corlett and Y. Bergeron (Eds.), *Routledge Handbook of Forest Ecology* (2nd ed., pp. 299–313). Routledge, London and New York. <https://doi.org/10.4324/9781003324072-22>

Journal Articles

Cai, Y. (2025). The Freshwater Shrimps of the Family Atyidae (Crustacea, Decapoda, Caridea) of New Guinea. *Water*, 17, 639. <https://doi.org/10.3390/w17050639>

Cai, Y. & Naiyanetr P. (2024). The freshwater shrimps of the family Atyidae (Decapoda, Caridea) of Thailand. Christoph D. Schubart Memorial Issue. *Crustaceana*, 97 (5-9): 767–804. DOI: 10.1163/15685403-bja10429

Callmander, M.W., **Low, Y.W.**, Poopath, M. & Buerki, S. (2024). Pandanus ramromensis (Pandanaeae), a new species from Peninsular Thailand. *Garden's Bulletin Singapore*, 76(2): 269–275.

Cham, J., Tun, K., & Jaafar, Z. (2025). Distribution of marine turtles in Singapore: human-wildlife coexistence in a highly urbanized seascape. *Bulletin of Marine Science*, 101(1): 157–178(22). <https://doi.org/10.5343/bms.2023.0117>

Cheek, M. & **Turner, I.M.** (2024). 'Monkey Cups', from where and when? *Planta Carnivora Journal of the Carnivorous Plant Society*, 42: 26–31.

Chen, J., Ng, X.Y. & Wong, K.M. Two new combinations in Pitardella and first record of the genus in the Malay Peninsula. *Phytotaxa* 664 (2): 146–150.

Chen, L.M.J., Jong, Y.W., Koh, S.L., Lim, W.H., Ho, B.C. & Neo, L. (2024). Changes in conservation statuses of two presumed extinct plant species in Singapore: Abutilon indicum (L.) Sweet (Malvaceae) and Cyperus dubius Rottb. (Cyperaceae). *Nature in Singapore*, 17: e2024031

Chen, Y., **Chen, J.**, Xue, B., **Thomas, D.C.** & Saunders, R.M.K. Gynoecial diversity in the Annonaceae and the evolution of functional traits that overcome the limitations of apocarpy. *Journal of Systematics and Evolution* [EARLY VIEW]

Cheng, K., Lee, Y.H., Qian, J., **Lee, D., Yusof, M.L.M.**, Yucel, A.C., A Compact Dual-Polarized Vivaldi Antenna with High Gain for Tree Radar Applications. *Sensors* 2024; 24(13):4170. <https://doi.org/10.3390/s24134170>

Choo, L.M., Chia, E.J.J., Zaki Jamil, Niissalo, M.A., Neo, W.L., Ooi, Z.Y., Ang, W.F., Loo, A.H.B., Saw, L.G., Chung, R.C.K. & **Er, K.B.H.** (2024). Conservation genetics and status of Orania sylvicola palms in Singapore – native relicts or historical re-introductions? *Garden's Bulletin Singapore*, 76(1): 1–30.

Dai, Q., Lee, Y.H., Sun, H.-H., Qian, J., **Yusof, M.L.M., Lee, D.**, Yucel, A.C. Learning From Clutter: An Unsupervised Learning-Based Clutter Removal Scheme for GPR B-Scans. *IEEE Journal of Selected Topics in Applied Earth Observations and Remote Sensing* (Volume: 17). Page(s): 19668 - 19681. <https://doi.org/10.1109/JSTARS.2024.3486535>

Dan Wei, Yuan Xu, Gang Hao & **Utteridge, T.M.A.** (2024). Maesa flabellifera (Primulaceae), a new species from southeast Yunnan, China. *PhytoKeys*, 248: 189–197.

Er, K.B., Nguyen, D.H., Yeoh, Y.S., Khoo, M.D., Choo, R., Tay, L.S., Soh, S.Y., Jamil, Z., Ang, W.F. and Loo, A.H., (2024). Why do understory Licuala palm fruits turn from red to white and then black when ripe?. *Ecology and Evolution*, 14(9), p.e70249.

Er, K.B.H., Tan, R., Neo, L. & Ang, W.F. (2024). Rediscovering and conserving orchids in a tropical city-state. *Garden's Bulletin Singapore*, 76(2): 165–181.

Fedosov, V.E., Wei, Y.-M., **B.-C. Ho**, Atwood, J., Kuznetsova, O.I. & Igmatov, M. (2024). The genus Fissidens in Russia, III: *Fissidens kiusiuensis* (Bryophyta), new species for the Russian Far East. *Arctoa*, 33: 107–116. <https://doi.org/10.15298/arctoa.33.12>

He, S. & **Ho, B.-C.** (2024). Errata to the Flora of Singapore precursors, 41. *Garden's Bulletin Singapore*, 76(2): 303–305. [https://doi.org/10.26492/gbs76\(2\).2024-13](https://doi.org/10.26492/gbs76(2).2024-13)

He, S. & **Ho, B.C.** (2024). Flora of Singapore precursors, 41: Taxonomic updates on the moss genus Ectropothecium and allied genera (Hypnaceae). *Garden's Bulletin Singapore*, 76(1): 55–83.

Hlavatá, K., Závěská, E., **Leong-Škorničková, J.**, Pouch, M., Poulsen, A.D., Šída, O., Khadka, B., Mandáková, T. and Fér, T (2024). Ancient hybridization and repetitive element proliferation in the evolutionary history of the monocot genus Amomum (Zingiberaceae). *Frontiers in Plant Science*, 15:1324358, DOI 10.3389/fpls.2024.1324358

Ho, B.C., Chia, E.J.J., Chong, K.Y., Tan, J.S.Y., Tan, W.X., Lai, S., Choo, T.Y.S., Tan, P.Y. & Er, K.B.H. (2024). Shortening of leafing intervals with changes in rainfall patterns over a 90-year period in a tropical botanical garden. *Plants, People, Planet* 6(6): 1469–t1479.

Hoo, P.K., Musalmah, N., Cheah, Y.H., **Wong, K.M.** & Sugumaran M. (2024). Timonius pasohensis (Rubiaceae), a rare new species from Pasoh Forest, Malaysia, and its population characteristics in the 50-ha forest dynamics plot. *Journal of Tropical Forest Science*, 36(3): 327–337.

Huang, P., Tang, Q., Xiang, Y., **Ho, B.-C.**, Wang, S. & Peng, T. (2024). Ten species of liverworts and hornworts new to Guangxi, China. *Guihaia* 44(11): 2152–2162. <https://doi.org/10.11931/guihaia.gxzw2024060>

Jaafar, Z., Ng, L., Todd, P., **Tun, K., & Huang, D.** (2025). Proceedings of the 5th Asia-Pacific Coral Reef Symposium. *Bulletin of Marine Science* 101(1): 1–8(8). <https://doi.org/10.5343/bms.2025.0022>

Kiew, R., A.M. Aliaa-Athirah & **Leong-Škorničková, J.** (2024). *Garden's Bulletin Singapore*, 76(1): 131–145.

Kiew, R. & **Utteridge, T.M.A.** Towards a Flora of New Guinea: Oleaceae. Part 2, Eight new species of Chionanthus. Kew Bull.

Lai, H.R., **Chong, K.Y.**, Wong, M.Q.Y., Tan, H.T.W., & Yeo, D.C.J. (2025). Leaf-litter depth, not canopy openness, mediates the occurrence of an invasive shrub from the forest edge to interior. *Biotropica*, 57: e70002.

Lam, W.N., Huang, J., Tay, A.H.T., Sim, H.J., Chan, P.J., Lim, K.E., Lei, M., Amy Ny Aina Aritsara, **Chong, R.**, Ting, Y.Y., Nur Estya Binte Rahman, Sloey, T.M., van Breugel, M., Cao, K.-F., Wee, A.K.S. & **Chong, K.Y.** (2024). Leaf and twig traits predict habitat adaptation and demographic strategies in tropical freshwater swamp forest trees. *New Phytologist*, 243(3): 881–893.

Lestari, Y., Nurtjahya, E. & **Utteridge, T.M.A.** (2024). Potensi Sumber Benih Pohon di Taman Wisata Alam Jering Menduyung, Bangka Barat, Kepulauan Bangka Belitung. *LenteraBio* 13: 358–367.

Li, D., Khoo, M.D.Y., Lanctot, R.B., Tomkovich, P.S., Ma, Z., Chow, J., **Soh, M.C.K., Yang, S., How, C.B., Loo, A., Teo, R., Lim, L.J., Leong, C.C., Er, K.B.H.** (2025). Migration of Wintering Grey Plover from Southeast Asia to North-Central Siberia Challenges Breeding Population Delineations in Russia. *Ecology and Evolution*, 2025; 15:e70815 <https://doi.org/10.1002/ece3.70815>

Li, Y.-F., Luo, L., Liu, Y., He, Q., Yu, N.-N., Gaowa, N., Yi, Z.-Q., Wang, J.-J., Han, W., Peng, T., **Ho, B.-C.**, He, X., Zhang, L., Chen, Z.-D., Jia, Y. & Wang, Q.-H. (2024). The Bryophyte Phylogeny Group: A revised familial classification system based on plastid phylogenomic data. *Journal of Systematics and Evolution* 62(4): 577–588. <https://doi.org/10.1111/jse.13063>

Li, Y., Rangarajan, S., Rahardjo, H., Shen, Y., Hamdany, A.H., Satyanaga, A., Leong, E.C., Wong, S.K., Wang, C.L., Kew, H., Naing, T.H., **Poh, C.H., Ghosh, S.** (2025). Database of Soil Properties Incorporating Organic Content From Roots And Soil Organisms for Regional Slope Stabilisation. *Scientific Reports*, 15:1066. <https://doi.org/10.1038/s41598-025-85250-5>

Lim, R.B.H., Heng, Z.P., Ho, K., Koh, K., Lim, H.P., Lim, K., Sng, W., Tan, G., Teo, E., Chua, T.H. (2024). Modeling Singapore's First African Swine Fever Outbreak in Wild Boar Populations. *Transboundary and Emerging Diseases*. 5546893. <https://doi.org/10.1155/2024/5546893>

Liqiang, Yuan, Fan Haozheng, Xie Jing, Chang Shiran, Amit Kumar Das, **Derrick Nguyen Hoang Danh**, Khoo Eng Huat et al. "Pushing the boundaries of aphid detection: An investigation into mmWaveRadar and machine learning synergy." *Computers and Electronics in Agriculture* 229 (2025): 109655.

Liu, M.-F., **Chen, J.**, Goodrich, K.R., Chiu, S.K., Pang, C.-C., Scharaschkin, T., Saunders, R.M.K. (2025). Aerial litter mimicry: A novel form of floral deception mediated by a monoterpene synthase. *Journal of Ecology* 113: 302–321.

Liu, Y.Y., Niu, J.Y., Tang, Q.M., Ho, B.-C. & Wei, Y.M. (2024). Bryum atrovirens Brid. complex (Bryaceae, Bryophyta) of China, including a new species record. *Guihaia* 44(4): 657–669.

Low, B.W., Wee, S.Q.W., Soh, M.C.K. & Er, K.B.H. (2024). Avian functional diversity retained in a tropical forest fragment after more than 120 years of turnover. *Biodiversity and Conservation* 33(6-7): 1–16. <https://doi.org/10.1007/s10531-024-02855-4>

Low G.W., Pavlova A., Gan H.M., Ko M.-C., Sadanandan K.R., Lee Y.P., Amos J.N., Austin L., Falk S., Dowling D.K., Sunnucks P. (2024). Accelerated differentiation of neo-W nuclear-encoded mitochondrial genes between two climate-associated bird lineages signals potential co-evolution with mitogenomes. *Heredity*. <https://doi.org/10.1038/s41437-024-00718-w>

Loy, R. H., Cheo, P. R., Lai, S., Leong, B., & Tun, K. (2025). Citizen science monitoring uncovers resilience of intertidal assemblages in a tropical urban environment. *Bulletin of Marine Science* 101(1): 391–408(18). <https://doi.org/10.5343/bms.2023.0104>

Luo, W., Lee, Y.H., Hao, T., **Yusof, M.L.M.**, Yucel, A.C. Automatic Dual-Polarized Ground Penetrating Radar for Enhanced 3-D Tree Roots System Architecture Reconstruction. *IEEE Transactions on Geoscience and Remote Sensing* (Volume: 62). <https://doi.org/10.1109/TGRS.2024.3509497>

Ly, N.S., Cao, N.G. & **Leong-Skornickova, J.** (2025). *Boesenbergia monophylla* (Zingiberaceae: Zingibereae), a new species from central Vietnam. *Phytotaxa*, 694(2): 184-192. <https://doi.org/10.11646/phytotaxa.694.2.6>

Ly, N.S., Nguyen, H.Q. & **Leong-Skornickova, J.** (2025). *Zingiber aureolinum* (Zingiberaceae: Zingiberoideae) a new species from central Highlands, Vietnam. *Phytotaxa*, 694(2):193-200. <https://doi.org/10.11646/phytotaxa.694.2.7>

Meeprom, N., Duangjai, S., **Utteridge, T.M.A.**, Culham, A. & Puglisi, C. (2024). Notes on South-East Asian Diospyros L. (Ebenaceae, Ericales): commonly misidentified species in mainland South-East Asia. *Eur. J. Taxon*, 932: 225-251.

Middleton D.J., Gajurel, P.R., **Lindsay, S.**, Lua, H.K. & **Turner, I.M.** (2024). Flora of Singapore precursors, 48: Further notes on the genus *Piper* (Piperaceae) in Singapore. *Garden's Bulletin Singapore*, 76(2): 183-214.

Middleton, D.J., Tetsana, N., Puudjaa, P., Thananthaisong, T., Daonurai, K., Poompayak, K. & Suddee, S. (2024). Four more new species of Microchirita (Gesneriaceae: Didymocarpoideae) from Thailand.

Moeller, M., **Middleton, D.J.**, Ulrich, S. & Weber, A. (2025). Bournea is not supported as separate from Oreocharis. *Edinburgh Journal of Botany*, 82, Article 2028: 1-9 (2025). <https://doi.org/10.24823/EJB.2025.2028>

Nge et al. (27 authors including **Chen, J.**, **Choo, L.M.**, **Neo, W.L.** & **Thomas, D.C.**) (2024). Complete genus-level phylogenomics and new subtribal classification of the pantropical plant family Annonaceae. *Taxon*, 73(6): 1341-1369.

Nguyen, D. H. D., Tan, A. J. H., Lee, R., Lim, W. F., Wong, J. Y., & Suhaimi, F. (2024). Monitoring of plant diseases caused by Fusarium commune and Rhizoctonia solani in bok choy using hyperspectral remote sensing and machine learning. *Pest Management Science*.

Nguyen, D., Tan, A., Lee, R., Lim, W. F., Hui, T. F., & Suhaimi, F. (2024). Early detection of infestation by mustard aphid, vegetable thrips and two-spotted spider mite in bok choy with deep neural network (DNN) classification model using hyperspectral imaging data. *Computers and Electronics in Agriculture*, 220, 108892.

Phang, A., **Niissalo, M.A.**, Ruhsam, M., Pezzini, F.F., Neo, W.L., Burslem, D.F.R.P., Middleton, D.J., Wilkie, P. & Khew, G.S. (2024). Genetic erosion in a tropical tree species demonstrates the need to conserve wide-ranging germplasm amid extreme habitat fragmentation. *Biodivers. Conserv.* (2024). <https://doi.org/10.1007/s10531-024-02870-5>

Poulsen, A.D., Fer, T., Kumarage Marasinghe, L.D., Sabu, M., Hughes, M., Valderrama, E. & **Leong-Škorničková J.** (2024). The cardamom conundrum: recircumscription and placement of Elettaria in the only pantropically distributed ginger lineage. *Taxon* (e-published September 2024, waiting for printed issue; <https://doi.org/10.1002/tax.13242>)

Qian, J., Lee, Y.H., Cheng, K., Dai, Q., **Yusof, M.L.M.**, **Lee, D.**, Yucel, A.C. A Deep Learning-Augmented Stand-off Radar Scheme for Rapidly Detecting Tree Defects. *IEEE Transactions on Geoscience and Remote Sensing*, <https://doi.org/10.48550/arXiv.2406.05389>

Ranasinghe, S.W., Nishii, K., Möller, M., Atkins, H.J., Clark, J.L., Perret, M., Kartonegoro, A., Gao, L.M., Middleton, D.J. & Milne, R.I. (2024). Biogeographic history of the pantropical family Gesneriaceae with a focus on the Indian Plate and diversification through the Old World. *Frontiers of Biogeography* (2024), 16.2, e61637. <https://doi.org/10.21425/F5FBG61637>

Shih H. T., **Cai, Y.**, Niwa, N., Yoshigou, H., & Nakahara Y. (2024). Integrative taxonomy reveals freshwater shrimp diversity (Decapoda: Atyidae: Neocaridina) from Kyushu and southern Honshu of Japan, with a discussion on introduced species. *Zoological Studies*, 63:18. doi:10.6620/ZS.2024.63-18.

Sia, A., Sum, C.W., **Lim, C.**, **Khoo, K.E.**, **Er, K.** (2025). Nature Playgardens as Sites for Early Childhood Education in a Tropical City. *International Journal of Early Childhood Environmental Education*, 12(1), 40-49.

Smith P, Joseph A, Baker-Austin C, Kang N, Baron S, Le Devendec L, Jouy E, Chisnall T, Davies AR, Schwarz S, Feßler AT, Ahrens T, Jahnhen J, Alter T, Fleischmann S, Hammerl JA, Jäckel C, Giesecker CM, Crosby TC, Kittel EC, Miller RA, Alexander T, Carranza K, Burbick CB, **Ching B**, **Soh JH**, **Chng YR**, **Wong WK**, **Fernandez CJ**, **Chang SF**, Verner-Jeffreys D, Powell A. (2024). Epidemiological cut-off values for *Vibrio parahaemolyticus* calculated from minimal inhibitory concentration data generated at 35 and 28°C. *DAO 160:127-134* (2024). DOI: <https://doi.org/10.3354/dao03831>

Soh M. C. K., Chitre M. A., Hoffmann-Kuhnt M., **Lee B.Y. -H.** and **Er K. B. H.** (2024). A novel method for estimating avian roost sizes using passive acoustic recordings. *Ecological Solutions and Evidence* 5: e12394. <https://doi.org/10.1002/2688-8319.12394>

Soh M. C. K., Goh M. W. X., **Ng B. X. K.**, **Han H. Z.**, **Khoo M. D. Y.**, **Leong D. Y. W.**, Lee B. P.Y.-H., Loo A. H. B. and **K. B. H. Er.** (2024). Urban bird commensal maintain coexistence under extreme food shortages. *Journal of Applied Ecology* 00: 1-15. <https://doi.org/10.1111/1365-2664.14776>

Sungkaew, S., Arthan, W., Teerawatananon, A., Chamchumroon, V., **Neo, L. & Wong, K.M.** (2024). *Thaigardenia* (Rubiaceae: Gardenieae), a new genus distributed from Thailand to South China. *Thai Forest Bulletin (Botany)*, 52(1): 25-43.

Sungkaew, S., Arthan, **W.**, **Wong, K.M.**, Hodkinson, T.R., Thammanu, S., Cheysawat, S., Teerawatananon, A. (2004). Taxonomic revision of the bamboo genus *Schizostachyum* (Bambusoideae: Melocanninae) in Thailand, with two new species and five new records, lectotypifications and nomenclatural corrections. *Phytotaxa*, 676(3): 263-286.

Tan, Y. H. J., **Lai, S.**, & **Tun, K. P. P.** (2025). "Accidental" artificial reefs—lessons from Singapore for coral and seagrass restoration along urban shorelines. *Bulletin of Marine Science* 101(1): 197-209(13). <https://doi.org/10.5343/bms.2023.0134>

Tay L. S., **Choo R.**, **Khoo M. D. Y.**, **Kong E.**, **Chan Y. X.**, **Neo W. H. Y.**, **Ow S.**, **Toh Y. H.**, **Ling H.**, **Soh M. C. K.**, Lee B. P. Y.-H., Loo A. H. B. and **Er K. B. H.** (2024). A Suite of Wildlife Crossing Structures Facilitates Mammal Movement across Tropical Forest Fragments in a City. *Ecosphere* 15(12): e70114. <https://doi.org/10.1002/ecs2.70114>

Thomas, D.C., Ardi, W.H., Chong, Y.H., Thomas, P. & Hughes, M. (2024). Conservation status assessment of species-rich tropical taxa in the face of data availability limitations: insights from Sulawesi Begonia. *Scientific Reports*, 14, 14007.

Tomlin, C.M., Rajaraman, S., Sebesta, J.T., Scheen, A.-C., Bendiksby, M., **Low, Y.W.**, Salojärvi, J., Michael, T.P., Albert, V.A. & Lindqvist, C. (2024). Genomic histories of polyploidy, diversification, and admixture in a Hawaiian plant radiation. *Nature Communications*, 15: 3109. <https://doi.org/10.1038/s41467-024-47247-y>

Toolmal, N., Suddee, S., Culham, A., **Utteridge, T.M.A.** & Schuiteman, A. (2024). Eleven species of Thrixspermum (Orchidaceae: Vandeeae: Aeridinae) newly recorded from Thailand. *Taiwania*, 506-521.

Turner, I.M. (2024). Flora of Singapore precursors, 42: Notes on Rosaceae in Singapore. *Garden's Bulletin Singapore*, 76(1): 85-101.

Turner, I.M. (2024). Flora of Singapore precursors, 43: Notes on Viburnaceae in Singapore. *Garden's Bulletin Singapore*, 76(1): 103-107.

Turner, I.M. (2024). Flora of Singapore precursors, 44: Notes on Menispermaceae in Singapore. *Garden's Bulletin Singapore*, 76(1): 109-126.

Turner, I.M. & Cheek, M. (2024). Jack and the earliest published *Nepenthes* binomial names in Malesia. *Planta Carnivora Journal of the Carnivorous Plant Society*, 42: 39-50.

Utteridge, T.M.A. & **Turner, I.M.** (2024). Flora of Singapore precursors, 47: The genus *Phytocrene* (Icacinaeae) in Singapore

Utteridge, T.M.A., Yamanaka, M., Komaki, Y. & Kawakita, A. (2024). *Pittosporum beecheyi*. *Curtis's Bot. Mag.* 41: online first. <https://doi.org/10.1111/curt.12592>

van Welzen, P.C., Esser, H.-J., **Middleton D.J.** & **Lindsay, S.** (2024). Flora of Singapore precursors, 45: Typifications and nomenclatural clarifications in Euphorbiaceae, Phyllanthaceae, Picrodendraceae, Rutaceae and Sapindaceae for the Flora of Singapore. *Garden's Bulletin Singapore*, 76(2): 183-214.

Wang, S., Wei, Y., Tang, Q., **Ho, B.-C.**, Peng, T. (2024). The genus *Schistochila* in Guangxi with *Schistochila sciurea* as new recorded species of China. *Acta Botanica Boreali-Occidentalia Sinica*, 44(8): 1338-1344. <https://doi.org/10.7606/j.issn.1000-4025.20240067>

Weber, A., **Middleton, D.J.** & Moeller, M. (2025). *Skogea* is a synonym of *Boeica* (Gesneriaceae). *Edinburgh Journal of Botany* 82, Article 2026:1-8 (2025). <https://doi.org/10.24823/EJB.2025.2026>

Whang, L.K. (2025). The National Orchid Garden (NOG) and Raffles Institution (RI) immersion programme in orchid conservation, cultivation and hybridisation, 2022-2023. *Gardenwise*, 64: 16-17.

Wong, S.C. & **Wong, K.M.** (2024). Dr Eduard Ferdinand (Ed) de Vogel (1942-2021), Malesian Botanist, Visionary Orchidologist and New Guinea Veteran. *Malesian Orchid Journal*, 27: 126-141.

Yeo, C.K. & Tan, H.T.W. (2024). Spatial genetic structure of *Ficus superba* (Moraceae) in mainland and insular Singapore. *Garden's Bulletin Singapore*, 76(1): 31-53.

Yong, C. K. L., **M. C. K. Soh, A. N. Samsuri, K. N. Lim, and K. B. H. Er.** (2024). Trapping efficacy of invasive crows is affected by environmental factors and deployment history. *Wildlife Society Bulletin*, 48:e1535. <https://doi.org/10.1002/wsb.1535>

Yooprasert, S., Bilsborrow, J. & **Utteridge, T.M.A.** The genus *Hypobathrum* (Rubiaceae) in Thailand. *Kew Bull. Online first*.

Z.-Y. Cai, E.A. Widjaja, N.-H. Xia & **K.M. Wong** (2024). *Gigantochloa lako* (Poaceae, Bambusoideae), a new combination for a horticulturally important bamboo species from Southeast Asia. *Phytotaxa*, 663(2):101-105.

Zieritz, A., Gibbins, C., **Cai, Y.**, Diba, F., Gan, L. X., Lopes-Lima, M., Mendoza J.C.E., Morse, J., Ng T.H., Toh, E.X.P., Pfeiffer, J., Low B. W., Marwoto, R., Rahim K.A.A., Shellman, B., Sulaiman, Z., Tan, Z.W., Wowor, D., Yusuf, N.S., Yeo, D.C.J., (2024). Prioritising challenges and actions for freshwater conservation in a tropical biodiversity hotspot. *Biological Conservation*, 299 (2024) 110839. <https://doi.org/10.1016/j.biocon.2024.110839>

Zuntini, A. et al. (100 + authors including **Rodda, M.**, **Utteridge, T.M.A.** and **Hu, AQ**) (2024). Phylogenomics and the rise of the angiosperms.

Magazine Articles

Bai, S.Y. (2025). Singapore's Orchid Diplomacy: A blooming legacy unveiled at the National Orchid Garden. *Gardenwise*, 64: 12-15.

Koh, T.S. & Ho, B.C. (2024). Beyond the Gardens: Orchid and Bryophytes Conservation Workshop at the Dr Cecilia Koo Botanic Conservation Center, Taiwan. *Gardenwise*, 63: 32-36.

Lee, S.M.L. (2024). From the Earth: Ethel Maud Morrison Burkill - Fungi in art and science. *Gardenwise*, 63: 28-31.

Nura, A.K. (2025). What's Blooming: Nature's perfume delight and a chameleon of flower. *Gardenwise* 64: 30-31.

Pang, Y.Y. (2025). Singapore Garden Festival 2024: A thriving showcase of garden artistry. *Gardenwise*, 64: 4-7.

Rodda, M. & Yeo, M. (2024). A Botanical Odyssey: An exhibition at the Botanical Art Gallery. *Gardenwise*, 63: 12-15.

Singh, R.S. (2024). A Garden of Birds: A curator's perspective. *Gardenwise*, 63: 16-19.

Singh, R.S. (2024). From the Archives A Garden of Birds over the years. *Gardenwise*, 63: Back cover.

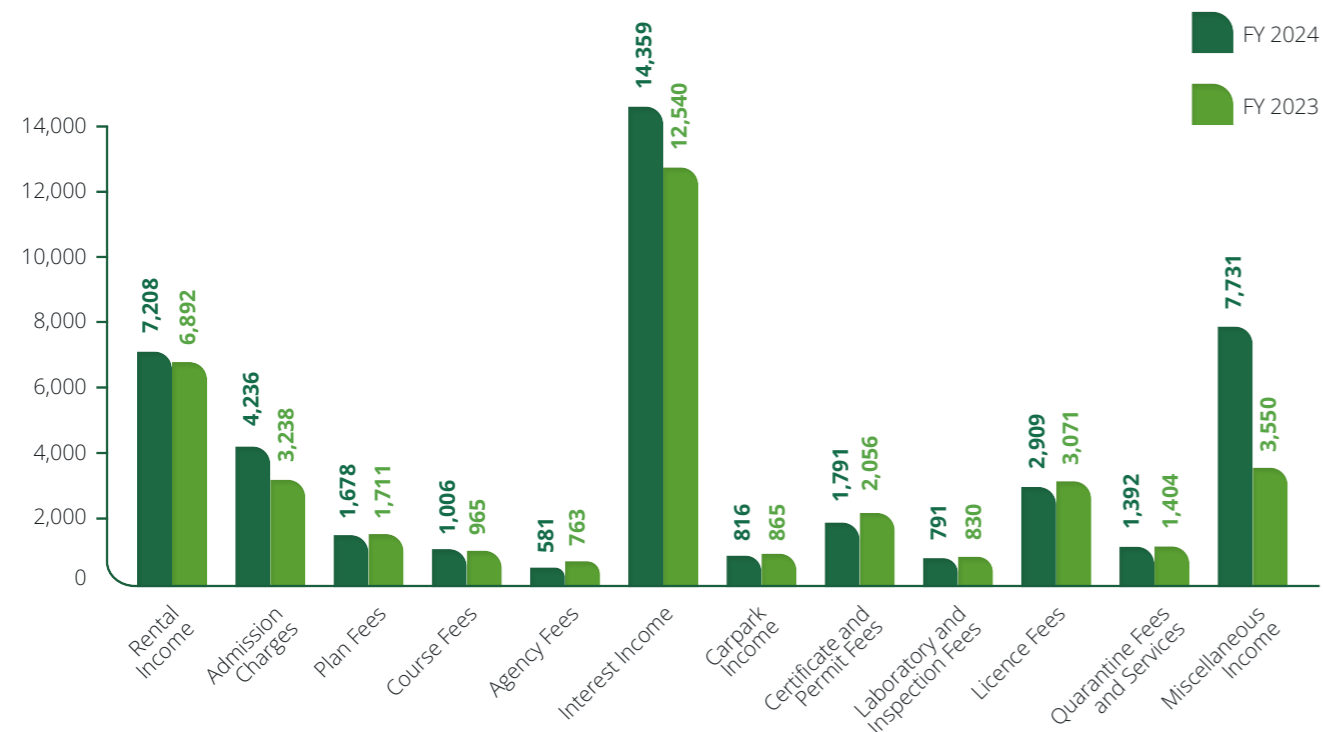
Wong, W. (2024). Edibles: Growing edible flowers in the Tropics (Part 2): Climbers. *Gardenwise*, 63: 24-27.

FINANCIAL REVIEW

Income

The Group's income comprised mainly interest income, rental income from souvenir kiosks and F&B outlets in Singapore Botanic Gardens and Fort Canning Park, admission charges and licence fees. The income for the year was \$44.5 million. The increase from last year's income was mainly due to an increase in interest income, admission charges and miscellaneous income.

Operating Income for FY 2024 & FY 2023 (\$'000)

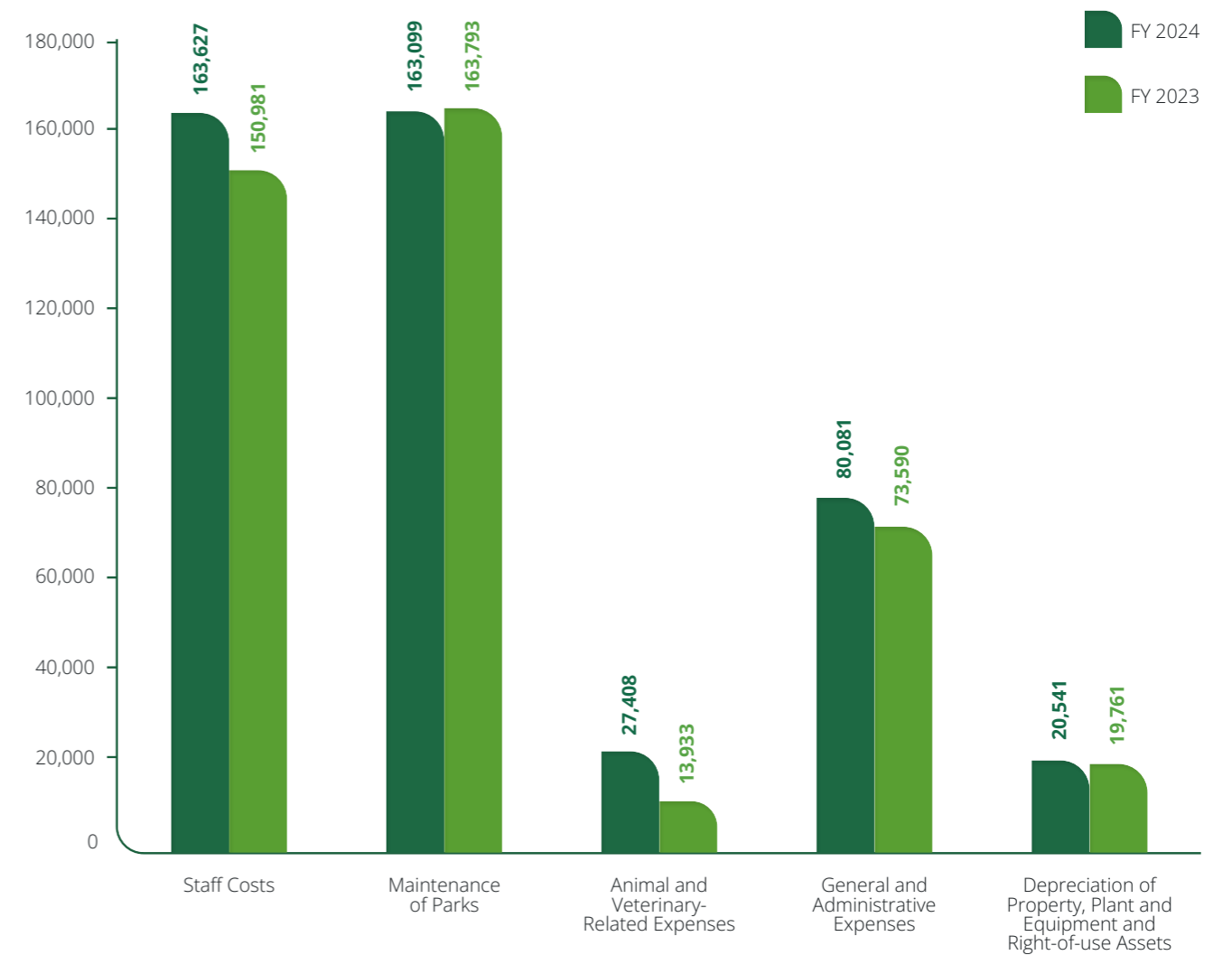


INCOME	FY 2024 \$'000	FY 2023 \$'000	VARIANCE \$'000	% CHANGE
Rental Income	7,208	6,892	316	4.6
Admission Charges	4,236	3,238	997	30.8
Plan Fees	1,678	1,711	(32)	(1.9)
Course Fees	1,006	965	40	4.2
Agency Fees	581	763	(182)	(26)
Interest Income	14,359	12,540	1,819	14.5
Carpark Income	816	865	(48)	(5.6)
Certificate and Permit Fees	1,791	2,056	(265)	(12.9)
Laboratory and Inspection Fees	791	830	(39)	(4.6)
Licence fees	2,909	3,071	(161)	(5.3)
Quarantine Fees and Services	1,392	1,404	(12)	(0.9)
Miscellaneous Income	7,731	3,550	4,181	>100
Total	44,498	37,885	6,613	17.5

Operating Expenditure

The Group's operating expenditure for the year was \$454.76 million, which is about 8% higher compared to last year's operating expenditure of \$422.06 million. The increase was mainly due to an increase in staff costs, animal and veterinary-related expenses, general and administrative expenses and depreciation costs, offset by a slight decrease in park maintenance expenses.

Operating Expenditure for FY 2024 & FY 2023 (\$'000)

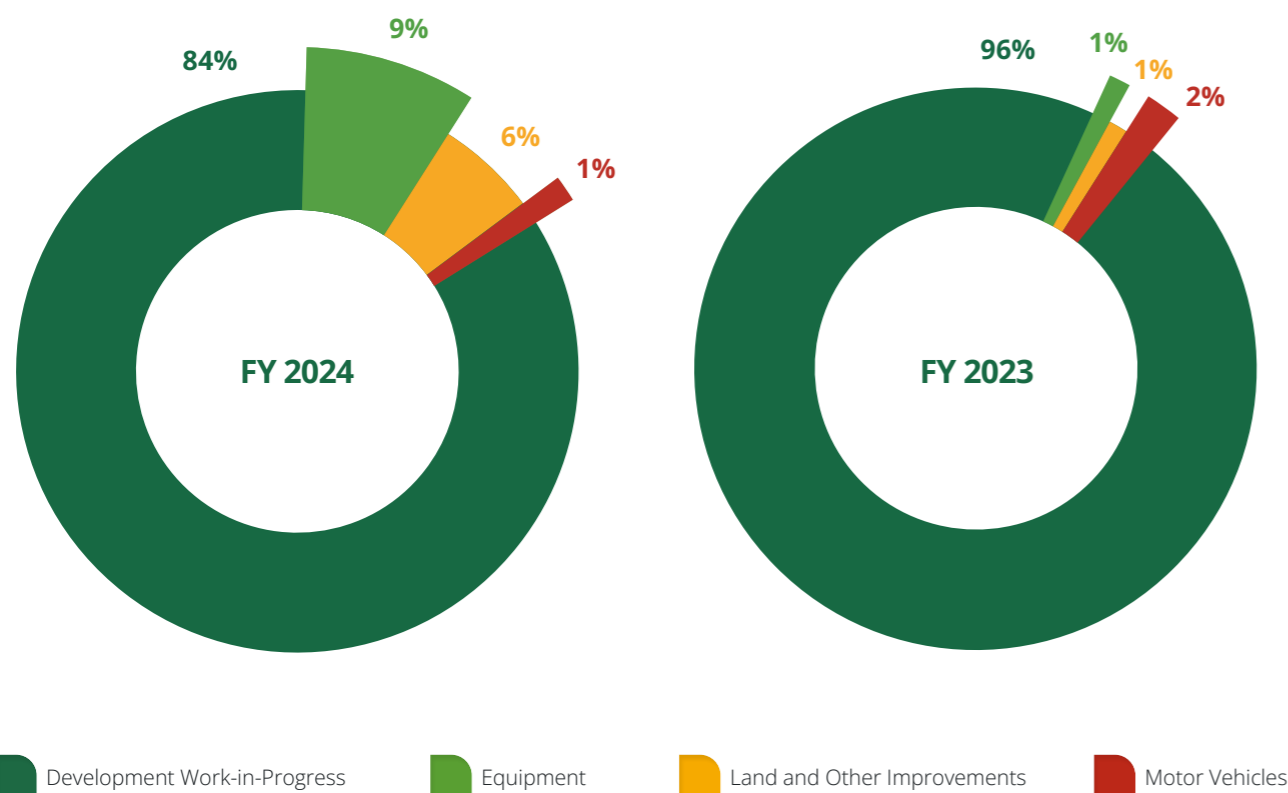


OPERATING EXPENDITURE	FY 2024 \$'000	FY 2023 \$'000	VARIANCE \$'000	% CHANGE
Staff Costs	163,627	150,981	12,646	8.38
Maintenance of Parks	163,099	163,793	(694)	< 1
Animal and Veterinary-Related Expenses	27,408	13,933	13,476	96.72
General and Administrative Expenses	80,081	73,590	6,490	8.82
Depreciation of Property, Plant and Equipment and Right-of-use Assets	20,541	19,761	780	3.95
Total	454,756	422,058	32,698	7.75

Capital Expenditure

The Group's capital expenditure for the year was \$20.05 million. The increase in capital expenditure was mainly due to higher purchases of equipment and development work-in-progress in FY2024.

Capital Expenditure for FY24 and FY23

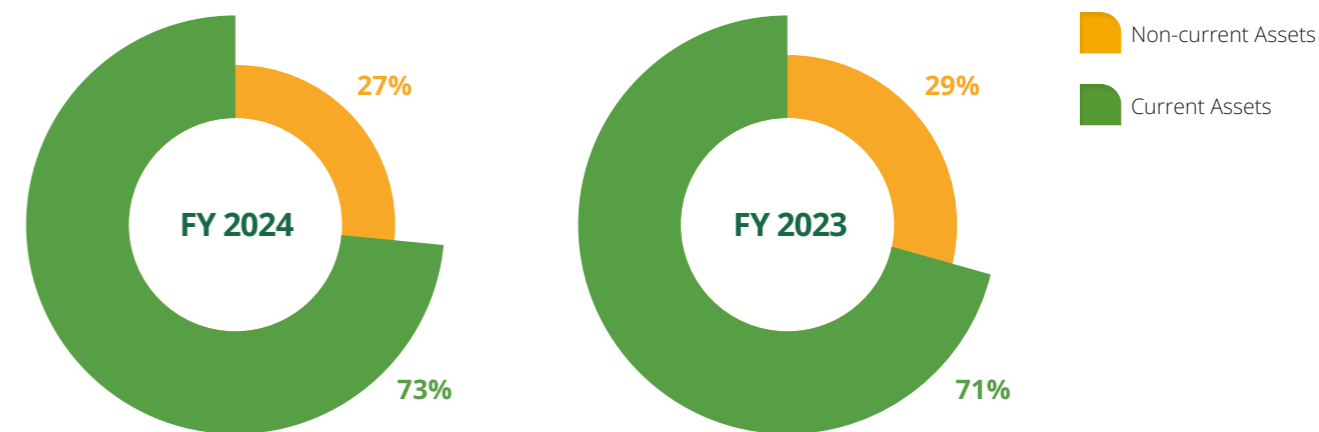


CAPITAL EXPENDITURE	FY 2024 \$'000	FY 2023 \$'000	VARIANCE \$'000	% CHANGE
Development Work-in-Progress	16,942	11,312	5,630	49.8
Equipment	1,762	151	1,611	>100
Land and Other Improvements	1,109	156	953	>400
Motor Vehicles	239	177	62	35
Total	20,052	11,796		

Financial Position

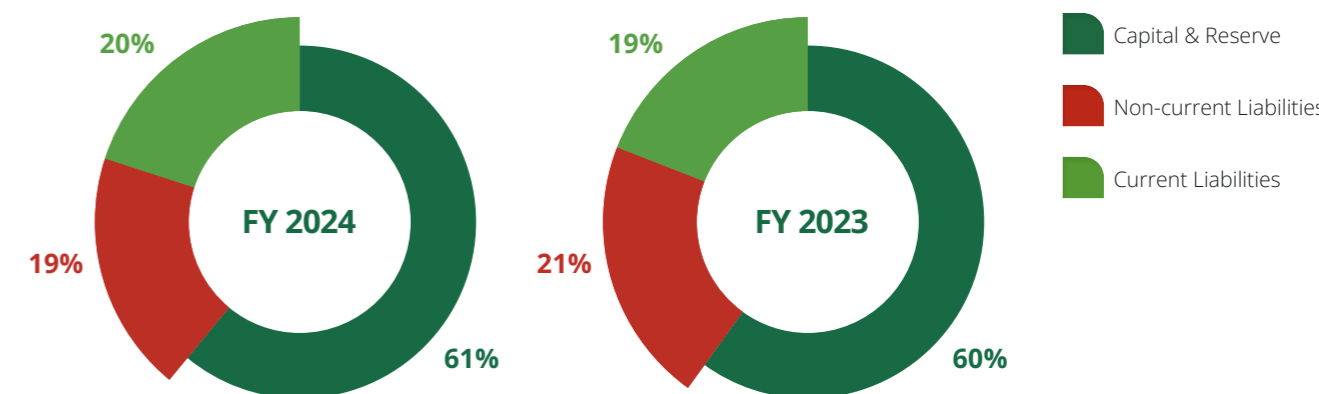
As at 31 March 2025, the Group's total assets stood at \$723.1 million, an increase of 8% from last year. Non-current assets and current assets represent 27% and 73% of total assets respectively. Non-current assets consisted mainly of leasehold land and buildings and structures at Singapore Botanic Gardens and Fort Canning Park, as well as the structures at the Animal & Plant Health Centre, Animal Quarantine Centre and Animal Management Centre. Capital and reserve stood at \$445.61 million, while non-current liabilities and current liabilities stood at \$135.04 million and \$142.45 million respectively.

Total Assets



ASSETS	FY 2024 \$'000	FY 2023 \$'000	VARIANCE \$'000	% CHANGE
Non-current Assets	195,320	196,522	5,630	-0.6
Current Assets	527,782	472,996	1,611	11.6
Total	723,102	669,518	53,584	8

Total Equity & Liabilities



EQUITY & LIABILITIES	FY 2024 \$'000	FY 2023 \$'000	VARIANCE \$'000	% CHANGE
Capital & Reserve	445,610	398,954	46,655	11.7
Non-current Liabilities	135,046	141,045	(5,999)	-4.3
Current Liabilities	142,446	129,519	12,927	10
Total	723,102	669,518	53,584	8

FINANCIAL STATEMENTS

National Parks and its subsidiary

(ESTABLISHED IN SINGAPORE. UNIQUE ENTITY NUMBER: T08GB0038E)

FOR THE YEAR ENDED 31 MARCH 2025

Board Information

Unique Entity number (UEN)	T08GB0038E
Registered office	Singapore Botanic Gardens 1 Cluny Road Singapore 259569
Board members	Loh Khum Yean (Chairman) Hwang Yu-Ning (Chief Executive Officer) Eu Chin Fen (Member) Gerald Tan Kwong Ming (Member) Nur Hidayah Abu Bakar (Member) Tham Loke Kheng (Member) Benett Maximillian Theseira (Member) ^ May Loh (Member) ^ Stephen Beng (Member) ^ Magdelene Chua (Member) ^ Lim Shung Yar (Member) ^ ^ appointed on 1 August 2024
Bankers	DBS Bank Limited
Independent auditor	Foo Kon Tan LLP Public Accountants and Chartered Accountants 1 Raffles Place #04-61/62 One Raffles Place Tower 2 Singapore 048616

FINANCIAL STATEMENTS

Contents

4	Statement by National Parks Board
5	Independent auditor's report
9	Statements of financial position
11	Statements of comprehensive income
12	Statements of changes in equity
14	Consolidated statement of cash flows
15	Notes to the financial statements

Statement by the National Parks Board

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

In our opinion,

- the accompanying financial statements of National Parks Board ("NParks") and its subsidiary (the "Group"), are properly drawn up in accordance with the provisions of the National Parks Board Act 1996 (the "Act"), the Public Sector (Governance) Act 2018 and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the financial position of the Group and NParks as at 31 March 2025, and the financial performance, changes in equity of the Group and NParks and cash flows of the Group for the financial year ended on that date;
- the receipt, expenditure, investments of moneys and the acquisition and disposal of assets by NParks during the year have been, in all material respects, in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to money of or managed by NParks; and
- proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.

The Board has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



Loh Khum Yean
CHAIRMAN



Hwang Yu-Ning
CHIEF EXECUTIVE OFFICER

30 July 2025

Independent auditor's report to the members of National Parks Board

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of National Parks Board ("NParks") and its subsidiary (collectively, the "Group"), which comprise the statements of financial position of the Group and NParks as at 31 March 2025, the statements of comprehensive income, statements of changes in equity of the Group and NParks and the consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, and the statement of financial position, statement of comprehensive income and statement of changes in equity of NParks are properly drawn up in accordance with the provisions of the National Parks Board Act 1996 (the "Act"), the Public Sector (Governance) Act 2018 (the "Public Sector (Governance) Act") and Statutory Board Financial Reporting Standards ("SB-FRS"), so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2025 and the results and changes in equity of the Group and NParks and cash flows of the Group for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Statement by National Parks Board, but does not include the financial statements and our auditor's report thereon.

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

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act, the Public Sector (Governance) Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent auditor's report to the members of National Parks Board (Cont'd)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Opinion

In our opinion:

- the receipts, expenditure, investments of moneys and the acquisition and disposal of assets by NParks during the year are, in all material respects, in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by NParks; and
- proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.

Basis for Opinion

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

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

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

Auditor's Responsibilities for Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investments of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by NParks.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investments of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of NParks' internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.



Foo Kon Tan LLP
PUBLIC ACCOUNTANTS AND
CHARTERED ACCOUNTANTS

Singapore,
30 July 2025

Statements of financial position

(AS AT 31 MARCH 2025)

NOTE	GROUP		NPARKS		
	31 MARCH 2025	31 MARCH 2024	31 MARCH 2025	31 MARCH 2024	
	\$	\$	\$	\$	
ASSETS					
Non-current assets					
Property, plant and equipment	3	189,549,472	187,669,722	189,549,472	187,669,722
Investment in a subsidiary	4	—	—	2	2
Right-of-use assets	5(a)	4,146,261	4,543,096	4,146,261	4,543,096
Lease receivables	5(b)	1,623,757	4,309,077	1,623,757	4,309,077
		195,319,490	196,521,895	195,319,492	196,521,897
Current Assets					
Lease receivables	5(b)	2,344,322	2,428,298	2,344,322	2,428,298
Trade receivables	6	5,103,783	8,794,552	5,103,783	8,755,552
Other receivables	7	14,751,755	10,924,621	14,771,481	10,942,874
Prepayments		4,380,798	2,974,007	4,380,798	2,974,007
Cash and cash equivalents	8	501,201,791	447,874,785	500,771,223	447,487,118
		527,782,449	472,996,263	527,371,607	472,587,849
Total assets		723,101,939	669,518,158	722,691,099	669,109,746
EQUITY AND LIABILITIES					
Capital and other funds					
Share capital	9	40,509,387	37,151,352	40,509,387	37,151,352
Capital account	10	4,528,275	4,528,275	4,528,275	4,528,275
Other reserve	11	17,961,922	17,993,051	17,961,922	17,993,051
Accumulated surplus		382,610,070	339,281,571	382,205,037	338,879,020
		445,609,654	398,954,249	445,204,621	398,551,698
Non-Current Liabilities					
Lease liabilities	5(c)	3,151,333	6,444,443	3,151,333	6,444,443
Deferred capital grants	12	129,809,303	132,357,166	129,809,303	132,357,166
Deferred revenue	13	961,721	1,022,130	961,721	1,022,130
Provision for pension costs	14	1,123,989	1,221,311	1,123,989	1,221,311
		135,046,346	141,045,050	135,046,346	141,045,050

NOTE	GROUP		NPARKS		
	31 MARCH 2025	31 MARCH 2024	31 MARCH 2025	31 MARCH 2024	
	\$	\$	\$	\$	
Current Liabilities					
Lease liabilities	5(c)	3,792,652	2,573,254	3,792,652	2,573,254
Deferred revenue	13	2,517,907	2,486,181	2,517,907	2,486,181
Provision for pension costs	14	120,000	120,000	120,000	120,000
Trade and other payables	15	88,760,192	88,407,717	88,754,385	88,401,856
Government grants received in advance	16	38,235,751	27,891,306	38,235,751	27,891,306
Contribution to consolidated fund		9,019,437	8,040,401	9,019,437	8,040,401
		142,445,939	129,518,859	142,440,132	129,512,998
Total liabilities		277,492,285	270,563,909	277,486,478	270,558,048
Total equity and liabilities		723,101,939	669,518,158	722,691,099	669,109,746
Net assets of the Garden City Fund	17	29,594,425	25,435,807	29,594,425	25,435,807

Statements of comprehensive income

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	NOTE	GROUP		NPARKS	
		2024/2025	2023/2024	2024/2025	2023/2024
		\$	\$	\$	\$
INCOME OR EXPENDITURE					
Operating income					
Rental income		7,208,242	6,892,004	7,208,242	6,892,004
Admission charges		4,235,786	3,238,406	4,235,786	3,238,406
Plan fees		1,678,483	1,710,701	1,678,483	1,710,701
Course fees		1,005,857	965,370	1,005,857	965,370
Agency fees		580,759	762,680	580,759	762,680
Interest income		14,358,913	12,540,696	14,351,641	12,532,945
Carpark income		816,124	864,596	816,124	864,596
Certificates and permit fees		1,791,303	2,056,006	1,791,303	2,056,006
Laboratory and inspection fees		791,435	830,022	791,435	830,022
Licence fees		2,909,171	3,070,528	2,909,171	3,070,528
Quarantine fees and services		1,391,931	1,404,379	1,391,931	1,404,379
Miscellaneous income		7,730,407	3,549,982	7,705,856	3,522,649
Total income	18	44,498,411	37,885,370	44,466,588	37,850,286
Operating Expenditure					
Staff costs	19	(163,627,209)	(150,981,418)	(163,627,209)	(150,981,418)
Maintenance of parks		(163,099,076)	(163,792,972)	(163,099,076)	(163,792,972)
Animal and veterinary-related expenses		(27,408,132)	(13,932,585)	(27,408,132)	(13,932,585)
General and administrative expenses		(80,080,575)	(73,590,424)	(80,051,234)	(73,567,040)
Depreciation of property, plant and equipment and right-of-use assets	3, 5(a)	(20,540,962)	(19,761,128)	(20,540,962)	(19,761,128)
		(454,755,954)	(422,058,527)	(454,726,613)	(422,035,143)
Deficit from operations	20	(410,257,543)	(384,173,157)	(410,260,025)	(384,184,857)
Government operating grants	16	447,708,491	416,958,131	447,708,491	416,958,131
Other government grants	16	2,927,291	1,504,070	2,927,291	1,504,070
Deferred capital grants amortised	12	12,679,758	13,019,132	12,679,758	13,019,132
		463,315,540	431,481,333	463,315,540	431,481,333
Surplus before contribution to consolidated fund		53,057,997	47,308,176	53,055,515	47,296,476
Contribution to consolidated fund		(9,019,437)	(8,040,401)	(9,019,437)	(8,040,401)
Surplus for the year, representing total comprehensive income for the year		44,038,560	39,267,775	44,036,078	39,256,075

Statements of changes in equity

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	SHARE CAPITAL	CAPITAL ACCOUNT	OTHER RESERVE	ACCUMULATED SURPLUS ⁽¹⁾	TOTAL EQUITY
	\$	\$	\$	\$	\$
THE GROUP					
At 1 April 2023	37,092,611	4,528,275	18,024,180	300,749,124	360,394,190
Surplus for the year, representing total comprehensive income for the year	—	—	—	39,267,775	39,267,775
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	58,741	—	—	—	58,741
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(766,457)	(766,457)
	58,741	—	(31,129)	(735,328)	(707,716)
At 31 March 2024	37,151,352	4,528,275	17,993,051	339,281,571	398,954,249
Surplus for the year, representing total comprehensive income for the year	—	—	—	44,038,560	44,038,560
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	3,358,035	—	—	—	3,358,035
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(741,190)	(741,190)
	3,358,035	—	(31,129)	(710,061)	2,616,845
At 31 March 2025	40,509,387	4,528,275	17,961,922	382,610,070	445,609,654

(1) Included in accumulated surplus as at 31 March 2025 is an amount of \$74,775,102 (2024 - \$78,310,159) which has been earmarked by the Group to fund future replacement and capital improvement of property, plant and equipment.

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statements of changes in equity (Cont'd)

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	SHARE CAPITAL \$	CAPITAL ACCOUNT \$	OTHER RESERVE \$	ACCUMULATED SURPLUS ⁽¹⁾ \$	TOTAL EQUITY \$
NPARKS					
At 1 April 2023	37,092,611	4,528,275	18,024,180	300,358,273	360,003,339
Surplus for the year, representing total comprehensive income for the year	—	—	—	39,256,075	39,256,075
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	58,741	—	—	—	58,741
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	-
Funding for government projects (Note 21)	—	—	—	(766,457)	(766,457)
	58,741	—	(31,129)	(735,328)	(707,716)
At 31 March 2024	37,151,352	4,528,275	17,993,051	338,879,020	398,551,698
Surplus for the year, representing total comprehensive income for the year	—	—	—	44,036,078	44,036,078
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	3,358,035	—	—	—	3,358,035
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(741,190)	(741,190)
	3,358,035	—	(31,129)	(710,061)	2,616,845
At 31 March 2025	40,509,387	4,528,275	17,961,922	382,205,037	445,204,621

(1) Included in accumulated surplus as at 31 March 2025 is an amount of \$74,775,102 (2024 - \$78,310,159) which has been earmarked by the Group to fund future replacement and capital improvement of property, plant and equipment.

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Consolidated statement of cash flows

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	NOTE	2024/2025 \$	2023/2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Deficit from operations		(410,257,543)	(384,173,157)
Adjustments for:			
Depreciation of property, plant and equipment and right-of-use assets	3, 5(a)	20,540,962	19,761,128
Loss on disposal of property, plant and equipment	20	157,926	154,646
Gain on early termination of lease term	5(a), 5(c)	(247,789)	-
Loss/ (gain) on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease classified as finance lease	5(b)	532,662	(804,077)
Provision for pension costs recognised/(reversed)	14	22,678	(114,006)
Amortisation of lease premium received in advance		(83,333)	(83,333)
Impairment loss (reversed)/recognised on trade receivables	18	(2,779,788)	(599,424)
Interest expense	5(d)	466,190	363,129
Interest income	18	(14,358,913)	(12,540,696)
Operating deficit before working capital changes		(406,006,948)	(378,035,790)
Changes in trade and other receivables		5,909,392	(3,534,393)
Changes in trade and other payables		(958,525)	3,963,538
Changes in prepayments		(1,406,791)	20,446
Changes in deferred revenue		54,650	(128,309)
Changes in payment for pension costs	14	(120,000)	(120,000)
Changes in amounts due from Ministry of National Development ("MND")		(725,345)	8,091,378
Changes in amounts due from Garden City Fund		1,451,994	(1,143,203)
Cash flows used in operations		(401,801,573)	(370,886,533)
Contribution to Consolidated Fund paid		(8,040,401)	(7,609,328)
Net cash used in operating activities		(409,841,974)	(378,495,861)
Cash Flows from Investing Activities			
Proceeds from disposal of property, plant and equipment		78,964	717,404
Purchase of property, plant and equipment	3	(18,045,132)	(11,917,525)
Proceeds from lease receivables	5(b)	2,465,741	2,598,908
Interest received		12,957,258	10,586,820
Net cash generated from/(used in) investing activities		(2,543,169)	1,985,607
Cash Flows from Financing Activities			
Grants received (less payment on behalf)	16	468,401,270	435,641,325
Unutilised grants returned	16	(804,913)	(876,590)
Principal payments of lease liabilities	5(e)	(4,034,863)	(4,120,705)
Interest paid on lease liabilities	5(e)	(466,190)	(363,129)
Equity injection	9	3,358,035	58,741
Funding for government projects	21	(741,190)	(766,457)
Net cash generated from/(used in) investing activities		465,712,149	429,573,185
Net increase in cash and cash equivalents		53,327,006	53,062,931
Cash and cash equivalents at the beginning of year		447,874,785	394,811,854
Cash and cash equivalents at the end of year	8	501,201,791	447,874,785

Refer to the respective notes for the reconciliation of liabilities arising from financing activities, excluding equity items.
The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Notes to the Financial Statements

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

1 General information

National Parks Board ("NParks") is a statutory board under the Ministry of National Development ("MND") established under the National Parks Board Act 1996 (the "Act").

The Board has its registered office at Singapore Botanic Gardens, 1 Cluny Road, Singapore 259569.

The primary activities of NParks are to develop, manage and promote the National Parks and Nature Reserves as valuable reserves for recreation, conservation, research and education and to develop, upgrade, manage and maintain the public parks, open spaces on behalf of the Government. With the transfer of the non-food functions from AVA, NParks activities also include working with the community, such as pet owners and businesses, animal welfare groups and the general public, to protect and promote the welfare of animals through regulation and education, such as encouraging responsible pet ownership.

The principal activities of the subsidiary are described in Note 4 to the financial statements.

The financial statements of the Group and of the NParks for the year ended 31 March 2025 were authorised for the issue in accordance with a resolution of the Board on the date of the Statement by Board.

2(a) Basis of preparation

The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Act, the Public Sector (Governance) Act 2018 and Statutory Board Financial Reporting Standards ("SB-FRS"), including Interpretation of SB-FRS ("INT SB-FRS") and SB-FRS Guidance Notes.

The financial statements are presented in Singapore Dollar (SGD or \$), which is the Group's functional currency, and rounded to the nearest dollar. All financial information is presented in Singapore dollars, unless otherwise stated.

The preparation of the financial statements in conformity with SB-FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management is of the opinion that there are no key sources of estimation uncertainty at the end of the reporting period.

Critical accounting judgements and key sources of estimation uncertainty

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which has the most significant effect on the amounts recognised in the consolidated financial statements:

(a) Significant judgement made in applying accounting policies

Impairment loss on the receivables due from a corporate customer (Note 6)

NParks signed an agreement to lease one of its properties to a corporate customer for 30 years from FY 2002 to FY 2032. The corporate customer had financial difficulties and was unable to make rental payments to NParks in accordance with the payment schedule as stipulated in the tenancy agreement. In FY 2021, NParks agreed to revise the repayment schedule for the customer to repay the fully impaired outstanding rental arrears amounting to \$7,352,000 over a 10-year period from 1 November 2023 at \$735,200 per annum. As at 31 March 2024, the remaining outstanding amount due from the corporate customer was \$6,616,800.

During the current financial year, NParks negotiated with the corporate customer and the latter agreed to make a repayment of a lump sum repayment of \$2,880,000 on 1 November 2024, thereby reducing the principal deferred outstanding sum to \$3,736,800 from the earlier outstanding sum of \$6,616,800. This remaining sum of \$3,736,800 will be settled via the remaining 8 instalments of \$467,100 per annum from November 2025 to 31 October 2032. Accordingly, management recognised a reversal of impairment loss of \$2,880,000 (2024 - \$735,200) to the profit or loss on receipt of the annual payment.

As at 31 March 2025, management performed an assessment on the recoverability of the amounts due from the corporate customer which have been fully impaired and concluded that despite the receipt of the first and second instalment payments, it is premature to reverse the allowance made as there is a possibility that the corporate customer may default on the remaining outstanding amounts. Accordingly, there is a need to retain the allowance for impairment loss as at 31 March 2025. Management will recognise the reversal of the impairment loss on the amount previously recognised based on the receipt or the repayments from the corporate customer in each of the financial year.

2(b) Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised SB-FRSs, INT SB-FRS and SB-FRS Guidance Notes that are relevant to its operations and are effective for annual financial periods beginning on or after 1 April 2024.

The adoption of these standards did not have any material effect on the financial performance or position of the Group and NParks.

2(c) Standards issued but not yet effective

At the date of authorisation of these financial statements, the Group has not adopted the new and revised SB-FRS, INT SB-FRS and amendments to SB-FRS that have been issued but are not yet effective to them. Management anticipates that the adoption of these new and revised SB-FRS pronouncements in future periods will not have a material impact on the Group's financial statements in the period of their initial application.

2(d) Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of NParks and entities (including special purpose entities) controlled by NParks. Control is achieved when NParks:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

In NParks' separate financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in the statement of comprehensive income.

NParks reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when NParks obtains control over the subsidiary and ceases when NParks loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date NParks gains control until the date when NParks ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with the Group's accounting policies. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as NParks.

All intra-group balances, income and expenses resulting from intra-group transactions and dividends are eliminated in full.

Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the statement of comprehensive income.

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

Subsequent measurement

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

De-recognition

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in the statement of comprehensive income.

(b) Financial liabilities

Initial recognition and measurement

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

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

Subsequent measurement

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

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On de-recognition, the difference between the carrying amounts and the consideration paid is recognised in the statement of comprehensive income.

Impairment of financial assets

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

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

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

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

Leases

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

As lessee

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

(a) Right-of-use assets

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

(b) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

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

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

Subleases

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

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognises the net investment in the sublease within "Lease Receivables".

Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in the statement of comprehensive income. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognises lease income from the sublease in the statement of comprehensive income within "other income". The right-of-use asset relating to the head lease is not de-recognised.

As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income.

Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold land	— Over the lease periods of 87 to 99 years
Artworks - Paintings & Sculpture	— 20 years
Buildings, structures, capital and other improvements	— 20 years
Office equipment, furniture and fittings	— 5 to 10 years
Laboratory and gardening equipment	— 7 years
Motor vehicles	— 8 to 10 years

Construction-in-progress included in property, plant and equipment is not depreciated as these assets are not available for use. These are carried at cost, less any recognised impairment loss.

The carrying amount of property, plants and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimates accounted for on a prospective basis.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of comprehensive income.

Impairment of non-financial assets

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

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in the statement of comprehensive income, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of comprehensive income unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment losses relating to goodwill cannot be reversed in future periods.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material provisions and discounted using a current pre-tax rate that reflects, where appropriate, the risk specific to the liability when discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. Government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred capital grant in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets. This treatment also applies to assets transferred from other government organisations and other donated assets.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in the statement of comprehensive income in the period in which they become receivable.

The value of land at the Singapore Botanic Gardens and the Fort Canning Park that were vested to NParks when it was established in June 1990 was taken to the deferred capital grants account. The value of all other assets net of liabilities transferred from the former Parks and Recreation Department of Ministry of National Development (PRD) to NParks in June 1990 and July 1996 amounting to \$4,528,275 was taken to the capital account.

Trust and agency funds

Trust and agency funds are set up to account for funds held in trust where NParks is not the owner and beneficiary of the funds received from the Government and other organisations. The receipts and expenditure in respect of agency funds are taken directly to the funds accounts and the net assets relating to the funds are shown as a separate line item in the statement of financial position. Trust and agency funds are accounted for on the accrual basis.

NParks administers the funds on behalf of the holders of these funds. Upon dissolution of these funds, the remaining moneys in these funds shall be returned to the owners of the funds.

Revenue recognition

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

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Rental income

Rental income receivable under operating leases is recognised in the statement of comprehensive income on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

Admission charges

Admission charges in relation to the National Orchid Garden are recognised at a point in time upon the sale of admission tickets. For event admission tickets which are sold in advance, revenue is recognised on the date of event.

Plan fees

Plan fees are recognised at a point in time when the services have been performed and rendered.

Course fees

Course fees are recognised over the duration of the course.

Agency fees

Agency fees are recognised over the period in which the services are completed.

Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Carpark income

Carpark income is recognised at a point in time when transacted.

Licence, certificate and permit fees

Licence, certificates and permit fees are recognised at a point in time when licences, certificates or permits are issued.

Laboratory, inspection and quarantine fees

These fees are recognised at a point in time when the services have been performed and rendered.

Miscellaneous income

Miscellaneous income comprising income derived from consultancy fees, sale of publications, souvenirs and orchid plantlets, and park usage and barbeque permit fees are recognised at a point in time in which they are earned. Liquidated damages are recognised as income when the right to claim such liquidated damages from contractors are established. Compensation collected from contractors whose work resulted in damage to trees and plants are recognised upon issuance of the notice of offence.

Retirement benefits costs

Payments to defined contribution plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit obligations due to pensionable officers are recognised in the statement of financial position in accordance with the Pensions Act 1995. Provision for pension costs for eligible retired employees is estimated by management.

For pension costs, the cost of providing benefits is determined using the projected unit credit method. Remeasurement, comprising actuarial gains and losses is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur.

Remeasurement recognised in other comprehensive income is reflected immediately in accumulated surplus and will not be reclassified to income or expenditure. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorised as follows:

- Service cost (including current and past service cost);
- Net interest expense or income; and
- Remeasurement.

For all active members of the scheme, the "projected accrual benefit" is based on the scheme's accrual formula and upon service as of the valuation date, but using the employee's scheme salary, projected to the age at which the employee is assumed to leave active service. For inactive members, it is the total benefit.

The defined benefit obligation/project benefit obligation/plan liability is the discounted present value of the "projected accrued benefits". The service cost is the corresponding value of benefits earned by active members over the year as a result of one more year of service.

Employee leave entitlement

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

Contribution to consolidated fund

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

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

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and deposits placed with the Accountant-General's Department ("AGD") that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

Deferred revenue

Income from rental and lease premium received in advance are stated at initial amount less accumulated amortisation. Amortisation is calculated on a straight-line basis to reduce the initial amount over the lease term and is recognised in the statement of comprehensive income.

Income from plan fees received in advance is stated at initial amount collected and is recognised in the statement of comprehensive income when services are performed and rendered.

Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

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

Contingent liabilities and assets are not recognised on the statement of financial position of the Group.

Funding for government projects

Government projects funded using NParks' accumulated surplus are considered distribution to owners. Accordingly, the amounts are recognised directly in the statement of changes in equity.

Other reserve

Other reserve represents the accumulated surplus transferred from the former Agri-Food and Veterinary Authority of Singapore ("AVA") NParks on 1 April 2019 when AVA transferred its non-food functions to NParks. The accumulated surplus comprised surpluses arising from unutilised grants that were previously received by AVA for future acquisitions of and capital improvements on property, plant and equipment.

The Group has earmarked this reserve to fund future acquisition of property, plant and equipment for the Animal and Veterinary Service ("AVS"). Depreciation charge on such property, plant and equipment will be transferred from other reserves to accumulated surplus. The transfer will cease when this reserve is fully utilised.

3 Property, plant and equipment

	LEASEHOLD LAND	ARTWORKS PAINTINGS AND SCULPTURES	BUILDING, STRUCTURES, CAPITAL AND OTHER IMPROVEMENTS	OFFICE EQUIPMENT, FURNITURE AND FITTINGS	MOTOR VEHICLES	LABORATORY AND GARDENING EQUIPMENT	CONSTRUCTION- IN-PROGRESS	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$
THE GROUP								
At 1 April 2023	70,086,377	—	224,668,379	70,688,710	1,493,588	7,345,868	32,335,165	406,618,087
Additions	—	—	156,186	72,126	176,640	79,017	11,311,945	11,795,914
Transfers	—	—	13,749	6,169,319	—	—	(6,183,068)	—
Disposals	—	—	(34,053)	(2,222,806)	(151,287)	(561,435)	—	(2,969,581)
At 31 March 2024	70,086,377	—	224,804,261	74,707,349	1,518,941	6,863,450	37,464,042	415,444,420
Reclassification	—	1,212,702	(1,212,702)	—	—	—	—	—
Additions	—	—	1,109,206	1,379,001	238,990	382,849	16,941,781	20,051,827
Transfers	—	—	29,997,798	9,417,977	—	—	(39,415,775)	—
Disposals	—	—	(4,761)	(6,538,755)	(276,698)	(38,534)	—	(6,858,748)
At 31 March 2025	70,086,377	1,212,702	254,693,802	78,965,572	1,481,233	7,207,765	14,990,048	428,637,499
Accumulated depreciation								
At 1 April 2023	20,360,381	—	135,392,488	53,225,078	1,171,248	2,628,902	—	212,778,097
Depreciation for the year	1,126,149	—	8,594,701	6,423,414	88,054	861,814	—	17,094,132
Disposals	—	—	(12,106)	(1,562,147)	(145,194)	(378,084)	—	(2,097,531)
At 31 March 2024	21,486,530	—	143,975,083	58,086,345	1,114,108	3,112,632	—	227,774,698
Reclassification	—	285,342	(285,342)	—	—	—	—	—
Depreciation for the year	1,126,146	63,121	8,657,497	7,120,900	95,066	872,457	—	17,935,187
Disposals	—	—	—	(6,308,286)	(275,038)	(38,534)	—	(6,621,858)
At 31 March 2025	22,612,676	348,463	152,347,238	58,898,959	934,136	3,946,555	—	239,088,027
Carrying amount								
At 31 March 2025	47,473,701	864,239	102,346,564	20,066,613	547,097	3,261,210	14,990,048	189,549,472
At 31 March 2024	48,599,847	—	80,829,178	16,621,004	404,833	3,750,818	37,464,042	187,669,722

3 Property, plant and equipment (Cont'd)

Cash disbursed for purchase of property, plant and equipment in the consolidated statement of cashflows:

	2025	2024
	\$	\$
THE GROUP		
Additions to property, plant and equipment	20,051,827	11,795,914
Donations-in-kind transferred from Garden City Fund (Note 13)	(1,485,776)	—
Accrued capital expenditure (Note 15)	(876,395)	(355,476)
Repayment of accrued capital expenditure in prior year	355,476	477,087
	18,045,132	11,917,525

4 Investment in a subsidiary

	2025	2024
	\$	\$
NPARKS		
Unquoted equity investment, at cost	2	2

Details of the subsidiary at the end of the reporting period are as follows:

NAME OF SUBSIDIARY	COUNTRY OF INCORPORATION / PRINCIPAL PLACE OF BUSINESS	PROPORTION OF OWNERSHIP INTEREST AND VOTING POWER HELD		PRINCIPAL ACTIVITIES
		2025	2024	
		%	%	
Singapore Garden City Pte. Ltd. ^(a)	Singapore	100	100	Landscape planning, advisory services and business consulting services

(a) Audited by JPL WONG & CO.

5 Leases

As lessee

The Group has lease contracts for leasehold land and buildings, and office premises. There are lease contracts that include extension options which are further discussed below.

The Group has certain leases with lease terms of 12 months or less and leases of low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

(a) Right-of-use assets

The carrying amounts of the right-of-use assets and movement during the years are disclosed as follows:

	LEASEHOLD LAND AND BUILDINGS	OFFICE PREMISES	TOTAL
	\$	\$	\$
GROUP AND NPARKS			
At 1 April 2023	2,583,097	4,377,939	6,961,036
Transferred to finance lease receivable upon subleases (Note 5(b))	(66,174)	—	(66,174)
Lease modification	319,081	(3,851)	315,230
Depreciation expense (Note 5(d))	(1,852,403)	(814,593)	(2,666,996)
At 31 March 2024	983,601	3,559,495	4,543,096
At 1 April 2024	983,601	3,559,495	4,543,096
Early termination (Note 5(d))	—	(3,063,527)	(3,063,527)
Lease modification	4,875,686	396,781	5,272,467
Depreciation expense (Note 5(d))	(1,994,079)	(611,696)	(2,605,775)
At 31 March 2025	3,865,208	281,053	4,146,261

(b) Lease receivables*As intermediate lessor*

The Group has entered into subleases on one of its premises. The lease terms of these subleases constitute a major part of tenure of the head lease and accordingly, these subleases are classified as finance leases. The net investment in the sub-lease is recognised under "lease receivables".

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	2025 \$	2024 \$
GROUP AND NPARKS		
At the beginning of the year	6,737,375	8,199,805
Transferred from right-of-use assets upon sublease (Note 5(a))	—	66,174
(Loss)/gain on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease, classified as finance lease	(532,662)	804,077
Accretion of interest (Note 5(d))	229,107	266,227
Proceeds received	(2,465,741)	(2,598,908)
At the end of the year	3,968,079	6,737,375
Within one year	2,468,376	2,682,581
After one year but not more than five years	1,645,584	4,470,970
Total undiscounted lease receivables	4,113,960	7,153,551
Unearned interest income	(145,881)	(416,176)
Total receivables at 31 March	3,968,079	6,737,375
Represented as:		
Current	2,344,322	2,428,298
Non-current	1,623,757	4,309,077
	3,968,079	6,737,375

(c) Lease liabilities*As lessee*

The carrying amounts of lease liabilities and the movements during the year are disclosed as follows:

	2025 \$	2024 \$
GROUP AND NPARKS		
At the beginning of the year	9,017,697	12,823,172
Lease modification	5,272,467	315,230
Early termination of lease (Note 5(d))	(3,311,316)	—
Accretion of interest (Note 5(d))	466,190	363,129
Payments (Note 5(e))	(4,501,053)	(4,483,834)
At the end of the year	6,943,985	9,017,697
Within one year	4,019,642	2,878,691
After one year but not more than five years	3,206,751	6,325,361
More than five years	—	477,560
Total undiscounted lease payments	7,226,393	9,681,612
Unearned interest costs	(282,408)	(663,915)
Total liabilities at 31 March	6,943,985	9,017,697
Represented as:		
Current	3,792,652	2,573,254
Non-current	3,151,333	6,444,443
	6,943,985	9,017,697

(d) Amounts recognised in the statement of comprehensive income

	2025	2024
	\$	\$
GROUP AND NPARKS		
Depreciation of right-of-use assets	2,605,775	2,666,996
Gain on early termination of lease term (Notes 5(a), 5(c))	(247,789)	—
Loss/(gain) on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease, classified as finance lease (Note 5(b))	532,662	(804,077)
Interest income on lease receivables (Note 5(b))	(229,107)	(266,227)
Interest expense on lease liabilities (Note 5(c))	466,190	363,129
Lease expenses not capitalised in lease liabilities:		
- Expense relating to short-term leases	1,852,411	1,410,076
- Expenses relating to leases of low-value assets	1,004,282	1,849,822
Total lease expenses	2,856,693	3,259,898
Total amount recognised in the statement of comprehensive income	5,984,424	5,219,719

(e) Total cash outflows

During the current financial year, the Group's total cash outflows for leases are summarised as follows:

	2025	2024
	\$	\$
GROUP AND NPARKS		
Principal payments of lease liabilities	4,034,863	4,120,705
Interest paid on lease liabilities	466,190	363,129
	4,501,053	4,483,834
Lease expenses not capitalised in lease liabilities	2,856,693	3,259,898
	7,357,746	7,743,732

(f) Extension options

The group has lease contracts that include extension options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

6 Trade receivables

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Not due	3,835,772	7,980,249	3,835,772	7,941,249
Past due < 1 month	386,617	143,388	386,617	143,388
Past due 1 month to 4 months	200,694	159,245	200,694	159,245
Past due > 4 months	680,700	511,670	680,700	511,670
Receivables not impaired	5,103,783	8,794,552	5,103,783	8,755,552
Impaired receivables	4,347,436	7,127,224	4,347,436	7,127,224
	9,451,219	15,921,776	9,451,219	15,882,776
Allowance for impairment loss	(4,347,436)	(7,127,224)	(4,347,436)	(7,127,224)
Total	5,103,783	8,794,552	5,103,783	8,755,552

Included in "impaired receivables" as at 31 March 2025 are rental arrears due from a corporate customer of \$3,736,800 (2024 - \$6,616,800) to be recovered over 8 (2024 - 9) annual instalment payments. Impairment losses of \$2,880,000 (2024 - \$735,200) was reversed to profit or loss on receipt of the annual instalment payments by the customer.

The credit period on rendering of services is 30 days (2024 - 30 days). Other than the rental arrears owing by the corporate customer which interest is charged at 2% per annum, no interest is charged on the trade receivables, and no collateral is held by the Group and NParks over the trade receivables.

Expected credit losses

The movement in allowance for expected credit losses on trade receivables computed based on lifetime ECL are as follows:

	2025	2023
	\$	\$
GROUP AND NPARKS		
At 1 April	7,127,224	7,765,446
Amount write-off	—	(38,798)
Impairment loss recognised	103,720	138,978
Impairment loss reversed	(2,883,508)	(738,402)
Impairment loss (reversed)/recognised, net (Note 18)	(2,779,788)	(599,424)
At 31 March	4,347,436	7,127,224

7 Other receivables

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Other receivables				
- MND ⁽ⁱ⁾	3,118,457	1,606,540	3,118,457	1,606,540
- Garden City Fund ⁽ⁱⁱ⁾	335,821	1,784,306	335,821	1,784,306
- Gardens by the Bay ⁽ⁱⁱ⁾	79,096	46,795	79,096	46,795
- Other Ministries and Statutory Boards ⁽ⁱⁱ⁾	793,745	—	793,745	—
- Other receivables	2,065,226	557,819	2,087,733	576,322
Interest receivables	7,772,685	6,371,030	7,770,154	6,371,030
Deposits	586,725	558,131	586,475	557,881
	14,751,755	10,924,621	14,771,481	10,942,874

- (i) Receivables from MND comprise development grants receivable by NParks. These amounts are unsecured and interest-free and are repayable on demand.
(ii) Non-trade amounts due from Garden City Fund, Gardens by the Bay and other Ministries and Statutory Boards comprising expenses paid on behalf by NParks are unsecured and interest-free and are repayable on demand.

8 Cash and cash equivalents

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank	430,568	387,667	—	—
Deposits with AGD ⁽ⁱ⁾	500,771,223	447,487,118	500,771,223	447,487,118
	501,201,791	447,874,785	500,771,223	447,487,118

- (i) With effect from financial year 2009/2010, Statutory Boards participate in the Centralised Liquidity Management by the Accountant General's Department ("AGD") under AGD Circular 4/2009. Deposits are centrally managed by AGD, available to the statutory board upon request and earns interest at the average rate of 3.08% (2024 - 3.38%) per annum.

9 Share capital

	2025	2024
	\$	\$
GROUP AND NPARKS		
Issued and fully paid up:		
At 1 April	37,151,352	37,092,611
Equity injection	3,358,035	58,741
At 31 March	40,509,387	37,151,352

Injection of capital is part of the Capital Management Framework for Statutory Boards under Finance Circular Minute M2/2024 (superseding Finance Circular Minute M26/2008 as of 1 April 2024). Under this framework, the Government may provide funding as capital injections (recognised as share capital in equity) and/or capital grants (recognised as deferred capital grants), taking into consideration the cost recoverability of the asset. The shares have been fully paid and are held by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act (Chapter 183). The holder of these shares, which has no par value, is entitled to receive dividends.

10 Capital account

Capital account represents the value of assets net of liabilities (excluding the leasehold land acquired via Government capital grants) transferred from the former Parks and Recreation Department ("PRD") of MND when NParks was established in June 1990 and when PRD merged with NParks in July 1996.

11 Other reserve

Other reserve represents the accumulated surplus transferred from the former Agri-Food and Veterinary Authority of Singapore ("AVA") NParks on 1 April 2019 when AVA transferred its non-food functions to NParks. The accumulated surplus comprised surpluses arising from unutilised grants that were previously received by AVA for future acquisitions of and capital improvements on property, plant and equipment.

The Group has earmarked this reserve to fund future acquisition of property, plant and equipment for the Animal and Veterinary Service ("AVS"). Depreciation charge on such property, plant and equipment will be transferred from other reserves to accumulated surplus. The transfer will cease when this reserve is fully utilised.

The amount utilised in the current financial year represents the depreciation charged on replacement assets of \$573,440 (2024 - \$573,440) that have been purchased as at the end of the reporting period.

12 Deferred capital grants

	2025	2024
	\$	\$
GROUP AND NPARKS		
At 1 April	132,357,166	137,701,653
Amounts transferred from Government grants (Note 16)	8,646,119	7,674,645
Donations-in-kind transferred from Garden City Fund (Note 3)	1,485,776	—
Less: Amortisation of deferred capital grants	(12,679,758)	(13,019,132)
At 31 March	129,809,303	132,357,166
Total capital grants received (excluding donations-in-kind transferred from Garden City Fund) and utilised since establishment	353,277,742	343,145,847

13 Deferred revenue

	2025	2024
	\$	\$
GROUP AND NPARKS		
Lease premium received in advance	631,944	715,278
Plan fees received in advance	983,527	943,375
Rental received in advance	1,680,000	1,680,000
Others	184,157	169,658
	3,479,628	3,508,311
Represented by:		
Non-current portion	961,721	1,022,130
Current portion	2,517,907	2,486,181
	3,479,628	3,508,311

The lease premium received in advance represents the unamortised balance of lease premium received in advance from a tenant.

14 Provision for pension costs

	2025	2024
	\$	\$
GROUP AND NPARKS		
At 1 April	1,341,311	1,575,317
Provision recognised/ (reversed) for the year (Note 19)	22,678	(114,006)
Payments during the year	(120,000)	(120,000)
At 31 March	1,243,989	1,341,311
Represented by:		
Non-current portion	1,123,989	1,221,311
Current portion	120,000	120,000
	1,243,989	1,341,311

As at the beginning and the end of the financial year, no existing employees of NParks were eligible for the pension scheme.

15 Trade and other payables

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables	36,853,667	28,026,976	36,853,667	28,026,976
Other payables				
- MND ⁽ⁱ⁾	5,151,881	4,365,309	5,151,881	4,365,309
- Garden City Fund ⁽ⁱⁱ⁾	152,240	148,731	152,240	148,731
- Others	7,075,259	13,827,719	7,075,128	13,827,158
Rental and other deposits	8,824,638	8,641,702	8,824,638	8,641,702
Accrued capital expenditure (Note 3)	876,395	355,476	876,395	355,476
Accrual expenses	25,340,103	24,768,962	25,334,433	24,763,662
Financial liabilities at amortised cost	84,274,183	80,134,875	84,268,382	80,129,014
GST payable	4,486,009	8,272,842	4,486,003	8,272,842
	88,760,192	88,407,717	88,754,385	88,401,856

(i) Payables to MND comprise primarily state revenue collections received on behalf of the Ministry. The amounts are unsecured and interest-free and are repayable in cash on demand.

(ii) Non-trade amounts due to Garden City Fund are unsecured and interest-free.

16 Government grants received in advance

	OPERATING GRANTS ⁽ⁱ⁾	DEVELOPMENT GRANTS ⁽ⁱⁱ⁾	OTHER GRANTS ⁽ⁱⁱⁱ⁾	TOTAL
	\$	\$	\$	\$
GROUP AND NPARKS				
At 1 April 2023	21,379,270	(2,145,921)	(856,652)	18,376,697
Grants received during the year	432,817,290	102,201,529	1,491,225	536,510,044
Grants receivable	—	—	772,554	772,554
Interest income earned	—	114,166	—	114,166
Transfer to deferred capital grants (Note 12)	(7,645,406)	(29,239)	—	(7,674,645)
Unutilised grants returned	(751,842)	(124,748)	—	(876,590)
Payment on behalf (Note 23)	—	(100,868,719)	—	(100,868,719)
Transfer to statement of profit or loss	(416,958,131)	—	(1,504,070)	(418,462,201)
At 31 March 2024	28,841,181	(852,932)	(96,943)	27,891,306
Grants received during the year	464,921,461	76,249,150	819,878	541,990,489
Grants receivable	—	12,000	1,900,902	1,912,902
Interest income earned	—	117,087	—	117,087
Transfer to deferred capital grants (Note 12)	(8,577,414)	(68,705)	—	(8,646,119)
Unutilised grants returned	(804,913)	—	—	(804,913)
Payment on behalf (Note 23)	—	(73,589,219)	—	(73,589,219)
Transfer to statement of comprehensive income	(447,708,491)	—	(2,927,291)	(450,635,782)
At 31 March 2024	36,671,824	1,867,381	(303,454)	38,235,751

Notes

(i) Total operating grants received/receivable less transferred to deferred capital grants since establishment are \$5,625,778,905 (2024 - \$5,169,434,858).

(ii) Development grants received from MND for State projects running by NParks on behalf of MND.

(iii) Other grants comprise grants received from other government agencies.

(iv) Transfer from accruals related to grants previously received from MND to settle certain expenses, no longer deemed necessary.

17 Net assets of Garden City Fund

National Parks Board ("NParks") is the trustee of Garden City Fund ("GCF"). GCF is managed and administered by the Garden City Fund Management Committee, comprising staff from NParks and members of the public appointed by NParks, in accordance with the provisions of the Third Amended and Restated Garden City Fund Trust Deed dated 18 May 2021 (the "Deed").

The GCF comprises the Garden City Endowment Fund ("GCEF") and the Garden City Non-Endowment Fund ("GCNEF"). The GCNEF comprises all moneys transferred from the specific funds of NParks upon the formation of the Garden City Fund on 1 July 2002 and all other contributions to the GCNEF. There has been no contribution to the GCEF since establishment. The GCNEF and the income from the GCEF will be used to further the objectives of the Garden City Fund.

The objectives of GCF are exclusively to enhance the enjoyment of the Garden City, for amenities and special features at the national parks, nature reserves and green areas in Singapore and also for community activities and programmes that promote awareness of nature, art and culture, conservation, research and education and, through involving the citizens to enhance ownership of the Garden City, facilitating a sense of rootedness to the nation.

Upon dissolution of the Garden City Fund, the remaining moneys in the fund shall be donated to charitable organisations which have been designated as Institutions of a Public Character under the Income Tax Act 1947 and registered under the Charities Act 1994.

GCF's accounts are prepared in accordance with Financial Reporting Standards in Singapore ("FRS").

GROUP AND NPARKS

Income:

	2025 \$	2024 \$
Donations	12,835,596	7,979,841
Sales of publications/souvenirs/merchandise	96,155	108,172
Course/tour fees	76,991	71,805
Interest income	1,072,782	997,169
Other income	100	—
	14,081,624	9,156,987

Amounts disbursed for:

Costs of charitable activities:		
Conservation projects	610,821	48,012
Enhancements of parks, gardens and facilities	2,034,494	2,036,726
Outreach, education and research programmes	5,189,084	3,274,825
Publication	37,450	38,816
Administrative costs	2,051,157	860,408
Total disbursements	9,923,006	6,258,787
Surplus for the year	4,158,618	2,898,200
Accumulated fund at 1 April	25,435,807	22,537,607
Accumulated fund at 31 March	29,594,425	25,435,807

17 Net assets of Garden City Fund (Cont'd)

	2025	2024
	\$	\$
GROUP AND NPARKS		
Represented as:		
Current assets		
Other receivables and prepayments	376,430	444,553
Cash and bank balances	45,108,881	40,328,621
	45,485,311	40,773,174
Current liabilities		
Trade payables	248,017	376,054
Other payables	359,891	2,106,966
Deferred donations	15,282,978	12,854,347
	15,890,886	15,337,367
Net assets	29,594,425	25,435,807

18 Income

	GROUP		NPARKS	
	2024/2025	2023/2024	2024/2025	2023/2024
	\$	\$	\$	\$
Operating income	36,768,004	34,335,388	36,760,732	34,327,637
Barbeque permit fees	417,424	456,136	417,424	456,136
Consultancy fees	45,000	39,000	—	—
Events income	242,202	263,423	242,202	254,823
Express services	99,178	270,015	99,178	270,015
Gain on derecognition of right-of-use assets (Note 5(d))	—	804,077	—	804,077
Gain on early termination of lease (Note 5(d))	247,789	—	247,789	—
Liquidated damages	1,100,665	156,709	1,100,665	156,709
Merchandise	20,298	39,960	40,747	39,960
Park usage fees	319,497	327,568	319,497	327,568
Publication and plant sales	60,563	49,911	60,563	49,911
Tour fees	63,885	89,558	63,885	89,558
Impairment loss reversed (Note 6)	2,779,788	599,424	2,779,788	599,424
Others	2,334,118	454,201	2,334,118	474,468
Miscellaneous income	7,730,407	3,549,982	7,705,856	3,522,649
Total income	44,498,411	37,885,370	44,466,588	37,850,286
Timing of transfer of goods or services:				
At a point in time	18,564,852	16,125,196	18,540,301	16,097,863
Overtime (course and agency fees)	1,586,616	1,728,050	1,586,616	1,728,050
	20,151,468	17,853,246	20,126,917	17,825,913
Rental income	7,208,242	6,892,004	7,208,242	6,892,004
Impairment loss reversed (Note 6)	2,779,788	599,424	2,779,788	599,424
Interest income	14,358,913	12,540,696	14,351,641	12,532,945
Total income	44,498,411	37,885,370	44,466,588	37,850,286

19 Staff costs

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Wages and salaries	142,111,412	131,299,472
Contributions to defined contribution plans	20,528,004	19,066,155
Provision for pension costs recognised/ (reversed) (Note 14)	22,678	(114,006)
Other staff benefits	965,115	729,797
	163,627,209	150,981,418

20 Deficit from operations

The following item has been included in arriving at deficit from operations:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Loss on disposal of property, plant and equipment	157,926	154,646
Reversal of impairment loss on trade receivables (Note 6)	(2,779,788)	(599,424)

21 Funding for government projects

During the financial year ended 31 March 2025, \$741,190 (2024 - \$766,457) was incurred to fund the capital expenditure for SBG Children's Garden Extension.

As the project was funded using NParks' accumulated surplus, it is considered distribution to owners. Accordingly, the amounts are recognised directly in the statement of changes in equity.

22 Commitments

Capital commitments

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Contracted but not provided for	270,665,798	162,598,943
Less: Development expenditure on behalf of government	(270,665,798)	(162,598,943)
	—	—
Authorised but not contracted for	435,085,476	494,307,654
Less: Development expenditure on behalf of government	(413,446,047)	(460,956,608)
	21,639,429	33,351,046
	21,639,429	33,351,046

NParks is the agent to develop, upgrade, manage and maintain the public parks on behalf of the government. Amounts contracted but not provided for comprise mainly work relating to Jurong Lake Gardens, parks developments and the Park Connector Network. Amounts authorised but not contracted for comprise mainly work relating to new parks developments, the Park Connector Network and redevelopment programmes.

23 Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

The Group and NParks entered into the following significant transactions with its parent Ministry, MND, and other related parties during the year, which are reimbursable in full:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
MND		
Revenue collected on behalf of and remitted to MND	45,139,556	42,739,090
Development expenditure paid on behalf		
- Other state projects (Note 16)	73,589,219	100,868,719
Other Ministries and Statutory Boards		
Expenses paid on behalf	6,835,934	6,635,102
Garden City Fund		
Expenses paid on behalf	1,666,722	2,194,960
Gardens by the Bay		
Expenses paid on behalf	401,936	338,773

Compensation of key management personnel

The remuneration of key management personnel during the financial year were as follows:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Salaries and other short-term employee benefits	3,736,421	2,970,227
Post-employment benefits	135,918	83,871

25 Financial risk management objectives and policies

The Group is exposed to financial risk arising from its operations which include interest rate risk, credit risk and liquidity risk. The Group has written policies and guidelines, which set out its general risk management framework as discussed below.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Group's credit risk is primarily attributable to its trade and other receivables. For cash at bank, the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to minimise losses incurred due to increased credit risk exposure. The Group transacts only with recognised and creditworthy third parties. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

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

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forwarding-looking information which includes the actual or expected adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligation.

The Group determines that its financial assets are credit-impaired when:

- There is significant financial difficulty of the debtors
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation

Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery. Where receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in the statement of comprehensive income.

Trade receivables

The following are credit risk management practices and quantitative and qualitative information about amounts arising from expected credit losses for each class of financial assets.

The Group and NParks have recorded a reversal of impairment loss of \$2,880,000 (2024 - \$735,200) to profit or loss on receipt of annual instalment payments by the corporate customer during the current financial year. The customer has requested for an extended credit term and the amount is more than 150 days past due based on its agreed contractual repayment due date.

Management concluded that it is premature to reverse the allowance made and there is a possibility that the customer may default on the repayment and as such, there is a need to retain the provision on impairment loss as at 31 March 2025. Management will continue to recognise the reversal of the impairment loss on the amount previously recognised based on the receipt or the repayments from the corporate customer in each of the financial year.

For the remaining trade receivables, the Group has applied the simplified approach in SB-FRS 109 to measure the allowance of lifetime ECL. The Group determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted and apportioned to reflect current conditions and estimates of future economic conditions. Based on the Group's assessment, other than disclosed in Note 6 to the financial statements, there is no additional loss allowance made as at 31 March 2025.

Other receivables

The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure. The Group assessed the latest performance and financial position of the other counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since initial recognition of the financial assets. Accordingly, the Group measured the impairment allowance using 12-month ECL and determined that the ECL is insignificant.

Excessive risk concentration

Except for receivables due from MND and other government agencies, there is no significant concentration of credit risk.

Interest rate risk

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

The Group's exposure to changes in interest rates relates primarily to fixed deposits and non-current trade receivables. Surplus funds in NParks are placed with Accountant-General's Department ("AGD") as disclosed in Note 8. Other than funds placed with AGD and non-current trade receivable with fixed interest rate as disclosed in Note 7, there are no other significant interest-bearing assets or interest-bearing liabilities as at the end of the reporting period.

Sensitivity analysis for interest rate risk

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable possible changes in interest rates to have a significant impact on the Group's operations and cash flows.

Liquidity risk

Liquidity or funding risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group and NParks receive its funds from its Parent Ministry which are drawn down on a regular basis to meet its funding requirements. All excess cash from NParks' bank accounts are aggregated and centrally managed by the AGD on a daily basis.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and NParks' financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	LESS THAN 1 YEAR \$	BETWEEN 2 AND 5 YEARS \$	OVER 5 YEARS \$	TOTAL \$
GROUP				
2025				
Financial liabilities				
Lease liabilities (Note 5(c))	4,019,642	3,206,751	—	7,226,393
Trade and other payables (Note 15)	84,274,183	—	—	84,274,183
Total undiscounted financial liabilities	88,293,825	3,206,751	—	91,500,576
2024				
Financial liabilities				
Lease liabilities (Note 5(c))	2,878,691	6,325,361	477,560	9,681,612
Trade and other payables (Note 15)	80,134,875	—	—	80,134,875
Total undiscounted financial liabilities	83,013,566	6,325,361	477,560	89,816,487
NPARKS				
2025				
Financial liabilities				
Lease liabilities (Note 5(c))	4,019,642	3,206,751	—	7,226,393
Trade and other payables (Note 15)	84,268,382	—	—	84,268,382
Total undiscounted financial liabilities	88,288,024	3,206,751	—	91,494,775
2024				
Financial liabilities				
Lease liabilities (Note 5(c))	2,878,691	6,325,361	477,560	9,681,612
Trade and other payables (Note 15)	80,129,014	—	—	80,129,014
Total undiscounted financial liabilities	83,007,705	6,325,361	477,560	89,810,626

25 Financial instruments

Fair values

The carrying amounts of the financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

However, the Group does not anticipate that the carrying amounts recorded at end of the reporting period would be significantly different from the values that would eventually be received or settled.

Accounting classification of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities at the reporting date by categories are as follows:

	GROUP		NPARKS	
	2025 \$	2024 \$	2025 \$	2024 \$
Financial assets at amortised cost				
Lease receivables (Note 5(b))	3,968,079	6,737,375	3,968,079	6,737,375
Trade receivables (Note 6)	5,103,783	8,794,552	5,103,783	8,755,552
Other receivables (Note 7)	14,751,755	10,924,621	14,771,481	10,942,874
Cash and cash equivalents (Note 8)	501,201,791	447,874,785	500,771,223	447,487,118
	525,025,408	474,331,333	524,614,566	473,922,919
Financial liabilities at amortised cost				
Lease liabilities (Note 5(c))	6,943,985	9,017,697	6,943,985	9,017,697
Trade and other payables (Note 15)	84,274,183	80,134,875	84,268,382	80,129,014
	91,218,168	89,152,572	91,212,367	89,146,711

The carrying amounts of cash and cash equivalents, trade receivables, other receivables and trade and other payables, approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The carrying amount of long-term trade receivables approximates fair value as the interest rate approximates the market level at the end of the reporting period.

26 Capital management

The Group manages its capital to ensure that it will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of accumulated surplus, capital account and share capital. The overall strategy of the Group remains unchanged from the previous financial year.

27 Comparative information

The following prior year reclassifications on cash disbursed for the purchase of property, plant and equipment under investing activities in the consolidated statement of cash flows are as follows:

	AS REPORTED	RECLASSIFICATION	AS REPRESENTED
	\$	\$	\$
CONSOLIDATED STATEMENT OF CASH FLOWS FINANCIAL YEAR ENDED 31 MARCH 2024			
Cash Flows from Operating Activities			
Changes in trade and other payables	3,841,927	121,611	3,963,538
Cash flows used in operations	(371,008,144)	121,611	(370,886,533)
Net cash used in operating activities	(378,617,472)	121,611	(378,495,861)
Cash Flows from Investing Activities			
Purchase of property, plant and equipment	(11,795,914)	(121,611)	(11,917,525)
Net cash generated from investing activities	2,107,218	(121,611)	1,985,607

WE THANK STAFF AND PARTNERS OF NPARKS WHO KINDLY CONTRIBUTED TO THIS ANNUAL REPORT

Photographs

Jayden Kang

Page 24: Photo of CITES Youth Leadership Programme

Lionel Ng

Page 27: Photo of *Micromussa amakusensis*

Daniel Ng

Page 27: Photo of Singapore Freshwater Crab (*Johora Singaporensis*)

Ng Xin Yi

Page 28: Photo of Two-fold Velvet Bean (*Mucuna biplicata*)

David Li

Page 29: Photo of Pacific Golden Plover (*Pluvialis fulva*)

Ken Tan

Page 30: Photo of White-rumped Shama (*Copsychus malabaricus*)

Jacqueline Chua

Page 35: Photo of Asian Honey Bee (*Apis Cerana*) on a Red Tree Vine (*Leea rubra*)

Max Khoo

Page 39: Photo of Peregrine Falcon (*Falco peregrinus ernesti*)

Front Cover

Jurong Lake Gardens

Our first national garden in the heartlands boasts verdant greenery that showcases the colours and textures of our tropical flora.

Introduction

Bidadari Park

Integrated within the new Bidadari estate, the park allows residents to enjoy 'living in a park' — a microcosm of the Singaporean experience of living in a City in Nature.

Chapter Dividers

Ch 1 – Tampines Boulevard Park

Developed through resident engagements, the park features amenities suitable for residents of all ages.

Ch 2 – Sisters' Islands Marine Park

Singapore's first marine park has been enhanced with the support of various partners, donors and researchers to enable marine conservation, outreach, education and recreation.

Ch 3 – Rifle Range Nature Park

The community played a key role in the enhancement of Rifle Range Nature Park. Residents and schools in the vicinity as well as members of the nature community, such as Friends of Bukit Timah Forest, have contributed to habitat enhancement efforts such as tree planting and removal of invasive species.



NATIONAL PARKS BOARD
Singapore Botanic Gardens
1 Cluny Road
Singapore 259569
www.nparks.gov.sg



Share your love for nature and animals at
#NParksBuzz #AnimalBuzzSG

