

OPERATIONS REVIEW

SINGAPORE

Public Transport Services

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



\$1,500

Revenue
(S\$ Million)



196

Total bus routes
operated



81

Total stations
operated



9,609

Total number
of employees



3,329

Total bus fleet



198

Total train fleet

Bus Service Contracts

In 2024, we entered our eighth year of operations under the Bus Contracting Model where bus routes in Singapore are bundled into 14 Bus Packages. Under this model, transport companies are contracted and paid to operate public bus services through a competitive tender. The Government retains fare revenues and owns all infrastructure and operating assets such as buses and depots.

We continue to operate eight bus packages of which two are tendered contracts while six are negotiated ones. We successfully retained the Seletar Bus Package for a second consecutive term, prevailing over four other bus operators in a competitive tender. This Package, with 29 bus routes, commenced in March 2025. The other tendered contract – the Bukit Merah Bus Package – was awarded to us for a second consecutive term in 2023. For the six negotiated contracts – Bedok, Bishan-Toa Payoh, Clementi, Serangoon-Eunos, Sengkang-Hougang, and Tampines – we continue as the incumbent operator. In total, we operated 196 bus routes in 2024, and remained as the biggest bus operator with a market share of 54.3%.

Meanwhile, the Land Transport Authority (LTA) has called for a tender of the Tampines Bus Package, which is one of our Bus Packages under negotiated contracts.

Bus Operations

With the LTA as the central planner of bus routes, bus Service 146 was introduced to enhance connectivity for residents in the new Bidadari estate. In Tampines, a new feeder service, Service 296, was rolled out to enhance accessibility between the Tampines North neighbourhood and nearby amenities such as the MRT station, a polyclinic and schools while Service 298X was launched as a weekday peak hour express service to provide a faster connection for commuters to get to the MRT stations.

To provide an alternative mode of travel for commuters in the heartlands to get to and from work in the business and financial district, three City Direct Services (CDS) – 675, 676 and 677 – were rolled out. Service 660M, was also introduced to supplement CDS 660 by plying eight additional bus stops in the Buangkok area while three other bus services – 654, 671 and 672 – had their routes extended.

Catering to passengers' needs for late night services, the operational hours of selected bus routes were also extended on the eve of public holidays and major events such as the Formula One Singapore Grand Prix 2024.



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On festive occasions, a special bus service – Service 405 – was in operation to make it more convenient for families visiting the Choa Chu Kang Cemeteries and Columbarium to pay respects to their departed loved ones.

Besides these, 10 short trip bus services as well as amendments to 10 bus routes were introduced to serve our commuters better. Adjustments to first and last bus operating hours and the scheduled frequency of 10 bus services were also undertaken. To ensure our bus services could continue to operate reliably, route diversions – both planned due to road closures for races and events and ad hoc ones where roads were rendered impassable such as during floods and accidents – were also conducted.

A new bus depot in Sengkang West was officially handed over to us by the LTA in October 2024. A multi-storey depot, it is outfitted to support the large-scale deployment of electric buses and has staff quarters for Bus Captains.

We also took over the management of the new Buangkok Bus Interchange under the Sengkang-Hougang Bus Package from the LTA. This brought the total number of bus interchanges and terminals that we operate to 30. Air-conditioned to make commuting more pleasant in our humid weather, the new interchange is also designed with inclusivity facilities such as a wheelchair-accessible toilet and a commuter care room.

Meanwhile, we moved out of the Soon Lee Bus Depot with the expiry of the Jurong West Bus Package. Our operations also shifted out of the Ang Mo Kio Depot in January 2025 to facilitate land reinstatement works with the expiry of the land lease.

Bus Fleet

In 2024, our fleet comprised 3,329 buses, consisting of close to 61% single-deck buses, 39% double-deck buses, and 10 articulated buses, commonly known as bendy buses.

Almost nine in 10 buses in our fleet met the Euro 5 or higher emission standards, which minimised environmental pollution. This included 110 cleaner energy buses, up from the 57 in 2023. They comprised 85 electric buses and 25 diesel-hybrid ones.

To anticipate a smooth transition to electric vehicles, we continued with our strategy to engage strategic partners to level up our expertise and knowledge. Memoranda of Understanding (MoUs) were also signed to equip us in various aspects of battery management such as recycling and optimising their capabilities. Our partners include BYD Singapore, which is one of the world's leading electric bus manufacturers, and NEU Battery Materials, a local start-up specialising in battery recycling.

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Meanwhile, we completed the fleetwide deployment of the Stratio condition monitoring system to enable predictive maintenance and reduce vehicle downtime. Employing Artificial Intelligence (AI) and Machine Learning, it tracks over 200 parameters, including brakes, fluid levels, and electric systems to achieve operational reliability.

Bus Captain Recruitment

Recognising the ongoing challenges in manpower recruitment, we continued to intensify efforts to attract and retain Bus Captains. To make the profession more appealing, particularly to Singaporeans and Permanent Residents, we further enhanced the salary package, ensuring that it remains the most competitive in the industry. Additionally, sign-on bonuses doubled from the previous year to \$20,000.

Former Bus Captains who re-joined us received a training offset incentive of up to \$4,800, while those with relevant driving experience were paid higher starting salaries. To attract mothers to the profession, we introduced the "BC Mummy" scheme where local female Bus Captains receive \$1,000 annually until their child turns 12 years old. Referral schemes for employees and members of the public were also introduced.

We conducted regular recruitment roadshows at bus interchanges and walk-in interviews at bus depots as well as participated in career fairs with

organisations such as e2i, Workforce Singapore and MINDEF to make it more accessible for applicants to explore a career with us. We also set up a Bus Captain Satellite Recruitment Centre at the Tampines Bus Interchange where individuals who are keen can walk in for interviews.

In 2024, our efforts resulted in 565 new Bus Captains joining us.

Rail Operations

Demand for rail services continued to grow. In 2024, our ridership increased by 3.9% to 444.8 million passengers compared to 428.1 million the previous year.

Average daily ridership on the North East Line (NEL) increased by 3.3% to 589,159 passenger trips, the Downtown Line (DTL) rose 5.0% to 465,302 passenger trips and the Sengkang-Punggol LRT (SPLRT), grew by 1.0% to 160,788 passenger trips.

To cater to ridership demand, 38 trains were in service on the NEL during morning peak hours and they arrived at a frequency of two minutes. During the evening peak hours, 33 trains operated at a frequency of 2.5 minutes while train frequency during off-peak periods was 5.5 minutes. During the year in review, NEL operated 4,378 weekly trips.

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As Singapore's longest underground line at 34 km, the DTL operated 54 trains during the morning peak hours and 52 trains during the evening peak. They ran at a frequency of 2.5 minutes during peak hours and 5.5 minutes during off-peak periods, with 3,973 weekly trips made.

On the SPLRT, the Light Rail Vehicles ran 18,797 weekly trips, with frequencies ranging between three and five minutes during the morning peak hours and between four and five minutes in the evening peak.

Rail Network

Our rail network increased by 1.6 km or about 1.9% to 84.6km with the opening of the Punggol Coast Station on the NEL extension in December 2024. This gave us a market share of 31.3% in the rail sector.

Four months earlier in August, Teck Lee Station on the Punggol West LRT loop opened for passenger service, which marked the full opening of all stations across our SPLRT system. These two stations enhance connectivity to northern Punggol and improve accessibility to new developments such as the Singapore Institute of Technology campus and JTC's Punggol Digital District.

On the DTL, Hume Station, which had been a shell station previously, opened for service in February 2025 and offers passengers a faster

commute to Downtown Station in just 30 minutes or to the Botanic Gardens in 15 minutes – saving up to 15 minutes in travel time.

With these new additions, we now operate 81 stations – 17 on the NEL, 35 on the DTL and 29 on the SPLRT.

In November 2024, the LTA awarded the contract for Singapore's seventh MRT line – the Jurong Region Line (JRL) – to Singapore One Rail (SOR), a joint partnership between SBS Transit and France's RATP Dev. This marks the first time a foreign operator will jointly operate a local MRT line in Singapore. A nine-year contract with an option to extend for another two years, the 24-km Line with 24 stations will expand our rail network to 108.6 km. To be progressively opened for passenger service in three stages from 2027, it will improve connectivity in western Singapore, linking key developments such as Jurong Industrial Estate, Jurong Innovation District, Nanyang Technological University, and Tengah Town.

Rail Reliability

The DTL continued to set the benchmark for rail reliability, achieving 8.13 million train-km in Mean Kilometres Between Failure (MKBF), a universally recognised measure of rail reliability. With its robust performance maintained over the past four years, it is recognised as one of the world's most reliable MRT lines.

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The NEL clocked 4.10 million train-km, almost doubling its previous record of 2.06 million train-km. This is its highest performance to date, outperforming the national MRT network average.

Concurrently, the SPLRT recorded 549,000 train-km, surpassing the nationwide LRT network's average.

Maintaining Rail Excellence

Sixteen trains on the NEL have completed their mid-life refurbishment and returned to passenger service. These refurbished trains feature new condition monitoring systems for predictive maintenance, alongside interior enhancements such as new seats, new flooring, new air-conditioning and ventilation systems to enhance passenger comfort. Works on the remaining nine first-generation trains are expected to be completed by 2026.

On the track side, we deployed the upgraded Multi-Function Track Trolley, also known as the Rail Rover, on the DTL in March 2025. The first of its kind in the world, this advanced system enhances track inspection capabilities by utilising ultrasonic testing to detect internal rail defects and laser technologies to measure track geometry and third-rail alignment with high precision. It also monitors structural health and water seepage in tunnels, allowing for timely maintenance to enhance rail reliability and safety.

Building on the successful trial of the autonomous AI robot dog (AVATAR) at the NEL workshop in 2024, we introduced an enhanced robotic inspector on wheels, equipped with a camera and an articulated arm to conduct train inspections with greater accuracy. As a result, this improves the technician's efficiency in inspecting the train's underframe.

To further strengthen rail reliability, we signed a 15-year Long Term Service Support (LTSS) contract with Motorola Solutions to maintain our DTL and SPLRT TETRA radio communication systems. This contract ensures continued smooth and reliable operations, covering hardware and equipment repairs, obsolete component replacements, and software support for the DTL's radio communications.

Additionally, we expanded our partnership with Siemens Mobility through a new multi-year LTSS contract to ensure the continued safe and reliable operations of the DTL's signalling system. This contract covers the Trainguard Sirius Communications-Based Train Control signalling



system throughout its lifecycle, which began with the commencement of the DTL operations in 2013.

We are also working with Siemens Mobility to localise its capabilities in maintenance, repair and overhaul of the MCEM91 point machines with the setting up of a maintenance centre at the NEL depot. This will significantly reduce repair turnaround time as the machines do not have to be sent overseas.

A point machine is a critical trackside signalling equipment that switches the direction of the railway tracks as it guides trains from one track to another to ensure safe train operations. Currently installed on the DTL, the MCEM91 point machines will also be used on the upcoming JRL.

Safety

In 2024, we recorded a double-digit improvement in our Workplace Injury Rate (WIR), which reflected our intensified commitment to prioritising safety. The bus business achieved a remarkable 43.6% reduction in the WIR, while the rail business saw a 34.4% decrease.

In bus operations, we clocked 0.142 accident cases per 100,000 bus-km on the road – an improvement from 0.147 in 2023.

A significant development was a pilot of the Agil DriveSafe+, which is a 360-degree advanced collision warning system that employs AI and video analytics. Equipped with four wide-angle cameras, it alerts Bus Captains through audio

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and visual signals. The first in the industry, it was tested on 28 buses on Services 29, 40, 81 and 137. Serving as additional pairs of eyes for the Bus Captains in detecting vehicles and vulnerable road users in their blind spots, the results were positive, and plans are in the pipeline to implement an upgraded version of the system on 60 buses in 2025.

Concurrently, we also expanded the use of digital side mirrors by installing them on 100 buses, up from 31 in the previous year. These mirrors use high-definition digital cameras and interior displays to provide a broader field of vision that enable Bus Captains to monitor their blind spots. Enhancements will include rear detection alarms for reversing safety.

Golden Eye, a fatigue monitoring system, was deployed on 653 buses or about 20% of our fleet during the year in review. Using machine vision technology to detect signs of fatigue and distraction, such as yawning or eye closure, it alerts Bus Captains through audio, visual, and haptic feedback to ensure vigilance on the road. There are plans to install the system on 1,000 buses by 2025.

In rail operations, we implemented a track intrusion detection system known as VAnGuard across our 29 LRT stations. Employing video analytics technology, it alerts the LRT Operations Control Centre (OCC) when it detects people or objects on the tracks. Staff at the OCC will promptly cut off traction power to stop the train from moving, if necessary. Beyond track intrusions, VAnGuard also detects passengers-in-



wheelchairs or unattended bags on the platform and alerts staff to help or take the necessary measures.

Another video analytics system was piloted at the Serangoon Station on the NEL that monitors crowds and spots unattended bags. It then sends out an alert to staff where prompt action can be taken for better crowd and incident management and maintain passenger safety. This system will be implemented at another four NEL stations – Outram Park, Chinatown, Dhoby Ghaut, and Little India – in 2025.

We are also piloting the use of a portable device equipped with advanced video analytics and AI algorithms to monitor trackside conditions and equipment to further improve track and driver safety. Known as Advanced Video Analytics as



Train Eyes (AVANTE), it not only sounds an alert if an anomaly is detected, but also monitors train drivers for signs of fatigue or inattentiveness, prompting them to refocus. Currently, five AVANTE devices each are in use on the NEL and the DTL during manual driving mode.

Across the organisation, safety workshops are conducted to facilitate knowledge sharing and raise awareness of potential hazards. Additionally, the Slips, Trips, and Falls taskforce – comprising union members and colleagues from various departments – was established to identify and address workplace risks, such as securing loose cables with rubber covers to minimise incidents. We also continue to review our work processes, which involves our contractors, to further enhance our safety standards to create a safer workplace for all.

As the industry leader, we organised the inaugural Bus and Rail Safety Symposium to foster knowledge sharing, best practices, and collaboration among local and international land transport operators, industry experts, and stakeholders to enhance workplace safety.

Our efforts did not go unnoticed by the LTA at its Public Transport Safety and Security Awards 2024 where the SPLRT won the Excellence Award and NEL the Merit Award in the Operational and

Workplace Safety (Rail Operator) category. The Serangoon-Eunos Bus Package received the Merit Award in the Operational and Workplace Safety (Bus Operator) category. We also clinched 23 other awards at the event.

At the Workplace Safety and Health (WSH) Awards 2024 presented by the WSH Council, we also received recognition in several categories including WSH Performance Award, bizSAFE Partner Award, WSH Innovation Award, and WSH Awards for Supervisors.

Security

Guided by the successful implementation of the CCTV video analytics system and the license plate recognition systems at the Ang Mo Kio and Bedok North Depots in 2023, we expanded their deployment to two additional locations – the Ulu Pandan and Hougang Bus Depots – in 2024. These systems detect potential security threats, such as unauthorised vehicles or intrusions and enhance our security standards, which earned us the Star Award at the LTA's PTSSA 2024.

We piloted an all-terrain, all-weather robot, powered by AI, at the Seletar Bus Depot. Known as MARS (Mobile Autonomous Robotic Surveillance), the robot can navigate stairs and sprint when conducting routine patrols. Performing perimeter surveillance, it employs

By encouraging vigilance across our public transport hubs, we received the TOPSIS Outstanding Award for the third consecutive time at the National Safety and Security Watch Group Awards Ceremony.



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LiDAR technology, high-definition cameras, thermal imaging and video analytics to detect intrusions or signs of tampering more accurately than its human counterparts. This allows officers to focus on higher-level tasks. The pilot results have been promising, paving the way for MARS to be deployed at additional depots.

We explored the use of SENTINEL, an intelligent security platform designed to monitor large areas such as our transport hubs. Uniquely, it consolidates data from security modules such as mobile CCTVs and security robots to present a unified dashboard with real-time alerts to enhance incident response times. Scheduled for trial deployment in mid-2025, SENTINEL is expected to enhance the security of our bus and rail premises.

Recognising the importance of technology in strengthening our security framework, we organised the inaugural Security Symposium in November 2024 that brought the industry and partners together to share best practices, security trends and technological solutions. MoUs were inked to explore emerging technologies and enhance the training of our security officers to improve their professionalism.

A robust security structure relies on a well-trained and vigilant workforce. Since 2018, all SBS Transit employees attend the mandatory Threat-Oriented Persons Screening Integrated System (TOPSIS) training developed by the Ministry of Home Affairs. Compulsory annual refresher courses are made available on the e-learning portal to ensure employees are prepared to respond to evolving security threats. By encouraging vigilance across our public transport hubs, we received the TOPSIS Outstanding Award for the third consecutive time at the National Safety and Security Watch Group Awards Ceremony.

To strengthen community vigilance, we extended security briefings to non-security personnel, including shop tenants, contractors, and cleaners at our bus interchanges and MRT stations. To encourage involvement, we introduced the internal Annual TOPSIS Award to recognise individuals who consistently uphold the TOPSIS principles. In 2024, this was awarded to a tenant, four security personnel, and six employees.

Cybersecurity

As a Critical Information Infrastructure (CII) owner, cybersecurity remains integral to our operations. With the ever-evolving nature of cyber threats, we continuously assess and enhance our cybersecurity protocols to safeguard our systems and operations, protect passengers and staff, and manage cyber risks effectively.

In 2024, we upgraded our malware protection with the deployment of security tools for Endpoint Detection and Response (EDR) and Data Leakage Prevention (DLP). Using AI technology, they help prevent unauthorised data sharing, transfers, and misuse of personal information to strengthen our resilience against cyber threats by leveraging their worldwide cyber threats databases.

We reinforced our defences through regular Business Continuity Plan exercises. Notably, we also participated in the 2024 sectoral and national Critical Infrastructure Defence Exercise, where we gained hands-on experience in defending our CII against simulated cyberattacks. This exercise also provided an opportunity to exchange insights on cyber defence with other organisations, helping to further strengthen our capabilities. Internally, we conducted annual tabletop exercises for our corporate website, bus system, and CII systems to validate our operational readiness in the event of a contingency.

Our employees received training to identify cyber threats and risks such as phishing scams to protect our information assets and resources. Through our annual mandatory "Cybersecurity Awareness for Everyone" (CAFE) training, we continued to raise awareness on ransomware risks and cybersecurity best practices and test the vigilance of our employees in detecting such threats. Four phishing exercises involving about 4,000 staff were conducted while regular email alerts and digital posters were sent to our employees' workplace computers and laptops to reinforce key security tips.

We also put in place strict policies, processes, and procedures for our employees to observe when handling personal data in compliance with Singapore's Personal Data Protection Act



(PDPA). This enabled the rail business to be awarded the Data Protection Trustmark from the Infocomm Media Development Authority (IMDA) in March 2024. The bus business had attained the Trustmark in October 2023.

Training and Development

Our dedicated Bus Captain Development Centre in Hougang relocated to the Ulu Pandan Bus Depot. Known as the Bus Captain Training and Certification Centre (BCTCC), it conducts training for all our Bus Captains – trainees, new and experienced ones.

Among the technologies BCTCC employs is a Driver Development Tool to help trainers evaluate the driving competency of trainee Bus Captains. This system employs sensors like accelerometers and GPS to monitor bus movements, including turning, braking, and acceleration. Additionally, four wide-angle cameras installed on the sides and front of the bus capture high-definition footage, enabling trainers to review each driving session comprehensively. Through targeted feedback, this tool empowers trainees to become more competent drivers.

A new mixed-reality simulator, iSMART, was also introduced to help trainee Bus Captains refine their customer service skills. Programmed with four scenarios frequently encountered by Bus Captains, they involve passengers who are elderly, visually impaired, on wheelchairs or travelling with strollers. It provides guidance on responding professionally and consistently in each of these situations. By analysing eye movements, facial expressions, hand gestures, and voice, iSMART provides trainees with detailed feedback, fostering greater situational awareness and responsiveness to deliver good service to passengers.

To support the growing fleet of electric buses, we continued to equip our technicians with knowledge and skills to competently handle high-voltage systems and manage critical components, including batteries and charging systems installed in these vehicles. In 2024, more than 120 technicians were certified under the Workforce Skills Qualification (WSQ) National Electric Vehicle Specialist Safety (NESS) course. This is almost double the number compared to the previous year.



Two of our rail technicians represented the Company in the Rail Vehicle Technology category at the 47th WorldSkills International Competition, which is recognised as the Olympics of vocational skills, in Lyon, France.

Equipping our employees with skills and competencies needed to stay relevant in the evolving industry is one of our key human capital strategies. To date, 140 of our staff have been accredited by the Institution of Engineers, Singapore (IES) as Chartered Engineers, Chartered Technologists or Chartered Technicians in recognition of their professional competence.

Certification

During the year in review, we attained four new ISO certifications in our rail business:

- Anti-Bribery Management Systems (ISO 37001);
- Collaborative Business Relationships Management Systems (ISO 44001);
- Information Security Management Systems (ISO 27001); and
- Water Efficiency Management Systems (ISO 46001).

In all, we were certified in 10 areas with six attained in the previous year – Quality Management (ISO 9001), Environmental Management (ISO 14001), Business Continuity (ISO 22301), Occupational Health and Safety (ISO 45001), Energy Management (ISO 50001), and Asset Management (ISO 55001) – that remained valid. These certifications demonstrate that our processes are in line with international standards.

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Key Partnerships

In 2024, we set up the Mobility Innovation Centre known as MINNOVA with Enterprise Singapore. Designed for local start-ups and enterprises to develop and test their ideas in solving real-world public transport challenges, it also offers possibilities and opportunities to market their new innovations globally. Some of the ground-breaking projects to have come from MINNOVA include:

- AI Virtual Assistant (AIVA) – it employs generative AI to assist passengers with travel enquiries in real time. Designed as a digital concierge, it is currently deployed at both Ang Mo Kio Bus Interchange and Punggol Coast Station on the NEL to enhance passenger travel experience.
- Sign Language Virtual Assistant (SiLVia) – a virtual assistant that employs generative AI and advanced speech recognition algorithms to provide real-time translation of public announcements in sign language and text. It also assists hard-of-hearing commuters with travel enquiries to enhance accessibility and promote travel independence. Since October 2024, it has been deployed at the Chinatown Station on the NEL to get feedback on user experience.
- Multi-Role Robot (MR-2) – an AI-enabled autonomous robot that enhances safety, security, and cleanliness. It patrols the premises, detects unattended bags, broadcasts safety messages, and cleans the station. Following a successful pilot at the Little India Station and Punggol Coast Station on the NEL, MR-2 will be progressively deployed to more public transport hubs by 2026.
- Rail Incident Management System (RIMS) – an app that leverages AI and data analytics to provide passengers with real-time service updates in a train service disruption. Uniquely, RIMS recommends alternative travel options based on the individual user's location and offers information to help in making travel decisions. It was piloted at NEL Serangoon Station in 2024.

We participated in the Singapore International Transport Congress & Exhibition (SITCE) in partnership with LTA and UITP. Besides a mega showcase of the solutions and technologies that we employ in our bus and rail operations – to enhance reliability and safety, enhance customer experience, boost productivity and efficiency

– some of our technical experts also shared experiences and best practices at the various forums and technical sessions. MoUs were also inked with several leading organisations such as USA's IBM, France's Alstom and Singapore's TNT Surveillance to formalise collaborations in asset management, safety, sustainability, and other key areas.

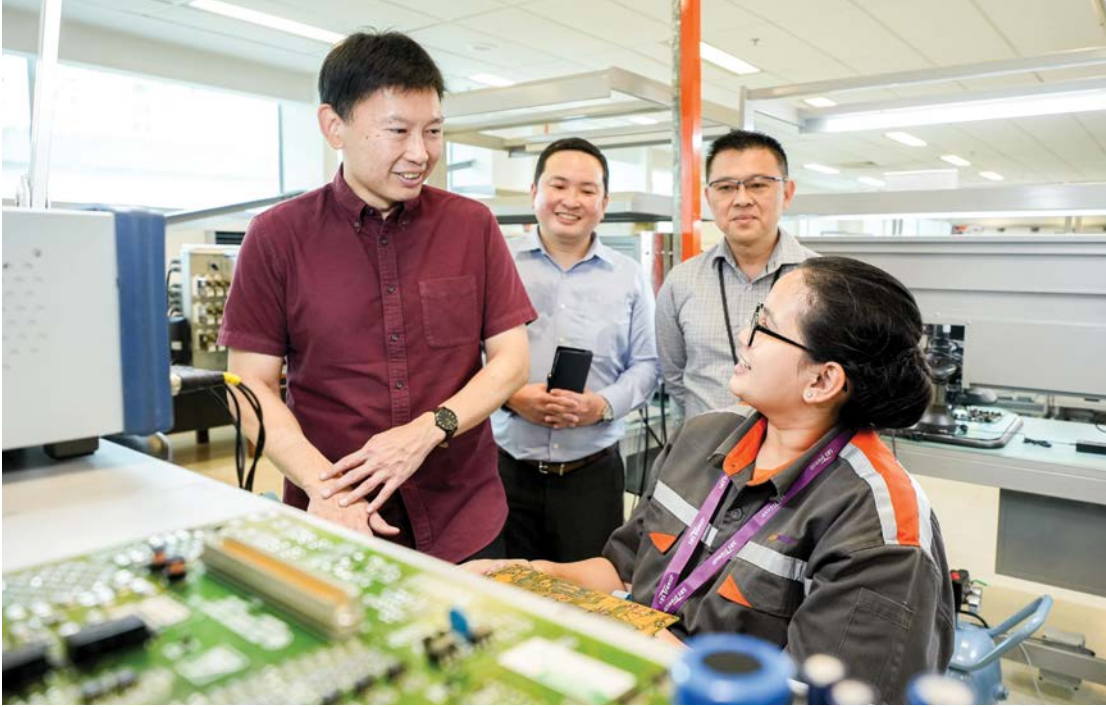
Notably, our partnership with IBM is the first-of-its-kind in the Asia-Pacific that leverage generative AI for rail asset management. By integrating IBM's Maximo Application Suite with our proprietary technology, we would have an intelligent asset management system with real-time monitoring, predictive maintenance, and reliability planning capabilities. This will significantly enhance maintenance planning and operational efficiency for use in the industry.

With Alstom, our partnership to implement the Optimised Timetable for Energy Savings will reduce energy consumption as we work to effectively transfer regenerative braking energy captured from arriving trains to power accelerating trains leaving our stations by synchronising their schedules.

During the year in review, we continued to be in collaboration with leaders in the land transport industry such as Beijing Public Transport Corporation, BYD, CRRC Nanjing Puzhen, Etihad Rail, Hitachi Rail, Hyundai Rotem, JR East Singapore, Nanjing Metro Group, RATP Dev, Shanghai Shentong Metro Group, Siemens Mobility, and Taipei Rapid Transit Corporation. Through partnerships, we share best practices and experiences, which serve to further enhance our expertise and strengthen our capabilities.

The first among employers, we joined hands with SG Enable, ITE and SIM People Development Fund to provide internship and employment opportunities for ITE students with disabilities who are enrolled in engineering courses.





We also leverage our extensive experience in rail operations and maintenance to support our parent company, ComfortDelGro, in its bids and mobilisation plans for rail projects in France and Sweden.

Significantly, we also conduct our business with a heart as we continue to foster an inclusive workforce through meaningful collaborations. The first among employers, we joined hands with SG Enable, ITE and SIM People Development Fund to provide internship and employment opportunities for ITE students with disabilities who are enrolled in engineering courses. Under the Enabling Pathway Programme, we redesigned jobs in our workshops in consultation with SG Enable job coaches. In 2024, three ITE students joined the programme to gain practical hands-on experience and were offered employment which includes full sponsorship for enrolment in the ITE's Work Study Diploma in land transport engineering.

Meanwhile, we have 36 employees with disabilities working in frontline and support roles. Our target is to hire 100 of them over the next three years.

To guide our efforts in Corporate Social Responsibility, we have established a C2E2 framework encompassing Corporate Philanthropy, Corporate Partnership, Employee Voluntarism and Environment Stewardship.

Working with Community Chest as our partner, we have participated in numerous of their programmes based on our C2E2 framework in an effort to improve lives in the community. These included fund-raising activities with our business partners contributing largely to our target sum. In 2024, we successfully raised \$250,000. Our employees also joined hands to pack and distribute "Fu Dai" bags for seniors and families in need during the Chinese New Year at an event organised by the Community Chest. We also organised an outing for beneficiaries of Community Chest, some of whom have disabilities, to Gardens by the Bay.

As an environmental steward, we also partnered the Public Hygiene Council to keep Singapore clean. We sponsored a CleanPod at Gardens by the Bay where members of the public can borrow a litter-picking tool to clean up public areas. Our employees and their family members have also volunteered in some of these clean up sessions.

Contingency Planning

In 2024, we conducted 732 Red Teaming exercises across our bus operations to assess our staff readiness in identifying and responding to potential threats. An external security audit, conducted under the LTA's Code of Practice, was successfully completed with no non-compliance observed.

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We conducted four disruption exercises at the Ang Mo Kio, Tampines North, and Yio Chu Kang Bus Interchanges, as well as Shenton Way Bus Terminal. Scenarios included explosions, bomb threats, and knife attacks, enabling us to review, validate, and enhance our drawer plans to ensure our bus services can continue to operate with minimal inconvenience to our passengers. These exercises also familiarised employees with protocols to ensure swift and decisive responses during crises.

In May 2024, we supported a joint ground deployment exercise with the Singapore Civil Defence Force (SCDF) and Ang Mo Kio Hub, involving a chemical attack at the Ang Mo Kio Bus Interchange. This exercise enabled us to evaluate our emergency response protocols, including evacuation and search-and-rescue operations.

Concurrently, the rail business conducted 20 ground exercises across our rail network. These included "Exercise Endeavour," "Exercise Harmony," "Exercise Clarion," and "Exercise Pinnacle," which tested our response to train service disruptions. Involving evacuation procedures and the activation of bridging bus services, they validated our drawer plans and tested our responsiveness and level of preparedness in such contingencies.

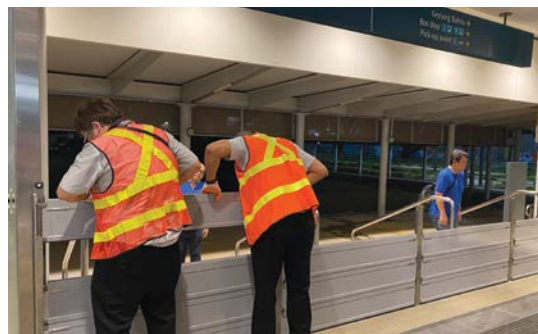
At our rail depots, "Exercise Unicorn" and "Exercise Phoenix" were also conducted involving simulated explosives and chemical threats.

In two rail evacuation exercises under "Exercise Escape Shaft," students, teachers, and parents from two schools – Maris Stella High School and

Naval Base Secondary School – were invited to participate in a tunnel evacuation conducted during engineering hours. Upon evacuation from a train, they walked on the tracks and exited the station through an escape shaft based on the scenario of a stalled train in the tunnel and the station being closed due to an incident. These exercises provided a touch of realism and helps to equip participants in responding to such a situation in an eventuality.

Notably, we participated in two exercises led by the LTA – "Exercise Greyhound" that simulated a multi-line service disruption while "Exercise Station Guard" aimed to strengthen security in our MRT stations. Agencies and the rail operators worked together to coordinate their incident management responses.

Besides these, we worked with the SCDF on "Exercise High Flame" to review and execute our contingency response to fire incidents at our MRT stations. Separately, we also carried out "Exercise High Waters" to validate our flood response emergency protocols.



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Enhancing the Customer Experience

Customer experience remains at the heart of what we do. From enhancing the travel experience and promoting safety to engaging with schools and communities and implementing inclusivity programmes, we are committed to making journeys better for our passengers. In 2024, our efforts were focused on initiatives and programmes that included these:

School-Friendly Bus Service

In response to the shortage of private school bus drivers, we launched a school-friendly public bus service to provide a safe and supportive transport option for young students. Collaborating with Townsville Primary School in Ang Mo Kio, we designated Service 261, which serves the school, to teach students how to travel safely and independently. Service ambassadors, including parent volunteers, monitor the students onboard and guide them to cross the road carefully at pedestrian crossings. To raise awareness of the service, the three buses in the programme featured a special exterior design. The trial service was well received and is continuing for a second year in 2025, with plans to expand to more schools.

Supporting First-and-Last Mile Connectivity

To encourage public transport usage, we partnered with Anywheel and GetGo to enhance first- and last-mile connectivity through shared bicycles and cars. Through our collaboration with Anywheel, passengers can now reserve bicycles near bus stops in advance via the SBS Transit mobile app, improving journey planning and reliability for them.

Encouraging Safe Commuting

We piloted safety announcements on Bus Services 99 and 147 to remind passengers to hold onto support when the bus doors close. Aimed at promoting safety on public buses, plans are underway to extend the announcements to more buses in 2025.

The "Flag the Bus Early" campaign continued to highlight the importance of flagging the bus early for safer commuting. Safety messages were repeated on buses' Electronic Display Systems to encourage passengers to flag their buses in advance for smoother journeys.

The "No-Falls-On-Board" campaign continued and has been expanded to new locations. Flyers and tissue packs with safe bus commuting tips were distributed at places commonly frequented by elderly passengers, such as polyclinics.

...we launched a school-friendly public bus service to provide a safe and supportive transport option for young students.



OPERATIONS REVIEW

Meanwhile, at our MRT stations, we continued with our escalator safety programme by encouraging passengers to carefully hold onto the escalator handrails and use the lift if they carry bulky items, travel with prams, or use wheelchairs. Safety messages were also broadcast in Chinese dialects besides the four official languages at selected stations.

At the Singapore Road Safety Council's Road Safety Month in June 2024, we educated passengers on holding onto support and remaining seated until the bus comes to a complete stop. To raise awareness about blind spots, members of the public were invited to sit in the bus driver's seat, providing a hands-on understanding of the challenges Bus Captains face in detecting vehicles and pedestrians.

In collaboration with the Police and the Singapore Road Safety Council, we organised the "Be Road Safe for Life" event at the Road Safety Park along East Coast Parkway. We installed new safety bollards, educational banners, and revitalised three bus stops to enhance road safety education and offer practical and fun learning experiences for visitors.

Improving Commuting Infrastructure

To further enhance the overall commuting experience, we commenced upgrading works at Ang Mo Kio, Clementi, Sengkang, Serangoon, and Toa Payoh Bus Interchanges in collaboration with the LTA. These upgrades included the installation of new air-conditioning and lighting systems to create a more comfortable environment for passengers. Inclusivity was also a key focus, with enhancements such as priority queue zones, wheelchair-accessible restrooms, tactile guide paths, and Braille signs on handrails to better cater to the needs of all commuters.

At the Sengkang Town Centre LRT Station, upgrading works were also carried out to improve passenger flow and enhance commuter convenience. Each of the four LRT loop routes now has a dedicated stopping location at the platforms, replacing the previous shared stopping point system. Additional improvements included new signs, queue markings, and a tactile guiding system to facilitate smoother boarding and alighting.

Making Travels Better

- Concierge Robot**
 To enhance convenience and accessibility for our passengers, we introduced our Concierge Robot at Harbourfront Bus Interchange. It assists with travel information, bus schedules, fare calculations, and even facilitates video calls with interchange staff. It also guides passengers to nearby facilities and bus berths, improving accessibility for all commuters.
- Music in Stations**
 We introduced music in our MRT stations to start the day on a positive tempo and end it on a relaxing note for our passengers. Together with schools that are on our "Adopt-a-Station" programme, we play the students' original compositions that showcase their talent in our MRT stations. Besides schools such as the Methodist Girls' School, Raffles Girls' School, and School of the Arts (Singapore), it also includes Faith Music Centre with its inclusive bands of musicians with disabilities.

Expanding on our efforts to bring music into our stations, we partnered Play It Forward Singapore, a homegrown public piano movement, to place our first refurbished public piano at Tampines Station on the DTL. Passengers are invited to play on the ivory keys to produce tunes that contribute to making journeys joyful for fellow passengers. We also worked with ART:DIS, a non-profit organisation supporting artists with disabilities, to design a nature-themed backdrop, resulting in a colourful touch to the station.

Together with schools that are on our "Adopt-a-Station" programme, we play the students' original compositions that showcase their talent in our MRT stations.



- **Arts in the Public Transport Hubs**

We added vibrancy to our stations by collaborating with renowned local artist, Mr Yip Yew Chong, to create a series of 12 artworks that offer a creative interpretation of the individual station's surroundings. To be unveiled progressively from November 2024, the installations are designed to be Instagrammable.

We also partnered with the National Arts Council to introduce live busking at selected transport hubs, enlivening the space with music for passengers on the go.

- **Themed MRT Station**

As part of our efforts to enhance the vibrancy of our stations, we tied up with Defence Collective Singapore to present Singapore's defence story on our public transport network. Our Expo Station on the DTL, which is a short distance away from the Navy Museum, was transformed as installations including a 3D submarine model and augmented reality elements such as Instagram filters were put on showcase. A year-long initiative since March 2024, "Our Defence Story on the Move" offers a unique and immersive experience to raise awareness of our nation's maritime defence and encourage the public to check out the Museum nearby.

- **Scent in Stations**

During the Christmas season, we introduced Singapore's first sensory experience in our MRT network in collaboration with Lynk Fragrance. Selected DTL stations were infused with Frosted Fir, a festive fragrance made from natural ingredients. Its refreshing fir and pine notes created a subtle, uplifting ambience, enhancing the festive spirit for our passengers and made their journeys more delightful.

Inclusivity in Travel

- **Supporting Persons with Disabilities**

We worked with the Handicaps Welfare Association and Singapore National Stroke Association in our Travel Buddy Programme — an initiative where trained staff accompany persons with disabilities on their public transport journeys to help them gain confidence in navigating their journeys safely and independently.



We continued working closely with Waymap, a British navigation technology company, to enhance Waymap-SG, a free audio-based wayfinding app for the visually impaired. In 2024, the app was enhanced to support wheelchair users and feature a more user-friendly onboarding process.

To provide a more inclusive commuting experience for passengers with autism and their caretakers, we collaborated with the LTA to pilot a sensory toolkit at seven MRT stations and bus interchanges. The toolkit contains items designed to help individuals manage meltdowns or sensory overload during their journey, providing comfort and support.



- **Promoting Community Awareness**

In line with our commitment to promote inclusivity on public transport, we partnered with the Public Transport Council (PTC) and schools to set up community engagement booths at transport premises to promote care and graciousness.

"Our Defence Story on the Move" offers a unique and immersive experience to raise awareness of our nation's maritime defence.

OPERATIONS REVIEW

In partnership with Dementia Singapore, we piloted an experiential learning programme for our "Find Your Way" initiative with Jing Shan Primary School and Singapore Polytechnic. Students gained practical knowledge on how to assist persons living with dementia by guiding them to their intended boarding berths and station exits using nostalgic wall icons and directional floor arrows.

We also collaborated with the Singapore Polytechnic and AWWA @ Bedok, a special education school, to launch our first inclusive art programme and foster greater empathy for persons with disabilities. Students from both institutions worked together to create artworks using recycled materials, which were put on display at our Bugis Station on the DTL.

- **Standing in Support**

Furthering our advocacy for inclusivity, we participated in the 2024 Purple Parade with a 100-strong contingent, marching alongside the One Transport family comprising the PTC, LTA, and other public transport operators under the Caring SG Commuters umbrella. This event celebrated the abilities of persons with disabilities.

- **Encouraging Safe and Independent Travel**

As part of our commitment to inclusivity and sustainability, we donated a decommissioned bus each to two special education schools – Metta Maitri School and St. Andrew's Mission

School – to provide their students with a safe environment to practise essential skills in taking public buses such as boarding, alighting, and tapping their EZ-Link cards.

Similarly, we partnered with Ang Mo Kio - Thye Hua Kwan Hospital to familiarise patients on Personal Mobility Aids navigate their way on a bus. Special arrangements to provide a vacant bus at the Yio Chu Kang Bus Interchange for this purpose have empowered 31 individuals to travel confidently and safely since November 2022. This initiative was recognised with the Star Award at the LTA Public Transport Safety and Security Awards 2024.

Automated External Defibrillators on Buses

We collaborated with the SCDF to equip 56 vehicles – 53 public buses and three service cars – with Automated External Defibrillators (AEDs). As the first public transport operator to join the AED-on-Buses programme, we selected routes with high elderly ridership and those

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serving industrial areas where AED access may be limited. Our Bus Captains on these routes have received refresher training in performing Cardiopulmonary Resuscitation (CPR) and using the AED to effectively support the programme.

Community Engagement and Education

In 2024, we organised 78 learning journeys at our depots and public transport hubs, showcasing our efforts in enhancing commuting efficiency and reducing environmental impact. We also highlighted our scholarship and job opportunities. These sessions, attended by more than 2,300 students — including those from special education schools, offered insights into our operations. We also conducted close to 30 school talks to educate young passengers about travel etiquette and safety on public transport, as well as 12 career talks aimed at attracting young talent to consider a future in the transport industry.

To empower students with special needs, we conducted 88 learning journeys on our CARES Community Bus, benefitting more than 700 students. These sessions provided familiarisation training in a safe and controlled environment, where students practised essential commuting skills, such as boarding and alighting safely, understanding safety features, and navigating public transport with confidence.

Voice of Our Passengers

In the year under review, passengers continued to appreciate our efforts to enhance their travel experience. We received over 52,000 compliments and commendations, a 3.1% increase from the previous year's 50,000. Valid complaints decreased by 9.2% to 4,465. For every one million passenger trips, we received 39.9 compliments and commendations and 3.42 valid complaints. This motivates us to further improve our services to better serve our passengers.

Passenger Satisfaction

In the Public Transport Council's annual commuter satisfaction survey, we achieved a satisfaction rating of 94.1%, exceeding the industry average of 93.0%. For rail services, we scored 8.1 compared to the industry average of 8.0, while our bus operations scored 7.7, on par with the bus industry average.



Conducted

88

learning journeys
on our CARES
Community Bus



In our annual Customer Satisfaction Surveys conducted by an independent research firm, we maintained our performance for bus services under the Seletar and Bukit Merah Bus Packages, achieving 80% and 88% satisfaction ratings, respectively. Additionally, 87% of respondents considered us a reliable bus operator, though waiting time and journey comfort were identified as areas for improvement.

For rail services, we recorded 94% and 95% satisfaction ratings for NEL and DTL, respectively, with over 90% of respondents rating our train services as reliable. Although our rail operations performed well, we remain committed to improving comfort and customer service, which received comparatively lower scores than other service attributes.

OPERATIONS REVIEW

SINGAPORE

Other Commercial Services

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



\$59.8

Revenue
(S\$'Million)



60

Total number
of employees

Advertising

Moove Media, our sister company, continues to develop innovative and eye-catching campaigns that capture consumers' attention. With an extensive portfolio of advertisements on buses, trains, and at transport hubs, it injects colour and vibrancy into the commuting experience.

One standout campaign featured two pairs of mega robotic arms atop buses, created for the Singapore University of Technology and Design. Spanning 6.4m tall and 2.4m wide, it is three times larger than a typical 3D bus installation. Taking approximately 600 man-hours to bring to life, it stands as Moove Media's largest and most innovative 3D bus installation to date.

At Dhoby Ghaut MRT Station on the North East Line (NEL), ECCO's GRUUV shoe collection was prominently featured in a striking 3D installation that was about two-metre tall. Commuters could

also scan a QR code to receive a \$50 discount on their next purchase, adding an element of surprise and delight to their journey.

Moove Media also brought Amazon's Black Friday Sale to the forefront of commuters' attention



with 3D pop-up advertisements on the station's pillars. Featuring models of items like cooking pots and electronic gadgets, these eye-catching executions stood out for their creativity and impact at the Dhoby Ghaut MRT Station.

Commuters were also treated to another unique experience at the Dhoby Ghaut MRT Station – a multi-sensory one. With the delicious scent of smoky barbecue, the sounds of a sizzling grill, and waves lapping in the background, commuters were transported to the beachfront for the Sentosa GrillFest.

Meanwhile, Moove Media significantly expanded its digital advertising presence with the introduction of seven new digital screens: Clementi Joy, Bukit Panjang Green, Beauty World Belle, Newton Jazz, Chinatown Zen, Woodleigh Wiz, and Punggol Coast Duo. This expansion brings the total number of large digital screens to 17. Notably, the Punggol Coast Duo features two impressive 12-metre-long screens along the concourse of Punggol Coast Station, providing advertisers with exceptional visibility for their campaigns.

To cater to the varied needs of advertisers, Moove Media introduced two new advertising offerings: Mooving 6-sheets and Rail on Radio. Mooving 6-sheets replicates the dimensions of a 6-sheet poster and is installed on bus exteriors to offer advertisers a wider reach compared to static advertisement panels on linkways. Rail on Radio, on the other hand, captures listeners' attention through audio advertisements in MRT stations. For example, during the Singapore Grand Prix, commuters could hear the roar of race cars zooming past, accompanied by a popular race car champion inviting them to the races as they waited for their trains.

Rental Of Commercial Spaces

In 2024, we successfully leased 98% of the commercial spaces in our transport hubs. Our tenant mix was predominantly food and beverage outlets, complemented by retail and convenience stores, as well as medical, education, and beauty and wellness services.

To enhance the retail experience for passengers, we introduced our first-ever pushcart at Bugis MRT Station on the Downtown Line (DTL). Additionally, we installed more vending machines to cater to the demand for trading cards and accessories. At HarbourFront MRT Station on the NEL, visitors can easily purchase souvenirs from a vending machine, including magnets featuring Singapore landmarks and popular local dishes, as gifts to take home.



To support our tenants, we organised promotional campaigns to encourage sales. During festive periods such as Lunar New Year and Christmas, passengers who met minimum spending requirements received exclusive giveaways like chopsticks with calligraphy text and diary planners. The celebrations were further enlivened by mascot appearances, including the God of Fortune and Santa Claus, adding to the festive cheer. We also gave out honey sticks for free to passengers who travelled during off-peak hours and spent a minimum amount at selected shops at the bus interchanges.

As part of our commitment to social inclusion, we partnered with Project Dignity to launch Dignity Kitchenette at Yio Chu Kang Bus Interchange in October 2024. Offered without any rental fee, the kitchenette provides employment opportunities for the differently-abled and disadvantaged.

To promote sustainability, we collaborated with Green Sproutz Singapore to organise an upcycling windchime workshop at our Sengkang and Tampines MRT Stations. Participants transformed recycled materials like cardboard egg cartons and fabric scraps into wind chimes while learning about sustainability and upcycling.

Plans are underway to launch the Wellness Village at Tampines Station on the DTL by June 2025. This new space will offer a variety of food, beverages, and other retail options, serving both passengers and residents in the area. Additionally, it will feature a dedicated community space for hosting events and activities, fostering social interaction and community engagement.

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