

OUR PEOPLE, YOUR JOURNEY

SMRT CORPORATION LTD
GROUP REVIEW 2019 / 2020





ABOUT SMRT CORPORATION

SMRT Corporation Ltd (SMRT) is a public transport service provider. Our primary business is to manage and operate train services on the North-South Line, East-West Line, the Circle Line, the new Thomson-East Coast Line and the Bukit Panjang Light Rail Transit. This is complemented by our bus, taxi and private hire vehicle services.

We have set our core values to be Integrity, Service & Safety and Excellence. SMRT is committed to provide safe, reliable and comfortable service for our commuters.

VISION

**MOVING PEOPLE
ENHANCING LIVES**

MISSION

TO DELIVER A PUBLIC TRANSPORT SERVICE THAT IS

**SAFE, RELIABLE AND
COMMUTER-CENTRED**

OUR CORE VALUES



Integrity



Service and Safety



Excellence

Visit our corporate website for more information at:

www.smrt.com.sg



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SMRTCorpSG



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smrt



SMRT Corporation Ltd



@smrtsingapore



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MILESTONES

1980s

TRAINS

- Singapore Mass Rapid Transit (MRT) incorporated
- Singapore's first MRT system began its inaugural service between Yio Chu Kang and Toa Payoh on the North-South Line (NSL)
- Fifteen more stations were opened and the MRT system was officially launched by Singapore's first Prime Minister, Mr Lee Kuan Yew

1990s

TRAINS

- Boon Lay MRT station on the East-West Line (EWL) opened, marking the completion of the System
- The NSL was extended to Woodlands, completing the loop
- Singapore's first light rail system, the Bukit Panjang Light Rail Transit (BPLRT), opened for passenger service

2000

CORPORATE

- SMRT Corporation Ltd (SMRT Corp) listed on Singapore Exchange (SGX)

2001

CORPORATE

- SMRT Corp launched its Learning Journey Programme in collaboration with the Ministry of Education

2002

TRAINS

- Changi Airport MRT Station opened

2003

TAXIS

- SMRT Corp attained ISO 9001:2000 certification for achieving quality standards in the provision of taxi services

2004

CORPORATE

- The SMRT Corporate Volunteer Programme was created with the aim to build a more inclusive society

BUSES

- Service 950, the first SMRT cross-border service for commuters travelling to Johor Bahru, Malaysia, began

2005

COMMERCIAL

- Raffles Xchange, the first MRT station redeveloped for transit retail, was launched

2006

CORPORATE

- SMRT-Citibank VISA credit and debit cards with EZ-link functions, a first-of-its-kind travel rewards programme, were launched

2008

CORPORATE

- The Gift of Mobility Programme was launched to provide taxi services for individuals with physical disabilities
- 'SMRT is Green' was launched organisation-wide as a commitment to environmental sustainability, which included initiatives to 'green' our fleet

BUSES

- SMRT Buses put Southeast Asia's first Euro-V compliant bus on the roads

TAXIS

- SMRT Taxis debuted SMRT Eco Taxis, which used compressed natural gas

COMMERCIAL

- Choa Chu Kang Xchange, SMRT's first transit retail development in the heartlands, opened

2009

CORPORATE

- SMRT Institute, an accredited educational institution, was established to develop and deliver transport-related training and education services
- SMRT Corp achieved ISO 14001 certification for its Environmental Management System

TRAINS

- Singapore's fourth rail line, Circle Line (CCL), commenced service from Bartley to Marymount

BUSES

- Wheelchair Accessible Bus services were introduced, expanding transport options for mobility-challenged commuters

2010

BUSES

- SMRT Buses added the Euro V Mercedes-Benz Citaro O530 - buses with greater fuel efficiency and full low floor for smoother passenger flow - to its bus fleet

COMMERCIAL

- Esplanade Xchange opened on the CCL

- SMRT Media launched digital media platforms - iView and Media Hub Wall @ Orchard - to offer greater interactivity and vibrancy to the network

2011

CORPORATE

- SMRT received the President's Award for the Environment - the highest environmental accolade in Singapore - in recognition of our outstanding efforts in driving environmental adoption

TRAINS

- Train Service from Caldecott to HarbourFront CCL stations commenced

BUSES

- SMRT Buses added MAN A22 low-floor, wheelchair-accessible, single-deck buses to its fleet

TAXIS

- SMRT's 'Book a Taxi' smartphone application made it easier to book a cab on the go

- SMRT Taxis added Chevrolet Epica to its fleet

2012

TRAINS

- Train service from Bayfront to Marina Bay CCL stations commenced

COMMERCIAL

- SMRT Alpha, a joint venture between SMRT Investments and Alpha Plus Investments, won the bid to operate and manage the retail mall at Sports Hub

ENGINEERING SERVICES

- SMRT International provided technical advisory services on an LRT system for the Republic of Mauritius

2013

CORPORATE AND TRAINS

- Woodlands MRT station is the first MRT station in Singapore to be awarded the Building and Construction Authority's Green Mark (Gold)

TRAINS

- SMRT Trains embarked on a multi-year Sleeper Replacement Project to improve journey times and provide commuters with a smoother ride
- SMRT Trains embarked on a holistic network-wide predictive maintenance regime on the North-South and East-West Lines (NSEWL), introducing new technologies

BUSES

- MAN A22 buses were added to the fleet, increasing the fleet size to more than 1,200 buses

TAXIS

- SMRT Taxis introduced 30 new wheelchair-enabled London cabs and 600 Prius Hybrid taxis to its fleet

COMMERCIAL

- Woodlands Xchange opened and tenants were the first shop owners in Singapore to be certified with the 'Project: Eco-Shop' label, which was jointly developed by SMRT and the Singapore Environment Council

ENGINEERING SERVICES

- SMRT Engineering won the contract to install Automatic Fare Collection faregates for the Tuas West Extension

2014

CORPORATE

- SMRT Corp introduced the Adopt-A-Station/Adopt-An-Interchange programme - a community outreach programme with local schools

TRAINS

- SMRT Trains crossed the landmark of 10 billion passenger journeys carried

BUSES

- SMRT Buses progressively installed buses with telematics solutions to encourage safe and eco-friendly driving
- SMRT signed a Memorandum of Understanding (MoU) with e2i and National Transport Workers' Union to jointly develop and operate the first Bus Career Development Centre

2015

CORPORATE, TRAINS AND BUSES

- SMRT celebrated SG50 with free travel on SMRT trains and buses

CORPORATE

- SMRT Corp sponsored the Bishan-Ang Mo Kio Inclusive Playground, which offers play features that encourage inclusive play

- SMRT-Temasek Cares AED on Wheels was launched - a pilot programme where Automated External Defibrillators (AEDs) are installed in 100 SMRT taxis

- SMRT Corp established an Environmental Sustainability Committee to oversee green sustainability efforts

TRAINS

- The SMRT Trains Engineering Programme was launched to develop a sustainable pool of engineering professionals

BUSES

- Singapore Bus Training and Evaluation Centre, Singapore's first team-based bus training centre, opened

COMMERCIAL

- Kallang Wave Mall, managed by SMRT Alpha, opened

2016

CORPORATE AND TRAINS

- Seven SMRT Trains engineers accredited as Singapore's first Chartered Engineers in Railway and Transportation Engineering

CORPORATE

- SMRT Corp was delisted from SGX on 31 October

- The JurongHealth Mobility Park, sponsored by SMRT, was the first of its kind in Singapore where life-size public transportation models helped with patients' rehabilitation

- The second inclusive playground launched in Ghim Moh

- SMRT Corp's inaugural Green Forum for the sharing of sustainability practices was launched

TRAINS

- SMRT Trains transitioned to the New Rail Financing Framework on 1 October, following shareholders' vote at the Extraordinary General Meeting on 29 September

TAXIS

- SMRT's private hire vehicle business, Strides Transportation, was launched, offering limousine services, chauffeured services, and car rental services

ENGINEERING SERVICES

- 2getthere Asia, a joint venture between SMRT Services and 2getthere, was set up to market, install, operate, and maintain Automated Vehicle systems for customers in Singapore and the Asia-Pacific region

2017

TRAINS

- SMRT Trains celebrated 30 years of MRT operations

- Sleeper and power rail replacement works on the NSEWL completed

- Trial of the new signaling system on the NSL began

- The Tuas West Extension opened, adding four new stations to the EWL

- SMRT Trains is awarded the Thomson-East Coast Line (TEL) contract to operate and maintain the line in stages from 2019 for an initial nine-year period. TEL will add 43km and 32 new stations to the existing train network

BUSES

- SMRT Buses opened the Bukit Panjang Integrated Transport Hub, its first integrated transport hub with a host of innovative, commuter-friendly features

TAXIS

- SMRT Taxis partnered with Grab, enabling all SMRT Taxis' drivers to use Grab for taxi bookings and dynamic fixed fares

- Strides Transportation established its first overseas joint venture, SMRT Strides Toyotsu Alliance, in Yangon, offering limousine and car rental services

2018

CORPORATE

- SMRT collaborated with Singapore Red Cross' Community Health on Wheels - a community-based mobile health programme that reaches out to the elderly in the heartlands

TRAINS

- SMRT Trains and LTA commenced works to renew and enhance the power supply system on the NSEWL

- SMRT Trains launched its first C151 trains from Bishan Depot

- Renewal works for the BPLRT system commenced

BUSES

- SMRT Buses opened the Choa Chu Kang Bus Interchange, offering the first one-stop service centre in a bus interchange

HIGHLIGHTS

2019/2020



CORPORATE

◦ CORPORATE OFFICE MOVED

from North Bridge Road to
Paya Lebar Quarter 3



TRAINS

◦ ACHIEVED 1 MILLION MEAN KILOMETRES BETWEEN FAILURE (MKBF)

◦ EAST-WEST LINE (EWL) IS THE MOST RELIABLE LINE IN 2019

with an MKBF of 1.48 million train-km, awarded by the MOT Challenge Shield

◦ EAST-WEST LINE (EWL) IS THE MOST IMPROVED LINE IN 2019

after more than tripling its 2018 MKBF of 0.41 million train-km, awarded by the MOT Challenge Shield

◦ The new THOMSON-EAST COAST LINE (TEL) (Stage 1) opened

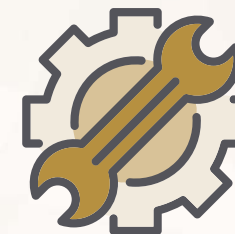
◦ SMRT Trains signed an MoU to IMPROVE RAIL MAINTENANCE CAPABILITIES

with SBS Transit and ST Engineering to foster greater knowledge-sharing and grow local rail maintenance and engineering capabilities

◦ NORTH-SOUTH AND EAST-WEST LINES (NSEWL) OPERATIONS CONTROL CENTRE (OCC) RELOCATED

from Victoria Street to Kim Chuan Depot - the world's biggest underground depot

◦ CANBERRA STATION on the North-South Line (NSL) opened



ENGINEERING

◦ NEW SINGAPORE RAIL STANDARDS LAUNCHED

an initiative by SMRT, Land Transport Authority (LTA), SBS Transit, Institute of Engineers Singapore (IES) and Enterprise Singapore (ESG)



BUSES

◦ YISHUN INTEGRATED TRANSPORT HUB (YITH) OPENED

a fully barrier-free bus interchange with commuter-friendly and inclusive facilities; in line with the Government's efforts to create a more caring and inclusive public transport system

SMRT Buses signed an MoU to deepen our COMMITMENT TO INCLUSIVE SERVICE DELIVERY

with five Social Service Agencies (SSAs) to support and enhance the quality of life for people with disabilities and dementia and help them better integrate into society



EXPERIENCE

◦ WON THE LAND TRANSPORT AUTHORITY (LTA) THOMSON-EAST COAST LINE (TEL) RETAIL CONTRACT to manage the retail spaces across the rail line

◦ LAUNCHED THE "COMMUNITIES IN STATIONS" CONCEPT

with a weekly Farmers' Market at Bishan MRT station in partnership with Central Singapore Community Development Council

AWARDS AND ACCOLADES

SERVICE EXCELLENCE

Medal of Commendation (Gold): Mr Seah Moon Ming, Chairman - SMRT Corporation Ltd
May Day Awards 2020
National Trades Union Congress

Customer Experience Mystery Shopper Awards (Voice): Gold - SMRT Customer Relations
19th CCAS International Contact Centre Awards 2019, Contact Centre Association of Singapore

Customer Service Excellence for Transport: Ms Gowri D/O Veren - SMRT Trains Ltd
Singapore Tourism Awards 2019, Singapore Tourism Board

Best Service Partner (Service Delivery) - SMRT Buses Ltd
Land Transport Excellence Awards 2019, Land Transport Authority

Most Innovative Solution - SMRT Trains Ltd
Land Transport Excellence Awards 2019, Land Transport Authority

Outstanding Service Individual (Public Transport): Mr Foo Kim Ming, Chief Bus Captain - SMRT Buses Ltd
Land Transport Excellence Awards 2019, Land Transport Authority

Outstanding Service Individual (Public Transport): Mr Koh Hui Chong, William, Station Manager - SMRT Trains Ltd
Land Transport Excellence Awards 2019, Land Transport Authority

Outstanding Award (9 Winners)
The National Kindness Award - Transport Gold 2019, Singapore Kindness Movement

Commendation Award (166 Winners)
The National Kindness Award - Transport Gold 2019, Singapore Kindness Movement

Star Award (199 Winners)
Excellent Service Award 2019, Singapore Retailers Association

Gold Award (342 Winners)
Excellent Service Award 2019, Singapore Retailers Association

Silver Award (470 Winners)
Excellent Service Award 2019, Singapore Retailers Association

SAFETY & SECURITY

Safe Rail Line of the Year - Certificate of Excellence: North-South Line - SMRT Trains Ltd
21st Annual Safety Award Convention, Land Transport Authority

Safe Bus Operator of the Year - Certificate of Merit: PT216 Woodlands Bus Package - SMRT Buses Ltd
21st Annual Safety Award Convention, Land Transport Authority

Most Innovative/Effective Safety Programme by a Public Transport Operator: SMRT Buses Professional Learning and Training Management System (PROLEARN) Analytics - SMRT Buses Ltd
Land Transport Excellence Awards 2019, Land Transport Authority

Gold Award: Speed Tester for Train Traction Control Unit Blower (Rolling Stock) - SMRT Trains Ltd
Workplace Safety and Health Innovation Awards 2019 for Logistics & Transport Sector, Singapore Logistics Association and Workplace Safety and Health Council

Bronze Award: SMART Traffic Management System - SMRT Buses Ltd
Workplace Safety and Health Innovation Awards 2019 for Logistics & Transport Sector, Singapore Logistics Association and Workplace Safety and Health Council

Certificate of Commendation: Remote Third Eye (Power) - SMRT Trains Ltd
Workplace Safety and Health Innovation Awards 2019 for Logistics & Transport Sector, Singapore Logistics Association and Workplace Safety and Health Council

Champion Winner: Public Bus Category - SMRT Buses Ltd
Singapore Road Safety Awards 2019, Singapore Road Safety Council

Merit Winner - Safe Driver Award: Mr Wong Sing Yuen, Chief Bus Captain - SMRT Buses Ltd
Singapore Road Safety Awards 2019, Singapore Road Safety Council

NS Mark (Gold) - SMRT Corporation Ltd
Total Defence Awards 2019, Ministry of Defence

Advocate of NS Award: Ms Ulfah Khairiah Aman - SMRT Buses Ltd
Total Defence Awards 2019, Ministry of Defence

OPERATIONAL EXCELLENCE

Most Reliable Line 2019: East-West Line (EWL) - SMRT Trains Ltd

MOT Challenge Shield, Ministry of Transport

Most Improved Line 2019: EWL - SMRT Trains Ltd

MOT Challenge Shield, Ministry of Transport

Risk Champion: Category 2 Runner-Up - SMRT Trains Ltd

ASEAN Risk Awards 2019, Enterprise Risk Academy

Best Service Partner (Team): Integrated Maintenance Office System Safety Branch - SMRT Trains Ltd

Annual LTA Service Award 2018/2019, Land Transport Authority

Best Land Transport Operations & Maintenance Initiatives: Merit Winner - SMRT Trains Ltd

Land Transport Excellence Awards 2019, Land Transport Authority

Certified On-the-Job Training Centres (COJTC) Distinguished Partner Award - SMRT Automotive Services Pte Ltd

Institute of Technical Education

Organisation Category: Private Sector Recipient - SMRT Trains Ltd

LOO (Let's Observe Ourselves) Awards 2019, Restroom Association Singapore

Best Happy Toilet: Bukit Panjang Integrated Transport Hub - SMRT Buses Ltd

LOO (Let's Observe Ourselves) Awards 2019, Restroom Association Singapore

CORPORATE SOCIAL RESPONSIBILITY & ENVIRONMENTAL SUSTAINABILITY

Charity Gold Award - SMRT Corporation Ltd

Community Chest Awards 2019, National Council of Social Service

Enabler Award - SMRT Corporation Ltd

Community Chest Awards 2019, National Council of Social Service

Green Mark Platinum Award: SMRT HQ at Paya Lebar Quarters - SMRT Corporation Ltd

Building and Construction Authority

COMMUNICATIONS, PUBLIC RELATIONS AND MARKETING

Out-of-Home Media of the Year: 3rd place - SMRT Experience Pte Ltd

Marketing Magazine Pte Ltd

Bronze for "Best eCommerce Loyalty Programme": WINK+ - SMRT Experience Pte Ltd

Asia eCommerce Awards 2019, Marketing Magazine Pte Ltd

Silver for "Most Innovative Use of Mobile Technology": WINK+ - SMRT Experience Pte Ltd

Mob-Ex Awards 2019

Bronze for "Best Location-based Marketing": WINK+ - SMRT Experience Pte Ltd

Mob-Ex Awards 2019

BUILDING A FORWARD-LOOKING STRATEGY

CHAIRMAN'S MESSAGE

POSITIONING FOR THE FUTURE

Reliability, Safety and Kaizen

2019 was a year to remember for SMRT. The Company achieved train reliability, measured in Mean Kilometres Between Failure (MKBF) of over 1 million, with support from the Ministry of Transport (MOT) and the Land Transport Authority (LTA). Commuters were more satisfied with our services.

While we strive for reliability and operational performance, safety remains our top priority. On 23 March 2020, the SMRT family lost technical officer Muhammad Afiq bin Senawi to an industrial accident. The loss of Afiq to his family is profound.

Safety is not just a Key Performance Indicator. It is about the life of someone's child, spouse, sibling, or parent. Even if our safety records improve year on year, it is not enough. It should be zero death. Zero death is about a culture of excellence, which engenders pride and operational success. This must always be the ethos of the Company as we chart the growth for SMRT to emerge stronger, more resilient, and have a safer and better workforce with happier commuters.

Every member of the SMRT family knows what it means to serve with sincerity, empathy, and humility for the good of the community and commuters. We want to do better today than yesterday.

Our turnaround experience in rail reliability allows us to establish a set of operations and maintenance standards for the growing rail sector. In partnership with industry players, we have launched the

Railway System Technical Committee to formulate standards to raise the reliability, safety, and productivity of railway systems. The establishment of such standards will raise the profile of Singapore's rail engineering and contribute to the global rail industry in a meaningful way.

Moving forward, we will innovate and develop new capabilities to grow the Company. We will continue to invest in People and Technology. Kaizen and continuous improvement efforts will also be deepened at individual, system, and company levels. The philosophy of continuous improvement and transformation is key to our success.

Teamwork is especially critical as the Company navigates through such unprecedented times characterised by disruptions. We have overcome various challenges together and I am confident that with resolve, discipline, and ingenuity, SMRT will be better placed to transform its businesses, operations, and services.

It will be an extraordinary year ahead as we move into the post-COVID-19 world and the new normal it presents. Commuters' routines, operating and business environments will change. We must therefore, recalibrate our strategies and approaches. What does not change is our core focus on People. We will provide a safe environment for our employees to work in as well as for our commuters to travel within our network.

Governance and Financial Sustainability

As we transform, we must also ensure that robust governance and compliance processes are in place. Effective internal controls and risk management allow the Company to maximise opportunities that arise. As stewards of essential public transport assets, we believe in running our business ethically and in a sustainable manner. The Company has adopted a Board Diversity Policy as we believe that diversity in expertise and views from our board members are essential for the Company's sustainable development.

In FY20, we achieved significant productivity savings and cost avoidance of more than \$50 million. Cost management efforts and reliefs from Singapore 2020 Budget helped to mitigate the impact of COVID-19 on the Group's financial performance.

Our operating environment is dynamic and challenging. We must navigate strong headwinds in FY21 due to the pandemic. Capitalising on growth opportunities as well as innovating for higher productivity will be key to

“
Moving forward, we will innovate and develop new capabilities to grow the Company. We will continue to invest in People and Technology. Kaizen and continuous improvement efforts will also be deepened at individual, system, and company levels.
”

Mr Seah Moon Ming,
Chairman

SMRT's financial sustainability going forward.

We are finalising various agreements for the Johor Bahru-Singapore RTS Link project, a new rail link across the world's busiest border, crossing the Johor-Singapore Causeway. The transformational benefits of such a link spans the economy, society, culture, and geography. When completed, it will provide seamless connectivity for people across two sides of the Causeway. We look forward to the commencement of this service in 2026.

COVID-19's Disruption and Our Response

The COVID-19 pandemic has changed the way we live, work and play. This resulted in a decline in ridership. Whilst we

dealt with the business and operational impact from the disruptions, we put in place measures for the safety of our commuters and employees.

We are proud of our frontline employees for carrying out their duties selflessly throughout the Circuit Breaker period. We are also thankful to the Transport Ambassadors who took up new roles in this exceptional time to assist our employees to keep our commuters safe. The solidarity displayed by all frontline employees and commuters is most humbling and gratifying.

Appreciation

What we have achieved in FY20 could not have been possible without the contribution of an engaged Board, motivated management and employees led by CEO, all working together for the greater good of our commuters.

On behalf of the SMRT family, I would like to pay tribute to Minister Khaw Boon Wan for his stewardship and visionary leadership of the transport community. When the MKBF target of 1 million train-km seemed impossible, he galvanised efforts from various stakeholders to unlock potential and achieved it. We are fully committed to keep the MRT reliable. We wish him a happy retirement.

Finally, we are thankful to all commuters, MOT, LTA, Temasek Holdings, Unions, and various stakeholders for the privilege of service.

SEAH MOON MING
Chairman



GROUP CEO'S MESSAGE

STRENGTHENING OUR FOUNDATION FOR GROWTH

Enhancing Reliability, Safety & Governance

Our reorganisation and focus on reliability, sustainability and continuous improvement are key to the turnaround of SMRT. SMRT Trains has achieved 1 million Mean Kilometres Between Failure (MKBF) for all our Train Lines and we are now amongst the best performing metros in the world. Besides reliability, commuters are also benefiting from an expanding network. The first stage of

Thomson-East Coast Line (TEL), commenced operations on 31 January 2020, while Canberra MRT station, the newest station on the North-South Line (NSL), started service on 2 November 2019.

Yishun Integrated Transport Hub (YITH), which SMRT Buses is the anchor operator, opened on 8 September 2019. As part of the Government's efforts to create a more caring and inclusive public transport network, YITH was designed to be fully barrier-free with facilities catered to the elderly, handicapped and families with young children. SMRT is more than happy to support and expand the Government's efforts in these areas. For example, SMRT Buses is collaborating with Agency for Integrated Care (AIC) and four Social Service Agencies (SSAs) to improve inclusive service delivery through the exchange of experience and expertise amongst these partners.

As a Public Transport Service Provider committed to service excellence, we have also launched the WeCare Initiative. We engaged local communities across Singapore and met our commuters at MRT stations and interchanges to obtain feedback on how to improve our service. Much has been done. For example, all toilets in our MRT stations have achieved four-star rating, based on the Restroom Association of Singapore's grading system, and two of our MRT stations - Queenstown and Redhill - and YITH, were the first stations and interchange to be certified as Dementia Go-To-Points by the AIC.

Whilst overall safety has improved, we are saddened by the loss of our technical officer Muhammad Afiq bin Senawi through an industrial accident. The lost is unacceptable and we are determined to create a Zero Safety Incident operating environment by strengthening our safety systems and processes. For example, Division Safety Officers have been appointed to assist all divisions in the planning and execution of their safety efforts and ensure tighter safety-operation integration across divisions.

Continual Improvement & Transformation

SMRT Engineering, our newest Business Group developed to grow our rail engineering expertise, leverages digitalisation and technology to transform the Company and continually upgrade the skills of our workforce. Together with the rail community, we have initiated the creation of the Singapore Rail Standards with a vision of building the capabilities and expertise of local enterprises to serve the railway sector in Singapore and the

region. With Singapore Institute of Technologies (SIT), we are deploying the workplace learning model to ensure our workforce has the skills to keep up with the increased sophistication of the systems and equipment we operate. Eight new rail engineering curricula and more than 100 digital courses to encourage self-directed learning had been mapped onto the Public Transport Skills framework.

SMRT Experience, our properties and media business, has embarked on Communities in SMRT (CIS), a concept where we transform our stations into inclusive community spaces as we rejuvenate them on the North-South and East-West Lines (NSEWL) with the Land Transport Authority (LTA). The idea is to add value to the community through better design integration of stations with the surroundings, creating spaces for community services and bringing the community together through events at our MRT stations. Yishun MRT station, which is currently being designed, will be the first station to adopt this concept. Under CIS, we have also collaborated with Central Singapore Community Development Council to launch the first Farmers' Market at Bishan MRT station.

“With a strong foundation in our core businesses, we can look forward to greater growth in a sunrise industry made up of an expanding rail network in Singapore, and increasing mobility needs in a growing region.

We will remain united and focused on our mission of Moving People, Enhancing Lives.

Mr Neo Kian Hong,
Group Chief Executive
Officer

Our efforts in continuous improvement have also been encouraging, as shown in the productivity savings of more than \$50 million. With good consistent performance, strong processes and commitment to continual improvement, I am confident that SMRT is in good stead to transform and grow.

Developing Our People

People are our edge. To strengthen the technical skills and competencies of our rail workforce, SMRT and our union partners have introduced many training and upgrading programmes for our workers. One example is the customised SkillsFuture for Digital Workforce programme which is designed to equip our employees with the necessary digital skills for the future needs of the land transport industry. We also believe that we must first care for our people before expecting them to care for our commuters and the Company. As such, we are strengthening our culture of leadership, learning organisation and organisation excellence. For example, our leaders engage our employees through “Leaders-in-Conversation” sessions for alignment and to inculcate a learning organisation culture. An enterprise-wide social networking platform, Workplace by Facebook, was also introduced to flatten organisational hierarchy. Through this platform, leaders could share and reinforce SMRT's organisational direction and goals, while ideas could be discussed and improved.

Managing COVID-19

COVID-19 has impacted our operations and added pressure on our financial performance. However, it is also a test of our character as we need to ensure continuity of service to our commuters, while protecting the safety and well-being of our frontline employees. We have ensured cleanliness and orderliness in our trains, buses and stations, thus giving confidence to commuters. We

have provided accommodation for our Malaysian bus captains who stayed back to keep buses running. We have also helped our taxi and private hire partners and retail property tenants by giving them rental rebates to tide over this difficult period. COVID-19 has brought the Company together and it has served as an impetus to drive change.

A Word of Thanks

Our achievements in a milestone year would not be possible without the efforts of many. Our leaders and employees have displayed resilience, team spirit and commitment. The Ministry of Transport and the LTA have been steadfast in their support to help the Company in its turnaround. The National Transport Workers' Union (NTWU) and our union leaders have been instrumental in helping to build trust and confidence between the Company and our employees. Temasek Holdings, Chairman, and our Board of Directors have shown great care and wisdom in guiding the management team. I thank everyone.

Our deepest appreciation goes to Minister Khaw Boon Wan for his visionary leadership and unwavering support to SMRT. Under his stewardship, all transport stakeholders worked closely together as One Team to surpass rail reliability targets which many thought were almost impossible to achieve.

With a strong foundation in our core businesses, we can look forward to greater growth in a sunrise industry made up of an expanding rail network in Singapore, and increasing mobility needs in a growing region.

We will remain united and focused on our mission of Moving People, Enhancing Lives. Thank you.

NEO KIAN HONG
Group Chief Executive Officer

OUR FOCUS & OUR FOUR BUSINESS GROUPS

OUR FOCUS

SMRT's focus is on delivering our mission outcomes of

RELIABILITY, SUSTAINABILITY AND CONTINUOUS IMPROVEMENT.

SMRT is organised into four business groups – Trains, Roads, Engineering and Experience – and supported by Corporate Services.



TRAINS



ROADS



OUR FOUR
BUSINESS
GROUPS



EXPERIENCE



ENGINEERING

BUILDING A FORWARD-LOOKING STRATEGY

BOARD OF DIRECTORS



From left to right:

- **QUEK GIM PEW***

○ **ABU BAKAR MOHD NOR^**
- **YAP KIM WAH****

○ **WILLIAM TAN SENG KOON***
- **NEO KIAN HONG****
Group Chief Executive Officer

○ **SEAH MOON MING****
Chairman
- **MOLIAH HASHIM***

○ **LEE LING WEE***

○ **LEE FOOK SUN****
- **TAN CHIAN KHONG^**

○ **TAN EK KIA****
- **PETER TAN BOON HENG^**

○ **PHILIP NALLIAH PILLAI****

^ Board member of SMRT Corporation Ltd
* Board member of SMRT Trains Ltd

BUILDING A FORWARD-LOOKING STRATEGY

SENIOR MANAGEMENT



From left to right:

○ **GAN BOON JIN**
Executive Vice President,
Engineering and Chief Digital
Transformation Officer

○ **GOH ENG KIAT**
Chief Business Development
Officer

○ **TAN KIAN HEONG**
President, SMRT Roads

○ **DAWN LOW KAR MUN**
Executive Vice President,
SMRT Experience

○ **WONG KIEW KWONG**
Chief Audit Officer

○ **CINDY LAU KEE MEI**
Group Chief Financial Officer

○ **TAN AI LING**
Group Chief Human
Resources Officer

○ **NEO KIAN HONG**
Group Chief Executive Officer

○ **ANSON LIM**
Chief Safety and
Security Officer

○ **LEE LING WEE**
Chief Executive Officer,
SMRT Trains

○ **CHEONG KENG SOON**
Chief Strategy Officer

○ **MARGARET TEO**
Chief Communications Officer

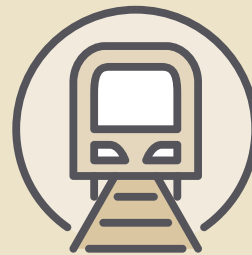
○ **JACQUELIN TAY GEK POH**
General Counsel and
Company Secretariat



TRAINS

TRAINS

As Singapore's first mass rapid transit operator, SMRT Trains runs the North-South and East-West Lines (NSEWL), Circle Line (CCL), Thomson-East Coast Line (TEL), and the Bukit Panjang Light Rail Transit (BPLRT). With over 5,000 employees, more than 250 trains, and 141 km of rail tracks across 108 stations, we serve about 2 million passenger journeys daily. In October 2019, SMRT Trains crossed a significant milestone of achieving 1 million Mean Kilometres Between Failure (MKBF) for NSEWL and CCL, and 100,000 MKBF for BPLRT. In June 2020, East-West Line (EWL) received two awards under the MOT Challenge Shield for The Most Reliable Line in 2019 and The Most Improved Line in 2019. We expanded our network to serve more commuters with the opening of Canberra MRT station in November 2019 and TEL in January 2020.



Presentation of the The Most Reliable Line in 2019 and The Most Improved Line in 2019 awards to the EWL by former Transport Minister Khaw Boon Wan.



Voltage Limiting Device to isolate faults to a limited sector of a track.

RENEWING RAIL ASSETS

To better predict and identify faults, two Power Asset renewal projects are underway. These projects require us to complete sophisticated tasks in a limited time. Making the best out of the Early Closure Late Opening (ECLO) initiative of the NSEWL, our engineers have laid 82% and 91% of the cables in the East-West and North-South Lines respectively. The laying of fibre optic cables along viaducts and tunnels helps transmit monitoring information seamlessly from onsite equipment to the Operations Control Centre (OCC). This real-time data enables our engineers to manage potential faults before they occur. The second project involves the installation of the Voltage Limiting Device (VLD), which can isolate faults to a limited sector of a track. Installation along the NSEWL was completed in June 2019.

The renewal of BPLRT is planned for completion by 2024. The production of new trains and upgrading of two existing trains are on-going in China and Canada respectively. Since April 2019, Land Transport Authority (LTA) and SMRT - together with system supplier Bombardier Transportation (BT) - have begun installing the new Communications-Based Train Control (CBTC) signalling system. Software testing for the new CBTC signalling system has also started in BT's overseas test laboratories since early 2020. BPLRT has been operating on single loop (Service B via Petir station) during off-peak hours since 1 December 2019 to reduce utilisation. This preserves the ageing trains and systems.

LEVERAGING TECHNOLOGY AND ADOPTING A KAIZEN MIND-SET

We continue to leverage new systems and technology to bring about continuous process improvements. We have more than 3,000 employees participating in Trains Kaizen projects. One key project was the digitalisation and end-to-end transformation of the Track Access Management System (TAMS) for trains. The previous process was time consuming and cumbersome with multiple systems. We managed to streamline, automate, and optimise track booking and tighten control for safer track access.



Canberra MRT station commenced operations on 2 November 2019.

IMPROVING DAILY COMMUTE

We started our Step Out and Greet campaign, where our station employees and management teams stepped out of our Passenger Service Centres and offices during peak hours, delighting our commuters with greetings and smiles when they journeyed with us.

We have expanded our network to serve more commuters:

- Commenced operations of Canberra MRT station on 2 November 2019, serving over 17,000 households in the nearby estates
- Commenced TEL Stage 1 operations with three MRT stations in Woodlands (Woodlands North, Woodlands, and Woodlands South) on 31 January 2020

We have leveraged technology to improve our restroom operations and raise productivity. Feedback panels installed at selected MRT stations' toilets (such as Bras Basah, Orchard and Canberra) provided a platform for us to collect feedback and take timely corrective measures. The trial has been successful and we will continue to explore smart solutions such as the use of traffic and odour sensors to track utilisation rate of our restrooms and odour levels respectively. With more than 70 public toilets in our network certified as Happy Toilets (4-star rating and above), we have received an award at the LOO (Let's Observe Ourselves) Award Ceremony, organised by the Restroom Association Singapore (RAS).

We have also installed the first platform stairlift in Singapore at Novena MRT station, improving the accessibility of wheelchair users during their visits to nearby hospitals.



Open House event for TEL Stage 1 on 11 January 2020, before the official commencement on 31 January.

FUTURE DEVELOPMENTS

SMRT Trains' Rail Operations Centre (ROC) comprises the Operations Control Centre (OCC) for the NSEWL and CCL. In late 2020, the ROC will also incorporate the Maintenance Operations Centre (MOC), currently located at the Bishan Depot. With the ROC, SMRT Trains envisions to house its key transport network operations in a single location, providing enhanced real-time situational awareness, and integrated command and control to achieve higher service reliability. We plan for the ROC to expand its capabilities to better coordinate contingency and recovery operations, bus operations, safety, security and cyber security efforts, service communications, and commuter services.

With TEL Stage 1 commencing its operations in January 2020, we have started planning and working on TEL Stage 2 build-up and integration. TEL Stage 2 will add another six

MRT stations (Springleaf, Lentor, Mayflower, Bright Hill, Upper Thomson and Caldecott) to the line, and Caldecott MRT station will intersect with CCL. LTA is still assessing the impact of COVID-19 on the construction timeline for TEL Stage 2. It will keep the community informed of any changes to the completion timeline. When all five stages of TEL are completed, it will - with its length of 43km and 32 MRT stations (out of which eight are interchange stations) - serve up to 1 million commuters daily and bring the MRT network within a 10-minute walk from 250,000 households.



The Operations Control Centre (OCC) for the NSEWL and CCL, located at Kim Chuan Depot.

COVID-19 INITIATIVES



Safe distancing measures in trains and stations were implemented as part of our efforts in response to COVID-19.

The well-being of our commuters is always our priority. We have stepped up various efforts since January 2020 to provide commuters with cleaner and safer journeys. The cleaning of our trains and high commuter touchpoints, like escalator handrails and General Ticketing Machines (GTMs), has been intensified and free hand sanitiser is being provided at all our stations.

We also pushed out relevant messages through infographics and announcements in our stations and on our trains to encourage everyone to be socially responsible and observe good personal hygiene. Isolation rooms are also designated at all stations to hold suspected cases while waiting for the ambulance to arrive.

At the company level, we have implemented arrangements such as split teams with no cross deployment, distribution of masks to all

employees starting with frontline staff, temperature declarations and regular health monitoring, among others.

We are also in constant touch with LTA and relevant government agencies to ensure that we are up to date with the latest developments in the nation's efforts against COVID-19.

Going into FY21, safe distancing measures were implemented on our trains and station platforms, and Transport Ambassadors were trained and deployed to assist with crowd control during the circuit breaker period. Post circuit breaker, mask wearing is being enforced in our network and commuters are reminded to avoid talking while on the trains. We will continue to take appropriate measures as necessary to protect the safety and health of our commuters and employees.



**STEPPED UP
CLEANING
EFFORTS**



**INFOGRAPHIC AND
PA MESSAGES**
on personal hygiene
practices in our
trains network



Setting up of
**QUARANTINE
ROOMS**
at every station



**TEMPERATURE
SCREENING**
at stations



**TRANSPORT
AMBASSADORS**



**SAFE DISTANCING
STICKERS**



**APPROPRIATE ARRANGEMENTS FOR
MANPOWER DEPLOYMENT**

(no cross deployment, distribution of masks,
temperature declarations, etc.)



ENGINEERING —

ENGINEERING

The Engineering Group enables SMRT to stay ahead by strengthening its engineering capabilities, primarily for trains. The Group focuses on operation and maintenance engineering, logistics, digital transformation, as well as training capabilities.



The Engineering Group has three strategic objectives:

To train a competent workforce

B

A

To raise new capabilities

C

To sustain and achieve financial strength

RAISING NEW CAPABILITIES

The Engineering Group has been developing new capabilities to transform the way we work.

Data Analytics and Condition Monitoring for Knowledge Creation

The transportation industry, like many other industries, is driven by data. SMRT intends to foster a data-driven culture to create business value through data-driven solutions and practices. The harnessing of data drives knowledge creation to improve on our processes, enhance reliability, and deliver better customer experience. SMRT leverages complex data for Signal & Communications control systems for pre-emptive maintenance mitigation to improve reliability.

Initiatives to drive the key focus on data analytics and condition monitoring include:



Development of the data foundation layer to enable insights, alerts, reports, and data exchange



Rolling out of operation efficiency projects for trains that are powered by advanced data processing and visualisation to support maintenance decisions



Creation of predictive and real-time dashboard to improve customer engagement and experience



Collection and analysis of commuters' movements and travel behaviours to enhance customer experience as they journey with us



Applied Rail Technologies (ART) engineers collaborating on Condition Monitoring algorithms.

Condition Monitoring for Pre-emptive Capabilities

Condition monitoring is a key predictive maintenance capability deployed to collect and analyse operating data for potential rail failure identification. Today, condition monitoring solutions are deployed in all five Centres of Excellence: Rolling Stock, Power, Permanent Way, Building & Facilities, and Signal & Communications. An example of its application is at the platform screen doors on the Circle Line (CCL). Machine communication for door operations was tapped to monitor underlying issues. The automation of analytics and notifications provided early indicators for maintenance before a fault surfaces. This enhanced diagnostics capability, brought about with condition monitoring, contributes to the overall train-service reliability for commuters.

Operational Process Improvement

The Track Access Management System (TAMS) is an intelligent end-to-end track access management solution to simplify process, optimise track access resources while enhancing safety. It optimises track access allocation planning and interlocking safety features to prevent human error from planning to execution, enabled by Artificial Intelligence. It also provides real-time updates on track application status and confirmation of track allocation. This system not only enhances safety, but also improves operation control and boosts productivity.

Enterprise-Wide Digital Transformation for Innovation

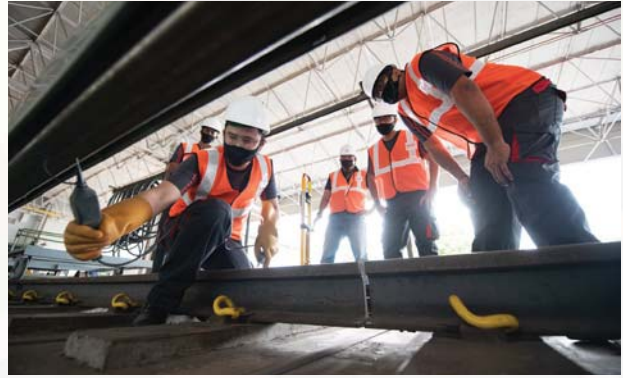
Digital transformation is also promoted within all SMRT Business Units and Corporate Services Departments to enable process re-engineering, enhance innovation, and improve agility.

Workplace by Facebook is used as an enterprise-focused social network tool to deepen engagement, communication, and collaboration within the SMRT community since information and news are readily shared and accessible. A chatbot application is also embedded in Workplace with instant messaging capability to collate employees' responses in real time. The chatbot application was also deployed to help SMRT react quickly to the COVID-19 pandemic since January 2020. All employees are required to monitor and declare their body temperature and related health information twice daily. This allows the Company to effectively pick up on employees who need the necessary follow up.

Continuous improvement is also embedded in our daily operations. An electronic key press was introduced to enhance our access-control key management system, allowing for efficient tracking of key access by employees. This system enables better accountability while improving security by protecting SMRT against any unauthorised access.

TRAINING A COMPETENT WORKFORCE

SMRT is committed to developing a competent and future-ready workforce through training and work culture transformation. The main objective is to drive continuous learning through Kaizen and learning organisation methods.



Permanent Way maintenance staff-in-training is taken out of the classroom and put in a simulated working environment.

The training arm of SMRT drives the transformation and innovation in learning through upskilling and reskilling of our workforce through the following initiatives:

Ab Initio Training

Build up technical skill competencies of SMRT Trains

Curriculum

Co-develop workplace curricula with SMRT Trains

Alliances

Develop Work-Study Programmes that support skills development and progression to enhance workplace learning

Training Capability

Build and strengthen the trainer pool and expertise

Learning and Knowledge Platform

Encourage self-directed and collaborative learning



Fare System Maintenance staff performing preventive maintenance on the fare gate.

SMRT works closely with SkillsFuture Singapore (SSG), Singapore Institute of Technology (SIT), and Nanyang Polytechnic Centre of Excellence for Workplace Learning (NACE) to adopt the National Workplace Learning Framework to develop a more robust learning ecosystem for SMRT.

To increase rail operations and maintenance standards, SMRT also partners the Singapore Rail Academy and institutes of higher learning to strengthen capabilities in the rail industry and increase the pool of quality rail engineers in Singapore.



Representatives from SMRT International, Mauritius Prime Minister's Office, and Mauritius Metro Express Limited during a depot inspection.

SUSTAIN AND ACHIEVE FINANCIAL STRENGTH

Logistics and Supply Chain Optimisation

The Engineering Group oversees the transformation of the supply chain for SMRT Trains. Strategic procurement is key to improving our vendor management system. SMRT works closely with partners to ensure goods and services are acquired on a cost-effective basis and deliver greater value to the business.

Expanding Overseas Presence

Drawing from our wealth of expertise and experience in transportation operations and maintenance, SMRT has been providing consultation services to transport operators and maintenance agencies in the region. These pursuits open doors to business growth and cross-learning that can benefit our local rail and bus operations. Recent projects include assisting the Mauritius Government in the successful preparation and launch of revenue service for their first light rail transit project, and consultancy work to help the Indonesian Government prepare for the operation and maintenance of their light rail transit system in time for the 18th Asian Games.

The Engineering Group will continue to build on SMRT's strong engineering capabilities and expertise, and lead the training and digital transformation with innovative solutions.



ROADS

BUSES

SMRT Buses is one of Singapore's major public bus operators. With commuters at the heart of our operations, we aim to deliver the best-in-class service. We embrace innovation in our operations, maintenance, and service to better meet future public transport needs.



COMMUTERS AS OUR OPERATIONAL FOCUS

We operate the Yishun Integrated Transport Hub (YITH) that has a Dementia Go-to-Point and a Heart Zone. YITH offers a slew of inclusive service features, such as braille plates, tactile floor strips and Artificial Intelligence-enabled CCTVs.

The YITH is also the first bus interchange to be appointed as an Inclusive Service Training Centre. Our collaboration with Agency for Integrated Care (AIC), Alzheimer's Disease Association (ADA), Guide Dogs Singapore (GDS), Handicaps Welfare Association (HWA), and the Singapore Association of the Visually Handicapped (SAVH) has enhanced information and knowledge exchanges amongst partners so that we could tap into one another's experience and expertise to improve inclusive service delivery in the public transport network. To date, more than 200 employees have been trained in inclusive service delivery, and we will extend this inclusive training to employees of our other interchanges.

Caring for commuters does not stop at providing inclusive infrastructure - it is also done through service excellence. We are honoured to be the recipients of two outstanding and 60 commendation awards at the National Kindness Award - Transport Gold 2019. These awards spur us on to cultivate a workforce that strives to go the extra mile for our commuters.

Amongst our dedicated bus captains, three were finalists for the Best Customer Service for Transport Award at the Singapore Tourism Awards 2019. Bus captains Nevin Sebastian S Selvaraju, Chow Hon Yuen, and Ganesan A/L Gunasekaran are exemplars of distinctive and caring customer service. At the Excellent Service Award (EXSA) 2019, SMRT Buses had 69 Star, 91 Gold, and 245 Silver winners.

Service excellence is also bolstered by the enhancement of our operations. This year, SMRT Buses received the Safe Bus Operator of the Year (Certificate of Merit) at the Land Transport Authority (LTA) 21st Annual Safety Award Convention (ASAC) for our good performance in workplace and commuter safety. At the Singapore Road Safety Awards 2019, SMRT Buses was the Champion Winner in the Public Bus category. SMRT Chief Bus Captain Wong Sing Yuen was the Merit Winner of the Safe Driver Award in the Public Bus category. These awards demonstrate our strive towards

service excellence and minimal traffic accidents and violations.

Hygiene and cleanliness are also essential to the quality of our services as a public transport operator. This is particularly crucial during times like the COVID-19 pandemic. At SMRT Buses, the health and well-being of our commuters and employees are our top priority. We have stepped up cleaning efforts for high-touch points in buses and at bus interchanges. We have also made necessary arrangements - such as providing accommodation swiftly for our employees affected by Malaysia's movement control order and those residing in dormitories - to ensure minimal service disruptions as well as the well-being of our employees.

In 2020, all our interchanges had been certified the SG Clean quality mark by the National Environment Agency (NEA), in recognition of our commitment towards high standards of hygiene and sanitation at these premises.



Interchange staff assisting a commuter at our inclusive Yishun Integrated Transport Hub (YITH).

PEOPLE AS OUR KEY DIFFERENTIATOR

The continual training and upskilling of our employees are important to us. 22 of our technical officers have graduated from the Certification for Technical Specialist (CTS) (Bus) programme. The Singapore Bus Academy and the Institution of Engineers Singapore jointly certifies these technicians under three levels of expertise. The CTS is an industry-recognised benchmark of technical skills and competencies. Of the 22 technical officers, 10 are CTS Level 2 (Senior Technical Specialists) certified.

Together with Automotive Services, we rolled out training for the maintenance and operation of electric vehicles (EVs) that is aligned with the Skills Framework to build a sustainable pool of qualified and competent technical officers. Additionally, we signed a Memorandum of Understanding (MoU) with LTA and other industry partners to train our bus captains on the operations of autonomous vehicles (AVs), in preparation of future deployment of AVs.



Bus captains being trained in operating electric buses.



Reducing carbon footprint with the introduction of electric buses.

INNOVATION AS OUR ENABLER

In line with LTA's initiative to introduce greener public bus fleets with reduced carbon footprint, we have launched electric minibuses and 12-metre buses for services 825, 944, and 983. These electric minibuses are equipped with a wheelchair-lifting mechanism to allow wheelchair users to take these buses. Powered by an electric motor, an electric vehicle is far quieter than one powered by a conventional internal combustion engine.

Within the workplace, we seek continuous improvement in our work processes through Kaizen. Our SMART Traffic Management System was implemented at Bukit Panjang Integrated Transport Hub and won the Bronze Award for Logistics and Transport Sector at the Workplace Safety and Health (WSH) Innovation Awards 2019. We have also digitised our training modules. Bus captains can now access training materials conveniently by scanning the QR code using an electronic device.

SMRT Buses will continue to support LTA's vision in building an inclusive transport system and introduce a cleaner public bus fleet to reduce carbon footprint. We will continue to promote a caring and gracious commuting culture within our network that encourages commuters to assist others who are in need. To further enhance our operations, we will develop condition monitoring to improve availability and reliability of buses and sustain a high level of operational readiness to support train service closures.

SUPPORTING TRAINS AS A CREDIBLE BUS OPERATOR

To support SMRT Trains' efforts in delivering rail reliability, SMRT Buses has been actively supporting Early Closure Late Opening (ECLO) operations for the North-South and East-West Lines (NSEWL). We provide shuttle bus services as an alternative mode of transport for commuters affected by scheduled train station closures. Together with LTA and other public transport operators, we have supported 58 ECLO operations, as well as the 72-hour Canberra MRT station closure.

Into our fourth year operating under the Bus Contracting Model, we continue to deliver good operational performance assessed by LTA's Bus Service Reliability Framework.

TAXIS

SMRT Taxis, as one of Singapore's leading taxi operators with a large fleet of eco-friendly taxis, is constantly investing in new technology and exploring initiatives to meet the changing needs of passengers and our taxi partners.



CONTINUOUS INNOVATION

SMRT Taxis is constantly looking for new ways to enhance our passengers' experience and safety. One of the key initiatives we embarked on in March 2020 is being the first taxi operator to launch a fleet-wide booster seat pilot programme for younger passengers, at no additional charge. Additionally, under our tie-up with Mastercard in 2020, passengers get to enjoy administrative fee waivers for all rides with SMRT Taxis when they pay by Mastercard.

Our taxi partners are important to us and we are constantly looking for ways to improve their driving and working experience. In December 2019, we rolled out the fourth-generation Toyota Prius, which is equipped with the Advanced Driving Assist System (ADAS) for better safety. The new fleet is also environmentally friendlier and provides better fuel efficiency. We also continue to improve the reliability of our Taxi Share fleet and have thus far reduced battery related faults by 80%.

The Taxi Share programme, which allows taxi drivers to rent a taxi on a daily or hourly basis, continues to receive new driver registrations. Our membership has grown by 14% and the platform now serves over 9,800 drivers island-wide.

Moving forward, in support of the Land Transport Master Plan 2040's aim to have cleaner and greener vehicles for a more environmentally sustainable land transport sector, SMRT Taxis will move from our current 100% cleaner, hybrid standard taxi fleet to exploring suitable Electric Vehicle (EV) models.



Fourth-generation Toyota Prius equipped with Advanced Driving Assist System (ADAS) for better safety.



Booster seats were introduced to increase safety for younger passengers.



Paratransit services are offered by SMRT Taxis.



Our taxi partners are our key focus.

SUPPORT FOR OUR TAXI PARTNERS

February and March 2020 were challenging periods for taxis' business. In view of the significant impact from the COVID-19 pandemic on the industry, our key focus was on supporting our taxi partners financially.

To cushion the financial impact, we have committed rental rebates of up to \$23 million to our partners to tide them over this difficult time – from February to September 2020. We also made available short-term job opportunities such as bus captains, transport ambassadors and food delivery drivers; as well as financial support for eligible full-time hirers through discounts for all Taxi Share bookings, and waiver of cleaning fees.

For the health and safety of our partners and passengers, we distributed care packages to our partners which contained face masks, a bottle of hand sanitiser, and a bottle of disinfectant. From January to March 2020, more than 1,800 care packages had been given out.

We will continue to monitor the COVID-19 pandemic and explore how else we can help protect the well-being and safety of our partners and passengers.



The London Cab is part of SMRT Taxis' fleet.

AUTOMOTIVE SERVICES

SMRT Automotive Services is one of the key players in automotive services in Singapore. As the engineering arm of SMRT Road Holdings Ltd, we provide repair and maintenance services to fleets owned by SMRT and our clients. We constantly develop maintenance capabilities and competencies to meet the technical needs of evolving vehicle technologies.



Automotive technical officer performing preventative maintenance on an electric powered vehicle.



Automotive technical officer hoisting a vehicle to check tyre pressure.



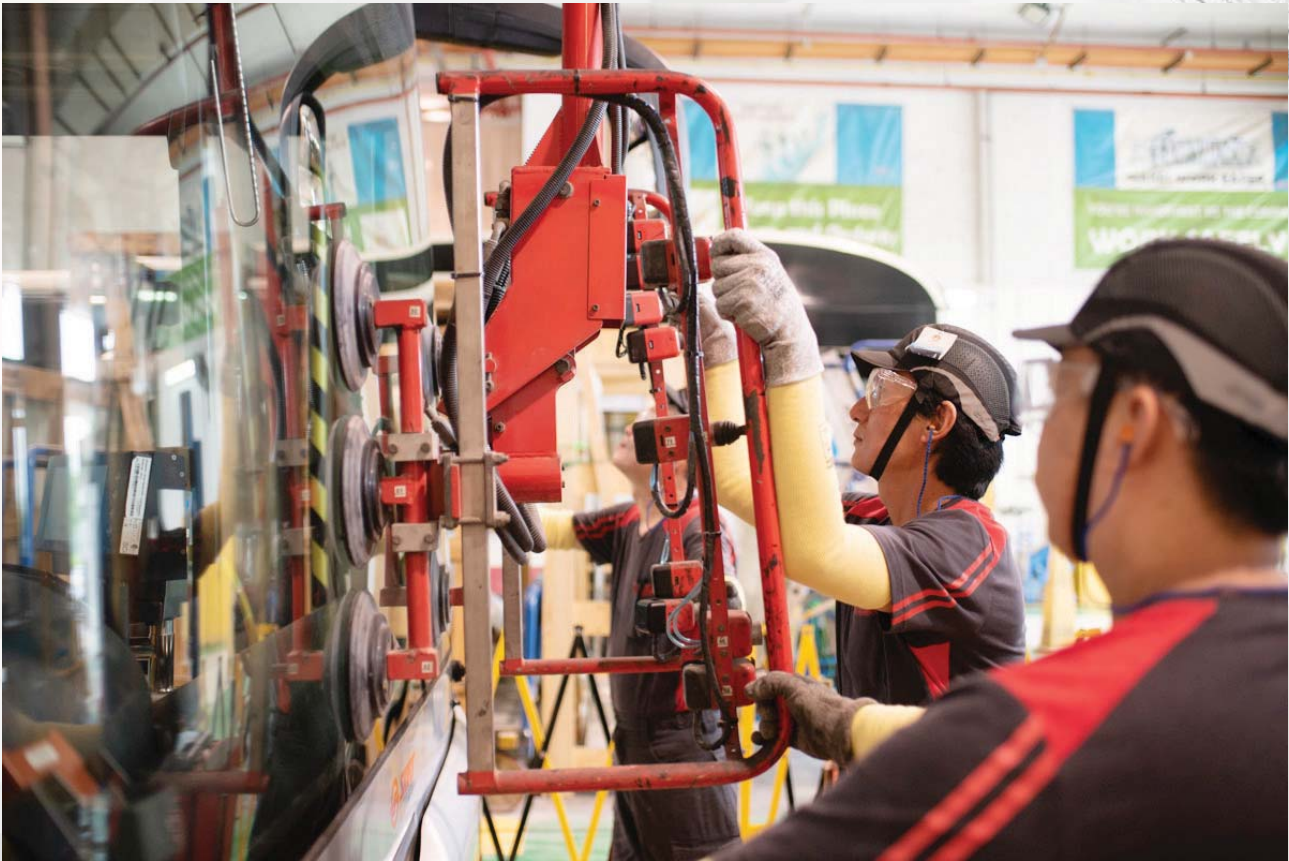
Working on engine parts during the engine overhaul process.

STAYING RELEVANT

To stay ahead of the curve, we are constantly developing our capabilities and competencies to meet the needs of future vehicle technologies. We are amidst a momentous transformation to pivot the business from fleet maintenance work to a full suite of automotive management services - these include sale of specialised vehicles and one-stop service for asset management needs of our customers.

Automotive Services aims to build a strong foundation and track record in electric and hybrid vehicle maintenance. We have secured many opportunities to work with Build Your Dreams (BYD) Singapore on electric cars and buses maintenance. Leveraging our Institute of Motor Industry (IMI) Approved Centre status, our technicians' levels of competency and expertise are elevated.

At the Intelligent Transport Systems World Congress 2019, Automotive Services, along with MooVita (a high-tech start-up specialising in vehicle agnostic and driverless software solutions), and the Nanyang Technological University, showcased autonomous bus navigation and intelligent garaging. The Autonomous Vehicles (AV) technology collaborations with MooVita were also showcased at the Smart Nation & U event held in November 2019.



Automotive technical officers installing and aligning the position of the front windscreen of a bus.

UPSKILLING AND RESKILLING OUR WORKFORCE

Employees are key to our achievements. We believe strongly in constant development of our employees' capabilities and competence. For our continuous effort and partnership to develop a quality workforce through structured on-the-job training since 1994, we received the Certified On-the-Job Training Centres (COJTC) Distinguished Partner Award from the Institute of Technical Education (ITE). One of our apprentices, Mr Ammirul Syafiq bin Halil, received the SR Nathan Book Award for his excellent academic performance and attitude.



Technical training conducted for technicians on bus system maintenance.

By collaborating with various technology players and vehicle manufacturers, such as BYD Singapore, NTU-Volvo, and MooVita, our employees have gained valuable and relevant experience in the maintenance and operation of electric and autonomous vehicles.

Employee safety is paramount. Through initiatives such as daily toolbox routines, Safety Day and management walkabouts, the importance of safety in the workplace is consistently emphasised. Our efforts resulted in a higher CultureSAFE result of 3.52 (Progressive), which is a huge improvement from the score of 0.80 (Reactive) reported during the 2017 biennial evaluation.

We will continue to engage our employees to ensure safety in their work processes and environment.

STRIDES TRANSPORTATION

Strides Transportation, one of the leading providers of vehicle leasing and chauffeur services, operates a wide range of luxury vehicles, sedans, and private buses. Apart from providing well-maintained vehicles and good service, we leverage the latest technology to enhance the experience of our corporate customers.



DIGITALISATION TO ENHANCE SERVICE

The rapid pace of digitalisation has reshaped the way people commute and work.

To remain at the forefront of shifts in client demands in the private bus industry, we made our first entry into automated route optimisation through a strategic partnership with SWAT Mobility to launch night transportation for Singapore Press Holdings' workers. With this partnership, we reduced the number of buses required for their employees. We also continued apace on platforms such as Beeline and RushOwl for customers to pre-book their seats and monitor bus locations real-time online.

To ensure safety of all participants at the Singapore Airshow 2020, Strides digitalised the collection of commuters' particulars through a QR code and digital form to facilitate potential contact tracing efforts at the start of the COVID-19 pandemic.

Our limousine services will also see more digitalisation efforts moving forward. We will be converting our limousine counters at tourist sites, such as Resorts World Sentosa and Gardens by the Bay, to self-service kiosks. This will provide a seamless experience for our customers. To meet increased demand for our limousine services, we also expanded our luxury limousine fleet to remain the largest Vellfire fleet owner in Singapore in FY20.

A new e-learning platform for the on-boarding of new limousine partners was introduced in March 2020. Instead of face-to-face sessions with a trainer, new limousine partners can now access their training materials and tests through the e-learning web portal.





Cleaning efforts were stepped up for our limousines.



COVID-19 safety measures were introduced across our fleet.

EMBODYING SMRT'S CORE VALUES

To enhance the quality of our private bus services, our bus captains attended the Service Excellence Training programme that was customised for the operational needs of minibuses. Embodying SMRT's Core Values of Integrity, Service & Safety and Excellence, Strides Bus achieved a Customer Satisfaction Score of 83.6% for FY20. We also made an effort to reduce our fleet age by 15%, to an average of less than three years, to provide a refreshed corporate image and better customer travel experience.

The well-being of our bus captains and customers is highly crucial to us, especially during this COVID-19 pandemic. We have implemented high standards of social distancing and cleaning regimes in our buses to ensure everyone stays safe.

We will continue to push boundaries and be at the forefront of innovative transport solutions and workforce training services. We also aim to continue to be a strong industry player in the face of changing transportation demands in Singapore.



EXPERIENCE

EXPERIENCE

SMRT Experience contributes to the non-fare revenue and profits of SMRT Corporation. We manage the retail and advertising spaces within the SMRT network of MRT stations and bus interchanges, including SMRT's trains, buses, and taxis. We also manage advertising and retail spaces adjacent to the public transport network.

Our retail spaces provide commuters with a wide range of convenient services and food-to-go options, while our advertising spaces add vibrancy to the network. With Singapore's largest and most connected media and retail network, we reach millions of customers daily with impactful advertisements and retail offerings.

In 2019, the key focus for SMRT Experience was to grow non-fare revenue, and continued transformation across our transport network anchored by our Communities in SMRT (CIS) Programme.



PROPERTIES NETWORK

In FY20, our Consortium, Stellar Retail SG-JP Pte Ltd (comprising SMRT Experience Pte Ltd), JR East Business Development SEA Pte Ltd (a subsidiary of East Japan Railway Company), and Alphaplus Investment Ptd Ltd (an investment company of NTUC Fairprice Co-operative Ltd), won the Land Transport Authority (LTA) Thomson-East Coast Line (TEL) Retail Contract. This resulted in an increase in commercial quantum of over 4,000 sqm of net lettable area (NLA) under our management.

We will continue to connect commuters with convenient, innovative, and to-go retail offerings to enrich their daily lives. Specifically, the Consortium's proposal includes well-designed retail spaces with a thoughtfully curated tenant mix to cater for commuters' diverse needs. We will also showcase the retail concept of EKINAKA (which means "inside the station") to transform MRT station spaces into inviting community spaces, and to create a vibrant and safe experience for commuters travelling on TEL.

In the existing network, SMRT Experience manages over 870 retail units and has achieved 90% occupancy. We are constantly enhancing our Xchanges, MRT stations, and bus interchanges to cater for community needs in and around our transport network. The SMRT Shops Programme continues to reward the community and commuters with attractive deals.

Over the past year, we had been working on providing commuters with the best-in-class transit lifestyle and retail offerings, anchored on a trade mix that offers convenience and affordable price points. We are committed to offer our transit retail

expertise to transform MRT stations and bus interchanges into community spaces to enhance community spirit of the neighbourhood.

We brought in, for the first time, popular global and regional F&B chains, such as Jollibee, CHICHA San Chen (吃茶三千), and Teabrary (小茶識). Additionally, various popular local Small and Medium-sized Enterprise (SME) brands, such as Juz Bread, LIHO, Mr Teh Tarik, Natural 9, Old Chang Kee, SF Fruits, Shihlin Taiwan Street Snacks, and Sushi Express, continued their expansion trajectory and kept SMRT as their preferred partner.



Queues forming at the highly raved bubble tea store from Taiwan, 吃茶三千, at Woodlands Xchange.

SMRT continues to support community-centric operators, such as Amazing Hearing Centre, that operates at Tiong Bahru MRT station to provide products and services for people with hearing impairment; and social enterprise, Basecamp Café, which shifted from Kallang Wave Mall to Simei MRT station to provide a platform for youths to socialise and network through board games.

Mid-Autumn, Christmas, and Chinese New Year fairs were held at Raffles Xchange and Tanjong Pagar Xchange to cater for the bustling crowd and to add vibrancy to venues. These were staple, crowd-drawing activities for busy office workers in the

central business district (CBD) area to have their fill of specialty foods at these seasonal fairs.

Our joint venture, SMRT Alpha Pte Ltd, leases and operates key commercial areas in the Singapore Sports Hub precinct, including 40,000 sqm of retail and food areas at Kallang Wave Mall, Singapore Indoor Stadium, and Water Sports Centre.

Kallang Wave Mall continued to serve families, sports enthusiasts, and eventgoers with vibrant and engaging "Shop, Dine, Play" experiences. The Mall houses a variety of retail options under one roof, from lifestyle tenants such as FairPrice, Yunomori Onsen &

Spa, H&M and UNIQLO, to entertainment tenants like Cue Guru, Good Cheer 2, and the newly added Paco Funworld. New F&B additions include halal food court My Kampung, healthy fruit bowls by GFI: Superfruit Bowls & Shakes, and Yu Kee Specialities duck rice.

To attract and retain shoppers, Kallang Wave Mall has been rolling out new marketing drives such as promotions, campaigns, and events. In 2019, more experiential and activity-based family events, such as Year-end Christmas Gaming Room, Kids World Carnival, and Football Fever Carnival, were brought in to boost mall vibrancy.

MEDIA & DIGITAL BUSINESS

We manage Singapore's largest advertising network of out-of-home (OOH) platforms and digital screens in and out of the public transport network. We reach out to an audience of millions daily through our interactive, multi-channel platforms, and will continue to explore innovative and interactive advertising formats.

In FY20, we secured the media agency contract for Paya Lebar Quarter (PLQ) Mall, which opened in October 2019. We were ranked third for Out-of-Home Media of the Year 2019 by Marketing Magazine.

In 2019, we had over 30 innovative executions in collaboration with our clients and advertisers, including LED light installations at Jurong East MRT station's wallscape for Disney and Pixar's animation, "Onward". We will



An 18-foot mobile truck bringing experiential marketing to the event site to enhance consumer engagement.

continue to explore and provide exciting and engaging campaigns with our clients and advertisers.

We upgraded the Orchard Media Hub with newly refurbished, high-resolution digital screens across the linkway between ION Orchard

and Wisma Atria. The Republic of Singapore Air Force's (RSAF) recruitment advertisement was the first to be featured. We will continue to upgrade and digitalise media assets to create a vibrant environment for our commuters.



In partnership with Disney Singapore, commuters experienced the enchanted forest in the movie, Maleficent: Mistress of Evil at Jurong East (pictured) and Bugis MRT stations.

In experiential OOH marketing, we collaborated with Jimmy Choo to launch its latest men's fragrance by allowing commuters to sample the scent through a sensor-automated dispenser. Other collaborations included those with Pizza Hut and McDonald's, where commuters were delighted with 3D installations of new menu offerings that they can touch. Commuters also experienced the enchanted forest installation at Bugis and Jurong East MRT stations through our partnership with Disney Singapore for the movie, "Maleficent: Mistress of Evil".

In event activation, we added two new 18-foot mobile trucks to our asset portfolio. Nin Jiom Herbal Candy leveraged this channel to bring smiles to consumers with a themed roving candy truck, and heightened the campaign through on-site activities and giveaways.

OUR DIGITAL OFFERINGS

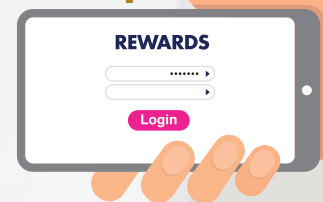
WINK+ is our award-winning rewards app that awards points to users when they travel on the SMRT train network, scan WINK+ QR codes, drive through operational ERP gantries, or participate in WINK+ Play activities. Points earned can be redeemed at participating WINK+ merchants' outlets. It is a unique digital platform for advertisers to actively engage audiences through targeted surveys and gamification.

In FY20, we continued to enhance WINK+ with new app features, exciting consumer promotions to boost user acquisition, and onboarding of new retailers and partners.

The WINK+ app attained three awards in 2019: Silver for "Most Innovative Use of Mobile Technology", Bronze for "Best Location-based Marketing" at Mob-Ex Awards 2019, and Bronze for "Best eCommerce Loyalty Programme" at Asia eCommerce Awards 2019 organised by Marketing Magazine.

In 2019, WINK+ partnered FAVE, a local discovery app, to give WINK+ users access to over 5,000 offers and discounts at a wide variety of merchants in beauty, food and beverage, travel, and services. WINK+ users could utilise their WINK+ points in exchange for FAVE vouchers to enjoy deals and discounts on the FAVE app and website.

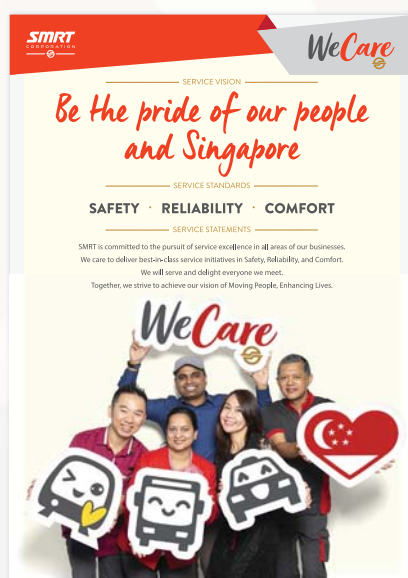
Other highlights of the year included welcoming new WINK+ merchants, such as Polar Puffs & Cakes, Pezzo, iTea, Tosuta Singapore, and BBQ Express.



Commuters scanned QR codes in library-themed trains to access thousands of books on the NLB Mobile app.

TRANSFORMING CUSTOMER EXPERIENCE

As a public transport operator, commuters are at the heart of everything we do. SMRT remains rooted to its focus on delivering safe, reliable, comfortable, and delightful journeys for all commuters, employees, and partners. In 2019, SMRT Corporation and SMRT Experience redefined their service vision, embodying “WeCare” for everyone we meet and serve. Leaders and employees across all business units rallied together to amplify these caring and customer-centric behaviours in our network and community spaces.



WeCare posters on SMRT Service Values were launched.

In line with the organisation-wide practice of driving continuous improvement through Kaizen, SMRT Experience partnered SIMTech - A*Star to provide System Kaizen training. This training levelled up the competency and ability of our employees to develop customer journeys, synergise teamwork across frontstage and backstage functions in the service value chain, and develop ideas to enhance customer experience at various touchpoints.

COMMUNITIES IN SMRT (CIS) PROGRAMME & PARTNERSHIP

CIS is SMRT's group-wide urban transit strategy to transform the public transport network into inclusive community spaces that promote customer satisfaction, commuter engagement, and ownership. The CIS strategy is anchored on integrated station rejuvenation programmes, infrastructure improvements, and a vibrant mix of retail outlets, social enterprises, and community partnerships.

Throughout the year, we achieved the vision of connecting commuters with innovative transit lifestyle services through collaborations with key partners.

In July 2019, SMRT Experience partnered the Central Singapore Community Development Council to launch the Central Singapore Market @ Bishan MRT station. The Central Singapore Market supports local businesses and encourages all to live healthily,

sustainably and inclusively. The specially curated market also features healthy and unique products from home-grown farmers, craftsmen and artistes. The market further promotes social causes such as healthy lifestyle, environmentally-conscious living and inclusion of persons with special needs. The launch was graced by Ms Denise Phua, Mayor of Central Singapore District; Mr Chong Kee Hiong, Grassroots Adviser to Bishan-Toa Payoh GRC, and Mr Desmond Tan, Chief Executive Director of People's Association 2019. This Market for Good is held on the last Saturday of each month.

SMRT Experience also partnered the National Library Board (NLB) in December 2019 to promote the National Reading Movement, through a series of co-created community events with tailor-made activations for

commuters on the go, and to enliven station spaces at Jurong East, Buona Vista, the Esplanade, and Bishan MRT stations. Library-themed trains, platform screen doors and wallscapes that carried QR codes, allowed commuters to download eBooks and audiobooks through the NLB Mobile app on their mobile devices.

Through the CIS initiative, we transformed Esplanade Xchange into a community activation event site, in partnership with Gardens by the Bay, in October 2019. In addition to upcycling workshops, we delighted commuters with digital engagement via the WINK+ app, and social media interaction with a themed backdrop for photo-taking opportunities at Esplanade Xchange. In line with their annual “Youths Celebrate!” event at Gardens by the Bay's Supertree Grove, WINK+ app

was part of the Neon Jungle night event, where participants could scan unique QR codes with WINK+ to win prizes, while viewing 14 eye-catching neon light installations, and shopping at the Neon Night Market.

SMRT Experience actively develops partnerships and supports national, and worthy causes across our businesses to bring value to our customers and partners.

We continued to create and offer benefits to Citibank-SMRT credit card holders, making it a top transport lifestyle credit card. Citibank-SMRT credit card members enjoy promotions and earn rewards with merchants like FairPrice, Sheng Siong, Lazada, Starbucks Coffee, Golden Village, McDonald's, POPULAR Bookstores, and Watsons.

We inked new partnerships with Sony Pictures and United International Pictures to bring rewards, such as family holiday experiences, movie tickets and exclusive movie or

character-branded premiums, to our commuters and consumers at our retail spaces.

We also worked closely with government agencies and statutory boards to create impactful, multi-platform advertising; and island-wide campaigns for key national events such as the National Day Parade 2019. We actively supported campaigns and initiatives on public transport, community, environmental



SMRT Experience, together with the Central Singapore Community Development Council bring healthy food and share sustainable farming techniques with the community at the Central Singapore Market.

sustainability, technology, crime prevention, and the arts.

During Hari Raya, Deepavali, Christmas and Chinese New Year, we brightened our commuting environment by decking out our trains, stations, buses, and bus interchanges with festival-themed designs. We continued to support the media and advertising industries as well as local talents by sponsoring trade events and awards.



Creating family fun with the Monsters Reading Tour, children and the young-at-heart met and interacted with their favourite NLB Monsters United characters.

STANDING UNITED DURING COVID-19

The COVID-19 pandemic has resulted in Singapore's economy undergoing its worst contraction since the global financial crisis in 2008. Against this backdrop, retailers and advertisers are expected to adopt a prudent business approach amidst the less optimistic economy. During this trying period, SMRT Experience continues to support our retail tenants, media clients, and national efforts.

Although retail businesses were severely impacted due to social distancing measures and mandatory, temporal closures in the first quarter of 2020, we worked on ways - such as offering rental rebates

- to support our tenants in the days ahead, in addition to the Government's upcoming property tax relief.

For our media partners, we partnered ComfortDelGro's Moove Media to roll out a Twin Titans package to support our advertisers, and offered extended benefits and value across media coverage and customer engagement to our partners. Through this collaboration, advertisers were able to buy in-train panels and window stickers in six trains across five train lines: Circle, North-South and East-West Lines operated by SMRT; and North East and Downtown Lines operated by SBS Transit. The bus packages

included 14 single-deck bus wraps, eight double-deck bus wraps, and 12 double-deck rear bus panels.

For public transport and public education initiatives, we supported community campaigns to communicate COVID-19 safety messages to our commuters.

To drive further growth in the year ahead, we will continue to explore business opportunities to expand SMRT Experience's capabilities through acquiring of new media assets, partnerships; and enhance commuter travel experience through meaningful community and lifestyle collaborations.

SAFETY & SECURITY

THE NEED FOR SECURITY VIGILANCE IN PUBLIC TRANSPORT NETWORK



SAFETY & SECURITY

SAFETY AND SECURITY

TOWARDS OUR VISION OF ZERO ACCIDENT AND ZERO SECURITY BREACH

Safety is our top priority. All levels of the management and employees are actively involved in creating a safe environment for our employees, commuters, and other stakeholders as we provide a best-in-class public transport service to our people.



SAFETY AT ALL LEVELS

We strongly believe that safety must be driven through both top-down and bottom-up approaches. All our leaders are expected to emphasise safety in their walkabouts and employee engagements. Our union and employees are constantly encouraged to provide feedback on how we can improve safety, and to speak up and intervene should they see any unsafe behaviour or condition.



*SMRT Corporation Group
CEO, Mr Neo Kian Hong
(second from right), making
an engagement ground visit.*

CULTIVATING POSITIVE SAFETY MIND-SET

Safety and security begin from day one for new employees at SMRT. They are introduced to key safety and security measures as part of their orientation programme, with emphasis placed on their role in ensuring safety, and empowerment vested to them to report any safety or security concerns.

Employees with specific safety roles are also equipped with the necessary knowledge, skills, and qualifications before they are deployed for work. Regular refresher courses are conducted for them to remain relevant.

To encourage continuous learning, we have also instituted e-learning on various safety topics, such as human factors, depot safety, track access safety, traffic safety, fire safety, and hearing protection. Additionally, there are regular quizzes and tests on safety topics to ensure our employees continue to learn and grow in knowledge and understanding of safety matters.

LOOKING OUT SAFELY FOR EACH OTHER



Project Magnify: Enhancing our Safety & Security messaging in our work areas.

INCULCATING SAFETY AND SECURITY MINDFULNESS

As part of our continuous efforts to inculcate a culture of safety and security mindfulness, we have initiatives that instil individual accountability on safety and security matters. Our comprehensive Safety and Security Awareness Campaign includes education, engagement, and promotion efforts. Annually, we have the Safety & Security Day, Trains Safety & Security Forum, and Roads Safety & Security Forum to engage our employees and promote cross learning.

For safety communication, we have daily Safety Moments, and regular alerts and advisories to share lessons learnt. These are rolled out in engaging formats, such as banners, stickers, signages, frames, panel boards, emails, and through Workplace at Facebook.

Another important aspect of safety communication is the

toolbox briefing conducted for all relevant employees before work commences. In FY20, we have placed heavy emphasis on communicating the work safe, home safe concept.

In 2020, we have also embarked on Project Magnify to reinforce our commitment and emphasis on safety and security, instil awareness, and remind staff to work safely so they can go home safely to their families and loved ones. This includes large wall murals installed in our common areas that carry messages on safety and security.

We continue to build a culture of open reporting through established reporting channels for employees to proactively feedback on safety and security concerns. The number of open reports in FY20 had increased by 41%, indicating a positive shift in safety mind-set where

employees are more willing to report any near miss and unsafe act or condition.

As part of the empowerment for employees to speak up and intervene, we have instituted Safety Time-Out and Stop Work Order since 2016. The number of Safety Time-Outs has been steadily increasing. This demonstrates our employees' willingness to act when encountering a safety concern, and only resuming work after the issue has been adequately addressed.

Employees who have proactively contributed to improving safety and security are recognised as our Safety and Security Activists. In addition, departments that have done well are also recognised and rewarded. This is to encourage more people to do the same to build a strong safety culture.

MEASURING OUR SAFETY CULTURE

Our improvements in safety culture are evident in our biennial participation in Workplace Safety and Health (WSH) Council's CultureSAFE Perception Survey, which saw 97% participation from our Trains and Roads employees. Results in 2019 indicated that all our Trains and Roads divisions have improved in their CultureSAFE index scores* at the Proactive and Progressive safety maturity levels respectively. We will continue to map out safety action plans based on areas of improvement identified.



Our Permanent Way staff going through a briefing by their supervisor for our biennial CultureSAFE Perception Survey with WSH Council.

** CultureSAFE maturity index has 5 levels: Reactive, Participative, Proactive, Progressive and Exemplary.*

SAFETY AND SECURITY PROJECTS FOR CONTINUOUS IMPROVEMENT

In FY20, our employees were actively involved in multiple Kaizen projects with the aim to improve safety at our workplaces. One such project that our Rolling Stock maintenance team has embarked on is the Speed Tester for Train Traction Control Unit (TCU) Blower. The Team had identified that the previous procedure of testing for TCU blower speed was difficult to execute and exposed employees to safety hazards and poor ergonomics. An alternative method to test for low and high-speed functionalities of the TCU blower had been implemented to achieve reliable speed testing on our Siemens train fleet. This innovation received the Gold Award at the WSH Innovation Awards 2019 for Logistics & Transport Sector, a testament to our employees' commitment in seeking innovative solutions to improve safety and health standards at our workplaces.

The benefits of Speed Tester for TCU Blower include:

01

A simplified testing procedure

02

Hazard avoidance as employees are no longer exposed to high heat elements

03

Enhanced ergonomics

We have also embarked on security projects to address security vulnerabilities in our system:

01

Electronic Key Press

Operationalisation of 92 electronic key press systems network-wide to reduce the need for permanently-issued keys and to tighten accountability

02

Project Viking

Joint study with Certis Cisco to explore the use of technology to enhance security

03

Project Hawkeye

Acquisition of VA Detection / Intrusion System for our Bukit Panjang Light Rail Transit (BPLRT) Depot

COMMUTER SAFETY IN OUR NETWORK

SMRT recognises that our commuters also play a pivotal role in creating a safe commuting environment, which is why we dedicate resources in promoting commuter safety.

Escalator Safety Committee

The Escalator Safety Committee was formed to formulate strategies to reduce escalator injuries. Escalators in stations are where the majority of accidents occur. The Committee, chaired by Head of the North-South and East-West Lines (NSEWL), meets regularly. Members comprise representatives from the NSEWL, Circle Line (CCL), Building & Facilities, Safety & Security, SMRT Experience, Corporate Communications and Commuter Engagement Divisions.



At one of the "WeCare About Your Journey" safety roadshows for the public, where we raise awareness on the safe use of our facilities.

WeCare About Your Journey Safety Roadshows For The Public

We have organised a series of public safety roadshows “WeCare About Your Journey” - a collaboration with our NSEWL, CCL, Safety & Security, Building & Facilities, Corporate Communications, and Commuter Engagement Divisions - with the objective to raise awareness on the safe use of facilities, such as escalators, lifts, platform gaps, train doors and platform screen doors, especially for those on Personal Mobility Aids.

The safety roadshows were piloted at Toa Payoh and Buona Vista MRT stations in mid-January 2020. We have reached out to close to 3,000 commuters thus far. The roadshows have been put on hold in view of the COVID-19 pandemic. At the appropriate time, we will continue to roll out these roadshows at other MRT stations to reach out to more commuters.

Safety and Security Communications Materials

We have also rolled out a series of public education videos on safety and security to better engage and connect with our commuters. These videos are promulgated through our digital screens in our trains, stations, and bus interchanges, as well as our SMRT social media platforms.

- *Travel Safe with KouKou Buddies – Series of 7*
- *“SMRTY” Educates – Relatable Message*
- *Usage of Emergency Communication Button*
- *Our Emergency Safety Equipment*
- *Bus Passenger Safety Campaign with Land Transport Authority (LTA)*
- *“See Something Say Something” Security video*

Escalator Refurbishment Projects

In August 2016, we embarked on a five-year escalator refurbishment project for a total of more than 200 escalators in 42 stations on the NSEWL. The most prominent feature is the introduction of dual speed operation, where escalators are operated at a slower speed of 0.5m/s during off-peak hours and 0.75m/s during peak hours. This has helped us achieve a balance between operational requirements of peak hours and safety of our elderly commuters during off-peak hours. The directional traffic light was also introduced to inform commuters of the direction of the escalators. Additional safety measures include enhancing handrail speed monitoring and skirt deflector.

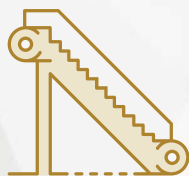
As of 31 March 2020, we have completed refurbishment of 37 escalators.

IN AUGUST 2016

we embarked on

5-YEAR

escalator refurbishment project



more than

200
ESCALATORS



42
STATIONS

of the NSEWL

featuring

DUAL SPEED OPERATION

0.5m/s

DURING OFF-PEAK HOURS



0.75m/s

DURING PEAK HOURS

37

ESCALATORS

have been refurbished

AS OF 31 MARCH 2020

MAINTAINING OPERATIONS READINESS

We have put in place proper training and incident response plans - including exercises and drills - to hone our operational preparedness. SMRT actively participates in multi-agency exercises, and collaborates with various agencies such as the LTA, Singapore Civil Defence Force (SCDF) and Singapore Police Force (SPF) to enhance coordination, command and control, and to test the whole-of-government emergency response to major incidents. These efforts are especially important during the COVID-19 pandemic period where we must continue to look out for one another. In dealing with COVID-19, we have implemented safe management measures at our workplaces to protect our employees. We also diligently disinfect our system daily to ensure safe travel for all our commuters.



OUR PEOPLE —

OUR PEOPLE



Service Controllers ensuring reliability of bus services at one of the Bus Operations Control Centres (BOCC).

DEVELOPING A HIGHLY COMPETENT WORKFORCE

SMRT's core values of Integrity, Service and Safety, and Excellence anchor our continuous efforts to build a disciplined workforce that is committed to producing excellence and quality outcomes. We recognise that employees are key to the success of our mission. At SMRT, every employee is given opportunities for training, upgrading, and transforming to stay employed and employable.

As the dominant rail operator in Singapore, SMRT plays an important role in the development of the rail industry in Singapore, especially its workforce. We need to help ensure that our rail workers are highly competent, the capabilities of our rail engineers are regularly strengthened, and new talents are constantly being attracted to join this industry. To achieve these, we work with the relevant authorities, industry partners and academic institutions.

In November 2019, Land Transport Authority (LTA), Public Transport Operators (PTO), and the National Transport Workers' Union (NTWU) jointly developed the \$100 million Rail Manpower Development Package

(RMDP). SMRT is a participating PTO of the RMDP. The RMDP initiative aims to expand the rail workforce and prepare our rail workers to run an expanded and more complex rail system. Under this initiative, rail workers will undergo upskilling programmes to gain higher levels of technical skills and competencies in line with the SkillsFuture Framework for Public Transport.

Earlier in 2019, SMRT and NTWU introduced a customised SkillsFuture for Digital Workplace programme for our trains and bus workers. Delivered by NTUC LearningHub, the Programme, supported by SkillsFuture Singapore (SSG), helps our workers understand key trends and technologies that affect the future of work in the land transport industry and the future economy. Our workers will also be equipped with the necessary digital skills to leverage existing workplace technological tools for operational effectiveness and efficiency.

In early 2020, SMRT extended our partnership with the Singapore Institute of Technology (SIT) by signing a tripartite Memorandum of Understanding (MoU) with

SSG to help upskill Small and Medium-sized Enterprises (SMEs) to improve rail reliability, as well as to drive innovation and productivity across the transport ecosystem. SMRT is the first in the transport industry to be part of this strategic initiative.

The professional development of rail engineers is crucial to the industry, thus we continue to drive and support initiatives, such as the SMRT Train Engineer Professionalisation (STEP) programme (introduced in 2015) to provide Engineering Associates with structured grounding in engineering fundamentals, leading to professional accreditation as Chartered Engineers.

The Sustainable Infrastructure Engineering (Land) degree programme is another initiative where SMRT collaborates with SIT, LTA and SBS Transit to equip SIT interns with ground experience through a year-long immersive internship. SMRT hosted the fourth batch of SIT interns in 2019 and we look forward to welcoming them back as employees upon graduation.

PROMOTING STAFF ENGAGEMENT & COMMUNICATION

SMRT believes in close and regular engagement amongst employees. As we care for our employees, we believe that hearing directly from our employees is vital to implementing changes that are important to them.

In 2019, we launched two engagement initiatives – Leaders-in-Conversation (LIC) and Workplace by Facebook for our employees. These initiatives are part of our continuous efforts to foster engagement amongst employees and different levels of management, as well as to enhance workplace collaboration and harmony.

LIC engagement sessions that involve leaders having conversations with their employees, help to align the Company's strategies, goals, and key messages. Each level of leaders will communicate the messages to their teams at decentralised engagement sessions to ensure the

messages reach the entire organisation.

Through Workplace by Facebook, we are working towards building a digital community where employees receive information efficiently and effectively. At the same time, it breaks down and flattens the organisational hierarchy by encouraging more interaction amongst colleagues and with the Management regardless of their work locations. These complement the regular management walkabout sessions and town halls, and provide employees with a clear line-of-sight to our organisational direction and goals.

Harmonious Labour-Management Relations (LMR) is one of the strategic competencies required to build a reliable Singapore public transportation system with a high performing workforce. To strengthen this competency, SMRT has

put in place a robust labour-management engagement framework that advocates collaborative partnership and builds trusting relationships amongst NTWU union leaders. This engagement framework is implemented to ensure employees' voices and concerns are constantly heard, and continual efforts can be directed to improving their work conditions.

Year 2020 also marks another significant milestone in LMR, where SMRT and the Union concluded the Trains, Roads and Non-PTOs Collective Agreements ahead of schedule. Over the years, SMRT and the Union have established mutual trust and understanding. The Management looks forward to further strengthening key pillars such as safety, productivity, and reliability in collaboration with the Union.

EMPOWERING GROUND LEADERSHIP AND TEAMWORK

Service is a key focus of SMRT and this is reinforced through our Service Excellence Campaign. We improve service through Service Champions - advocates appointed to engage all levels of staff on service standards across the organisation.

As SMRT continues to strengthen its quality of leadership, curated leadership development programmes that focus on emotional effectiveness and skills to conduct meaningful conversations were launched. This is to build a psychologically safe environment to engage our employees.



SMRT Corporation Group CEO Mr Neo Kian Hong addressing employees at a healthcare talk.

BUILDING A SUSTAINABLE WORKFORCE PROFILE

The health and well-being of our employees is another key priority, hence we continue to partner our medical service provider for a series of healthcare initiatives such as flu vaccinations and healthcare talks for our employees. To strengthen our employees' mental well-being and address the needs of our maturing workforce, our Workforce Health task forces have collaborated with the Health Promotion Board to conduct health screenings.

As we continue to roll out our new Thomson-East Coast Line (TEL), we will continue to expand our workforce in tandem with our growing train operations.

SMRT
CORPORATION



GOVERNANCE

ENSURING SOUND GOVERNANCE

Board and Management of SMRT are committed to ensure high standards of corporate governance, to enhance shareholder value whilst taking into account stakeholders' interests. The Company's corporate governance framework is regularly reviewed for currency and relevance. It adheres to the core principles of the 2018 Code of Corporate Governance, and has put in place systems, processes, and structure to ensure accountability, transparency and sustainability of its business and affairs.

Board provides stewardship to and oversees the strategic business direction, business models and approaches as well as the company's governance approach. Board Committees, namely Audit & Risk Committee (ARC), Board Safety & Security Committee (BSSC), Nominating and Remuneration Committee (NRC) and Executive Committee (EXCO) have been established, with written terms of reference, to assist Board in discharging its responsibilities. To keep all directors apprised of each Board Committee's activities, Board receives minutes of Board Committee meetings, and it is updated by the Board Committee Chairmen at each Board meeting.

ARC

- It reviews significant financial reporting matters to ensure integrity of the financial statements of SMRT as well as the adequacy and effectiveness of its internal controls and risk management systems.
- Majority of the ARC members have accounting and finance qualifications or relevant work experience.
- It meets with external and internal auditors without the presence of Management to review and discuss the financial reporting process, system of internal controls, significant comments and recommendations, and investigates matters reported by whistle-blowers under SMRT's Whistle-Blowing Programme.

NRC

- It oversees human resource and talent development matters, including nomination and remuneration, and appointment and succession of Board and Senior Management. There is a policy for the selection and appointment of Directors to Board.
- NRC seeks advice from independent advisors such as remuneration consultants to benchmark the remuneration framework for Senior Management, to ensure relativity and competitiveness of remuneration. No one is involved in deciding his own remuneration.

BSSC

- It oversees safety and security matters to ensure the adequacy and effectiveness of SMRT's controls and management of safety and security risks. This is to safeguard the company's assets, employees' wellness, as well as public safety.
- Where there are significant safety or security incidents, BSSC may invite independent third parties in the investigations for accountability and transparency of the System.

EXCO

- It formulates investment strategies and approves transactions within its authorisation limit, such as investments, divestments, and other relevant corporate actions.
- The Board of Directors may, from time to time, delegate authority to EXCO to review the financial impact and implication of major events or unforeseen circumstances on the Company.

Board meetings are scheduled one year in advance, to, inter alia, approve SMRT's financial results, annual budget for the next financial year, and strategic issues relating to specific business areas. In addition to scheduled meetings, ad-hoc Board meetings are held whenever Board's guidance or approval is required. The Financial Policy Manual (FPM) sets out authority limits for all financial and material transactions. Board vests authority for transactions below certain threshold limits to Board Committees and Management to optimise operational efficiency. Directors facing conflicts of interest recuse themselves from deliberations and discussions involving issues of conflict.

Directors have separate and independent access to Management, Company Secretary, and external advisers (where necessary) at the company's expense. The appointment and removal of the Company Secretary is a decision of Board as a whole.

Management provides Directors with adequate and timely information as well as a monthly management report, to enable them to make informed decisions and discharge their duties and responsibilities, prior to meetings.

Newly appointed Directors would attend an orientation programme, which includes briefings on the SMRT Group's businesses, strategic plans and objectives, financial performance, meetings with Group's Senior Management, as well as site visits to train and bus depots. When required, the company would arrange training sessions and seminars for Directors.

Independent Directors make up seven out of nine members of Board. It consists of Directors with core competencies in accounting, finance, audit, law, management, engineering, customer service excellence, risk management, strategic planning, and business development. In addition to the diverse skill sets and experience, there is a diversity of gender and age to avoid groupthink and foster robust and constructive debates.

Chairman and Group Chief Executive Officer (GCEO) of the company are unrelated and separate persons to ensure effective oversight, appropriate checks and balances, increase accountability and greater capacity of Board for independent decision making.

Board provides its shareholders with quarterly and full year financial results which include a detailed explanation and analysis of the company's performance, position, and prospects.

It is regularly updated with relevant changes to laws and regulations so that it can monitor and supervise adequate compliance by the company with such laws and regulations and requirements of regulatory and governmental authorities.

Board undertakes a formal evaluation of its effectiveness annually. NRC would recommend to Board the evaluation process and objective performance criteria.

Whistle-Blow

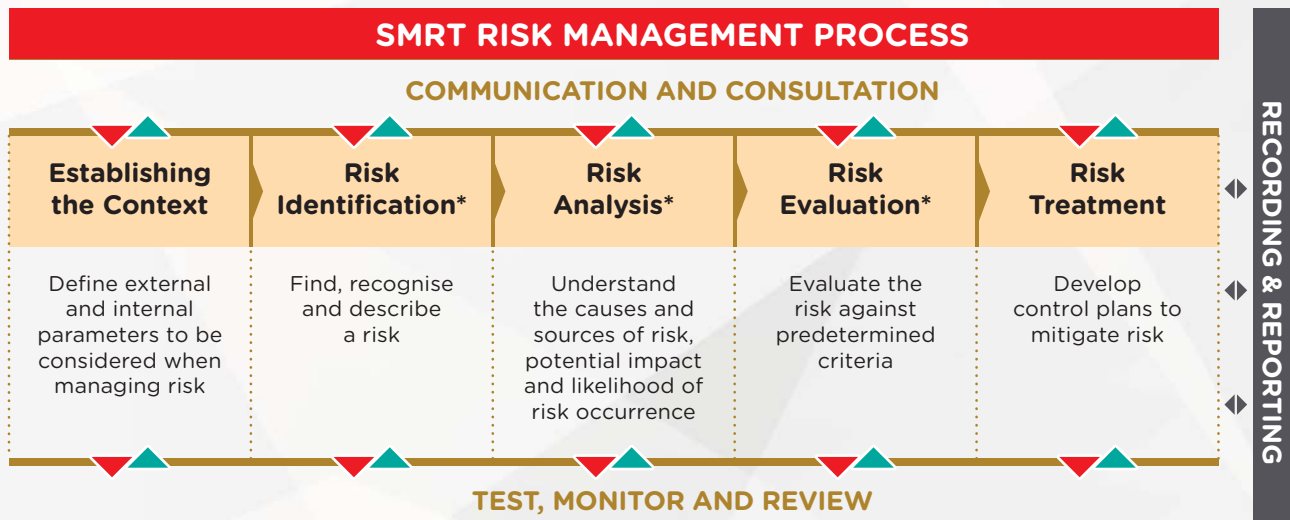
SMRT has put in place a Whistle-Blowing Programme to allow good faith reporting of concerns about possible improprieties in financial reporting or other matters by employees and third parties. Whistle-blowers are protected from reprisals within the limits of the law. This Programme is reviewed by ARC annually. All cases reported are objectively investigated and where warranted, appropriate remedial measures are taken.

Internal Audit

SMRT's internal audit function is serviced in-house. Internal Audit is an independent function that reports directly to ARC Chairman, and administratively to GCEO.

RISK MANAGEMENT FRAMEWORK

The Risk Management Process, based on the ISO 31000:2018 Risk Management – Principles and Guidelines, enables SMRT to deal with businesses and operational uncertainties by identifying key risks and implementing appropriate control plans. The key steps are outlined below.



* Risk Assessment

The Risk, Audit & Compliance Committee (RAC), chaired by GCEO, is the Management Committee responsible for the management of all risk, audit and compliance issues across the company. The RAC reports to the ARC and the BSSC.

SAFETY, PHYSICAL SECURITY AND CYBER SECURITY RISKS

Safety

Safety is a key core value of SMRT. SMRT must protect commuters and employees as it delivers a public transport service that is safe, reliable and commuter-centred. It reviews its safety systems regularly to mitigate risks from a changing environment. All employees are trained to ensure high levels of competency and adherence to authorised instructions.

SMRT's employees are all keenly aware of the importance of safety. Division Safety Officers are appointed to directly assist the divisions in planning, organising, directing, coordinating and evaluating all safety efforts, and serving as a conduit

between Management and the Line Units to promote tighter safety-operation integration.

In the area of maintenance, SMRT adopts a risk-based approach supported by automated condition monitoring and tracking systems. It conducts corrective and preventive maintenance regimes designed to identify and address potential technical issues before they become system level risks. Its vision is to build a Zero Safety Incident operating environment. SMRT achieves this through strong leadership, individual commitment, and system discipline.

Physical Security and Cyber Security

SMRT regularly conducts security vulnerability studies to assess risks in its infrastructure and network. Through structure and system enhancements, it managed to identify gaps in security control to protect the safety of commuters and employees. It conducts frequent supervisory checks, security inspections and Red Teaming exercises to validate the effectiveness of its security systems, ensure compliance with security procedures under the Code of Practice (CP 1 and 6), and check operational functionalities of security equipment.

To ensure the security standards of services and facilities, SMRT works closely with external stakeholders in a network of inter-agency and international collaborations, such as with the Public Transport Security Committee, Protective Security Workgroup, Crisis Consequence Management Workgroup, Public Vigilance & Education Training Workgroup, and the UITP Security Commission.

Security also encompasses safeguarding of environment against cyber threats. SMRT has implemented several cyber security initiatives, including system monitoring and incident response through the Security Operations Centre, and cyber response exercises to enable

the company to better respond to the fast-evolving cyber threat landscape. Information security policies and procedures, including cyber security awareness education for all employees, are regularly reviewed and enhanced.

SMRT maintains organisational vigilance and readiness through exercises that help to enhance its capability in handling potential threats (including terrorism), as well as through validation of its business continuity plans. Active collaborations with key ministries and agencies including the Singapore Police Force, Singapore Armed Forces, and Singapore Civil Defence Force, are central in such exercises.

SMRT is certified ISO 9001, ISO 14001 and OHSAS 18001. This underscores its commitment to achieve international standards and best practices in quality, health, safety, and environmental management. We are also ISO 22301 certified in Business Continuity Management Systems.

WORKFORCE HEALTH RISKS

SMRT aims to reinforce a healthy workplace culture of integrity, discipline, and accountability.

It has focused on sustaining employees' engagement and boosting staffing and competency levels. SMRT will continue to engage its workforce through regular touchpoints such as townhalls, dialogue sessions and internal feedback platforms, whilst maintaining open, two-way communication channels. Programmes such as the SMRT Train Engineer Professionalisation Programme and the Engineering Maintenance Manager Career Scheme have deepened employees' competencies to deliver high standards of rail reliability to provide safe, reliable and comfortable service for commuters.

Efforts were also made to continually enhance training

capabilities with new courses and training systems. One of such initiatives is the Singapore Bus Training and Evaluation Centre, Singapore's first team-based bus training centre. SMRT has launched initiatives such as the Chartership in Railway and Transportation Engineering, Postgraduate Certificate in Urban Railway Engineering, and the setting up of Singapore Rail Academy to support the national effort in raising rail competency levels in Singapore. In addition, SMRT continues to partner Land Transport Authority (LTA), other industry partners, and academic institutions, both locally and globally.

As its workforce is ageing, SMRT plans ahead by partnering National Transport Workers' Union (NTWU) to address the effects of its ageing workforce, and with the Fullerton Health Group in implementing initiatives such

as free flu vaccinations, on-site physiotherapy and a chronic disease management programme to keep its workforce healthy. To enhance the work environment for its mature employees, SMRT has also partnered UniSIM on age management research. It has made various design enhancements and leveraged automation and ergonomics to transform existing jobs, work processes, and equipment to improve posture, illumination, visibility, and safety.

SMRT has strengthened its suite of leadership programmes, complemented by on-the-job coaching facilitated by DuPont Sustainable Solutions. It has also optimised the structure and processes of work teams for greater efficiency (e.g. delayering to streamline reporting lines to enable better line-of-sight between managers and their teams).

REGULATORY AND OPERATIONAL RISKS

SMRT train, bus and taxi operations are regulated by the authorities and the Public Transport Council (PTC). Fares charged by SMRT Trains and SMRT Light Rail require the approval of PTC. This is not required for SMRT Buses under the Bus Contracting Model (BCM).

As a rail operator, SMRT Trains is required to comply with the Asset Management Requirements, Key Performance Indicators, Operating Performance Standards, and Maintenance Performance Standards, governing train service delivery, train punctuality, safety, and equipment reliability. SMRT is also subject to financial penalties in the event of non-compliance. In addition, we must comply with various Codes of Practice issued by LTA and other government agencies.

From 1 September 2016, LTA (which oversees bus services and service standards) completed the transition of the public bus industry into

BCM. Under this Model, LTA owns all operating assets (except for SMRT-owned buses and Woodlands Depot, which are leased to LTA for availability fees), and collects all fare revenue. Bus service operators are paid a service fee.

Under BCM, LTA has bundled Singapore's bus services into 14 bus packages; three packages (20%) were tendered out with each contract lasting five to seven years and the remaining 11 packages (80%) were negotiated with incumbent operators and will run for a period of two to 10 years. When the negotiated contracts expire, bus services in the 11 packages will be gradually tendered out.

To excel, SMRT Buses establishes controls to continue its efforts in productivity improvement and cost management, strengthens its identity, and develops its workforce as a key differentiator through career schemes to enhance competitiveness.

SMRT Taxis comply with the Quality of Service (QoS) Standards, Taxi Availability (TA) standards, codes, and audit requirements under the Taxi Service Operator Licence. TA standards are set to ensure an adequate supply of taxis on the road, especially during peak hours, whilst the QoS Standards monitor the level of service and safety performance delivered by taxi operators and drivers to ensure commuters' satisfaction. New vehicle purchases are also subject to other policies like the Certificate of Entitlement, Vehicular Emission Scheme and European Emission Standards that are becoming increasingly stringent.

SMRT Taxis works closely with the regulatory authorities to keep abreast of developments and policies that may affect us, especially from the Private Hire Vehicle trade. SMRT Taxis adopts competitive marketing strategies to attract and retain its taxi partners while cultivating partnerships to strengthen the business.

ENERGY COST RISKS

SMRT mitigates the effects of electricity price fluctuations by entering fixed price electricity contracts over fixed tenures where appropriate. To partially mitigate any diesel price fluctuations, SMRT may, where appropriate, engage in short-term diesel hedging contracts. Where required, foreign exchange contracts are created to mitigate any currency risk from the purchase of diesel in a foreign currency. These hedging practices are aligned with the company's Dealing Mandate which is approved by the Board of Directors. In addition, SMRT engages in fuel-conservation and fuel-efficiency efforts - including conducting of feasibility studies on alternate energy resources and emerging technologies - to efficiently manage electricity utilisation throughout the organisation.

INVESTMENT RISKS

Capital investments made for the maintenance of operating assets, and acquisitions or investments in business entities account for a large segment of SMRT's investment risk. Capital investment projects, including the selection of suppliers and contractors, are subject to financial procedures and internal selection criteria for the purpose of expenditure control.

Acquisitions or investments in business entities are supported by experienced employees and, where necessary, by external professionals for specialised services. SMRT adopts a disciplined approach in investment evaluation and decision-making, aligned with the company's strategy and investment objectives. Business proposals for such activities, guided by operational and financial procedures are presented to Management and, where relevant, escalated to Board for approval. Post-acquisition integration is a key part of acquisitions in business entities.

FINANCIAL RISKS

SMRT's activities are exposed to a variety of financial risks including credit, foreign currency, market, interest rate, and liquidity risks. A system of controls is in place under the risk management strategy to create an acceptable balance between cost of risks occurring and cost of managing the risks.

PROPERTY AND LIABILITY RISKS

To protect SMRT's property and liability risks - such as property damage, terrorism and sabotage, business interruption and general liability risks - its employees are insured with reputable insurance companies under its insurance programme. Professional indemnity insurance is also undertaken for professional advice and services rendered by the company. Risk exposure is reviewed periodically to ensure insurance coverage continues to be appropriate and adequate, considering the cost of premiums and the relevant risk profiles of the businesses. SMRT will continue to adopt a proactive approach to seek advice and recommendations from appointed insurance brokers to mitigate these risks.

EXTRAORDINARY / BLACK SWAN RISKS

In the case of Black Swan Risks such as the COVID-19 pandemic, SMRT monitors and increases its level of preparedness and ability to respond quickly to the evolving situation to mitigate negative operational and financial impact.

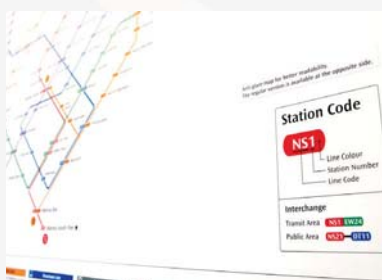


ENGAGING OUR
COMMUNITY

WE CARE FOR COMMUTERS

As a public transport provider, SMRT focuses on providing a comfortable and delightful commuting experience, in addition to safety and reliability. We strive to meet the evolving needs of our commuters, continuously improve what we can offer them and at the same time, care for everyone we meet and serve, embodying our “WeCare” service mission.

As our society advances and population ages, the commuters we serve are getting more diverse. SMRT is committed to serving the elderly and commuters with special needs by having the necessary facilities at our stations and interchanges. We also equip our employees with practical skills and build their confidence to assist commuters in need.



Anti-glare map for better readability at Queenstown MRT station.



Kindness seats at Queenstown MRT station platform.



Yellow strips on steps for better visibility.



Queenstown MRT Station has been appointed as a Dementia Go-to-Point.

INCLUSIVE STATIONS AND INTERCHANGES, DEMENTIA GO-TO-POINTS

SMRT began a pilot project in mid-2019 to explore how our MRT stations can be more inclusive for the elderly and commuters with dementia. We focused on dementia as we saw an increasing number of commuters with dementia in our network. Partnering the Agency for Integrated Care (AIC), we conducted an audit of some of our stations, namely Queenstown, MacPherson and Ang Mo Kio, and identified the required improvements.

Queenstown and Redhill MRT stations were selected for the pilot project, due to the larger elderly population in these estates. Improvement works that were done included handicap-friendly toilet enhancements, kindness stickers on seats for better visibility, improved visibility of steps, handles and lift buttons; and more and clearer toilet signages.

Yishun Integrated Transport Hub (YITH) was opened in September 2019. It is fully barrier-free with facilities catering to the elderly, the less mobile, and families with young children. These include boarding points on each berth for commuters in wheelchairs, barrier-free alighting areas, priority queue zones with seats, a nursing room, and barrier-free toilets. It is also the first Transport Hub with two Heart Zones – designated areas where commuters, such as the elderly and visually impaired, can seek assistance from fellow commuters.

At YITH's opening ceremony on 8 September 2019, SMRT Buses signed a Memorandum of Understanding (MoU) with AIC and four Social Service Agencies (SSAs) to enhance the exchange of information and knowledge among partners by tapping into one another's experience and expertise to enhance inclusive service in the public transport network.

Queenstown and Redhill MRT stations and YITH have also been appointed as Dementia Go-to-Points (GTP) by AIC. They are the first stations and interchange to be certified as such. As a GTP, these venues are resource centres for caregivers, and support points for people with dementia when they go missing or are lost. Members of the public can bring these people to a GTP, where trained SMRT staff will calm them down and connect them with their next-of-kin.

FESTIVITIES IN STATIONS

SMRT is also constantly looking out for ways to delight our commuters. Through special events and small gestures, we hope to make every commuter's journey more delightful.

During major festivals, we play specially curated festive music at our stations and interchanges. Festive activities are also organised to celebrate these occasions. All these create a festive mood and bring vibrance and colour to commuter journeys.

Some examples include a drumming and singing performance by the Movement for the Intellectually Disabled of

Singapore (MINDS) at Yishun MRT station during Christmas and year-end celebrations in 2019, Malay dance performance at Paya Lebar MRT station, and batik painting at Eunos MRT station during Hari Raya in 2019. In celebration of Chinese New Year 2020, there was a large-scale calligraphy event at Jurong East MRT station, whilst Grassroots Advisors distributed tangerines to our commuters and employees at our interchanges.

After the COVID-19 situation improves, we hope to collaborate more with SSAs and the community for festivities at our stations. It is our way of staying connected with our SSAs and community partners and sharing the festive joy with them.



Batik painting event at Eunos MRT station during Hari Raya in 2019.

ADOPT-A-STATION AND ADOPT-AN-INTERCHANGE

SMRT works with students and schools to engage commuters in unique and meaningful ways.

In 2019, 2,077 students from 14 primary and secondary schools participated in Adopt-A-Station (AAS) and Adopt-An-Interchange (AAI) activities that included being a Student Service Ambassador at a station or interchange near their schools, performing at stations or interchanges to bring joy to commuters, and spreading messages of graciousness to commuters and SMRT employees. Through these activities, we hope to provide a good learning experience for students, and a more enjoyable commuting experience for our commuters.

SMRT intends to extend AAS and AAI to more schools, stations, and interchanges, including the new Thomson-East Coast Line (TEL).

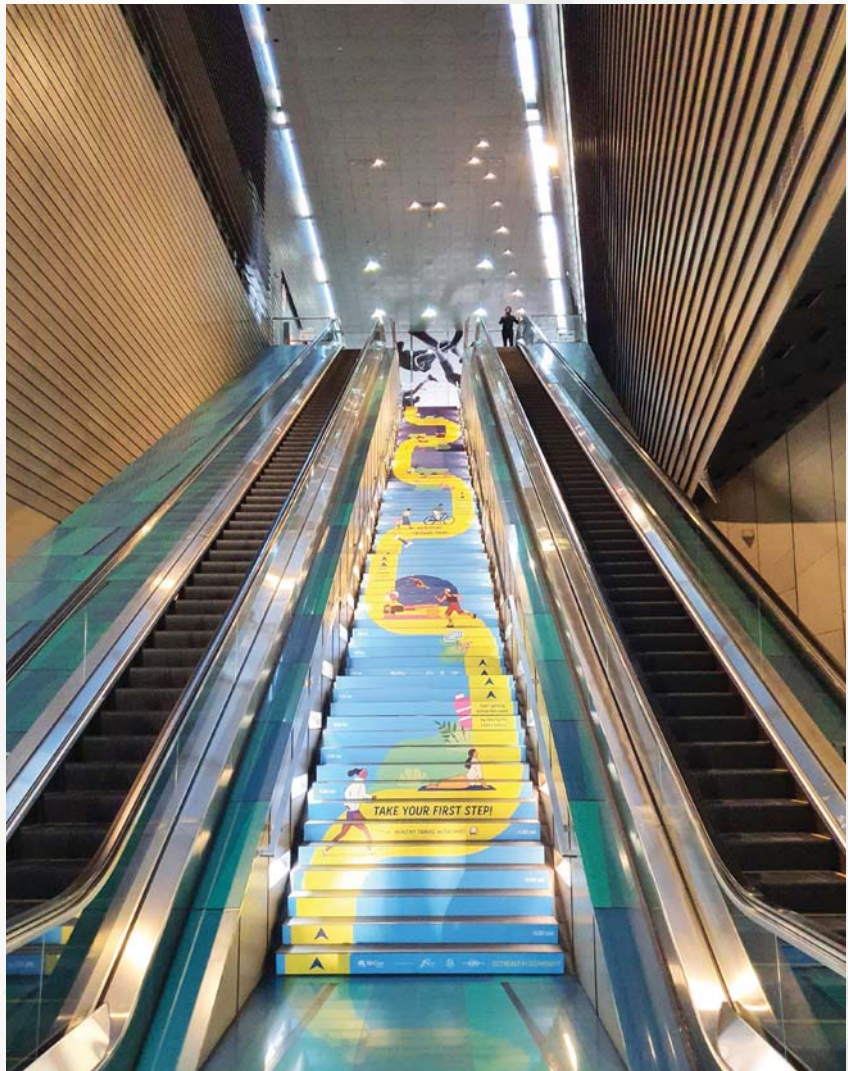


Student Service Ambassadors Joie Lim (left) and Yap Siew Fun (right) from Greenridge Secondary School.

HEALTHY TRAVEL WITH SMRT

Singaporeans travel on our network every day. Our stations can be a good platform for commuters to work out as they commute. Together with the Health Promotion Board (HPB), SMRT has embarked on the Healthy Travel with SMRT initiative to encourage our commuters to stay healthy while commuting with us. For a start, we wrapped the staircases at Botanic Gardens and Stadium MRT stations with eye-catching designs and motivating messages to encourage commuters to take the stairs and burn more calories.

Going forward, we are looking at having static exercise stations and healthy lifestyle messages at our stations. Staying healthy is important as COVID-19 is expected to be around for some time. SMRT hopes to play our part in propagating the right messages and encouraging healthy lifestyles among our commuters.



Stairs at Stadium (pictured) and Botanic Gardens MRT stations were wrapped with messages encouraging commuters to take the stairs to burn calories.

ENHANCING INTEGRATION WITH THE COMMUNITY AT TEL STATIONS

With the gradual opening of more TEL MRT stations, SMRT is working on several initiatives with the objectives of familiarising commuters with the new stations and engaging the communities around the stations. These include Meet-the-Manager sessions, inviting the Singapore Association of the Visually Handicapped (SAVH) to familiarisation tours at Caldecott MRT station, and collaborating with hospitals near some of the TEL MRT stations to explore services for those visiting the hospitals.

Adapting to the new normal, we have started engaging our commuters via digital platforms. On 29 July 2020, we held the inaugural Meet-the-Manager (MTM) session for Woodlands MRT station online, hosted by TEL Service Operations Manager Jimmy Tan. Grassroots Adviser for Admiralty Mr Vikram Nair, TEL Deputy Managing Director Mr Lam Sheau Kai joined participants in this monthly session. The participants provided valuable feedback to improve our stations and services.

Through these initiatives, we hope to be more integrated with the community we serve.

CORPORATE SOCIAL RESPONSIBILITY & COMMUNITY ENGAGEMENT

SMRT's vision is Moving People, Enhancing Lives, and the corporate social responsibility (CSR) strategy focuses on the latter. SMRT is committed to work in a socially and environmentally responsible way for the interests of our stakeholders - from commuters to employees and business partners. SMRT also leverages facilities and employees to create a positive impact on the communities.

THE COMET - MEETING NEEDS THROUGH SAFE TRANSPORT

Recognising the need to provide safe point-to-point transportation for COVID-19 related operations, SMRT joined hands with local partners with the support of Temasek Foundation in retrofitting existing vehicles and transforming them into safe transporters to ferry passengers safely. These vehicles, called COVID-19 Multi-Passenger Enhanced Transporter (COMET MAXI, MIDI and MINI), facilitate the mass transfer of passengers between hospitals, dormitories and various community facilities. These transporters complement existing patient transport services and enable the mobility of COVID-19 patients amidst the pandemic.

Engineered for the safety of all, COMET vehicles incorporate innovative design and planning to ensure adequate protection during transportation as we unite against COVID-19. COMET is very much in line with SMRT's vision of Moving People, Enhancing Lives where as an organisation, SMRT is committed to improve mobility and promote inclusivity in our public transport network.



COMET MAXIs can take more than 30 passengers in the passengers' compartment.



The MAXI features a driver's compartment that is separated by a wall and an emergency door. This is for the safety of all onboard the MAXI.

ENGAGING THE COMMUNITY

SMRT has proactively engaged community multipliers to seek feedback and mitigate negative experiences. Our community partners are significant in our engagement journey. We strive to build and deepen relationships with them by organising more face-to-face engagement sessions.

At every engagement session, we provided updates on SMRT's maintenance, renewal, safety and security efforts, the new Thomson-East Coast Line (TEL), our service and culture transformation journey, and community engagement activities.

In 2019, SMRT also launched the "Faces" project where senior SMRT representatives are involved in building and strengthening relationships with the community. They work closely with community leaders and the Land Transport Authority (LTA) Community Partnership unit to enhance SMRT's presence on the ground, and help to address residents' feedback.

In partnership with the People's Association (PA) and LTA, the Station Audit initiative engages community leaders as well as selected groups of commuters in the community for valuable feedback to improve our stations.

The first audit was held at Ang Mo Kio MRT station where former Ang Mo Kio GRC (Chengsan-Seletar) Adviser, Mr Ang Hin Kee and several elderly residents with mobility challenges were invited to survey the station and share their views on how facilities and services within the station could be enhanced to better serve their travelling needs.

Together with LTA, SMRT continues to manage the noise levels from train tracks. The Stakeholder Engagement and Permanent Way teams monitored the noise levels from trains moving on the tracks, and the latter also conducted necessary track maintenance works to mitigate and address this concern. Noise management measures were also introduced based on feedback from residents.

SMRT actively reaches out to the Community Development Councils and our adopted charities through familiarisation tours. These tours engage our beneficiaries and grassroots, and help to improve mobility and inclusivity at our stations' facilities through their feedback. For example, during the opening of the Canberra MRT station in October 2019, LTA and SMRT conducted a joint familiarisation tour for some charities, grassroots and residents to introduce its facilities and services.

Prior to the opening of TEL Woodlands, Woodlands South and Woodlands North MRT stations, LTA and SMRT organised station previews for advisers, grassroots, and beneficiaries of our adopted charities in the vicinity.

We also collaborated with community partners to organise performances on the North-South Line (NSL) to improve the travelling experience for our commuters. For instance, Woodlands MRT station was brought to life by the People's Association (PA) carollers during the Christmas season in 2019.



PA carollers brought cheers to commuters at Woodlands MRT station.

ENGAGING THE YOUNG

Art in Transit

In collaboration with Art Outreach, a non-profit organisation that promotes arts education in Singapore, SMRT has been conducting public tours to share with participants, comprising students, grassroots and art enthusiasts, the various art installations in the MRT stations and the rich heritage of the surrounding areas. About 1,000 students and members of the public attended more than 27 tours conducted to date.

Learning Journey

The SMRT Learning Journey is an educational staple well received by local schools. They are engaged through what goes on behind the scenes in our train networks and learn how they can play a part in ensuring a safe, reliable, and delightful journey for all. This Programme is also extended to community leaders.

Participants were taken on a guided tour of our trains, maintenance workshop, and a fully automated Circle Line Operations Control Centre (OCC) at Kim Chuan Depot. They also get to learn more about SMRT's operations and how SMRT is committed to reliability, safety, and security. In 2019, about 900 participants attended our learning journeys.



Students learning about key features in our trains.

ENGAGING OUR PEOPLE

Employee volunteerism is one of the key pillars of SMRT's ongoing CSR and community initiatives. Employees have been eager to contribute to the community, especially with helping the elderly and the less fortunate. Volunteers committed to some 1,000 hours in 2019, through the following key initiatives.



Volunteers packed CNY Fu Dais for the less fortunate seniors.

Community Chest Fu Dai (福袋) 2020

A Lunar New Year Fu Dai filled with festive goodies brought smiles to seniors who live alone. With the help of SMRT's private hire buses (with over 40 employee-volunteers), more than 250 goody bags were packed and delivered. The SMRT team enjoyed bringing warmth to the less fortunate and seeing their smiles was the best gratification. This was the third time SMRT supported the Community Chest in this heart-warming and meaningful initiative.



The elderly enjoyed a night of entertainment at Getai-Xinyao charity concert with volunteer support.

Community Chest Getai-Xinyao Charity Concert

More than 30 SMRT employees, with the support of SMRT Corporation Sports and Recreation Club (SCRC) (SMRT's welfare committee), volunteered at the Community Chest's Getai-Xinyao Charity Concert in April 2019. This was the second year that SMRT supported this event. For the event, our volunteers helped as ushers and also served elderly participants with food and drinks, going the extra mile to make the event a heartening success!

Volunteer Service to HCA Hospice Care Beneficiaries

Happiness comes from sharing our love and time to brighten one's day. Employee-volunteers from SMRT Buses spread cheer to the HCA Hospice Care (HCA) patients and employees with a slew of activities in June and September 2019. Volunteers taught the patients tie-dye craft and engaged them through fun quizzes about safety and bus facts. They also brought smiles and laughter to the patients of HCA Kwong Wai Shiu Hospital with song performances, charades and balloon sculpting.

AWWA House Painting

More than 100 SMRT employees took part in the monthly house-painting project for Asian Women's Welfare Association's (AWWA) beneficiaries living in one-room flats. Our volunteers helped to refurbish their homes by re-painting the walls and ceilings, cleaning household items and repairing faulty ones.

Our Sponsorships

SMRT believes in supporting the communities we serve. In line with our CSR Pillars of enabling mobility, empowering the community through arts and education and encouraging environment sustainability, our sponsorships in 2019 supported Social Service Agencies (SSAs) by helping to enhance the lives of their beneficiaries. We contributed some S\$1 million in cash and in-kind sponsorships. Key partners we worked with include the President's Challenge, Community Chest and Purple Parade.

Mid-Autumn Festival Activities for Geylang East Home for the Aged

SMRT celebrated Mid-Autumn Festival with the elderly from Geylang East Home for the Aged (GEHA) and residents from the neighbourhood in September 2019. More than 40 SMRT employees helped children with lantern making, facilitated game and gift booths, and distributed tasty mooncakes to the beneficiaries.



Volunteers brought cheers to the GEHA beneficiaries with games and mooncakes.

RESPONSIBILITY TOWARDS OUR ENVIRONMENT

SMRT aspires to be an industry leader in environmental stewardship. As a leading public transport service provider, we are dedicated to people-centric environmental sustainability anchored on SMRT's core values:

- ✓ Integrity in our actions to fulfil compliance of our environmental sustainability obligations
- ✓ Commitment to deliver best-in-class Service with eco-friendly policies and practices
- ✓ Excellence in our environmental conservation efforts by seeking to constantly innovate to achieve continual improvement in our sustainability practices

As a company, we are committed to environmentally sustainable developments in energy reduction, water conservation, waste management and green advocacy amongst our staff, business partners and customers:

- ✓ **A**dopt eco-friendly resources, alternative energy and environmental solutions that marry ecological and economic agendas
- ✓ **B**enchmark and measure environmental performance
- ✓ **C**ultivate values, create environmental awareness and drive positive actions amongst staff and stakeholders
- ✓ **I**mprove processes with the implementation of the Environmental Management System



ENERGY

Globally, there have been increasing concerns on Greenhouse Gases (GHG) emission and its devastating effects on the climate. Aligned with national efforts, it is SMRT's goal to reduce the emission of carbon dioxide, amongst other greenhouse gases, into the atmosphere. SMRT has been exploring various initiatives targeting this issue and will continue to push forth environmental sustainability as a multi-year effort.

In addition to the completion of the Solar Photovoltaic System in Bishan Depot, SMRT has supported the commissioning of another Solar Photovoltaic System in Tuas West Depot. The harnessing of the solar energy will reduce 900 tonnes of carbon footprint annually, specifically accounting for 22% and 38% of the monthly energy consumption in Bishan Depot and Tuas West Depot respectively.

By leveraging the efficiencies of district cooling - a centralised system producing chilled water for air conditioning to cool down buildings - the Raffles Place MRT station has recorded a 30% reduction in monthly electricity consumption since its implementation. This equates to 1,350 tonnes of carbon footprint reduced annually.

In early 2020, we reviewed our business partners' sustainability roadmap to ensure they are in sync with our sustainability goals. For instance, we opted to work with a supplier for a cleaner diesel alternative for all our buses, leading to better fuel efficiency and estimated annual savings of 2,400 tonnes of carbon footprint for our bus services.



WATER

At four of our train depots, our train wash plants feature dual-cycle recycling where water from the second rinse of the train is collected in recycling tanks for pre-washing of the next train. This saved approximately 1,000 litres of fresh water per wash or 160,000 litres per month.

Additionally, 95% of SMRT's train stations have been equipped with water-efficient fittings and attained PUB's Water Efficient Building Certification.



Energy-saving LED lighting is used in Mandai Depot.



WASTE

By raising awareness on the need to reduce unnecessary paper usage, the Company was able to achieve 18.7% reduction in paper usage in 2019, as compared to the year 2016. This corresponded to savings of 2 million sheets of paper which is equivalent to more than 85 tonnes of carbon footprint. With 2,000 tonnes of scrap metal waste that were sent for recycling in year 2019, a total of 3,320 tonnes of greenhouse gases emission was avoided as a result.

Separately, the Committee also worked with the National Transport Workers' Union to introduce e-payment and reduction of single use plastics and styrofoam at canteens in bus interchanges and train depots.



GROWING GREEN CULTURE WITHIN SMRT

To cultivate a green mind-set and raise employees' awareness on the importance and impact of environmental sustainability in their lives and work, we actively engage them by sharing green messages, office tips, and SMRT's improvement efforts in the areas of energy, water and waste management on Workplace by Facebook.

As part of our continuous efforts in green advocacy, lunchtime talks, eco-friendly workshops and fairs will be conducted to grow the SMRT green culture.

Externally, we aim to raise environmental awareness amongst the public, stakeholders and partners. In support of the Singapore World Water Day, we partnered PUB to share a story about SMRT's water recycling efforts in the automatic train wash systems at Bishan, Changi, and Ulu Pandan depots. The story was featured on Suria (free-to-air TV channel) and SMRT Facebook.

We are currently working to seek opportunities from notable campaigns such as Earth Hour, World Environment Day, Clean and Green Singapore as well as with Green partners, Singapore Sustainability Gallery and the Singapore Environment Council to expand SMRT's efforts in environmental stewardship.

THOMSON-EAST COAST LINE - BUILDING A MORE SUSTAINABLE RAIL SYSTEM

Thomson-East Coast Line (TEL) stations, trains, Operations Control Centre (OCC), as well as Mandai Depot (MDD) were built by the Land Transport Authority (LTA) with sustainability in mind:

- MDD was built as a green depot. A solar photovoltaic (PV) system with total capacity of 1,620kWp is installed and commissioned above the roofs of the Depot. Energy production from the solar PV system is expected to surpass 2,000MWH annually. Additional 150kWp is expected to be installed along the linkway corridor. There are also plans to install the solar PV system at the entrance roofs of TEL MRT stations.
- A solar adsorption chiller of 850kW or 241.7RT has been installed and commissioned in MDD to provide additional cooling capacity to the Depot especially during warm weather.
- All escalators in TEL MRT stations are installed with variable speed control. During off-peak hours, the speed of escalators is set to a lower speed of 0.50m/s and during the peak hours, the speed is adjusted to 0.75m/s. When the escalator is idle, the speed is further reduced to 0.2m/s. All these features contribute towards energy savings at the stations.
- All TEL and depot premises, including trains, open track area, workshop, service road and tunnels, have been installed with energy-saving LED lighting.
- Water recycle features have also been incorporated at the train wash plant in MDD.



Solar photovoltaic (PV) panel for production of electricity.



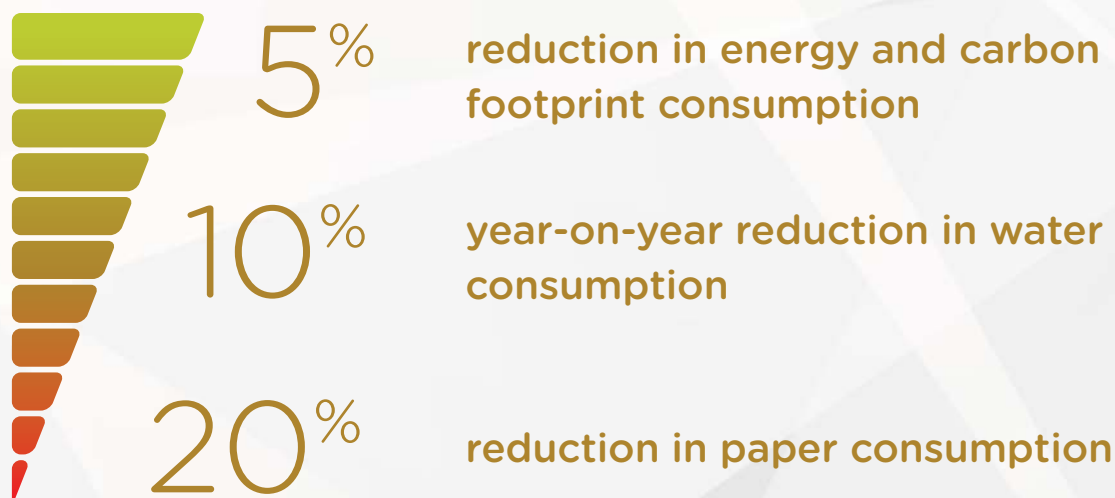
Solar heat adsorption tubing.



Solar adsorption chiller that provides additional cooling capacity to the Depot.

SUSTAINABILITY TARGETS

On top of all the initiatives implemented, appointed SMRT energy managers are tracking the energy consumption and greenhouse gas emission levels for reporting. Measuring these statistics allows SMRT to focus on areas of concerns and formulate appropriate action plans to further reduce our carbon footprint. Furthermore, we have set the following targets to drive our effort to achieve continuous improvements in our environmental sustainability:



UPCOMING PLANS

In the years to come, SMRT will be involved in infrastructure expansion or rejuvenation and sustainability activities that endeavour to further lower our carbon footprint.



Explore the expansion of solar panels to further harness **solar energy in Bishan Depot and Tuas West Depot**



Selected station toilets will be renovated with **water saving fittings and features**



Replace station lightings in stations with **energy-saving LED lights**. Expected to **lower energy consumption by 50%**



Align with the Resource Sustainability Act 2019 by the Ministry of the Environment and Water Resources (MEWR) to explore ways to **eliminate wastage in three key areas: e-waste, food waste, and packaging waste**



Progressively upgrade to **efficient chillers** at stations. Potentially achieve **water savings of 25%**



Explore ways to **offset our carbon footprint** through initiatives such as participation in tree planting activities

The Environment Sustainability Committee of SMRT will continue to work with government agencies and external environmental partners in a concerted effort to implement various company-wide initiatives as a responsible steward for environment sustainability.



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SMRT takes corporate citizenship seriously and we endeavour to do our part to protect the environment.