

OPERATIONS REVIEW

PUBLIC TRANSPORT SERVICES

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

\$1,265.3

REVENUE
(\$'MILLION)

228

TOTAL BUS ROUTES
OPERATED

78

TOTAL STATIONS
IN OPERATION

10,024

TOTAL NUMBER OF
EMPLOYEES

3,548

TOTAL BUS FLEET

192

TOTAL TRAIN FLEET



BUS SERVICES

2021 marked the fifth year of operations under the Bus Contracting Model (BCM). Under this model, the Government retains the fare revenue and owns all infrastructure and operating assets such as depots and buses. Bus operators are contracted and paid to operate public bus services through a competitive tendering process.

We operated a total of nine bus packages, two of which are tendered contracts – Bukit Merah and Seletar – while the remaining seven are negotiated contracts where SBS Transit is the incumbent operator.

Of the negotiated contracts, one - the Sengkang-Hougang bus package - has already been extended for three years starting September 2021. Five other packages – Bedok, Bishan-Toa Payoh, Clementi, Serangoon-Eunos and Tampines – will be extended by an average of three years from September 2022 as part of the New Rail Financing Framework (NRFF) Version 2 arrangement that concluded in November 2021. The last package – Jurong West – will end in 2024.

With a market share of 61%, SBS Transit remained Singapore's largest public bus operator. On an average weekday, we operate about 30,500 bus trips across 228 bus routes from 17 bus interchanges and 15 bus terminals.

IN 2021, WE TOOK DELIVERY OF 10 ELECTRIC BUSES FROM THE LTA. THEY WERE OUR FIRST BATCH OF FULLY ELECTRIC, SINGLE DECK, THREE-DOOR BUSES AND WE WERE AMONG THE FIRST TO TRIAL THE USE OF AN OVERHEAD PANTOGRAPH CHARGING SYSTEM IN PLACE OF THE CONVENTIONAL PLUG-IN SYSTEM IN SINGAPORE.



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With the Land Transport Authority (LTA) as the central planner of bus routes, we rolled out a short trip service – 807B – two new supplementary bus services – 117M and 248M – and took over the operation of two bus services – 974 and City Direct 652.

We also implemented changes to another 21 bus routes. These included calling at new additional bus stops along their regular routes as well as plying amended routes for enhanced connectivity. The permanent closure of Connaught Drive to make the Civic District pedestrian-friendly also resulted in four bus routes – 100, 107, 130 and 131 – being amended. Another three services – 22, 65 and 506 – were re-routed due to low demand as commuters switched from buses to the Downtown Line along the affected sectors.

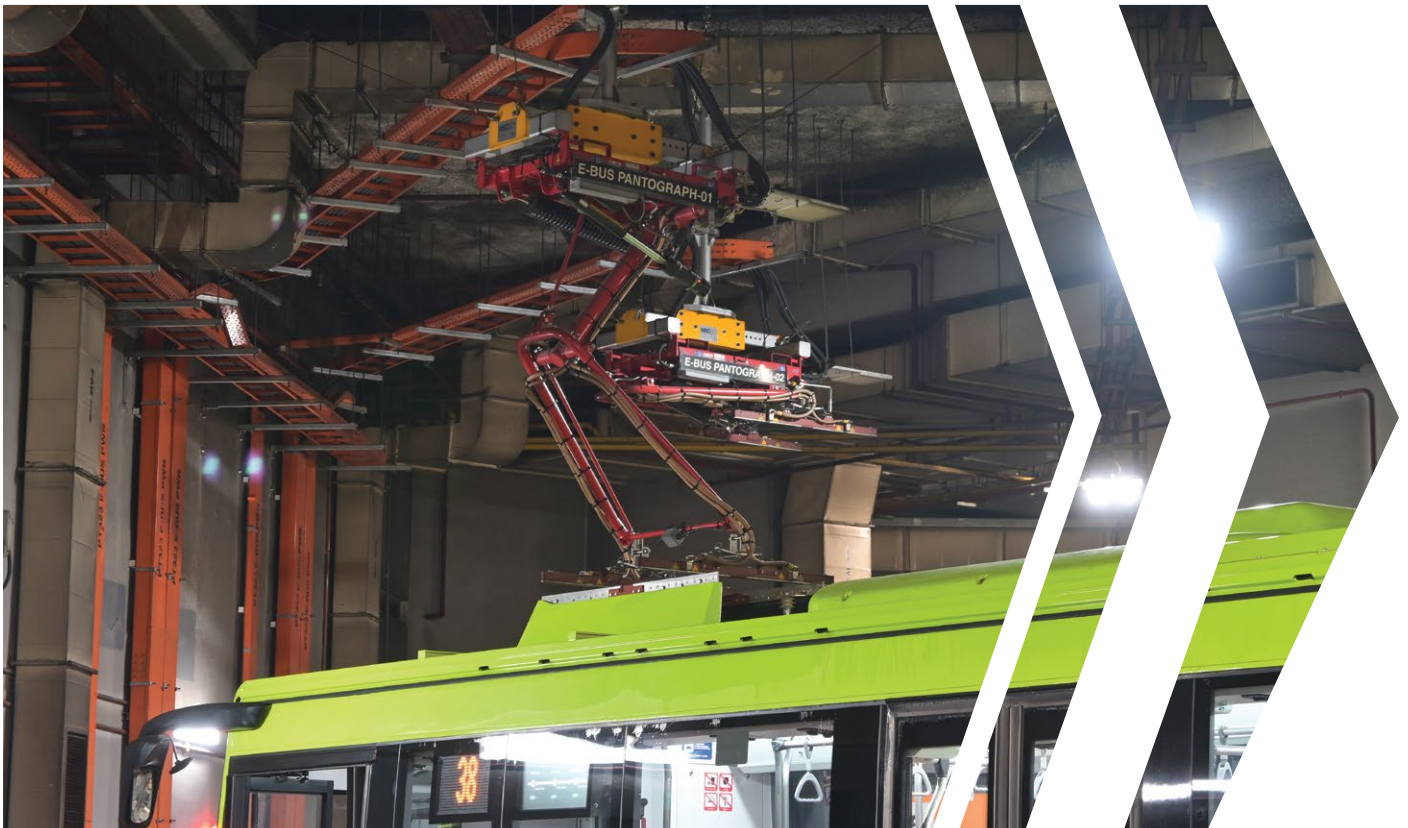
In 2021, we took delivery of 10 electric buses from the LTA. They were our first batch of fully electric, single deck, three-door buses and we were among the first to trial the use of an overhead pantograph charging system in place of the conventional plug-in system in Singapore. The pantograph charging facilities, which offer a quicker charge than the conventional method, have been installed in the Bedok Bus Interchange. A full charge on the pantograph takes 25 minutes and can power a bus for 125 kilometres as compared to the three hours a conventional plug-in charge will take.

With these new additions, our fleet size increased by 16 to 3,548 buses, including 30 electric vehicles and 25 hybrid buses. Fully air-conditioned and wheelchair-accessible, 43% of them were double deck buses, close to 57% single deck ones and the remaining 10 were made up of articulated buses which are also commonly known as bendy buses. Four in five of our buses are rated Euro 5 or higher.

As more environmentally-friendly buses come on stream, our bus technicians attended training classes to better equip themselves with new skills specifically aimed at green vehicle maintenance. As part of our training efforts, we jointly developed a certification course with ITE College West on working with high voltage systems that are employed on electric and hybrid buses. For the year in review, 19 of our technicians have been certified as "Experts" and we aim to equip all 441 of them with at least a basic knowledge of working safely with these systems.

On the road, we clocked 0.10 accident cases per 100,000 bus-km, which was a slight increase of 0.01 over 2020.

Besides instituting safety protocols, policies and procedures, we continued to invest in training and technology to help our Bus Captains (BCs) become safer drivers. From installing Mobileye and SAGE systems across our entire fleet of more than 3,500 buses,





we continued to explore and trial new technological solutions. Meanwhile, the trial of Golden Eye, a fatigue management system that provides audio-visual alerts and also causes the seat to vibrate when it detects signs of fatigue or distraction, has been expanded to more bus services. Mobileye is an advanced driver assistance system that alerts our BCs to an impending collision while SAGE, a telematics system provides audio and visual alerts in real-time when pre-specified events such as harsh braking, harsh acceleration and sharp cornering are detected.

At the bus interchanges and terminals, we continued with the implementation of the Vehicle-activated Speed Display system, which reminds our BCs to keep to the speed limits. To-date, 35 units of the system are in place at all seven bus depots while installation continues at more bus interchanges.

We also doubled down on reminding BCs to wait for elderly passengers to be seated before moving off from the bus stops and to observe junction drills diligently. We conducted random enforcement checks and made sure that BCs were constantly reminded that safety is our number one priority.

In our holistic efforts to deliver safe rides for our passengers, we also continued with an on-board safety campaign. In 2021, we focussed on reminding commuters to hold on firmly to the handrails when going up or down the upper deck. For elderly passengers, we encouraged them to stay on the lower deck for their own safety.

Resources were also committed to enhance the reliability of our buses to offer a better travel experience for our passengers. We invested in a bus condition monitoring system that alerts

our workshop staff to real-time fault detection and predicts the individual bus condition. With this, buses with faults can be recalled for timely repairs to avoid breakdowns on the road. The system, which is powered by Artificial Intelligence, is being progressively rolled out on 1,000 buses or about 28% of our fleet.

Passengers could also easily report faults that they noticed on our buses and at our bus interchanges through Quick Response (QR) code technology which is an initiative that we have rolled out as a trial in two of our interchanges and bus services 8 and 28.

Our efforts did not go unnoticed by the LTA which presented us with the "Public Transport Safety Award (Bus Operator)" at its Annual Safety, Health and Environmental Award Convention. The Bukit Merah Bus Package (Contract PT203) clinched the Excellence award and the Jurong West Bus Package (Contract PT212) won the Merit award.

We accelerated the adoption of digital technologies so that our BCs were able to experience greater convenience in handling administrative functions. They are now able to report for work and their bus trips as well as swop duties with other BCs without having to be physically present at the reporting terminal to do so. Data analytics was extended to more areas to improve operational efficiency such as in optimising fuel efficiency, monitoring the rest duration of BCs and in obtaining passenger loading data.

As the pandemic continued unfettered in 2021, six of our bus interchanges - Bishan, Boon Lay, Clementi, Sengkang, Tampines and Toa Payoh - became COVID-19 clusters at the peak of the crisis in August 2021. With 99% of our BCs vaccinated against the virus, they largely displayed mild or no symptoms as they served their quarantine or stay-home notice.

Unfortunately, in the two months that followed, the public bus industry experienced a shortage of BCs as a result of COVID-19 infections. Up to 14% of our BC strength was affected at the peak.

Working with the LTA, we minimised the impact to our bus operations. BCs, who were on their rest days, voluntarily returned to driving duties to cover for their absent team mates, planners mapped out adjusted frequencies for the affected bus services while Service Controllers at the Operations Control Centres proactively managed the buses on the road to regulate bus arrival timings to minimise prolonged waiting times at bus stops. As a result, the increase in waiting times for the majority of affected bus services was within five minutes of their regular schedules. For a very small number of bus services, it was more than 10 minutes.

Concurrently, we further tightened our Safe Management Measures to minimise infection at the workplace. Mask-on

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and mask-off areas such as dining and resting corners were segregated. In mask-off areas, employees could only carry out their activities singly with a no-talking policy in force. High touch points such as staff washrooms were also cleaned and disinfected more regularly while high-efficiency particulate air purifiers were installed in the staff areas. BCs were also directed to disinfect their bus steering wheels before the start of each bus trip while more buses were used in ferrying BCs to work. We intensified Antigen Rapid Test (ART) testing for our staff and also made unannounced audit checks to ensure full compliance to tightened measures.

For our passengers, we continued with our stepped-up cleaning and disinfection regime with high passenger touch points cleaned at two-hourly intervals. Anti-microbial disinfectant spray continued to be applied in our buses and trains at regular frequency to maintain their level of protection. Mask-wearing was enforced and a no-talking policy was encouraged on our buses and trains to minimise the spread of droplets in the surrounding environment.

The pandemic did not stop us in our tracks as we continued to look ahead to the future of public bus transportation with Autonomous Vehicles (AV). We were involved in operating a commercial on-demand shuttle bus service using AVs on Jurong Island. Designed to run only during the lunch period, our BCs served as safety drivers on-board to take over the wheel in case

of emergencies. The AV service ran for three months until end April 2021 as an initiative under the national Emerging Stronger Taskforce to promote and accelerate sustainable deployment of robotics in Singapore. Prior to this, we were involved in two trials of operating these vehicles with ST Engineering on Jurong Island and Sentosa.

Meanwhile, we are also participating in a consortium with ST Engineering Autonomous Solutions, which had submitted a bid for an AV project, in a Call for Collaboration announced by the LTA and the Economic Development Board.

Our efforts in BC recruitment also continued unabated as we stepped up efforts to attract more locals to join us. A new recruitment campaign with the tagline - "Make a Difference. Everyday." - and a higher salary for locals with relevant heavy vehicle driving experience were introduced. For a limited period, we also doubled the quantum of the sign-on bonus to \$6,000. As at 31 December 2021, we had 5,811 BCs, of whom 414 were new hires.

For 2021, our bus passengers continued to appreciate our efforts with a total of 35,589 compliments and commendations received. We also saw opportunities to improve from the 2,499 valid complaints given. Overall, we achieved 60.5 compliments and commendations and 4.2 valid complaints per million passenger trips.

RAIL SERVICES

SBS Transit operated 78 stations during the year - 16 MRT stations on the North East Line (NEL), 34 MRT stations on the Downtown Line (DTL) and 28 LRT stations on the Sengkang Punggol LRT (SPLRT) loops. All the stations on our rail networks were opened for passenger service except for Teck Lee on the Punggol LRT loop, which will open in tandem with developments in the area. Our total rail network of 83 kilometres translates into a market share of 30.6%.

Demand for rail services increased slightly by 4.5% with close to 271.3 million passenger trips made in 2021. Average daily ridership on the NEL, which started passenger service in 2003 as the world's first automated underground heavy rail system,

grew by 5% to 372,901 passenger trips. Average daily demand on the 42-km long DTL also increased but at a lower rate of 2.3% to 263,247 passenger trips while the SPLRT registered a 10.8% increase to 107,182 passenger trips.

Despite the increases, ridership is still a long way from reaching pre-COVID-19 levels. In fact, total ridership fell sharply in 2021 by 39% - NEL by 83.2 million, DTL 77.9 million and SPLRT 12.1 million - when compared to what they were just two years ago.

In spite of the lower ridership during the pandemic, SBS Transit has largely continued to maintain the frequency of our rail services at pre-COVID-19 levels to enable commuters, in particular essential workers, to get around conveniently.

Trains on the NEL arrived at a frequency of two minutes during morning peak hours, 2.5 minutes during the evening peak and 5.5 minutes during off-peak periods, resulting in a total of 4,378 trips operated each week. On the DTL, train frequency during peak hours was 2.5 minutes and 5.5 minutes during off-peak periods with 3,880 weekly trips made. The Light Rail Vehicles on the SPLRT operated 17,788 trips a week, which was an increase of 2.3% or 399 trips more a week compared to 2020. They arrived at a frequency of between three and five minutes during morning peak hours and between four and five minutes during evening peak periods.

In rail reliability, our rail networks continued to set the benchmark for the industry. Our Mean Kilometre Between Failure (MKBF), which is the internationally used measure for railway reliability, hit a record high for the industry. DTL clocked 4.19 million train-km compared to the nationwide MRT network's average of 1.99 million train-km. NEL came in second with 2.06 million train-km

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TO MAINTAIN A HIGH STANDARD IN RAIL RELIABILITY, OUR ENGINEERING TEAM CONTINUED TO WORK DILIGENTLY BEHIND THE SCENES. IN 2021, WE ACCELERATED THE SYSTEM-WIDE REPLACEMENT WORKS OF THE IN-RUNNING INSULATORS USED ON THE NEL OVERHEAD CATENARY SYSTEM (OCS).

and clocked an improvement over its 2020 performance of 2.04 million train-km. This was the second year running that both our MRT lines have achieved more than two million train-km in MKBF. The SPLRT achieved 341,000 train-km compared to the nationwide LRT network's average of 292,000 train-km.

To maintain a high standard in rail reliability, our engineering team continued to work diligently behind the scenes. In 2021, we accelerated the system-wide replacement works of the in-running insulators used on the NEL Overhead Catenary System (OCS). The OCS supplies power to the trains and NEL is the only MRT line in Singapore to be designed with such a power system. The works to replace the two-piece insulators with a newly-designed single piece component were intensified to enhance reliability of rail services. This was because the two-piece design had fractured and resulted in service disruptions in 2020 and 2021. Over three Fridays and Saturdays in April 2021, selected stations were closed earlier at 11.00pm to facilitate intensified replacement works. A dedicated shuttle bus service was in operation to maintain connectivity for passengers travelling along the affected sector.

For the SPLRT, works on the finger-joints of certain sections of the viaduct were conducted on 19 weekends from May to September 2021 as part of preventive maintenance to ensure the continued reliability of LRT services. As their repair works involved the hacking and curing of concrete, works were carried out in the day during passenger service hours with one loop in operation so as to minimise inconvenience to passengers and residents alike.

As a result of the engineering works and the use of condition monitoring systems, we were able to keep delays and disruptions to a minimum. In 2021, we did not experience any major service disruption on the DTL while there was one on the NEL and three on the SPLRT - a 33% reduction compared to the previous year.

Meanwhile, mid-life refurbishment works on the 25 first generation NEL trains which commenced in 2019 continued during the year. The first refurbished train was put back in service in February 2022 with the next one expected in June 2022.

The refurbished trains have new condition monitoring systems that monitor train performance more closely to facilitate better maintenance planning. Concurrently, the air-conditioning, ventilation and passenger information systems will be upgraded for better functionality while the interior fittings such as seats, panels and flooring will be replaced for more pleasant and comfortable rides for passengers. During the upgrading works, detailed inspections on all the mechanical and electrical systems of the train are also conducted with parts repaired or replaced where necessary. All 25 trains are expected to be refurbished by the fourth quarter of 2025.

To cater for additional passenger capacity with the planned opening of the NEL Punggol Coast Station in 2024, six new trains have arrived at the NEL depot for testing and commissioning works by the manufacturer, Alstom. They were ordered by the LTA in 2018 and shipped from Alstom's manufacturing facility in Barcelona, Spain in 2022. The new trains, when handed over to us, will grow the NEL fleet to 49 trains from its current 43.

A key development in 2021 was our DTL's transition to the NRFF Version 2, which the NEL and the SPLRT already operate on. It will reduce commercial volatility for us and is a more sustainable model for our rail operations. This will enable us to focus on the operations and maintenance of the rail system so that our operations can remain financially sustainable to continuously provide safe and reliable rail services to the public.

As part of the agreement, the LTA issued a consolidated licence to our wholly-owned subsidiary, SBS Transit Rail Pte Ltd, to operate the DTL, NEL and SPLRT for a period of 11 years which commenced on 1 January 2022. All our rail assets now come under this new subsidiary.

Under the new consolidated rail licence, we continued to hold rights to lease out the advertising spaces at all our 78 stations until 31 December 2023. Thereafter, the LTA may allow us to continue to operate all or any part of the rail advertising business from 1 January 2024 until the term of the consolidated rail licence expires.

Our continued efforts to ensure rail safety were recognised by the LTA at their 23rd Annual Safety, Health and Environmental Award Convention, which presented NEL with the "Public Transport Safety Award - Rail Operator (Excellence)".

To centrally drive asset, reliability and performance management to achieve high standards consistently in our engineering management, we set up a new Rail Engineering and Performance (REP) division.

We also collaborated with Thales of France to develop a video analytics solution that leverages existing CCTV networks to provide real-time data on commuter density at the MRT stations. The solution alerts staff to unexpected crowding so that prompt

action can be taken for passenger safety and comfort. It was subsequently extended to include the detection of unattended luggage and even unmasked commuters. The solution was tested at the NEL Woodleigh Station and will be deployed to five stations - Chinatown, Dhoby Ghaut, Little India, Outram Park and Serangoon - in 2022.

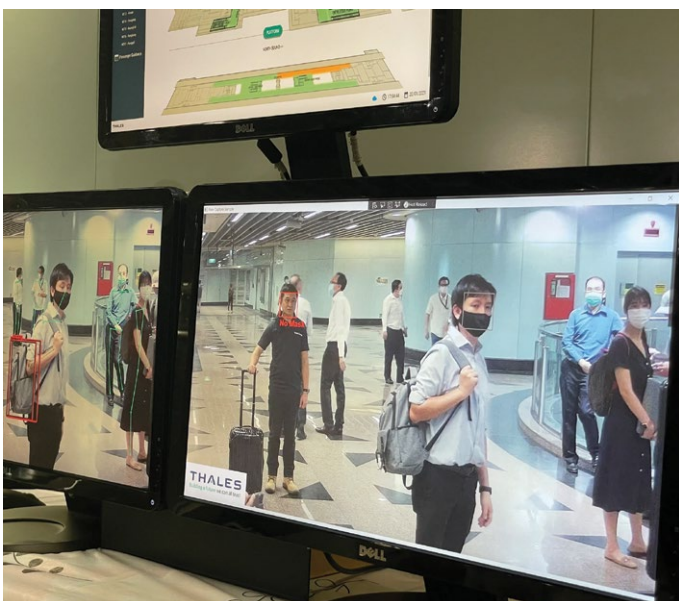
At the Sengkang Town Centre Station on the SPLRT, we also made use of video analytics technology on a track intrusion system to enhance passenger safety and security. This system, which is on trial until March 2022, automatically analyses CCTV images to detect a person or object that is on the tracks and automatically triggers an alert for investigation and rectification.

We did not let up in our efforts to promote escalator safety, in particular, to elderly passengers. Besides life-sized posters, flyers and giveaways to serve as visual reminders to hold onto escalator handrails firmly, we also play safety announcements in four languages. At the NEL Chinatown Station, we recorded the announcements in Hokkien and Cantonese to reach out to elderly passengers from the predominantly Chinese-speaking community in the neighbourhood. We also installed safety messages as visual reminders on the floor leading to escalators and staircases. From holding onto the handrails, passengers were also encouraged to use the lifts if they were carrying bulky items or using wheelchairs or prams. As an added measure, we carried out modification works to enable our escalators to travel at slower speeds during off-peak hours. To-date, we have carried out modification works on 31 escalators at a cost of \$1.26 million.

Passengers-in-wheelchairs (PIW) were also not forgotten as we sought to make travel on our MRT network inclusive. In 2021, we introduced priority boarding for PIWs at the boarding platforms across all our 50 MRT stations. Large prominent stickers have been installed to create awareness and visibility in a bid to ensure that able-bodied commuters give way to PIWs.

As the pandemic persisted for a second year, we continued with our stepped-up cleaning and disinfection efforts. Electrostatic Disinfectant Spray technology was employed on our trains to keep the virus at bay for about six months. They continued to be applied at regular intervals to ensure effective protection for our passengers. These were complemented by regular cleaning efforts on high contact points.

We continued to invest in our employees by encouraging our rail engineers to upskill themselves by enrolling in a first-ever, new competency-based degree programme. In a Memorandum of Understanding signed with the Singapore Institute of Technology, the public rail operators and the LTA have jointly developed this programme where our rail employees can earn credits obtained through work experiences towards fulfilling their requirements for a Bachelor or Master degree in Engineering Technology in Sustainable Infrastructure Engineering (Land). We are sponsoring three staff for this programme.



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On an industry level, we collaborated with the Institution of Engineers, Singapore (IES), the Singapore Standards Council (SSC), Enterprise Singapore (ESG) and other industry partners to develop three new Technical References (TR) on Railway Systems - TR 89 on safety performance and benchmarking in rapid transit system, TR 90 on maintenance of vehicle gauges and TR 94 on assisted service kiosks in stations. These new TRs provide rail technicians, engineers and stakeholders with the industry's best practices to enhance reliability, safety and productivity in railway solutions. These were presented at the World Engineers Summit 2021 during the launch of the Transportation Standards Committee (TPSC) where Minister for Transport graced the occasion.

Operating an essential transportation service, we continued to ensure our contingency plans remain relevant. Towards this end, "Exercise Endeavour", "Exercise Harmony" and "Exercise Pinnacle" were conducted to test our management and responses in handling incidents on our rail networks including cybersecurity attacks.

Exercises were also conducted with the Singapore Civil Defence Force (SCDF) to ensure readiness in managing floods and fire in our underground stations. "Exercise High Flame" was held at DTL Newton Station in August 2021, where we simulated a fire within one of the rooms in the station, while "Exercise High Waters" was conducted at DTL Fort Canning Station in September 2021, where we simulated a flash flood scenario at street level and deployed staff to set up a flood barrier system to keep the "water" out. Officers from both the LTA and the SCDF attended as observers in both exercises.

On the security front, we participated in "Exercise Station Guard" with the LTA to test and validate our security measures as well as familiarise commuters in their response in an emergency. At the NEL Serangoon Station, commuters entering the station were randomly selected to undergo security screening using a metal detector and had their belongings scanned by an X-ray machine.

We received a total of 679 compliments and commendations in 2021 - many of which were appreciation notes to our employees who had gone out of their way to retrieve articles that our passengers had accidentally left behind on the train networks. On the flip side, we received 475 valid complaints which were mainly about the condition of the areas outside the stations such as indiscriminate parking of bicycles and the general cleanliness of walkways. Overall, we achieved 2.5 compliments and commendations and 1.7 valid complaints per million passenger trips.

We also commissioned independent surveys to assess our customer satisfaction level. Our efforts to improve reliability resulted in more passengers giving us the thumbs up in this area. In 2021, 96.9% of them rated NEL as a reliable line compared to 93.8% the year before. Similarly, DTL's ratings as a reliable line also improved to 98.8% compared to 93.7% in 2020.

In the Customer Satisfaction Index of Singapore 2021 that was conducted by the Singapore Management University's Institute of Service Excellence, our rail services scored better than the industry's average. The overall customer satisfaction score for public transportation was 74.1. SBS Transit led the way by outperforming the industry with a score of 78.2 in the rail sector.



OTHER COMMERCIAL SERVICES

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

\$45.5

**REVENUE
(\$'MILLION)**

63

**TOTAL NUMBER OF
EMPLOYEES**



WE INSTALLED THE “GREAT WALL” - A 40-METRE WALL DECKED OUT WITH HIGH-DEFINITION VISUALS AND AUDIO TO CREATE AN IMMERSIVE EXPERIENCE. IT RUNS PARALLEL TO THE TRAVELLATOR ALONG THE LINKWAY TO ENRAPTURE THE ATTENTION OF PASSENGERS. ADVERTISERS HAVE BEEN EXCITED BY ITS MARKETING POTENTIAL WHICH LED TO ALL ITS ADVERTISEMENT SLOTS FULLY BOOKED UP FOR SEVEN STRAIGHT MONTHS FOLLOWING ITS LAUNCH IN AUGUST 2021.



ADVERTISING

With COVID-19 changing travel patterns, our advertising division which is managed by Moove Media, our sister company, did not sit idly by. It continued to innovate with bold ideas to capture the mindshare of passengers and create top-of-mind awareness for our advertisers.

At the Dhoby Ghaut Station, which is one of the busiest stations on the North East Line (NEL), it installed the “Great Wall” - a 40-metre wall decked out with high-definition visuals and audio to create an immersive experience. It runs parallel to the travellator along the linkway to enrapture the attention of passengers. Advertisers have been excited by its marketing potential which led to all its advertisement slots fully booked up for seven straight months following its launch in August 2021.

At the same station, it also installed the “Wonderwall” - a six-metre digital screen - which is by far its largest in an MRT station. Given its strategic location at the intersection of the NEL, North South and Circle Lines, it has since January 2021 offered advertisers a captive platform to draw mass attention. A major bank even booked up the wall for seven months to advertise its products and services.

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With the economy gradually recovering, Moove Media snagged its largest campaign on the Downtown Line (DTL) with a new telco service provider, TPG Mobile. In celebration of its first anniversary, TPG mobile launched an integrated advertising campaign to highlight its highly competitive SIM-only plan across a substantial number of trains and buses. This enabled it to reach out to consumers in both the heartlands and the business district.

In 2021, Moove Media also took the time to conduct its business with a heart. It sponsored \$35,000 worth of advertising space over the year-end holiday season to help publicise a community give-back initiative organised by Endowus, a digital financial advisor, in support of 15 charities including Rainbow Centre, Make-a-Wish Foundation and the Boys' Town.

SBS Transit also reached out to other charity groups. For example, we played a specially produced video by St Luke's Hospital for a month across all our 17 bus interchanges at no charge in support of their "Silver Hair" social media campaign which is aimed at inspiring positive ageing. We also lent support to The Helping Hand, a halfway house for the rehabilitation of former drug addicts, by sponsoring some of the advertising spaces at 12 of our MRT stations to promote their fundraising efforts which included the sale of baked goods and teak furniture.

RENTAL OF COMMERCIAL SPACES

In 2021, in spite of the pandemic, 95% of the commercial spaces in our bus interchanges and MRT stations continued to be leased out. Our tenants were mainly food and beverage businesses, retail and convenience stores as well as those offering medical, education and beauty/wellness services.

During the challenging COVID-19 period, which persisted for a second year, we continued to extend rental rebates to our tenants to assist them. Concurrently, we organised promotional activities during festive seasons to help boost sales at their outlets. Attractive premiums such as auspicious "ox" keychains for the Chinese New Year were produced and handed to customers at participating outlets subject to a minimum spend. Our employees were also incentivised to patronise the shops through a staff discount scheme.

As an active proponent of sustainable business practices, we hosted a webinar to help our tenants in adopting a more sustainable business model. We encouraged them to pursue green initiatives which could help improve their bottom line and enhance brand reputation.

