

OPERATIONS REVIEW

\$1,465

REVENUE
(\$'MILLION)

218

TOTAL BUS ROUTES
OPERATED

78

TOTAL STATIONS
IN OPERATION

9,934

TOTAL NUMBER OF
EMPLOYEES

3,562

TOTAL BUS FLEET

192

TOTAL TRAIN FLEET



SINGAPORE

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

BUS SERVICES

BUS CONTRACTS

We entered into our sixth year of operations under the Bus Contracting Model (BCM) in 2022. 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.

Since 2018, we have been operating two tendered contracts for a five-year term each. For the Seletar Bus Package, the Land Transport Authority (LTA) exercised its option in 2022 to extend the contract by another two years to March 2025. On the other hand, the Bukit Merah Bus Package, which will end in April 2024, has been put up for competitive tendering again.

Concurrently, we have also been operating seven bus packages under negotiated contracts where SBS Transit is the incumbent operator. Of these, six have had their contracts extended in the past two years while the Jurong West Bus Package, which will end in August 2024, has also been put up for competitive tendering.

For the Bukit Merah and Jurong West Bus Packages, the LTA has called for a cluster tender in November 2022 to enable the successful operator to tap on the synergy of the 43 service routes and reap cost efficiencies.

In 2022, we operated nine bus packages covering 218 bus routes, and averaged 30,245 bus trips a day. With a market share of 62%, we remained as Singapore's biggest public bus operator, operating from 15 bus terminals and 18 bus interchanges. This was one more than in 2021 with the opening of the Tampines North Bus Interchange in November 2022.



BUS OPERATIONS

With the LTA as the central planner of bus routes, we rolled out a short trip bus service - Service 139A - that operated during weekday evening peak periods from the Toa Payoh Bus Interchange to the nearby neighbourhoods in Balestier and Jalan Bahagia. We also amended 24 existing bus routes to better serve passengers' travel needs. The routes of another three bus services - Services 18, 129 and 298 - were also amended to operate from the new Tampines North Bus Interchange.

With the lifting of most of the COVID-19 restrictions and the re-opening of the Singapore-Malaysia

land borders, we resumed full operations of our two cross-border bus services - Services 160 and 170/170X - into Johor Bahru in May 2022. A month later, Service 401, which served passengers heading to the East Coast Park, also resumed operations. Due to low demand and to optimise finite bus resources, four variant bus services - 74e, 151e, 131M and 139M - and eight non-basic bus services - Chinatown Direct Services, CT8 and CT18 and Nite Owl Services, 1N, 2N, 3N, 4N, 5N and 6N - were withdrawn from service.

From late April 2022, we resumed the extension of operational hours of selected bus routes on the eve

of public holidays and major events, such as the Formula One Singapore Grand Prix 2022, to cater to increased passenger demand for late night services.

Meanwhile, a special bus service, Service 405, continued to operate as usual on festive occasions to make it more convenient for families visiting the Choa Chu Kang Cemeteries and Columbarium to pay respects to their departed loved ones.

During road closures to facilitate races and events, we conducted 22 temporary route diversions to ensure that affected bus services continued to operate reliably. Additionally, we

WITH A MARKET SHARE OF 62%, WE REMAINED AS SINGAPORE'S BIGGEST PUBLIC BUS OPERATOR, OPERATING FROM 15 BUS TERMINALS AND 18 BUS INTERCHANGES.

OPERATIONS REVIEW

conducted ad hoc route diversions in situations when the roads were rendered impassable such as during floods and accidents to minimise inconvenience to passengers.

In performance, we met all the standards stipulated by the LTA in the maintenance of buses, bus interchanges and depots, the Common Fleet Management and the Bus Ticketing systems. We also passed the standards for operated mileage while our accident rate was kept below the tolerance level.

BUS FLEET

In 2022, our bus fleet comprised 3,562 buses, which increased by 14 more compared to 2021. Fully air-conditioned and wheelchair-accessible, about 43% of them were double deck buses, close to 57% were single decks, and the remaining 10 were articulated ones, which are commonly known as bendy buses. Nine in 10 buses were rated Euro 5 and above which minimised environmental pollution. We also operated 56 green buses comprising 31 fully electric and 25 diesel-hybrid ones.

As more green buses come on stream, our bus technicians continued to attend training programmes to be equipped in handling high voltage vehicles safely. In November 2022, 46 of our technical staff were the first in the industry to be certified under the National Electric Vehicle Specialist Safety (NESS) course that was launched just two months before. This course equips individuals with skills to maintain and service electric and diesel hybrid vehicles safely. Prior to this, they attained the Certificate of Competency at the Expert level in a course that we had jointly developed with the ITE College West on handling high voltage buses. The rest of our 480 technicians continued to be put through the basic module of this course to provide them with some basic knowledge of working with these systems.

BUS AND WORKPLACE SAFETY

As at 31 December 2022, we clocked 0.1 accident cases per 100,000 bus-km on the road, which was similar to the rate of 2021.

As safety is paramount in our operations, we continued to invest in training, systems and technology to help our Bus Captains (BCs) become safer drivers.

To reduce blind-spot related accidents, we trialled the use of a 360-degree 3D Surround View camera system to assess its effectiveness in increasing our BCs' visual awareness of their surroundings when manoeuvring tight spaces or making turns at low speeds at junctions and within bus parks and depots. Conducted with just two buses over a six-week period for a preliminary test, the trial has since been expanded to include more buses across various bus routes.

To avoid incidents of runaway buses, we installed a device, on a trial basis, in the BC's cabin that emits an audio alert if the BC leaves his seat without engaging the handbrake. The trial, conducted in 2022, was a success and the device will be progressively installed fleet-wide in 2023.

Besides employing technology and systems, we instituted safety





protocols, policies and procedures to shape our BCs' driving behaviour. Integral to this, we conducted regular briefings, training sessions, refresher courses, and webinars to constantly remind our BCs about the importance of safe driving practices. We emphasised in particular the need to wait for elderly passengers to be seated before moving off from bus stops and to observe junction drills diligently. In addition, we conducted random enforcement checks to ensure compliance.

In our efforts to deliver safe rides for our passengers, we rolled out a "No-Falls-On-Board" safety campaign in October 2022 at the Tampines Bus Interchange. It involved grassroots leaders who joined us in spreading three key safety messages of holding onto handrails while on board, remaining seated until the bus comes to a complete stop, and encouraging those who are elderly, pregnant, or have mobility challenges to stay on the lower deck of the bus. Following

the launch, safety roadshows were held at the Clementi and Toa Payoh Bus Interchanges. They will continue to be organised monthly at the various bus interchanges in 2023.

Committed to providing a safe work environment for our staff, we conducted five safety time-out sessions during the year under review. During these sessions, management and supervisory staff conducted walkabouts and held engagement sessions to encourage staff to surface safety concerns and report safety risks and near-misses at their work premises. To ensure workplace safety measures were up-to-date, risk assessments and safe work procedures were reviewed. Concurrently, stepped-up inspection checks on hazard identification and risk controls were carried out.

Our Workplace Safety and Health (WSH) advocates were also sent for training to equip them with greater awareness and knowledge of good

WSH practices. This empowered them to carry out their responsibilities with clarity and confidence among their peers. A daily inspection checklist was also introduced in May 2022 to guide them in identifying safety hazards to prevent slips, trips and falls at the workplace.

PHYSICAL SECURITY

We also did not take for granted the security of our passengers, employees and the premises we managed. For this reason, we conducted 1,435 Red Teaming exercises to test the alertness of our staff and validate their responses in detecting and handling security threats. We also participated in an external security audit with no major non-compliance to procedures observed.

As security threats evolved, we continued to explore and trial new technological solutions. A video analytics system was put on trial at the entry and exit points of the Ang Mo Kio Bus Depot to detect the presence

OPERATIONS REVIEW

of unauthorised persons, bicycles or vehicles. Following its successful trial, the system was fully implemented at the depot as well as at the Bedok North Bus Depot. Serving as an additional security measure, it will be extended to the Hougang and Bukit Batok Bus Depots in 2023.

Meanwhile, we completed the installation of a Closed-Circuit Television (CCTV) system with video analytics features at selected bus interchanges, terminals and depots. With this system, video footage can be live streamed to the Soon Lee and Ang Mo Kio Bus Operations Control Centres (OCCs) to enable the staff on duty to better assess and take appropriate actions when an intrusion or an incident is detected.

Another project to enable the streaming of CCTV footage on-demand from our buses to the OCCs for enhanced security and

better incident management and control, was also completed.

Our committed efforts to safety and security were recognised by the LTA at its Public Transport Safety and Security Awards Day. In the Operational and Workplace Safety (Bus Operator) category, our Bedok Bus Package clinched the Excellence Award, and the Jurong West Bus Package the Merit Award. Two of our BCs were also recognised with the Safe Driver Award (Merit) under the Public Bus Fleet category at the Singapore Road Safety Awards 2022.

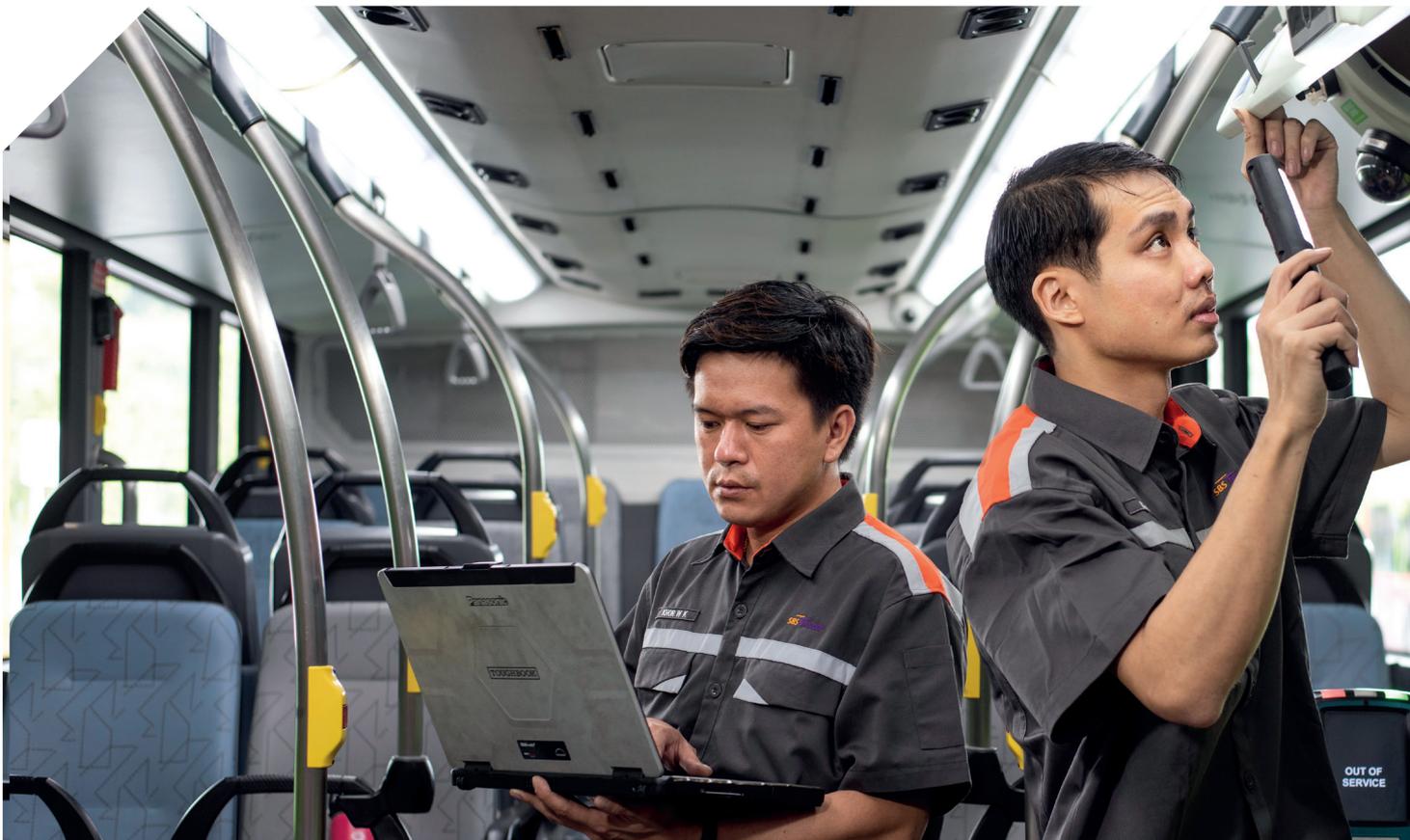
CONTINUING WITH DIGITALISATION JOURNEY

We also invested resources to enhance the effectiveness and efficiency of our operations. Using data analytics, we were able to identify areas that required attention and took targeted actions to correct

them. As a result, improvements were made in reducing fuel consumption, improving air quality, improving the punctuality of the first-last bus arrivals and in enhancing our passengers' experience. We also created a dashboard for data visualisation to track the works-in-progress.

Significantly, we embarked on the development and implementation of a Bus Enterprise Asset Management System (BEAMS) to boost efficiency as it integrates and automates the management of various processes in areas such as maintenance, material, asset, contracts, warranty and campaigns on a single cloud platform. Functional modules that were ready were rolled out to the various bus engineering workshops during the year in review with the project slated for full completion by mid-2023.

We made it accessible and easy for our passengers to report faults that





IN THE OPERATIONAL AND WORKPLACE SAFETY (BUS OPERATOR) CATEGORY, OUR BEDOK BUS PACKAGE CLINCHED THE EXCELLENCE AWARD, AND THE JURONG WEST BUS PACKAGE THE MERIT AWARD.



they noticed on our buses and at our bus interchanges. Using Quick Response (QR) codes that were widely displayed in all our 18 bus interchanges and on more than 3,000 buses, passengers could snap photographs of the issue and send them to us for prompt handling.

RECRUITMENT OF BUS CAPTAINS

As bus schedules were adjusted to cater to increased ridership, the need for more BCs intensified. The tight labour market also added to the challenge. To make the profession more attractive, we revised our salary package to be the most competitive in the industry and also highlighted our progressive wage model with alternative career progression paths mapped out for operations and management positions. We introduced four-day and five-day work weeks, in addition to our existing part-time scheme, to offer options to suit different work-life preferences of local applicants. We also extended the sign-on bonus of \$6,000 throughout

2022. Singaporeans and Permanent Residents with heavy vehicle driving experience were also offered higher starting salaries. Walk-in interviews were held at a depot while we participated in career fairs with e2i, MINDEF and the Ministry of Home Affairs. As at 31 December 2022, we had 5,839 BCs of whom 733 were new hires.

CONTINGENCY PLANNING

In business continuity, we conducted four disruption exercises at the Seletar and Soon Lee Bus Depots, the Braddell Bus Park, and the Buona Vista Terminal. These were to review and validate the relevance of our drawer plans where our bus services could continue to operate with minimal inconvenience to our passengers. Concurrently, these were also aimed at familiarising our employees with the established protocols and procedures to enable them to respond promptly and decisively in a crisis.

OPERATIONS REVIEW



RAIL SERVICES

For the year under review, SBS Transit operated a total of 78 stations, comprising 16 MRT stations on the North East Line (NEL), 34 MRT stations on the Downtown Line (DTL), and 28 Light Rail Transit (LRT) stations on the Sengkang-Punggol LRT (SPLRT) systems. All our stations on our rail networks were opened for passenger service except for Teck Lee on the Punggol LRT system, which will open in tandem with developments in the area. With a combined rail network spanning 83km, we maintained a market share of 30.6%.

With the lifting of most COVID-19 pandemic measures, and the resumption of regular activities, demand for our rail services increased by 33% with a total of 360.7 million passenger trips made in 2022. Average daily ridership on the NEL grew by 30.4% to 486,344 passenger trips. Average daily demand on the 42-km long DTL also increased by 39.1% to 366,181 passenger trips while the SPLRT recorded a 26.6% increase to 135,675 passenger trips. Despite the increases, total ridership was 18.9% lower than the pre-COVID-19 levels of 2019.

RAIL RELIABILITY

In Mean Kilometre Between Failure (MKBF), which is the internationally used measure for railway reliability, the DTL clocked 4.05 million train-km and, for the second consecutive year, remained the most reliable MRT line not only in Singapore but also globally. The NEL clocked 2.06 million train-km while a 28.4% improvement was achieved on the SPLRT with an MKBF of 438,000 train-km compared to the previous year's 341,000 train-km.

MAINTENANCE FOR SERVICE RELIABILITY

To further enhance the reliability of our rail services, we installed a condition monitoring system for the point machines at our NEL Punggol and HarbourFront Stations to preempt and rectify faults before they can cause serious disruption to train services. The point machines enable trains to switch tracks or change directions. We are progressively rolling out this system to more stations along the NEL.

For the SPLRT, works on the finger-joints of certain sections of the viaduct were conducted on weekends from 21 May to 25 September 2022. This was 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.

Significant progress was made in the mid-life refurbishment works of our first generation NEL trains. To-date, three refurbished trains have been deployed, featuring new condition monitoring systems, upgraded features to improve the recovery of stalled trains and newly renovated interiors with new seats, grab bars, flooring and a new air-conditioning system. The remaining 22 trains are expected to be refurbished by the first quarter of 2026.

We also started the refurbishment of eight locomotives in our NEL Depot which have been in operation for over 18 years. These locomotives play an important role in our maintenance works and provide propulsion for the movement of trains within the depot as well as other maintenance vehicles. We have completed refurbishment of four locomotives where their

TO ENCOURAGE THE USE OF PUBLIC TRANSPORT, WE SIGNED SEVERAL MEMORANDA OF UNDERSTANDING TO HARNESS NEW AND INNOVATIVE TECHNOLOGIES TO ELEVATE THE COMMUTING EXPERIENCE OF OUR PASSENGERS.

mechanical and electrical parts were overhauled, and the cabin updated with a fresh look. The remaining four locomotives are scheduled for completion by end 2023.

We took a proactive approach by signing a 10-year service support agreement with Alstom, the manufacturer of our NEL rolling stock, to maintain and repair our signalling system. This included the repairs of faulty signalling components and replacement of obsolete component parts to ensure our trains can continue to operate reliably.

Besides maintenance works, we also explored innovative solutions to handle the recovery of stalled trains on the NEL in a more expeditious manner. This resulted in the implementation of a Bypass Switch solution which earned us the Merit Award in the “Best Land Transport Operations and Maintenance Initiatives” category at the biennial Land Transport Excellence Awards 2022.

KEY PARTNERSHIPS

In our continuous efforts to develop a steady pipeline of trained technicians and engineers for our

rail systems, SBS Transit partnered with the Institute of Technical Education (ITE) to launch a Work-Study Diploma programme in Land Transport Engineering. The programme provides an opportunity for NITEC or higher NITEC graduates to obtain on-the-job training at our rail workshop as part of their two-and-a-half-year diploma course. We sponsored seven ITE graduates where they are paid salaries that commensurate with their ITE qualifications while they divide their time between their studies and work at our Rolling Stock and Signalling division. Upon graduation, they can be offered permanent employment with SBS Transit, if found suitable.

To encourage the use of public transport, we signed several Memoranda of Understanding (MOUs) to harness new and innovative technologies to elevate the commuting experience of our passengers.

Employing 3D mapping technology, we partnered VIZZIO Technologies to facilitate passenger navigation through a mobile application that displays a virtual station with

directional guides. Additionally, with Internet-of-Things sensors and CCTV cameras installed at the station, our staff can conduct virtual patrols of the station and detect security threats such as unattended bags or unauthorised access into restricted areas. We plan to trial this technology at the DTL Cashew Station in 2023.

With Siemens Mobility, we are in a partnership to develop an Artificial Intelligence-based solution known as Controlguide® Airo to optimise train deployment on the DTL. It is being designed to analyse crowd levels on trains and at stations, as well as passengers’ average waiting times at train platforms. With this data, it will adjust train schedules to cater better to passenger demand. If successful, this solution will be the first of its kind to be implemented in Asia Pacific.

Our collaborative project with Huawei is focussed on smart glasses for remote assistance when our staff are faced with emergencies or technical faults that may require additional support. With the pair of smart spectacles, they will be able to



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communicate with, and be guided by operations and engineering experts who will have a first-person view of the situation. This remote assistance concept and technology would not only enable responsive and precise diagnosis, it will also enhance the sense-making and decision-making abilities in time-critical events. This means that train services can be up and running more quickly in the event of a service disruption.

As a sustainable rail operator, we are also keen on adopting green practices in our railway maintenance. With our industry partners, we are exploring a data-driven approach that enables targeted maintenance of trains or replacement of component parts to be based on an actual need. This involves installing real-time condition monitoring systems in the trains and tracks on the NEL, to generate data that pin points irregularities in critical train and track components such as the braking system and point machines. As a result, faulty components can be detected before they result in serious system failures and subsequently unplanned downtime of the train. In addition, this allows us to progress from current time or mileage-based maintenance to condition-based maintenance, that will optimise

productivity and ensure a more sustainable use of resources.

To raise productivity and leverage new technology, we also inked an MOU with the National University of Singapore to collaborate on Enterprise Transformation Projects for the public transport industry. This three-year long partnership was the first-of-its-kind for the industry where we took the lead in tapping on the expertise of NUS' faculty members to serve as project mentors while the projects to be decided will receive funding under the SkillsFuture Singapore's (SSG) Enterprise Transformation Project grant. These projects, to be designed with technologies such as data analytics, robotics and 5G applications, are aimed at boosting safety and service reliability, optimising operational processes, improving manpower efficiency and productivity and enhancing customer experience.

STAFF TRAINING AND DEVELOPMENT

We continued to invest in our employees by providing training to enhance their competency. This was reflected in our establishment of our Rail Training Institute in December 2022, which provides rail operations staff with access to bite-sized courses

and just-in-time training for almost immediate application. Leveraging on innovative technology such as Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality, staff can learn on the go instead of having to attend physical sessions. They can also access training materials during off-peak hours to minimise impact on operations.

Besides technical skills, we remained committed to developing key soft skills in our employees. In line with this, we signed a three-year long MOU with NTUC LearningHub to develop and deliver critical core skills programmes for land transport workers under the SkillsFuture Singapore's Skills Framework. Some of the skills covered in this framework include "Thinking Critically", "Interacting with Others" and "Staying Relevant".

WORKPLACE SAFETY AND SECURITY

In 2022, there were four reported accidents with light injuries involving our staff and contractors, which was a drop of 33% compared to the previous year. Slips, trips and falls remained the main causes of these accidents and we intensified our efforts to raise safety awareness and emphasised the importance of following standard operating procedures through safety bulletins, advisories and toolbox

briefings to keep accidents at bay. With safety as our key priority, we embraced a Just Culture and encouraged our staff to surface safety issues to improve safety standards at the workplace.

Six staff who promoted safety and security at the workplace through their actions were lauded at the LTA's inaugural Public Transport Safety and Security Awards Day with Special Commendation and Star Awards. Notably, two DTL Rolling Stock Engineers were recognised for enhancing the design of the door safety barrier that is used during train door maintenance. They improved the design to eliminate the possibility of their workshop colleagues falling out of the opened door during maintenance work. This improved design is now in use at our workshops.

CYBERSECURITY

We also shored up our cybersecurity defence in our networked economy. We continued to review and strengthen our cybersecurity processes and control measures to safeguard our information and assets. In compliance with the requirements of the Cybersecurity Act and the Cybersecurity Code of Practice for Critical Information Infrastructure (CII), we delinked our rail operational technology system from the corporate network and conducted an annual Business Continuity Plan exercise involving cyberthreats, among other measures.

Besides being educated on the risk of ransomware threats, staff had to attend an annual mandatory refresher training on cybersecurity awareness. To ensure that training was effective, three phishing exercises involving staff with

corporate network access were conducted in 2022.

CONTINGENCY PLANNING

Regular training sessions and exercises continued to be conducted to review and validate our emergency response and preparedness plans.

For train service disruption, three exercises were organised - "Exercise Harmony" was held at the NEL Dhoby Ghaut Station in August, "Exercise Endeavour" at the DTL Bendeemer and MacPherson stations in November and "Exercise Pinnacle" at the Sengkang LRT in December 2022.

We also conducted "Exercise Highwaters" to validate our processes in setting up flood barriers at the entrances of our MRT stations. A total of six such exercises were conducted.

Joint exercises were also organised in partnership with various agencies. Two security screening exercises involving passengers were jointly organised with the LTA at the DTL Bugis Station in June and at the NEL and DTL Chinatown Station in December 2022. These exercises enhanced the vigilance of our staff in detecting potential security threats and helped to strengthen the resilience of our security measures.

We also participated in simulated fire incidents in "Exercise High Flame" with the Singapore Civil Defence Force. In 2022, we conducted seven such exercises across our stations to review our staff response to fire and emergency situations.

RE-ORGANISATION FOR AGILITY AND EFFICIENCY

In 2022, we continued to restructure our rail operations to streamline

processes for increased productivity and effectiveness. A Component Service Centre was established under the Rail Engineering and Performance (REP) division to centralise our rolling stock component servicing capabilities. With a dedicated maintenance team cross-supporting various rolling stock component overhaul requirements, this new centre enables us to reap productivity savings and to scale up more efficiently to support our rolling stock fleet and cater for future needs.

A Rail Operations Support division was also set up to centrally manage rail corporate support departments and this included the Rail Standards and Compliance department whose responsibilities are to align policies and processes across rail operations and engineering.

SHARING KNOWLEDGE AND EXPERTISE

With the wealth of knowledge and experience that we have amassed in our rail operations and maintenance, we took a milestone step forward to offer rail consultancy services with the setting up of SBS Transit Mobility Pte Ltd. Through this entity, we collaborated with renowned international rail partners to share best practices and experiences, which have served to further enhance our rail expertise and strengthened our capabilities when tendering to operate new rail lines. We have successfully completed a consultancy project for a world-class international airport group, while two projects are ongoing for two leading technology solutions providers. SBS Transit Mobility also supported our parent company, ComfortDelGro, in its bids and mobilisation plans for rail projects in Australia, Scandinavia and France.

WITH SAFETY AS OUR KEY PRIORITY, WE EMBRACED A JUST CULTURE AND ENCOURAGED OUR STAFF TO SURFACE SAFETY ISSUES TO IMPROVE SAFETY STANDARDS AT THE WORKPLACE.

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SERVING OUR PASSENGERS

TRAVEL WITH CONFIDENCE

We continued to work on the escalator safety campaign to contribute to pleasant journeys especially for our elderly passengers. We added another Chinese dialect, Teochew, to our public announcement safety messages which already featured Hokkien and Cantonese dialects besides English and Mandarin. The announcements in dialects were used in MRT stations in the heartlands with a high concentration of elderly passengers.

We firmly believe that public transport is for everyone, including persons with disabilities (PWDs). For this reason, we continued to engage Social Service Agencies to gain better insights into their needs and challenges of PWDs taking public transport. This has led to the creation of our signature “Travel with Confidence” programme.

Under this programme, we rolled out a wayfinding initiative for passengers living with dementia. In collaboration with Dementia Singapore, we introduced “Find Your Way” to help persons with dementia navigate our transport hubs safely. Colour-coded nostalgic murals of yesteryears and directional floor stickers were introduced to guide the way to boarding berths and station exits.

“Find Your Way”, which promotes self-help and independence, has been implemented at the Toa Payoh Bus Interchange and Chinatown Station with another three bus interchanges and four MRT stations to go by mid-2023.

Complementing this initiative are the Go-to Points (GTPs) which are part of the Dementia-Friendly Singapore initiative. All our 50 MRT stations and 24 bus interchanges and terminals have been certified by the Agency for Integrated Care as GTPs and close to 750 staff attended specialised training to help persons with dementia. Serving as safe return points, these GTPs offer assistance to persons with dementia who have lost their way to be reunited with their loved ones.

Another major initiative known as “Travel Buddy” was also launched to help persons with disabilities travel with confidence on our public transport system. Trained staff accompany PWDs on their journeys from point-to-point where practical tips and what to look out for when getting to their destinations are provided. In the pilot, the initiative was focussed on passengers-in-wheelchairs (PIWs) and will be extended to other disability groups over time.

At the NEL Outram Park Station, we introduced a device known as a “Stair Climber” to enable PIWs to get between the two levels of the station

when the lift is unavailable. This was to minimise inconvenience for PIWs in getting to the adjoining Singapore General Hospital for their medical appointments. More Stair Climbers will be deployed to other MRT stations if there is demand for it.

For students with special needs, we conducted familiarisation tours for about 150 students from Metta School to equip them to travel safely and independently on public buses.

VOICE OF OUR PASSENGERS

For the year under review, passengers continued to appreciate our efforts, with a total of 41,936 compliments and commendations received. This was an increase of 16.8% or 6,018 compared to 2021. We also saw opportunities to improve from the valid complaints given, which increased by 1.2% to 4,418. Overall, we achieved 42.4 compliments and commendations and 4.5 valid complaints per million passenger trips.

PASSENGER SATISFACTION

In the Public Transport Council’s annual commuter satisfaction survey that was conducted from September to October 2022, we received a satisfaction rating of 93.8% compared to the industry’s 92.7%. Our rail overall satisfaction score was 8.2, compared to the industry’s average of 8.0, while our bus operations scored 7.7, which was on par with the industry’s average.

In the Customer Satisfaction Index of Singapore that was administered by the Singapore Management University’s Institute of Service Excellence, we topped the list in both the Public Bus and MRT system sub-sectors. Our rail scored 76.3 compared to the industry’s 74.2 while our bus achieved 74.7 - a tad higher than the industry’s 74.5.



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\$50.3

REVENUE
(\$'MILLION)

.....

58

TOTAL NUMBER OF
EMPLOYEES

.....



SINGAPORE

OTHER COMMERCIAL SERVICES

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

ADVERTISING

With the easing of COVID-19 restrictions, advertisers resumed their advertising and marketing campaigns on our public transport network to re-capture the mindshare of consumers.

Moove Media, our sister company, continued to innovate to introduce exciting and entertaining concepts to capture the attention of passengers to generate top-of-mind awareness for our advertisers.

A major holistic campaign was rolled out for Taiwan Tourism to welcome visitors back to the country with the re-opening of its borders. The North East Line (NEL) Dhoby Ghaut Station was transformed with picturesque scenes of Taiwan wrapped around the pillars and on the 40-metre long high-definition "Great Wall". Employing Augmented Reality

technology, it also featured an interactive photo-taking installation which thrilled passengers as they could snap photographs against their preferred scenic locations. Visuals of iconic attractions were put up in concept trains while three-dimensional lanterns and bears were installed on top of buses as part of the eye-catching advertising campaign.

Moove Media also took an innovative approach to enable advertisers to undertake product sampling in an easy and efficient manner. It set up vending machines where passengers could redeem the product by scanning a QR code. One such product was Solar Power's all-natural energy drink which were placed in vending machines at two popular bus interchanges - Ang Mo Kio and Bedok.

Meanwhile, the hugely popular 40-metre long "Great Wall" continued to attract advertisers with its unparalleled ability to capture the attention of passengers by offering an immersive experience at the NEL Dhoby Ghaut Station. Amazon Prime was one of the advertisers who seized the opportunity and booked a full week of its entire airtime to introduce The Lord of the Rings series, "The Rings of Power".

Encouraged by the popularity of large format digital screens that were launched at selected MRT stations the previous year, Moove Media introduced another six screens during the year under review. The new additions were installed at some of our busiest stations and bus interchanges including the Ang Mo Kio, Boon Lay and Bedok Bus Interchanges and the Bugis and HarbourFront MRT Stations. Together with a single content

OPERATIONS REVIEW

management system, advertisements can now be effortlessly uploaded across the various screens. It also offers advertisers the option of adopting a dynamic media schedule to reach out to their target audience more effectively.

For major festivals such as Christmas and Deepavali, the team continued to collaborate with the LTA to roll out themed trains and buses as well as decorate bus interchanges and MRT stations with festive themes and motifs. This is aimed at contributing to making journeys exciting for commuters.

RENTAL OF COMMERCIAL SPACES

In 2022, we leased close to 99.6% of our commercial spaces in our bus interchanges and train stations. Our tenants comprised mainly food and beverage outlets, retail and convenience stores as well as those offering medical, education and beauty and wellness services.

Besides these services, EZ-Link vending machines were installed at selected bus interchanges for commuters to conveniently purchase their favourite character-themed EZ-Link cards, charms and wearables for use on the public transport system.

A foreign currency exchange machine known as FX Buddy also took up a spot at the NEL Chinatown Station which is frequented by both residents and tourists alike. FX Buddy offers added convenience for commuters given its location and accessibility.

With companies adopting flexible work arrangements, we collaborated with SWITCH in July 2022 to offer convenient and professional workspaces in two MRT stations - DT9 Botanic Gardens and DT22 Jalan Besar - for executives on the go.

To support our tenants, we organised promotional activities to help boost sales at their outlets. These included a campaign where commuters could redeem limited edition mugs when they spent a minimum sum at our tenants' premises. For Christmas, we also engaged mascots to meet and greet commuters who patronised the shops.

In line with efforts to promote sustainable living, we collaborated with ITE College East to encourage the purposeful habit of reusing plastic bags. We jointly organised a "Less Plastic is Fantastic" roadshow at the NEL Sengkang MRT Station in September 2022 where passengers could drop off or pick up used plastic bags. We even involved our tenants at the integrated transport hub to encourage shoppers to use these plastic bags instead of taking new ones.

