

OPERATIONS REVIEW

PUBLIC TRANSPORT SERVICES

BASIC BUS SERVICES • CHINATOWN DIRECT BUS SERVICES • EXPRESS BUS SERVICES • NITE OWL BUS SERVICES • CITY DIRECT BUS SERVICES • NORTH EAST LINE • DOWNTOWN LINE • SENGKANG LIGHT RAIL TRANSIT SYSTEM • PUNGGOL LIGHT RAIL TRANSIT SYSTEM

1,195.8

REVENUE
(\$'MILLION)

10,597

TOTAL NUMBER OF
EMPLOYEES

3,531

TOTAL BUS FLEET

226

TOTAL BUS ROUTES
OPERATED

78

TOTAL STATIONS
IN OPERATION

192

TOTAL TRAIN FLEET



BUS SERVICES

In 2020, we continued to be the major public bus operator with a market share of 61%. We managed 226 bus routes and operated about 31,000 bus trips on an average weekday. All our bus routes are wheelchair-accessible.

For the year under review, we worked with the Land Transport Authority (LTA) to roll out three additional bus services and amend another three existing routes to better serve commuters' needs.

We also took over the operation of four City Direct bus services from private operators. Meanwhile, two bus routes – Services 128 and 147e – were withdrawn from service due to extremely low demand.

Six of our bus services also shifted operations to the new interim Jurong East Interchange.

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GREENER BUSES

Towards a greener environment, the LTA handed over 45 new and more environmentally friendly buses to replace the older buses in our fleet. Among the public bus operators, we operated half of the fleet of 90 green public buses on the road. The new additions comprised 25 hybrid buses and 20 fully electric ones. This brought the total number of buses in our holding fleet to 3,531. All were wheelchair-accessible with close to 57% being single deck buses, 43% double decks and 10 articulated ones. Our buses were garaged in seven bus depots and a bus park. In all, we operated from 17 bus interchanges and 14 bus terminals.



AUTONOMOUS BUSES

Our involvement in the trial of driverless buses on Jurong Island with ST Engineering continued in 2020. Our BCs serve as safety operators on board; vigilant and ready to take over the control of the bus in an emergency.

As an initiative under the national Emerging Stronger Taskforce, which has been set up to reignite the economy, these autonomous vehicles (AVs) are now operating on revenue service. This pilot service commenced in January 2021 on Jurong Island and will run until April 2021.

We also joined two consortiums in the AV Call for Collaboration by the LTA and the Economic Development Board.

BUS SAFETY

In bus safety, there were zero fatal accidents in 2020 compared to one in 2019. As at December 2020, our accident rate was 0.09 cases or 220 accidents per 100,000 bus-km. This was a significant improvement compared to 0.12 cases or 310 accidents in 2019.

Besides instituting safety protocols, policies and procedures, we continued to invest in training and technology to help our Bus Captains (BCs) to be safer drivers.

In 2020, we rolled out the iSafe system fleet-wide to track the driving behaviour of our BCs to provide safe and comfortable rides for our commuters. Using technology as an independent assessor, this system collates data from two of our landmark systems – SAGE, a telematics system that monitors the smoothness and comfort of bus rides and Mobileye, an advanced driver assistance system that alerts BCs to potential collisions – to present an assessment of the individual BC's driving competency. With it, supervisors are able to undertake the necessary coaching of BCs for improvements.

The Vehicle-Activated Speed Display (VASD) system, which reminds BCs to keep to the speed limit within the bus depots, interchanges and terminals, continued to be implemented at another three more premises. To-date, the system is in place at 23 bus premises and more will continue to be installed.

We also produced an educational video which was complemented by a series of posters to reinforce safe habits and behaviour as we worked towards a zero rate of accidents due to slips, trips and falls at the workplace.

Our good safety records were recognised by the LTA. Our Tampines Bus Package received the merit award in the "Safe Bus Operator of the Year" category.

CONTINGENCY PLANNING

We conducted four disruption exercises at the Bedok, Toa Payoh, Compassvale and Clementi Interchanges to ensure that our drawer plans remained relevant in times of emergency. In addition, we also conducted disaster recovery exercises

on our critical IT systems to validate our procedures as well as familiarise our staff with recovery processes.

RE-ORGANISATION FOR AGILITY AND GROWTH

In November 2020, we re-organised our bus division to better support our operational needs by setting up a new Bus Development division. The new division focusses on Government liaison, bus tenders, bus schedules as well as data analytics to keep pace with technological developments and systems. More importantly, it also works to expedite the induction of new processes and technology and drive innovations in our bus operations.

RAIL SERVICES

In rail services, we continued to operate 83 km of rail networks in Singapore – the North East Line (NEL), Downtown Line (DTL) and Sengkang-Punggol Light Rail Transit (SPLRT) systems. We operate 78 stations with a fleet of 192 trains and have a current market share of 30.6%. All the stations on our rail networks are open for passenger service except one – Teck Lee on the Punggol LRT system – which will open in tandem with developments in the area.

At the peak of the COVID-19 crisis, we suffered an 86% drop in passenger load. In



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December 2020, ridership was just 72.7% of what was registered a year earlier.

RAIL RELIABILITY

In train service reliability, there was one major disruption that exceeded 30 minutes on each of our MRT Line and four on our LRT systems in 2020. Despite this, the Mean Kilometre Between Failure (MKBF) of our two MRT lines exceeded the 2 million train-km mark for the first time. The DTL achieved an MKBF of 2.09 million train-km while the NEL clocked 2.04 million train-km, both of which outperformed the nationwide MRT network's average of 1.45 million train-km. In fact, the DTL improved on its reliability by about 83% and the NEL by some 48%

over their 2019 performances. The SPLRT achieved 426,000 train-km compared to the nationwide LRT's network average of 227,000 train-km. It also improved on its reliability by about 70% over that of its performance in 2019.

In 2020, the NEL and DTL also achieved all the rail Operating Performance Standards stipulated by the regulator, the LTA.

STRATEGIC PARTNERSHIPS

Driven towards achieving rail excellence, we continued to learn and adopt best practices from experienced railway operators around the world.



In 2020, we signed a Teaming Agreement with the RATP Développement S.A., a French Government-owned company and the largest rail operator in Paris, to explore new business opportunities and deliver world-class metro services in Singapore. The signing was witnessed by the France Minister Delegate for Foreign Trade and Economic Attractiveness, H.E. Mr Franck Riester.

We also signed a Memorandum of Understanding with Thales, a French multinational company that designs and builds electrical systems and provides services for various industries including transportation, to employ new digital technologies to deliver a safer and more comfortable passenger journey for our MRT commuters. We are currently working on a solution to detect crowdedness at stations and in trains to provide heightened situational awareness for our staff to ease congestion more efficiently, and enhance comfort and the travel experience for commuters. It is also being developed to detect suspicious persons or unattended baggage and even identify those who need mobility

assistance among other features. This solution is expected to be tested on the NEL Woodleigh Station in the first half of 2021.

RAIL SAFETY

In rail safety, our safety performance improved as we focussed efforts on inculcating increased awareness for an accident-free workplace. Injury case amongst rail staff and contractors fell by 85.7% from 14 cases to two in 2020.

Our good safety records were recognised by the LTA. Our DTL was honoured with the "Safe Rail Line of the Year (Excellence)" award in 2020 – garnering the top spot twice in the award's three-year history.



We also worked on safety campaigns to contribute to pleasant journeys for our elderly commuters. At the NEL Chinatown Station, besides the display of posters to remind them to hold on firmly to the handrails on the escalators, we also piloted public announcement safety messages in two Chinese dialects – Hokkien and Cantonese – besides English and Mandarin. In 2020, there were zero injuries arising from the improper use of the escalator that was involved in the pilot. We will continue to look at other creative ways to encourage and remind our elderly commuters to make travel safe and pleasant for them.

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MAINTENANCE FOR SERVICE RELIABILITY

We continued to look at solutions to strengthen our condition monitoring capabilities for critical systems which will help boost our service reliability by pre-empting faults. Concurrently, we carried out preventive maintenance works on deteriorating component parts before they can develop into faults.

On the NEL, we undertook and completed a fleet-wide replacement of the signalling cable and terminals for the Platform Screen Door system. This was done pre-emptively as we had encountered multiple failures of the system earlier. If left unchecked, the failures could potentially cause a delay to train service.

The design of the in-running insulator used on the NEL's Overhead Catenary System was also reviewed and has been approved for implementation by the LTA. The original two-piece design has become a single piece to prevent the insulator from splitting apart and affecting power supply to the trains. It is progressively being implemented system-wide and slated for completion by 3Q2021.

We also implemented the Safety Interlock Relay Bypass Switch to enable our staff to quickly assume operation of the trains in the event of safety interlock relay failures. With this, the trains can be moved and withdrawn from service without any prolonged delay to minimise inconvenience for our commuters. Works are expected to be completed by 2Q2021.

Meanwhile, mid-life refurbishment of the 25 first-generation NEL trains, which commenced in 2019, continued under the multi-year programme. The works include the installation of a new condition monitoring system which will provide early warning of impending faults so that preventive action can be undertaken. It will also include an upgrade of the air-conditioning and passenger information

systems as well as replacement of train interior fittings. Due to COVID-19, the project is expected to be delayed to 2025.

For the SPLRT, maintenance works continued to be conducted during passenger service hours on selected Sundays from July to September 2020. This was necessary as some of the works included concrete hacking and curing - both of which required extended engineering hours. On these maintenance Sundays, one platform of the loop commenced service later while the other continued to be in regular operation to serve all stations on the system. This was similar to the arrangements made in 2019 when maintenance works were carried out during train service hours. In December 2020, maintenance works were intensified and the loop closure extended to Saturdays as well.

Besides maintenance works, we also implemented monitoring systems for critical systems to improve our rail reliability.

CONTINGENCY PLANNING

We were not able to conduct ground deployment exercises due to COVID-19 restrictions. However, we conducted these exercises virtually so as to continue to review and validate our emergency response preparedness plans in managing rail service disruptions. "Exercise Endeavour" was held in September 2020, "Exercise Harmony" was held in October and "Exercise Pinnacle" in November.

We also organised exercises and invited external agencies to observe and validate our plans and processes. "Exercise Unicorn" was conducted at both the NEL and SPLRT depots while "Exercise Phoenix" was held at DTL depot to validate our response and management plans in dealing with security threats. The LTA and the Police Public Transport Security Command attended as observers in the table-top exercises. To pre-empt floods, "Exercise Highwaters" was

organised on both our MRT lines. A table-top exercise was conducted for the NEL while a physical one was held at the DTL Geylang Bahru Station to validate the process of setting up flood barriers at the station's entrances. Officers from the LTA and the Singapore Civil Defence Force attended as observers in both exercises.

FARE REVISION

In September 2020, the Public Transport Council (PTC) announced that there would be no change to the public transport fares for the 2020 Fare Review Exercise in light of COVID-19 and its impact on the economy. The full fare adjustment quantum of 4.4% will be rolled over to the next Fare Review Exercise in 2021.

REORGANISATION FOR EFFICIENCY

The rail division restructured and centralised some common key functions for efficiency and optimum deployment of employees. As a result, some of the departments such as the Automatic Fare Collection and Fare Revenue Unit became a single unit.

COMMUTER SATISFACTION

The drop in public transport ridership resulted in a sharp drop in the volume of feedback received. A total of 40,595 compliments and commendations were received in 2020, which was a 31.2% drop compared to 2019. The number of valid complaints received also declined by 15.0% to 3,752 as compared to 2019. In terms of complaints, about half of them were about the behaviour of our BCs. Management has formed a task force to address this aspect, which will include identifying and retraining BCs as needed.

Our efforts in serving our commuters bore fruit as evidenced in the annual Customer Satisfaction Index of Singapore that was administered by the Singapore Management University's Institute of Service Excellence. Conducted from May to July 2020, SBS Transit topped the list in both the Public Bus and MRT

system sub-sectors. Our bus scored 75.4 compared to the industry's 74.4 while our rail achieved 75.3 compared to the industry's 73.4.

Our steady efforts to boost our rail reliability was also evidenced in the PTC's annual commuter satisfaction survey that was conducted from October to November 2020. Similarly, our Rail outperformed the industry with a 98.8% rating compared to the 97.9% and a mean score of 8.1 compared to the 7.9.

In the Bus segment, we achieved a satisfaction rating of 96.9% compared to the industry's 97.3% and a mean score of 7.7 compared to the industry's 7.8. Overall, SBS Transit's and the industry's public transport mean satisfaction score remained at 7.8 out of 10, which was similar to 2019.

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OTHER COMMERCIAL SERVICES

- BUS ADVERTISING • IN-TRAIN ADVERTISING
- BUS HUB ADVERTISING • TRAIN STATION ADVERTISING
- SHOP SPACE • ROAD SHOW SPACE

35.1

REVENUE
(\$'MILLION)

.....
73

TOTAL NUMBER OF
EMPLOYEES

ADVERTISING

Not surprisingly, advertising demand fell in 2020 as advertisers put their campaigns on hold due to the global pandemic.



Despite the general economic slowdown, Moove Media, our sister company, scored its largest advertising campaign in five years. Whealthfields Lohmann, the local distributor of Germany's Walch disinfection products, strategically advertised its automatic foaming hand soap dispenser and a laundry sanitiser on 100 double deck buses to secure greater visibility and mindshare among consumers. Plying the heartlands in a targeted programme, the campaign buses ran for 20 weeks until 17 December 2020.



Moove Media also netted another feather in its cap with its win at the A'Design Award and Competition for its 2019 campaign for the Taiwan Tourism Bureau. This is the largest international design competition with a panel comprising more than 200 jury members. Moove Media impressed the jury with its three-dimensional (3-D) design of a traditional Taiwanese house of red bricks and retro floral patterns tiles that is common in the townships to promote the cultural heritage and beauty of Taiwan. It exuded the charm of small Taiwanese towns and captured the imagination of commuters and motorists alike to garner the Silver award in the 2019-2020 Advertising, Marketing and Communication Design Category.

For 2020, Moove Media showcased its creativity through an interactive recruitment campaign for the Singapore Maritime Foundation. A section of the North East Line's Dhoby Ghaut Station was transformed into a trick-eye museum where members of the public were able to interact with the installations and take photos with the artwork displays where they could become a Ship Captain, Marine Engineer or Data Analyst among other occupations in the maritime industry. They could also discover more about the job opportunities.

RENTAL OF COMMERCIAL SPACES

In 2020, we leased 93.2% of our commercial spaces at our bus interchanges and MRT stations. Our tenants were mainly food and beverage operators, retail and convenience stores as well as those offering medical, educational and beauty/wellness services.

To assist our tenants during this difficult time, we extended rental reliefs. We also organised promotional activities to help boost demand. Traditional tiffin carriers and festive pens were produced and given away as premiums, subject to a minimum spend at participating tenant outlets.

As an active proponent of green initiatives, we collaborated with the Singapore Environment Council to host our first ever webinar on eco-labels and green purchasing practices. Our goal was to create awareness among our tenants about environmentally friendly practices and the use of sustainable materials which could also serve to help reduce their daily operational costs.