

OPERATIONS REVIEW

PUBLIC TRANSPORT SERVICES

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



\$1,454.5

Revenue (S\$ Million)



31

Bus interchanges and terminals



3,384

Total bus fleet



207

Total bus routes operated



9,627

Total number of employees



81

Total stations operated



203

Total train fleet





BUS CONTRACTS

In 2025, we entered our ninth year of operations under the Bus Contracting Model where public bus routes are organised into 14 Bus Packages. Transport operators are contracted through competitive tenders to operate bus services, while the Government retains fare revenue and ownership of all infrastructure and operating assets, including buses and depots.

We operated eight Bus Packages, comprising two tendered contracts and six negotiated ones. Together, these covered 207 bus routes. We remained Singapore's largest public bus operator, with a market share of 57% in 2025.

Our tendered contracts include the Seletar and Bukit Merah Bus Packages, which comprise 29 and 18 bus routes, respectively. In March 2025, we commenced the second term of the Seletar Bus Package after successfully retaining the contract through a competitive tender.

For the six negotiated contracts – Bedok, Bishan-Toa Payoh, Clementi, Serangoon-Eunos, Sengkang-Hougang and Tampines – we continued as the

incumbent operator. Five of these contracts have been extended, while the Tampines Bus Package is scheduled to expire in July 2026.

Separately, the Land Transport Authority (LTA) has called a tender for the Serangoon-Eunos Bus Package in December 2025.

BUS OPERATIONS

In 2025, we managed 31 bus interchanges and terminals, including the new Woodleigh Bus Interchange, which opened in April 2025. Themed "A New Connection for the Community", the opening celebration invited the community to join us for a day of fun festivities. The event featured game booths, live band performances, craft activities, a repair workshop organised by Repair Kopitiam, and the "Art Walk" — a photo exhibition showcasing Woodleigh through the lens of its residents. Handed over by the LTA, the fully air-conditioned interchange is equipped with inclusive features such as barrier-free access, family washrooms and wheelchair-accessible facilities to enhance commuter comfort and accessibility.

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OPERATIONS REVIEW

In January, we officially commenced bus operations at Sengkang West Bus Depot, Singapore's first electric bus depot. Five-storey high, the bus depot can accommodate a fleet of up to 500 buses and is equipped with 240 advanced electric vehicle chargers with smart charging capabilities to optimise efficiency. The depot also features a dormitory for transport workers, including Bus Captains.

As the central planner of bus routes, the LTA introduced several service enhancements during the year in review to meet evolving commuter demand and strengthen islandwide connectivity.

New Service 148 was introduced to serve the Bidadari estate, providing connectivity between Woodleigh and Potong Pasir, while Service 299 was launched to serve new neighbourhoods in Tampines. Supplementary services – 21X, 138M and 230M – were also introduced to improve access to MRT stations and key amenities such as polyclinics and markets.

In addition, four short-trip services – Services 18A, 71A, 92B and 112B – were implemented to meet peak-hour demand. Route amendments and frequency adjustments were also carried

out on selected services to address changes in travel patterns.

City Direct Services, which provide an alternative commuting option between new towns and the Central Business District, were further enhanced with seven new services – Services 675, 676, 677, 679, 680, 681 and 682 – as well as additional peak-hour trips on Services 660/660M and 671.

To support late-night travel needs, the operating hours of selected bus services were extended on the eves of public holidays and major events, including the Formula One Singapore Grand Prix 2025. Route diversions were also implemented during major events and in response to ad hoc incidents such as floods and traffic accidents, to maintain service reliability.

To-date, more than 40% of our technicians have been certified to handle high voltage buses.

BUS FLEET

As of 31 December 2025, our fleet comprised 3,384 buses, consisting of approximately 62% single-deck buses, 38% double-deck buses and 10 articulated (bendy) buses.

Nearly 90% of the fleet met Euro V or higher emission standards. The number of cleaner-energy buses more than doubled during the year in review from 110 to 255, comprising 230 electric buses and 25 diesel-hybrid buses.

To support the growing electric bus fleet, we continued to strengthen our technical capabilities. In 2025, 159 technicians were certified under the Workforce Skills Qualifications (WSQ) National Electric Vehicle Specialist Safety course, enhancing our capabilities to safely and effectively maintain high-voltage vehicles. To-date, more than 40% of our technicians have been certified to handle high voltage buses.

Predictive maintenance capabilities were also enhanced through the deployment of a condition monitoring system across the fleet. The system helped prevent more than 500 breakdowns during the year. Deployment across the electric bus fleet is ongoing.



Leveraging artificial intelligence (AI) and machine learning, the system monitors over 200 parameters including brake condition, fluid levels and electrical systems to enable early fault detection and improve operational reliability.

With support from the National Transport Workers' Union (NTWU), we leveraged the NTUC Company Training Committee (CTC) Grant to implement an AI automated tyre management system at Ulu Pandan Bus Depot. As buses drive over the system, cameras and ground sensors capture key tyre data, which is analysed in real time to detect anomalies. This enhances operational reliability and safety, while saving about 2,000 man-hours per depot annually. This system will be introduced to Seletar Bus Depot by mid-2026.

Concurrently, we also introduced a new Diagnostic Expert Career Scheme for bus technicians, focusing on condition-based and predictive maintenance. Diagnostic Experts are trained to use AI Diagnostics tools to check the condition of buses, enabling more accurate maintenance decisions while improving overall efficiency.

BUS CAPTAIN RECRUITMENT

Recognising the ongoing challenges in manpower recruitment, we continued to intensify efforts to attract and retain Bus Captains. Competitive salary packages and sign-on bonuses of \$20,000 remained in place, with higher starting basic salaries offered to all candidates, as well as higher pay for those with relevant driving experience, such as heavy vehicle drivers and former Bus Captains.

In November 2025, a dedicated Bus Captain Recruitment Centre was established at Woodleigh Bus Interchange to provide a convenient and accessible location for prospective applicants to obtain information, submit applications and attend interviews.



Recruitment outreach efforts continued through referral programmes, regular roadshows at bus interchanges, walk-in interviews at bus depots, and participation in career fairs in partnership with NTUC, e2i, Workforce Singapore and the Ministry of Defence.

As at end-2025, we employed 5,459 Bus Captains, of whom 675, or 12.4%, were new hires.

RAIL OPERATIONS

In 2025, our rail services carried 448.7 million passenger trips, an increase of 1.7% from the previous year. Ridership also exceeded the pre-pandemic level of 444.6 million trips recorded in 2019.

Average daily ridership grew on the Downtown Line (DTL) and the North East Line (NEL), while the Sengkang-Punggol Light Rail Transit (SPLRT) recorded a decline.

To meet demand, four additional trains were deployed on the DTL during peak periods, bringing the total to 58 trains during the morning peak and 56 during the evening peak. Trains operated at

intervals of approximately two-and-a-half minutes during peak hours and five-and-a-half minutes during off-peak periods, with 4,077 weekly trips.

Similarly, two additional trains were introduced on the NEL during peak periods, with 40 trains operating during the morning peak and 35 during the evening peak. Trains ran at intervals of about two minutes during peak hours and five-and-a-half minutes during off-peak periods, with 4,402 trips each week.

On the SPLRT, Light Rail Vehicles operated 20,148 weekly trips, with frequencies ranging between three and five minutes during the morning peak and between four and five minutes during the evening peak.

Operating hours on the DTL, NEL and SPLRT were extended on the eves of public holidays and major events, including the year-end Countdown celebrations, to support late night travel demand and complement extended bus services.

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RAIL FLEET AND NETWORK

We operated a total of 203 trains during the year in review.

All 25 first-generation NEL trains completed their mid-life refurbishment in February 2026 and have since returned to passenger service. Works, which commenced in 2019, included the replacement of seats, wall panels, and flooring, together with upgrades to the air conditioning and ventilation systems and the public address passenger information system. Notably, the upgraded trains are fitted with condition monitoring systems to support real-time asset tracking, early fault detection and pre-emptive maintenance.

Meanwhile as part of ongoing asset renewal efforts, four sets of new two-car trains progressively entered passenger service on the SPLRT. These trains feature an improved air conditioning system, energy efficient LED lighting, ergonomic seating and clearer LCD passenger information displays. Touch screen diagnostic panels

were also introduced to support faster fault identification and more efficient maintenance. The new fleet of 25 two-car trains, which are progressively being delivered, is scheduled to fully replace the first-generation trains by 2028.

Works also commenced to retrofit a first-generation DTL train with condition monitoring systems, further advancing data-driven maintenance and asset lifecycle management in collaboration with LTA.

With the opening of Hume Station on the DTL in February 2025, our rail network expanded to 81 stations across three lines. This includes 35 stations on the DTL, 17 on the NEL and 29 on the SPLRT, representing 31.3% of Singapore's rail network.

During the year, the mobilisation team commenced preparatory works in key areas such as operations planning, systems readiness and stakeholder engagement for the Jurong Region Line (JRL). To be operated by Singapore

One Rail, a joint venture between SBS Transit and France's RATP Dev, this 24-kilometre JRL is scheduled to open progressively from mid-2028 and will expand our rail network to 108.6 kilometres. For this collaboration in strengthening bilateral ties, SBS Transit and RATP Dev were co-awarded the Cooperation Singapore-France Award by the French Chamber of Commerce in Singapore at its inaugural France-Singapore Business Awards 2025.

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RAIL RELIABILITY

In August 2025, a major power fault affected both the NEL and the entire SPLRT network. The root cause was traced to a faulty voltage transformer and associated switchboard components at a shared depot substation, resulting in the tripping of both the main and backup power supplies.

Following a series of rail disruptions across the MRT lines, the LTA established a Rail Reliability Taskforce in September 2025 to examine the causes and recommend improvements. Among its proposals was to accelerate the renewal of power assets to strengthen network resilience and enhance reliability on the NEL and SPLRT. We will work closely with LTA on implementing this plan, scheduled to commence in 2026, alongside the other Taskforce recommendations to ensure safe and reliable journeys for our commuters.

In Mean Kilometres Between Failure (MKBF), which is a universally recognised measure of rail reliability, the DTL achieved 2.79 million train-km, while the NEL recorded 2.20 million train-km. The DTL remained Singapore's most reliable MRT line, and both lines continued to outperform the national MRT network average of 1.61 million train-km.

The SPLRT achieved 1.03 million car-km which almost doubled the previous year's performance and exceeded the national LRT network average of 429,000 car-km.

STRENGTHENING RAIL COMPETENCY

We continued to intensify efforts in strengthening our engineering capabilities and competency. A new Maintenance and Engineering Centre (MEC) for DTL systems was set up at the Gali Batu Depot, in addition to the existing facility at NEL. With condition monitoring systems installed across rail assets, the DTL MEC tracks critical systems such as the point machines and the sump pumps. Meanwhile, the NEL MEC tracks both train and system



performance in real time, enabling pre-emptive maintenance for informed operational decisions.

On the track side, the upgraded Multi-Function Track Trolley, also known as the Rail Rover, was deployed in March 2025. The system enhances inspection capabilities through ultrasonic testing to detect internal rail defects and laser technologies to measure track geometry and third rail alignment with high precision. It also monitors tunnel structural health and water seepage, supporting timely maintenance and improved rail safety and reliability.

The digitised Track Access Management System, first implemented on the DTL, was extended to the NEL during the year. By automating track access requests and approvals, the system improves coordination of maintenance activities and reduces administrative lead time. Work is ongoing to extend the system to the SPLRT and the upcoming JRL.

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The inaugural International Metro Operators' Summit organised by SBS Transit convened some 700 rail leaders and industry professionals from 20 countries to exchange insights, build partnerships, and shape the future of urban rail.

INTERNATIONAL RAIL SUMMIT

A key highlight in 2025 was the inaugural International Metro Operators' Summit (IMOS) organised by SBS Transit. The summit, graced by Singapore's Acting Minister of Transport, Mr Jeffrey Siow, convened some 700 rail leaders and industry professionals from 20 countries to exchange insights, build partnerships, and shape the future of urban rail.

During the summit, Memoranda of Understanding were signed with international technology and industry partners. These agreements focused on AI, cloud infrastructure, asset management, and signalling reliability. One notable agreement with UK-based Pinpoint.ai aims to enhance crowd management and safety across MRT stations using AI analytics.

SAFETY AND SECURITY

In 2025, our Workplace Injury Rate (WIR) improved, reflecting a sustained focus on safety across bus and rail operations. Our bus operations had nine cases of workplace injury compared to 11 in 2024 while our rail operations had five cases comparable to 2024.

Road accident rate increased to 0.165 per 100,000 bus-km, up 0.019 from 2024. In response, we continued to invest in driver technology and training and intensified enforcement checks to ensure adherence to safety protocols, policies, and procedures.

AGIL DriveSafe+, a 360-degree advanced collision warning system piloted in 2024 on 28 buses, was enhanced with a larger display for improved alert visibility for Bus Captains. It was extended to 60 more buses.

We also expanded the Golden Eye fatigue monitoring system to an additional 350 buses, bringing installation to approximately one-third of the fleet. Using machine vision to detect fatigue and distraction indicators such as yawning and eye closure, the system alerts Bus Captains through audio, visual, and haptic feedback to support sustained vigilance.

The 10-10-10 safety campaign, introduced in 2024, was intensified to reinforce attentiveness and reduce preventable safety incidents across rail premises. The campaign encourages



employees to pause for 10 seconds, scan a 10-metre radius, and apply 10 key safety habits, including stopping unsafe work and reporting potential hazards.

These operational efforts were reinforced by strengthening our workforce readiness. All employees participated in the mandatory Threat-Oriented Persons Screening Integrated System (TOPSIS) programme developed by the Ministry of Home Affairs, sustaining vigilance across the organisation and reinforcing awareness of potential security threats.

Concurrently, physical security capabilities were enhanced through technology pilots. A Mobile Autonomous Robotic Surveillance (MARS) system was trialled for security patrols at Seletar Bus Depot. Equipped with LiDAR, high-definition cameras, thermal imaging, and video analytics, the system supports detection of intrusions and potential tampering.

These efforts were recognised across industry platforms. At the LTA Public Transport Safety and Security Awards 2025, the DTL received the Merit Award in the Operational and Workplace Safety category. Our employees also garnered 15 Special Commendation Awards for their efforts in keeping our passengers safe and secure while 17 innovative projects that strengthened workplace and operational safety and security were recognised with Star Awards.

At the Workplace Safety and Health (WSH) Awards 2025, presented by the WSH Council, we received recognition in multiple categories, including the WSH Performance Award, WSH Innovation Award, Safety and Health Award Recognition for Projects, and the bizSAFE Partner Award.

Our bus operations were also recognised at the ROADS Awards 2025 with the Road Safety Champion Award and the Trending Safety Gadget Award.



CONTINGENCY PLANNING

In 2025, we conducted 422 Red Teaming exercises across our bus operations to assess staff readiness in identifying and responding to potential threats. An external security audit under the LTA's Code of Practice was completed with no non-compliance observed, providing independent assurance of our preparedness framework.

Four disruption exercises were conducted at Tampines North, Serangoon and Bukit Merah Bus Interchanges, as well as the Sengkang West Bus Depot. One of the exercises involved a joint ground deployment with the Singapore Civil Defence Force (SCDF) to simulate an electric bus fire and evaluate evacuation and search-and-rescue procedures. The exercises enabled reviews of drawer plans, tested response effectiveness, and reinforced staff familiarity with incident protocols to support service continuity.

Across the rail network, 18 exercises were conducted to test responses to service disruptions. "Exercise Endeavour" and "Exercise Harmony" focused on service disruption procedures, including the activation of bridging bus services, validating drawer plans and operational readiness.



Conducted

422

Red Teaming
exercises across
our bus operations

At rail depots, "Exercise High Flame", "Exercise Phoenix", and "Exercise Chemical and Oil Spillage" simulated fire, bomb threat, and hazardous material incidents. "Exercise High Waters" were conducted at stations to validate flood response protocols. As part of "Exercise High Flame", contingency responses to station fire incidents were executed with SCDF's participation.

A tunnel evacuation drill, "Exercise Escape Shaft", was also conducted with observers from the SCDF, the Singapore Police Force (SPF) and the LTA. The exercise simulated a stalled train in the tunnel, requiring evacuation via an escape shaft.

We also participated in "Exercise Station Guard", led by the LTA, to strengthen inter-agency coordination and jointly test security incident management responses at MRT stations.

OPERATIONS REVIEW

NEW LOOK

In March 2025, over 6,800 Bus Captains and interchange and station employees donned new uniforms in the corporate colours of purple and orange on a sand background. Incorporating reflective strips, the Bus Captains' uniforms eliminated the need for separate safety vests in bus parks, enhancing comfort and convenience. Developed in collaboration with the Nanyang Academy of Fine Arts and shaped by input from more than 3,000 employees, the refresh marked the first uniform update in over a decade.

TRAINING AND DEVELOPMENT

We strengthened workforce capability through curriculum enhancements. A structured training programme for newly hired rail engineers was introduced to improve onboarding and professional grounding. Developed using a blended learning approach in consultation with industry partners, the programme will be further contextualised with SBS Transit-specific content in 2026. For operations staff, the curriculum was streamlined into common foundational and advanced type-specific components for progressive learning.

To further strengthen operational readiness, the Mixed Reality Rail Simulator (MIRROR) for Light Rail Vehicle driving was operationalised during the year, enabling staff to build proficiency in a safe and controlled environment. Training efforts were extended through the development of an SBS Transit AI Trainer for Radio Communications (SAIRUS), which provides structured radio communication practice and enhances accessibility via mobile devices.

Meanwhile, a gamified mobile application to hone train defect handling is being developed, alongside the deployment of smart glasses that allow newly qualified staff to obtain real-time guidance from the Operations Control Centre. Both initiatives are scheduled for completion in the second quarter of 2026.



In support of fleet electrification, Singapore's first Electric Bus Satellite Training Centre was launched at Seletar Bus Depot in partnership with the Singapore Bus Academy. The centre equips technicians with the knowledge and diagnostic skills needed to maintain and operate high-voltage electric buses safely.

Digital capabilities within the training ecosystem were also advanced. Under the iLearn platform, a machine learning pilot identified Bus Captains who could benefit from targeted training and safety interventions, enabling earlier and more focused support.

Complementing these initiatives, iSMART, a mixed-reality training platform, was introduced to enhance competencies in safety, customer service, and incident management. Selected scenarios, including electric bus fire response, allow staff to practise critical procedures in a controlled environment. Full production of iSMART is scheduled for 2026, with progressive deployment across relevant staff groups.

Over
6,800

Bus Captains and interchange and station employees donned new uniforms



KEY PARTNERSHIPS

Following a successful trial in 2024, development of the autonomous AI robot dog, AVATAR, continued in 2025. Using advanced video analytics, AVATAR detects defects within train interiors, including faulty lighting, open panels and surface damage, improving inspection consistency and productivity. A Memorandum of Understanding was signed with dConstruct Robotics to further enhance its capabilities and explore applications in overhaul maintenance and interior cleaning. Preparations are underway for full operational deployment in 2026.

During the year, we were certified/recertified across 11 areas, demonstrating alignment of our processes with internationally recognised standards.

We also expanded the use of MaxiMobility™, the intelligent asset management platform developed in partnership with IBM. By integrating asset data with real-time condition monitoring insights, the platform supports predictive maintenance and reliability planning across the network. Further enhancements will be implemented by early next year to strengthen these capabilities.

In July 2025, the Optimised Timetable for Energy Savings was implemented in partnership with France's Alstom to reduce energy consumption. The solution effectively transfers regenerative braking energy captured from arriving trains to power accelerating trains leaving the stations by synchronising their schedules.

In bus operations, we worked with Singapore's KSE Infinity and Germany's TÜV Rheinland to enhance electric bus energy efficiency and performance. Partnerships with China's Streamax and Singapore's TNT Surveillance explored technologies to strengthen passenger safety.

Digital and cybersecurity capabilities were advanced through collaboration with Nanyang Technological University to commercialise cybersecurity research outcomes, and with iCompaz to implement data-driven solutions for rail safety, reliability and sustainability.

We also collaborated with global rail operators and industry leaders, including China Association of Metros,

Guangzhou Metro Group, Nanjing Metro, Shanghai Shentong Metro, Hitachi Rail, RATP, Siemens and Taipei Rapid Transit Corporation, to exchange best practices in safety, reliability and asset management.

CERTIFICATION

Our bus business was newly certified under ISO 39001:2012 Road Traffic Safety Management, reinforcing our commitment to road safety. It also achieved internationally recognised standards in environmental management and energy management under ISO 14001:2015 and ISO 50001:2018, respectively.

Our bus and rail operations continued to be certified under ISO 22301:2019 Business Continuity Management, underscoring our focus on operational resilience and service continuity in unforeseen circumstances.

Notably, our rail business was among the first to successfully transition to the ISO 55001:2024 Asset Management standard.

During the year, we were certified/re-certified across 11 areas, demonstrating alignment of our processes with internationally recognised standards:

- ISO 27001:2022 – Information Security Management;
- ISO 37001:2016 – Anti-Bribery Management;
- ISO 44001:2017 – Collaborative Business Relationship Management;
- ISO 9001:2015 – Quality Management;
- ISO 45001:2018 – Occupational Health and Safety Management;
- ISO 14001:2015 – Environmental Management;
- ISO 50001:2018 – Energy Management;
- ISO 46001:2019 – Water Efficiency Management;
- ISO 55001:2024 – Asset Management;
- ISO 39001:2012 – Road Traffic Safety Management; and
- ISO 22301:2019 – Business Continuity Management.



OPERATIONS REVIEW

ELEVATING THE CUSTOMER EXPERIENCE

In 2025, we continued to enhance the customer experience by keeping journeys safe and pleasant, implementing inclusive programmes, and engaging communities. Our initiatives included these:

Supporting First-and-Last-Mile Connectivity

We partnered with Anywheel, Singapore’s largest bicycle-sharing service, to launch the monthly “Lunch on Us” campaign. Commuters who combined travel on selected bus services with bicycle rentals could win food vouchers and a 90-day bicycle pass.

Encouraging Safe Commuting

On our bus network, the pilot of on-board safety announcements was expanded to Services 51, 145 and 851 to remind passengers to hold onto handrails or grab poles.

The No-Falls-On-Board campaign, conducted in collaboration with the Traffic Police, the Singapore Road Safety Council and LTA, included seven outreach roadshows. As part of blind spot awareness activities, visitors were invited to sit in the Bus Captain’s cabin to better understand the challenges of detecting pedestrians and cyclists, reinforcing key safety messages.

For seniors, 31 engagement sessions were held at Active Ageing Centres, where practical safety tips were shared, such as remaining seated until the bus comes to a complete stop and staying on the lower deck if mobility is limited.

At MRT stations, escalator safety announcements in Chinese dialects to cater to elderly commuters continued, and operating speeds were reduced at selected stations during off-peak hours to minimise accident risks.

Making Travel Better Accessibility to Information

More than 100 digital screens were installed across DTL and NEL stations to provide commuters with real-time service updates, wayfinding information, and advisory messages during service disruptions or emergencies. An additional 80 units will be deployed by the second quarter of 2026.

Assistance with Information

To help commuters with travel and wayfinding queries, a digital concierge known as AIVA (Artificial Intelligence Virtual Assistant), was deployed at the Ang Mo Kio Bus Interchange and NEL Punggol Coast Station. Well-received, AIVA received recognition as Singapore’s Digital Experience of the Year in the transportation category at the Asian Experience Awards 2025.

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Reporting Lost Items

In 2025, we launched a dedicated Lost and Found WhatsApp channel to make reporting lost items easier and more convenient for commuters.

Umbrella Sharing

We partnered with ShareLah SG, a local umbrella-sharing enterprise, to introduce umbrella-sharing kiosks at five bus interchanges and eight DTL stations, enhancing commuter convenience during inclement weather. Project ArtBrellah, featuring designs by persons with disabilities, complemented this initiative, with proceeds supporting social service programmes.

Inclusivity in Travel Supporting Persons with Autism

Sensory tool kits were trialled at seven bus interchanges and MRT stations to help passengers with autism manage sensory overstimulation, reduce anxiety, and travel comfortably. Each kit included earmuffs, visual timers, and fidget tools, to enable passengers to better regulate their responses to crowded or noisy environments. Concurrently, frontline staff received autism awareness training from the St. Andrew’s Autism Centre.

Supporting Commuters with Hearing Loss

SiLVia, a Sign Language Virtual Assistant developed with FingerDance, achieved a 99.7% translation success rate during public trials with FingerDance and SADeaf and was subsequently launched in October 2025 at NEL Chinatown Station. SiLVia translates spoken and written information into sign language,





We have also put in place a 3E framework, which stands for Employ, Empower and Educate, to guide our efforts in creating meaningful work opportunities for persons with disabilities.

Through the Enabling Pathway Programme, we redesigned roles to provide internship and employment opportunities for ITE students with disabilities, including the option to pursue a fully sponsored work-study diploma in land transport engineering. To date, three of the eight interns have been offered full-time technician roles with SBS Transit.

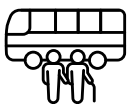
As at end 2025, we had close to 60 individuals with disabilities working in both frontline and back-of-house positions. In addition, we obtained goods and services from charities and social enterprises that employ persons with disabilities.

Promoting Community Awareness

In line with our commitment to promote inclusivity on public transport, we conducted two runs of the Caring Commuter Champion Practical Course on our CARES Community Bus. A total of 25 participants were trained in hands-on sessions that combined classroom instructions with guided demonstrations and role-play in a real-world bus environments.

Workshops such as “Walk in My Shoes”, conducted in partnership with SPD, The Purple Parade and the PTC, promoted disability etiquette, providing participants with practical insights on helping persons with disabilities.

Conducted
31



No-Falls-On-Board engagement sessions for seniors

Interchange. We also partnered with Stroke Support Station to conduct a pilot ambulatory training session for stroke survivors on the CARES Community Bus.

Familiarisation sessions on the CARES Community Bus were also organised for close to 460 students from special education schools while train components were provided to AWWA School to create a mock-up train cabin. These aimed to enable the students to familiarise themselves with boarding, alighting, and navigating public buses and trains safely in a controlled and safe environment and develop their independence.

enabling deaf and hard-of-hearing commuters to access wayfinding and essential travel information independently. It was recognised as one of the three winners at the Global Rail 2025 Innovation Awards.

Supporting Independent Travel

We helped individuals undergoing rehabilitation build confidence to travel independently on public transport.

A decommissioned bus was donated to St. Andrew’s Community Hospital while 29 patients from the Ang Mo Kio–Thye Hua Kwan Hospital practised travelling on a bus with their Personal Mobility Aids at the Yio Chu Kang Bus

Standing in Support

Furthering our advocacy for inclusivity for persons with disabilities, we participated in the 2025 Purple Parade with a 100-strong contingent. This was our second year of participation which celebrated the abilities of persons with disabilities. We marched under the One Transport family comprising the Public Transport Council (PTC), LTA and other public transport operators.

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The Digital Village at NEL Punggol Coast Station features Singapore's first 360-degree anamorphic 3D LED screen, an AI Virtual Assistant, a smart robot, and an amphitheatre, serving as a testbed for selected technologies and community activities.

Voice of Our Passengers

Passengers continued to appreciate our efforts in making their journeys pleasant. We received over 64,900 compliments and commendations which is a 24.5% increase over the previous year. Valid complaints also fell by 14.8% to 4,117.

For every one million trips, we received 51.9 compliments and commendations and 3.29 valid complaints. This motivates us to continue to improve on the delivery of our services.

Indeed, the service we provide to our commuters is grounded in the care we extend to our employees. We are committed to fostering a work environment where every employee feels supported, valued, and respected.

Our efforts have been recognised through several accolades, including Asia-Pacific's Best Companies of 2025 by TIME and Statista; Singapore's Top 25 Impact Employers for Workplace Well-being at the WorkWell Leaders Award; and Best Companies to Work for in Asia, Sustainable Workplace, and Most Caring Company at the HR Asia 2025 Awards.

Community Engagement and Education

School Talks and Learning Journeys

In 2025, we continued to engage students through structured learning programmes. Besides school talks to raise awareness on graciousness and safe habits to adopt when commuting

on public transport, 42 learning journeys were organised for some 1,500 students. These guided tours to our depots and transport hubs offered a sneak peek into our operations and highlighted our efforts in enhancing commuting efficiency and reducing environmental impact. Participants were also invited to explore career opportunities with us.

Themed Stations

In 2025, we introduced two themed stations to create community-focused spaces within our network. The Wellness Village at DTL Tampines Station provides a dedicated area for fitness classes, health talks, workshops, and community activities, including open plazas and art murals contributed by local partners to create a more welcoming environment for commuters and residents.

On the other hand, the Digital Village at NEL Punggol Coast Station displays technology that supports operations and commuter engagement. It features Singapore's first 360-degree anamorphic 3D LED screen, an AI Virtual Assistant, a smart robot, and an amphitheatre, serving as a testbed for selected technologies and community activities.

Community Spaces

We continued to put up display artworks done by schools and residents in the community to enliven our transport hubs such as at the NEL HarbourFront Station and Woodleigh Bus Interchange.

Works of renowned artist, Mr Yip Yew Chong, were also installed at eight DTL and NEL stations. These incorporated humour, local elements, and reminders on safety and considerate behaviour.

Meanwhile, musical compositions of students were also given free airtime in our MRT stations as a platform to display their talent while busking activities have been expanded to eight locations.

Celebrating SG60 with the Community

To mark Singapore's 60th year of independence, selected stations and bus interchanges hosted community performances. Over 20 schools staged live music across five weekends.

We organised the SG60 Fun Discovery Trail – Zibble’s Stamp Quest at selected DTL and NEL stations in partnership with SimplyGo and Singapore Polytechnic’s School of Media, Arts & Design, attracting over 7,200 participants and reinforcing public transport as a space for learning, engagement, and connection.

Corporate Social Responsibility

In 2025, SBS Transit contributed close to \$640,000 in monetary sponsorships to charitable, social and community causes. We also provided in-kind sponsorships such as space for flag-day collections, hosted community and educational roadshows, and offered free airtime on digital screens to raise awareness of social initiatives.

We repurposed 432 decommissioned MRT train seats into community benches in partnership with Tampines Town Council, giving retired assets a second life while enhancing neighbourhood amenities.



Our signature campaign, SBS Transit Hearts, ran for a second year with Community Chest, raising \$300,000 to support programmes for vulnerable communities. We also took part in its Fu Dai and Habuan Harapan initiative, as well as the Heartstrings Walk and Vertical Marathon.

Gardens by the Bay to provide Sensory Garden tours for visually impaired participants.

These sustained efforts were recognised with the 3 Hearts Award under the Company of Good framework by the National Volunteer and Philanthropy Centre. Community Chest also presented SBS Transit with four awards: Enabler Award, Volunteer Partner Award, Charity Award (Gold), and SGSHARE Award (Corporate).

As a responsible corporate citizen, we also acknowledge our role as environmental stewards. To reduce reliance on fossil fuels, we expanded our renewable energy capacity by investing in additional rooftop solar photovoltaic systems. In 2025, installations at the NEL Depot and Seletar Bus Depot increased our total capacity to 10.13MWp, surpassing our 2030 target and reinforcing our commitment to further action.

Repurposed

432

decommissioned MRT train seats into community benches



Employees actively volunteered in community and environmental programmes, including SG Clean Day at Sentosa and Gardens by the Bay, Guide Dogs Singapore Flag Day, Senior Sports Day with the Agency for Integrated Care, Walk for Work, Anywheel Community Cycle, and the Relay SG60. We also partnered with



SBS Transit contributed close to \$640,000 in monetary sponsorships to charitable, social and community causes.

OPERATIONS REVIEW

OTHER COMMERCIAL SERVICES

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



\$62.8

Revenue
(S\$ Million)



67

Total number
of employees



ADVERTISING

Moove Media, our sister company, continued to deliver innovative and high-impact advertising campaigns across Singapore's public transport network. Leveraging its extensive portfolio spanning buses, trains and transport hubs, it provides advertisers with high-visibility platforms to reach commuters islandwide and connect with them in meaningful and memorable ways.

During the year, Moove Media introduced new advertising formats to better meet the diverse needs of advertisers. Bus wraps were expanded to cover the full bus body, replacing the traditional two-thirds format. The Mooving 6-sheet format, previously available only on single-deck buses, was extended to double-decks. Branded as Mega Mooving 6-sheet, this enhanced format now includes rear coverage, delivering a stronger and more prominent street presence.

Moove Media also launched the Dynamic Bus, featuring a 6.9-metre by 0.58-metre large-format digital screen mounted on the exterior of double-deck buses. The first of its kind in Southeast Asia, the screen incorporates advanced adaptive capabilities that can adjust content according to time, location and weather conditions. This enables advertisers to deliver highly contextual and agile messaging, strengthening the impact and effectiveness of out-of-home campaigns.



On the rail network, Dynamic Rail portrait screens were launched at selected stations, expanding opportunities for high-impact digital storytelling. At Outram Park Station, the wall next to the traveller was upgraded with a 54-metre by 1.5-metre LED screen, replacing the previous projector format. This installation is the longest programmatically enabled digital screen in Singapore to date. At Downtown Station, a 360° wrapped

four-sided digital display, 20-metre by 2-metre, at the concourse delivered prominent brand visibility for premium brands in the business district, generating two million impressions every month. At Sengkang Station, two-sided digital screens, 6-metre by 3.5-metre, were installed along the escalator linking to the LRT network, further enhancing commuter engagement through dynamic content placements.



The first of its kind in Southeast Asia, the Dynamic Bus digital screen incorporates advanced adaptive capabilities that can adjust content according to time, location and weather conditions.

OPERATIONS REVIEW

Creativity was at the heart of our campaign execution. At Dhoby Ghaut MRT Station, Mandai Wildlife Reserve's Rainforest Wild ASIA campaign brought the commuter environment to life with bold, immersive installations. A dramatic, larger-than-life figure mid-descent from a rock wall created a sense of movement and adventure, while a suspended bridge stretching between pillars added an element of thrill and exploration.

Pillar wraps, concourse graphics and thematic elements fully transformed the space, surrounding commuters with a rich, experiential environment. The campaign extended beyond the station, with three-dimensional buses topped with animal sculptures, including a tiger and a scorpion, complemented by train and digital screen placements across the network. The result was a cohesive, eye-catching presence that captivated commuters and brought the rainforest adventure vividly to the public transport network.

Dhoby Ghaut MRT Station also hosted multi-sensory activations that engaged commuters beyond visual displays. McDonald's Singapore transformed the Exit D staircase into an interactive installation for its McCrispy Burger launch. Each step triggered synchronised sound and light effects that mimicked the burger's signature crunch, bringing the product experience to life and encouraging commuters to try it. Subway introduced a scent-enabled installation along the escalator linkway to promote its Smoky BBQ Beef Brisket, infusing the space with the aroma of smoky barbecue to enhance recall.

Taiwan Tourism also delivered a striking station takeover at Bugis MRT Station featuring 2D light pop-up installations across the concourse. The campaign was further extended through concept trains on the North East and Downtown Lines, as well as 3D buses. In collaboration with the Health Promotion Board, Moove Media also supported healthy living initiatives through promotional campaigns conducted via vending machines introduced at selected MRT stations. Commuters

were invited to take part in engaging photo booth experiences to capture family bonding moments, as well as an interactive voice-activated game to say no to vape.

To commemorate Singapore's 60th year of independence, Moove Media introduced three-dimensional SG60 buses featuring rooftop sculptures of national icons such as Marina Bay Sands and Vanda Miss Joaquim. Illuminated in the evenings, the buses were part of the largest SG60 advertising campaign across the public transport network, enhancing the visibility of participating brands and leaving a memorable impression on commuters.

RENTAL OF COMMERCIAL SPACES

In 2025, we achieved a 98% occupancy rate across commercial spaces within our transport hubs. The tenant mix remained anchored by food and beverage outlets, complemented by retail and convenience stores, as well as medical, education, and beauty and wellness services, supporting a diverse commuter profile.

To enhance commuter convenience, additional vending machines were deployed across our transport network, offering products such as fresh juice, sportswear, trading cards and nail accessories.

Targeted promotional campaigns were organised to support tenant sales. To support the launch of the Wellness

Village at Tampines MRT Station, Spend & Redeem campaigns incentivised minimum spend with gift redemptions. The communal plaza hosted a range of fitness classes, health talks and wellness workshops for commuters, including Zumba and line dancing sessions.

The Digital Village at Punggol Coast Station serves as a dynamic learning lab for collaboration and innovation. To support its launch, tenants raised awareness by conducting complimentary health checkups and sponsoring goodie bags for a community movie screening at the amphitheatre. In support of the Punggol Digital District, students from the Singapore Institute of Technology presented performances at the venue.

To further enhance station vibrancy, the Makers' Market invited start-ups, brands and designers to bring their ideas to life in a curated marketplace.

At selected bus interchanges, off-peak promotions offered honey sticks to commuters who patronised tenants' outlets. Short-term roadshows were also organised at high-footfall locations.

We continued to support social enterprises with retail spaces at selected interchanges. Findjobs, a social enterprise focused on inclusive employment, expanded its presence at Woodleigh and Yio Chu Kang bus interchanges during the year in review.

