



Moving People Enhancing Lives



OUR VISION

Moving People Enhancing Lives

COMPANY PROFILE

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 Thomson-East Coast Line (operational in 2019) 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, Safety and Service, and Excellence. SMRT is committed to provide safe, reliable and comfortable service for our commuters.

OUR CORE VALUES

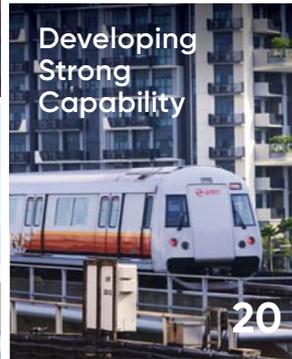
Integrity
Safety and Service
Excellence



Visit our corporate website for more information at:
www.smrt.com.sg

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SMRT CORPORATION IN BRIEF

1980s

TRAINS

- Singapore Mass Rapid Transit (MRT) is incorporated.
- Singapore's first MRT system begins operations with inaugural service between Yio Chu Kang and Toa Payoh on the North-South Line (NSL).
- Fifteen more stations open and the MRT system is officially launched by Singapore's first Prime Minister, the late Mr Lee Kuan Yew.

1990s

TRAINS

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

2000

CORPORATE

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

Milestones

2005

COMMERCIAL

- Raffles Xchange, the first MRT station to be redeveloped for transit retail, is launched.

2006

CORPORATE

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

2008

CORPORATE

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

BUSES

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

TAXIS

- SMRT Taxis debuts SMRT Eco taxis, which use compressed natural gas.

COMMERCIAL

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

2011

TRAINS

- Train service from Caldecott to HarbourFront CCL stations commences, marking the completion of the line.

BUSES

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

TAXIS

- SMRT's 'Book a Taxi' smartphone application makes it easier to book a cab on the go.
- SMRT Taxis adds Chevrolet Epica to its fleet.

2012

TRAINS

- Train service from Bayfront to Marina Bay CCL stations commences.

COMMERCIAL

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

ENGINEERING SERVICES

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

BUSES

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

TAXIS

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

COMMERCIAL

- Woodlands Xchange opens and tenants are 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 wins the contract to install Automatic Fare Collection faregates for the Tuas West Extension.

2010

BUSES

- SMRT Buses adds Euro V Mercedes-Benz Citaro 0530, which has greater fuel efficiency and full low-floor for smoother passenger flow, to its bus fleet.

COMMERCIAL

- Esplanade Xchange opens on the CCL.
- SMRT Media expands into digital media to offer greater interactivity and vibrancy to the network.

2009

CORPORATE

- SMRT Institute, an accredited educational institution, is established to develop and deliver transport-related training and education services.

- SMRT Corp achieves ISO 14001 certification for its Environmental Management System.

TRAINS

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

BUSES

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

2004

CORPORATE

- The SMRT Corporate Volunteer Programme is created with the aim of building a more inclusive society.

BUSES

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

2003

TAXIS

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

2002

TRAINS

- Changi Airport MRT Station opens.

2001

CORPORATE

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

BUSES

- SMRT Corp and TIBS Holdings merge, creating Singapore's first multi-modal company.

2014

CORPORATE

- SMRT Corp introduces Adopt-a-Station/ Adopt-an-Interchange, a community outreach programme with local schools.

TRAINS

- SMRT Trains crosses the landmark of 10 billion passenger journeys carried.

BUSES

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

2017

TRAINS

- SMRT Trains celebrates 30 years of MRT operations.
- Sleeper and power rail replacement works on the NSEWL are completed.
- Trial of the new signalling system on the NSL begins.
- The Tuas West Extension opens, adding four new stations on 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 31 new stations to the existing train network.

BUSES

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

TAXIS

- SMRT Taxis partners with Grab, enabling all SMRT Taxis' drivers to use Grab for taxi bookings and dynamic fixed fares.
- Strides Transportation establishes its first overseas joint venture, SMRT Strides Toyotsu Alliance, in Yangon, offering limousine and car rental services.

2018

CORPORATE

- SMRT collaborates 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 and LTA commence works to renew and enhance the power supply system on the NSEWL.
- SMRT launches first C151 trains from Bishan Depot.
- Renewal works for the Bukit Panjang LRT system commence.

BUSES

- Choa Chu Kang Bus Interchange opens, offering the first one-stop service centre in a bus interchange.

2016

CORPORATE AND TRAINS

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

CORPORATE

- SMRT Corp is delisted from SGX on 31 October.

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

- The second inclusive playground is launched in Ghim Moh.

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

TRAINS

- SMRT Trains transitions 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, is launched, offering limousine services, chauffeur services and car rental services.

ENGINEERING SERVICES

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

2015

CORPORATE, TRAINS AND BUSES

- SMRT celebrates SG50 with free travel on SMRT trains and buses.

CORPORATE

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

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

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

TRAINS

- The SMRT Trains Engineering Programme is launched to develop a sustainable pipeline of engineering professionals.

BUSES

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

COMMERCIAL

- Kallang Wave Mall, managed by SMRT Alpha, opens.
- SMRT Advertising & Properties and The X Collective are incorporated.

SMRT CORPORATION IN BRIEF

HIGHLIGHTS

HEALTH & SAFETY

1.4
Employee
Accident Frequency
Rate (AFR)

Employee accident frequency rate is significantly below the accident frequency rate for the Logistics and Transport sector. According to statistics from the Workplace Safety and Health Institute, Singapore, the accident frequency rate for the industry was 3.2 as at end of 2018.



CUSTOMER SATISFACTION



Trains **97.2**

Buses **97.7**

Results from the Public Transport Customer Satisfaction Survey by the Public Transport Council.

Trains **63.4**

Buses **67.3**

Taxis **72.1**

Results from the Customer Satisfaction Index of Singapore (average score 0–100) by the Institute of Service Excellence, Singapore Management University.

COMMUNITY

228
Units of Blood
Donated

In two successful blood donation drives at Raffles Place MRT Station concourse in 2018.



Close to
\$2 million

Cash and in-kind sponsorships.



OPERATIONAL EXCELLENCE



New facilities opened:

- Rail Operations Centre (ROC) which houses the NSEWL and CCL OCC*
- Choa Chu Kang Bus Interchange

* The Maintenance Operations Centre currently located at Bishan Depot will also be moved to the ROC.



Over 1,400 Kaizen projects
are in various stages of implementation.



BUILDING A FORWARD-LOOKING STRATEGY

CHAIRMAN'S MESSAGE

SMRT has been working on the following three focus areas:

1. Continuous improvement in operations, maintenance, service performance and engineering capability;
2. Gold standards in corporate and operational governance; and
3. Proactive stakeholder engagement to build trust and garner support.

WORKING TOWARDS CONTINUOUS IMPROVEMENT IN OPERATIONS, MAINTENANCE, SERVICE PERFORMANCE AND ENGINEERING CAPABILITY

This year, we have seen significant improvements on our journey to sustained reliability, safety and customer satisfaction. This has been possible because of the concerted effort of our employees and the patience and support especially from you, our commuters.

The commuter is at the heart of all that we do. As part of our initiatives directed at customer satisfaction, we appointed in February 2018, the Commuter Engagement Office. We put ourselves in your shoes. Our station staff took the first step to greet and smile at commuters. Training has also been provided for our frontline staff to better assist commuters with special needs. The team has brought music and



festive cheer to our stations. These little touches will go a long way towards building relationships between our commuters, our community and the public transport providers.

In February 2019, the Public Transport Customer Satisfaction Survey conducted by the Public Transport Council showed an overall improvement in satisfaction with our MRT and bus services. These results are encouraging, heart-warming and inspiring for our people. Moving forward, we can expect more from our teams at Trains and Buses.

Since introducing *Kaizen* at SMRT in February 2018, we see a greater sense of ownership in our employees when they are carrying out their work. We are heartened by their efforts to improve themselves and the work they do to achieve higher productivity. At the end of March 2019, over 1,400 *Kaizen* projects were in various stages of implementation. This is a good start.

Our *Kaizen* efforts also include optimising and transforming the logistics and supply chain. We are rethinking and re-engineering

The Board and Management are firmly committed to establishing high standards of corporate governance, which is anchored on a robust framework with effective internal controls, checks and balances and a set of common values embedded in every aspect of our work. . . . We are working to further tighten our corporate, functional and operational governance so that our drive towards service excellence and better business outcomes will be done professionally, legally and ethically.

SMRT Trains' supply chain to produce a more effective operating capability so as to better serve our commuters. This is critical to train reliability and more cost-effective running of our Trains business.

ATTAINING GOLD STANDARDS IN CORPORATE GOVERNANCE AND OPERATIONS

The Board and Management are firmly committed to establishing high standards of corporate governance, which is anchored on a robust framework with effective internal controls, checks and balances and a set of common values embedded in every aspect of our work. The Group's corporate governance guidelines and practices are regularly reviewed to ensure they meet high standards of corporate governance. We are working to further tighten our corporate, functional and operational governance so that our drive towards

service excellence and better business outcomes will be done professionally, legally and ethically.

ENGAGING STAKEHOLDERS TO BUILD TRUST AND SUPPORT

We recognise that SMRT would not be where we are today without the support of our stakeholders. This strong stakeholder support is one that we value and diligently work to engage our stakeholders – our commuters, our shareholder, our regulator, our staff, our union, our community, our board members and our management team. Close collaboration and constant engagement provide us with timely feedback and better enable us to work towards meeting the expectations of our diverse stakeholders. We strive for regular exchanges through open dialogues, meetings and frequent updates as part of our efforts to establish strong, lasting relationships.

THANK YOU

I would like to thank our commuters and various stakeholders for their patience and understanding as we work to provide safe, reliable and commuter-centric public transport services.

I would also like to express my gratitude to the Board for their unstinting support. Our new Group CEO, Neo Kian Hong is on board and settling in well. I deeply appreciate the commitment and dedication of the CEO, Management, staff and union leaders to take SMRT to new heights. You have my unwavering support. I look forward to working together with you to continue building the trust and confidence of our commuting public.

SEAH MOON MING
Chairman

BUILDING A FORWARD-LOOKING STRATEGY

CEO'S MESSAGE

2018 was a pivotal year for us as we systematically reviewed and identified ways to strengthen our organisation structure, our key operations and the way we work. We are going through operational and organisational transformation and are highly focused on delivering safe and reliable public transport services.

TRANSFORMING YOUR JOURNEY

SMRT has acted on our mission outcomes of Reliability, Sustainability and Continuous Improvement. The focus will be on improving reliability, running strong operations and developing new capabilities. In April 2019, we reorganised SMRT into four business groups – Trains, Roads, Engineering and Experience, supported by Corporate Services. With the formation of the Engineering Group, we are focused on building stronger capabilities in terms of rail engineering, logistics and training, primarily for the Trains Group.

As the dominant rail operator in Singapore, we have a responsibility to sustain the high reliability of our MRT system. An international measure for reliability is the Mean Kilometres Between Failure (MKBF) – the number of kilometres we clock before incurring a single service delay lasting more than 5 minutes. Recently, the North-South Line was recognised as the “Most Improved MRT Line” at the Land Transport Excellence Awards and by the end of March 2019, it had also crossed



the 1 million MKBF mark. We hope to emulate this achievement across our other lines.

In addition we have recently focused on Service as an integral part of our business. Across the company, we have begun to identify and work on ways to elevate service quality at SMRT. We are focused on understanding our customers' needs and defining service standards to meet customer needs. This underscores our commitment to and the emphasis we place on service delivery to better enhance your travel experience with us.

DEVELOPING OUR PEOPLE & BUILDING COMPETENCIES TO SERVE YOU BETTER

Public transport is a people business and our people form the backbone

of the organisation. Without them, *Working 24/7 For Your Journey* would not be possible. We recognise and appreciate each and every employee's effort and contribution.

Continual upgrading is one way we develop our people and identify opportunities to help each of them realise their potential. With progressive Human Resource practices, we also create an environment that promotes engagement as a key driver of a high-performing workforce. We engage our people, and expect every level of management to do the same. We regularly visit our employees at their work places to listen to them, encourage them and show our appreciation to them. We see sustained and direct engagement with the ground igniting passion and leading to a more satisfied and engaged workforce.

A SAFETY-FIRST CULTURE

The SMRT team puts safety first and there are efforts throughout the organisation to develop a culture where safety mindfulness is inculcated in every employee. We have also participated in several multi-agency exercises as part of security and emergency preparedness efforts. As Singapore gears up its infrastructure towards becoming a Smart Nation, cybersecurity is critical. SMRT has in place measures to counter IT security risks, including the strengthening of SMRT's cyber perimeter defences against unauthorised hacking and cyber-attack incidents.

EMBRACING DIGITAL TRANSFORMATION

The emergence of new technologies has transformed the way we do our work. For example, data analytics and real-time monitoring tools allow us to predict and prevent impending failures. To remain relevant, our people must continually upskill and re-skill. This is a key priority of this company.

Earlier this year, we signed two Memoranda of Understanding (MoU) with the National Transport Workers' Union (NTWU) to raise the competencies of our people in SMRT Trains and SMRT Buses. Some examples of our training plans include the Multi-Track Career Scheme, where our Roads colleagues will learn to lead and manage operations, and support the maintenance of future Autonomous Vehicle. Our Trains colleagues will undergo enhanced on-the-job training by leveraging virtual technology.

We want our people to stay employable and to grow through life-long learning. Everyone can be part of a future-ready workforce that will consistently serve our commuters well. The company will walk with you on this journey of life-long learning.

In our effort to continually improve, we are identifying ways to enhance performance and productivity. We are adopting digitalisation to strengthen collaboration across teams, and improve our work processes to raise our operational effectiveness. As we digitalise, we are also taking the opportunity to change our mindsets to meet evolving business demands and customers' needs.

With the wide availability and use of data as a catalyst for innovation, emphasis is placed on harnessing its value to provide greater insights for better decision-making. Leveraging data analytics, businesses and processes can be more proactive in the areas of customer services, asset management and maintenance.

We are also enhancing our training to better prepare our employees with new skills in line with our digitalisation roadmap. We are working closely with the National Transport Workers' Union and the Industry Transformation Map Committee to implement measures to engage and support our employees to embrace new technologies.

WORKING WITH STRATEGIC PARTNERS

We have strengthened our partnerships with LTA, academia and the OEMs to deepen our

engineering capabilities and establish a robust train ecosystem. Together with ST Engineering and SBS Transit, we are working towards establishing strong electronic card support capabilities which leverage existing engineering knowledge and expertise to troubleshoot, test, and repair the growing number of electronic cards that we use across the network. We also signed an MoU with Siemens to be their electronic cards repair agent for their local and regional Siemens rail equipment.

Our close collaboration with LTA extends to joint efforts on life cycle management, asset upgrades and renewal; as well as LTA employees' attachments to SMRT, and vice versa. This is to promote a strong understanding and teamwork across the Design, Build, Operate and Maintain (DBOM) value chain for the overall benefit of our commuters.

A WORD OF THANKS

I would like to thank the Board of Directors for their support and guidance. To my management team and employees, thank you for your passion and commitment to our commuters and SMRT. I would also like to extend my appreciation to the union leaders for your continued support. Let us all remain focused on our mission of Moving People, Enhancing Lives.

NEO KIAN HONG

Group Chief Executive Officer

BUILDING A FORWARD-LOOKING STRATEGY

Our Focus

SMRT's focus is on delivering our mission outcomes of **Reliability, Sustainability and Continuous Improvement**. We have fundamentally reorganised SMRT into four business groups – Trains, Roads, Engineering and Experience – and supported by Corporate Services.



OUR VISION

**Moving People
Enhancing Lives**

Our Four Business Groups

<p>TRAINS</p>	<p>We are focused on operations and maintenance, and the daily reliability and availability of our trains. We are also making progress on train and track renewal works. We are working towards achieving the 1 Million Mean Kilometres Between Failure (MKBF) target.</p> <p>We also look to provide better commuter experience, and ensure safety and security.</p> <p>See page 20</p>
<p>ROADS</p>	<p>We oversee the operations and maintenance of Buses, Taxis, and Automotive Services to augment the MRT network, providing important first and last mile connectivity. We also consolidate private transport growth initiatives under Strides Transportation.</p> <p>See page 24</p>
<p>ENGINEERING</p>	<p>We build capabilities primarily for the Trains Group, in terms of engineering, logistics, digitalisation, training, and managing longer term new and renewal projects.</p> <p>See page 32</p>
<p>EXPERIENCE</p>	<p>We contribute to the non-fare revenue and profit of SMRT Corporation. We help shape a positive commuter experience through framing and steering the SMRT Service Strategy.</p> <p>See page 36</p>

[Click here for Group Structure](#)

BUILDING A FORWARD-LOOKING STRATEGY

BOARD OF DIRECTORS



From left to right:

QUEK GIM PEW*

ABU BAKAR BIN MOHD NOR#

YAP KIM WAH**

WILLIAM TAN SENG KOON*

NEO KIAN HONG**
Group Chief Executive Officer

SEAH MOON MING**
Chairman

LEE SEOW HIANG#

MOLIAH HASHIM*

LEE LING WEE*

LEE FOOK SUN**

TAN EK KIA**

PETER TAN BOON HENG#

PHILIP NALLIAH PILLAI**

#Board member of SMRT Corporation Ltd
*Board member of SMRT Trains Ltd.



Click here for
Biographies

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

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

TAN AI LING**
Group Chief
Human Resources Officer

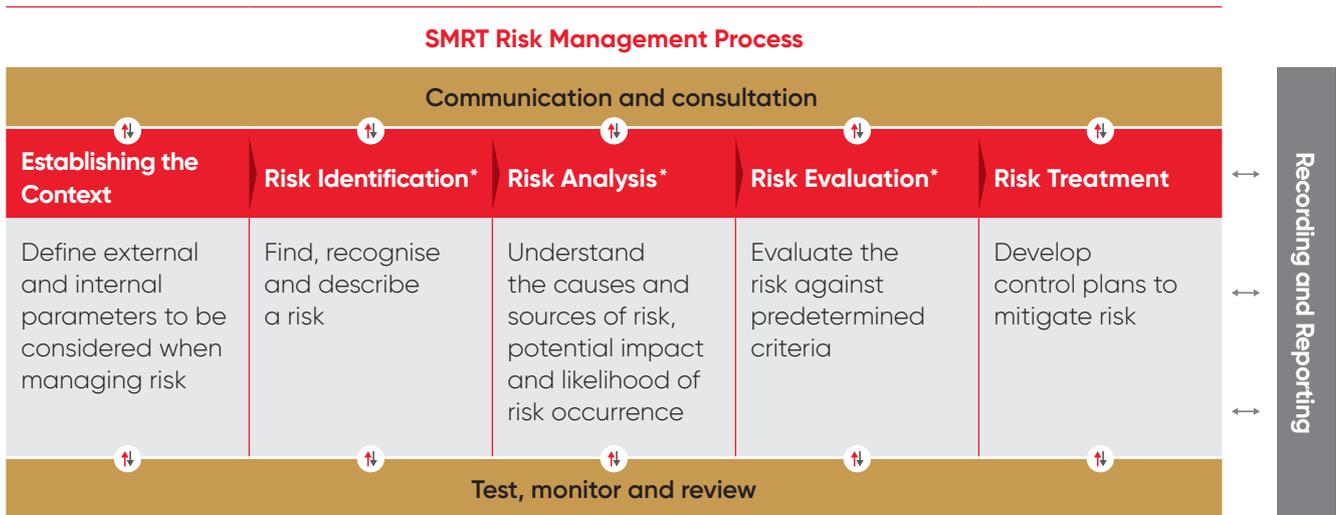
* Not present in photo
With effect from 1 June 2019



Click here for
Biographies

ENSURING SOUND GOVERNANCE

KEY DYNAMICS AND RISK MANAGEMENT



*Risk Assessment

The Risk Management Process, based on the ISO 31000:2018 Risk Management – Principles and Guidelines, enables the Company to deal with business and operational uncertainties by identifying key risks and implementing the appropriate control plans and mitigating measures. Key steps are outlined above.

SAFETY, SECURITY AND BUSINESS CONTINUITY RISKS

Safety is a core value the Company embraces to protect commuters and employees as we deliver a public transport service that is safe, reliable and customer-centric. Our safety system is reviewed constantly to mitigate any risk in the changing environment. Before commencing their roles, all our employees are

trained for competency, to adhere to authorised instructions and be keenly aware of safety.

A Technical Safety Board was established in 2014 to review modifications of our transport system and protect the design integrity of equipment and facilities for safe operations. The Company adopts a risk-based maintenance approach supported by automated condition monitoring and tracking systems. This enables us to anticipate required maintenance interventions early as we continue to conduct existing corrective and preventive maintenance regimes designed to identify and address potential technical issues before they become system-level risks. We aim to inculcate a shared vision of a Zero Security Breach operating environment, shaped by our

three principles of strong leadership, individual commitment and system discipline.

A Safety and Security Steering Committee, chaired by the Group CEO, oversees and governs the Company's safety and security regimes. This is cascaded to the respective business units and division meetings. Division Safety Officers directly assist the divisions in planning, organising, directing, coordinating and evaluating all safety efforts within the divisions, serving as a conduit between Management and Line Units to promote tighter safety-operation integration, ground engagement, and to deepen ties within and amongst business units. Security platforms at all levels institutionalise policies, procedures and practices aimed at incorporating security into our daily operations.

We actively engage 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 UTP Security Commission.

We regularly conduct security vulnerability studies to assess the risks in our infrastructure and network. Identified gaps in security are managed through structure and system enhancements. We have started to use active surveillance systems such as Video Analytics CCTVs to augment the overall security of all our depots. Supervisory checks, security inspections and Red Teaming exercises are constantly conducted by both Premise Managers and our Security Operations Team to validate the effectiveness of security systems, ensure compliance with security procedures under the Code of Practice (CP 1 and 6), and check the operational functionality of security equipment.

The security system also encompasses the safeguarding of our environment against cyber threats. Several cyber security initiatives, including system monitoring and incident response via a Security Operations Centre, or cyber response exercises, have been implemented to enable the Company to better respond to the fast-evolving threat landscape.

We maintain organisational vigilance and readiness through exercises that help us to enhance our capability to handle potential threats including terrorism, as well as through the validation of our business continuity plans. Inter-agency collaboration, with key ministries and agencies including the Singapore Police Force, Singapore Armed Forces and Singapore Civil Defence Force, is central in such exercises.

The Company is certified ISO 9001, ISO 14001 and OHSAS 18001, underscoring our commitment to adopt international standards and best practices in quality, health, safety and environmental management. We are also certified ISO 22301 in Business Continuity Management Systems.

HUMAN RESOURCE RISKS

The Company works to align our People, Processes and Technology to meet both immediate and strategic challenges, by reinforcing a workplace culture of integrity, discipline and accountability, sustaining staff engagement, and raising staffing and competency levels.

The Nominating and Remuneration Board Committee oversees the human resource strategy and risks, management of talent pool and development, as well as leadership succession.

We have strengthened our suite of leadership programmes, and optimised the structure and processes of our work teams for greater efficiency (e.g. delayering to streamline reporting lines to enable better line-of-sight between managers and their teams).

We continue to engage our workforce through regular touchpoints such as townhalls, dialogue sessions and internal feedback platforms, and maintain open two-way communication channels.

The Company strives to deepen employees' competencies to deliver high standards of rail reliability, with programmes such as the SMRT Train Engineer Professionalisation programme and Engineering Maintenance Manager career scheme.

We continually enhance our training capability with new courses and training systems, such as the Singapore Bus Training and Evaluation Centre, Singapore's first team-based bus training centre. SMRT continues to partner Land Transport Authority and other industry partners and academic institutions, both locally and globally, to launch initiatives such as the Chartership in Railway and Transportation Engineering, Postgraduate Certificate in Urban Railway Engineering, and the set-up of Singapore Rail Academy, in support of the national effort to raise rail competency levels in Singapore.

ENSURING SOUND GOVERNANCE

KEY DYNAMICS AND RISK MANAGEMENT

We adapt to the changing needs of our workforce as it ages. SMRT has partnered National Transport Workers' Union (NTWU) to address the consequences of our ageing workforce and also with the Fullerton Health Group in implementing initiatives such as free flu vaccinations, on-site physiotherapy and a chronic disease management programme. SMRT has also partnered UniSIM on age management research to enhance the work environment for mature employees. Various design enhancements have been made to leverage automation and ergonomics to transform existing jobs, processes and equipment to improve posture, illumination, visibility and safety.

REGULATORY AND OPERATIONAL RISKS

The Group's train, bus and taxi operations are subject to extensive regulation by the authorities and the Public Transport Council (PTC). Fares charged by SMRT Trains and SMRT Light Rail require the approval of PTC. However, this is not the case for SMRT Buses which comes under the Bus Contracting Model (BCM).

In our rail operations, SMRT 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 and is subject to financial penalties as set out in the Company Overview in the event of non-compliance. As a rail operator, SMRT also complies with various Codes of Practice issued by LTA and other agencies.

The Bus Service Operating Licenses for SMRT Buses expired on 31 August 2016. From 1 September 2016, the LTA completed the transition of the public bus industry into the BCM, formerly known as the Government Contracting Model. LTA oversees bus services and service standards and pays a service fee to bus service operators. All fare revenue is retained by the Government.

Under BCM, LTA owns all operating assets (except for our SMRT-owned buses and Woodlands Depot, which are leased to LTA for availability fees) and collects all fare revenue. LTA has bundled Singapore's bus services into 14 bus packages; three packages (20%) were tendered out with each contract lasting for five to seven years and the remaining 11 packages (80%) were negotiated with incumbent operators and run for a period of two to 10 years. When the negotiated contracts expire, the bus services in the 11 packages will be gradually tendered out.

Bus operators will bid for bus routes by packages through a competitive tendering process, and be paid a service fee based on cost per km to operate the bus services. Additional incentives can be earned based on service performance while penalties are imposed for not meeting the service standards.

To excel in the BCM League, SMRT establishes controls to continue our efforts on productivity improvement and cost management, such as ensuring sufficient Bus Captains and buses to run the bus services with a spare pool for contingency. SMRT will continue to strengthen our identity and develop our workforce as a key differentiator through career schemes to enhance our competitiveness.

SMRT Taxis operates under the Taxi Service Operator Licence and is required to comply with the Quality of Service (QoS), Taxi Availability (TA) standards, codes and audit requirements. While the QoS standards monitor the level of service and safety performance delivered by taxi operators and drivers to ensure commuters' satisfaction, the TA standards are set to ensure an adequate taxi supply on the road especially during peak periods through improving the availability of taxis to serve commuters. Likewise, new vehicle purchase is also subject to other policies like the Certificate of Entitlement, Vehicular Emission

Scheme and European emission standards which are becoming increasingly stringent. SMRT Taxis works closely with the regulatory authorities to keep abreast of developments and policies that may affect our businesses and the competitive landscape, especially from the Private Hire Vehicle trade. SMRT Taxis adopts competitive marketing strategies to attract and retain its taxi partners while it cultivates and forges long-lasting partnerships to strengthen the business.

ENERGY COST RISKS

The Group is exposed to fluctuating oil prices, which affect its energy costs. The Group mitigates the effects of electricity price fluctuations by entering into fixed price electricity contracts over fixed tenures where appropriate. The Group may, where deemed appropriate, engage in short-term diesel hedging contracts to partially mitigate any diesel price fluctuations. Where necessary, foreign exchange contracts are created to mitigate any currency risk from the purchase of diesel in a foreign currency. Such hedging practices adhere to the Group's Dealing Mandate approved by the Board of Directors. In addition, the Group engages in fuel-conservation and fuel-efficiency efforts, including conducting feasibility studies on alternate energy resources

and emerging technologies, to efficiently manage electricity utilisation throughout the organisation.

INVESTMENT RISKS

The Group's investment risks relate largely to capital investments made for the maintenance of operating assets, and acquisitions or investments in business entities. The 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.

Investment activities relating to acquisitions or investments in business entities are supported by experienced employees and, where necessary, by external professionals for specialised services. The Group adopts a disciplined approach in investment evaluation and decision-making aligned with the Group's strategy and investment objectives. Business proposals for such activities are also guided by operational and financial procedures and presented to the Management and, where relevant, the Board for approval.

FINANCIAL RISKS

The Group's activities are exposed to a variety of financial risks including credit, foreign currency,

market, interest rate and liquidity risks. The Group's risk management strategy features a system of controls to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. Audit and Risk Board Committee oversees the Group's financial risk management process through timely reviews of the adequacy and effectiveness of the financial risk management policy, tools, practices, strategies and treatments.

PROPERTY AND LIABILITY RISKS

The Group has an insurance programme with reputable insurance companies to insure its exposure to property damage, terrorism and sabotage, business interruption and general liability risks. Professional indemnity insurance is also undertaken for professional advice and services rendered by the Group. The Group adopts a proactive approach, with advice and recommendations from its appointed insurance brokers. Risk exposure is reviewed periodically to ensure that SMRT's insurance coverage continues to be appropriate and adequate in light of the cost of premiums and the relevant risk profiles of the Group's businesses.

Trains



DEVELOPING STRONG CAPABILITY

SMRT TRAINS



We are committed to improving your daily commute, and have increased the frequency of trains during morning peak hours.

As Singapore's first mass rapid transit operator, SMRT Trains runs the North-South and East-West Lines (NSEWL), Circle Line (CCL) and the Bukit Panjang Light Rail Transit (BPLRT). With over 5,000 employees, more than 250 trains and 148km of rail tracks across 106 stations, we serve about 2 million passenger journeys daily. In the past year, we achieved rail reliability and sustainability through various efforts.

RENEWING RAIL ASSETS

We have performed a range of renewal projects to upgrade and raise the performance of our network. As of May 2018, the entire NSEWL network – Singapore's oldest, longest and most heavily-used MRT lines – has been operational with the Communications-Based Train Control (CBTC) signalling system. After the sleeper and third rail replacement projects, the signalling project is the third of six major renewal projects on our oldest MRT Lines. By April 2019, the re-signalling project on the NSEWL was completed. This enables trains to run at shorter intervals, easing waiting

times. To support the additional power the new signalling system requires, we have enhanced the Traction Power Supply of 10 traction power stations.

To better predict and identify faults, two Power Asset Renewal projects are underway. The renewal of the power system is a complex exercise that is done on a "live" line. 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 tackle 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.

These projects require us to complete sophisticated tasks in a limited time. Making the best of the Early Closure Late Opening (ECLO) of the NSEWL, as at the end of March 2019, our engineers have laid 48.9% and 59.5% of the cables in the East-West Line and North-South Line respectively, and have installed the VLD in 43 out of 53 stations.



SMRT, with the support of the Land Transport Authority (LTA), relocated the NSEWL OCC at Victoria Street (left) to Kim Chuan Depot (right) in March 2019.

LEVERAGING TECHNOLOGY AND ADOPTING A KAIZEN MINDSET

We continue to leverage new systems and technology such as condition monitoring sensors, artificial intelligence, as well as data analytics processes. This allows our engineering teams to anticipate and avert faults on a wider scale. This is complemented by a drive to foster continuous improvement from the ground up to raise productivity and performance. An example is the use of the Laser Track Trolley that assesses rail wear more efficiently and accurately than the manual method. Using two laser heads, it captures rail measurement data continuously and computes rail wear. It also builds a rail wear database, critical for developing future predictive maintenance abilities. The Laser Track Trolley won the Institute of Occupational Safety and Health International Railway Group Award 2018. This initiative received the Land Transport Excellence Award (LTEA) 2019 for Best Land Transport Operation and Maintenance Initiatives.

IMPROVING THE DAILY COMMUTE

With the new signalling system, we have increased the frequency of trains during morning peak hours. We have introduced music in stations as well as digital signs and panels displaying information of frequently asked questions in stations. Led by LTA, we are working to widen the use of bankcards for payment in public transport.

FUTURE IMPROVEMENTS

In March 2019, after more than three decades at Victoria Street, SMRT with the support of LTA, relocated the NSEWL's OCC to Kim Chuan Depot. It is now sited next to the Circle Line's (CCL) OCC within the same depot to facilitate better integration of space, resources and facilities between the two OCCs.

In April 2019, SMRT's Rail Operations Centre (ROC), was officially opened by Minister for Transport Mr Khaw Boon Wan and houses our key transport network operations, providing enhanced real-time situational awareness and

integrated command and control, so as to achieve higher reliability. The ROC comprises the OCCs for the NSEWL and CCL. Later this year, the ROC will also incorporate the Maintenance Operations Centre (MOC), currently located at Bishan Depot. With the ROC, SMRT envisions one place to house its key transport network operations, providing enhanced real-time situational awareness and integrated command and control, so as 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 cybersecurity efforts; service communications; and commuter services.

The Thomson-East Coast Line, which will be a fully automated and driverless underground line, is set to begin operations in late 2019. We are also planning an extensive renewal programme for the Circle Line. Together with the ongoing upgrading of the Bukit Panjang LRT, this will result in better service for our commuters.

Roads



DEVELOPING STRONG CAPABILITY

ROADS: SMRT BUSES



Hybrid Buses to serve commuters with smoother and greener rides.

SMRT Buses serves about 1 million passenger journeys daily. With 3,400 employees and a fleet of over 1,400 buses, we operate 85 bus services and manage three bus depots and five bus interchanges under the Bus Contracting Model.

COMMUTERS AS OUR OPERATIONAL FOCUS

Commuters are at the heart of our operations, and our WeCare framework focuses on enhancing safety, reliability, care and comfort for them. SMRT Buses won the Best Service Partner (Service Delivery) at the Land Transport Excellence Awards 2019 for exemplifying outstanding customer service.

The new Choa Chu Kang Bus Interchange features smart technologies and commuter-centric features to increase comfort and safety. A unique capability is the use of artificial intelligence and video analytics to detect suspicious objects left behind and provide aid to passengers in need of assistance.

Meanwhile, the Bukit Panjang Integrated Transport Hub earned the Best Public Transport Happy Toilet Award at the Restroom Association Singapore's 20th anniversary and the Let's Observe Ourselves Awards 2018.

As part of LTA's efforts to build a more environmentally-friendly public bus fleet, we have also deployed a fleet of diesel-electric hybrid buses. These will provide smoother, quieter and more enjoyable rides for our commuters.

In the Customer Satisfaction Index of Singapore by the Institute of Service Excellence, Singapore Management University published in 2018, we achieved annual improvements and topped the public bus sector.

PEOPLE AS OUR KEY DIFFERENTIATOR

To prepare our organisation and our people to be future-ready, we encourage reskilling and upskilling. Multi-track career progression schemes recognise specialised competencies while facilitating the flexible transition between different roles.

As a caring employer, we offer workplace benefits such as in-house depot clinics, health and lifestyle programmes, and improved staff facilities at bus interchanges. Regular dialogues with the Union help us to understand our employees' needs.

At the May Day Awards 2018, our Chief Bus Captain Peh Chee Kang was presented the Comrade of Labour Award, acknowledging our strong partnership with the National Transport Workers' Union. Chief Bus Captain Foo Kim Ming, who has consistently delivered outstanding customer service, was recognised at Land



Familiarisation Tour for Singapore Association of the Visually Handicapped and Handicaps Welfare Association together with advisers and grassroots leaders at the new Choa Chu Kang Bus Interchange.

Transport Excellence Awards 2019 with the Outstanding Service Individual (Public Transport) award.

To motivate our workforce to achieve efficiency and productivity, we have encouraged employee participation in *Kaizen* and digitalisation initiatives. As part of continuous improvement efforts, we have completed the workplace safety improvement using the *Kaizen* 5S methodology for all our bus depots and interchanges.

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 (ECLLO) on the NSEWL. In close collaboration with the Land Transport Authority (LTA), we provide shuttle bus services as an alternative mode of transport for commuters affected by scheduled train station closures.

In our second year under the Bus Contracting Model, we continued

to deliver good operational performance, as assessed by LTA's Bus Service Reliability Framework.

INNOVATION AS AN ENABLING STRATEGY

We continually innovate to enhance service reliability and provide the best commuting experience. Our emphasis on safety is demonstrated in our commitment towards Vision Zero. SMRT Buses received the award for the Most Innovative/Effective Safety Programme by a Public Transport Operator at the Land Transport Excellence Awards 2019, for proactive implementation of innovative and effective programmes to promote safety awareness.

We continue to utilise technology to enhance safety. PROLEARN, a learning and training management system, leverages telematics technology and big data analytics to mitigate accident risks. This has helped us reduce controllable passenger mishaps by 68%.

Our SMART Traffic Management System, consisting of multi-sensors, radar technology and visual lights, has been effective in reducing the bus accident rate at Bukit Panjang Integrated Transport Hub Bus Parking Area.

We leverage technology to improve service. Together with LTA, we have implemented an On Demand Public Bus Services trial to evaluate the feasibility of operating public bus services with routes and schedules based on real-time commuter demand. It is crucial that we continue to strengthen our knowledge and develop capabilities relevant to future operating landscapes.

We achieved ISO 55001 Asset Management Certification in 2019 by enhancing our asset management system and processes. Through benchmarking our maintenance processes and service levels to best-of-class international standards, the certification reaffirms our commitment to provide better journeys and service excellence to commuters.

DEVELOPING STRONG CAPABILITY

ROADS: SMRT TAXIS



As the only taxi company with Taxi Share scheme, we offer flexibility to taxi drivers.

With a fleet of nearly 2,500 taxis, SMRT Taxis continues to enhance passengers' travel experience, raise service standards, and innovate with technology to adapt to dynamic market conditions.

STRENGTHENING PARTNERSHIPS

At SMRT Taxis, we refer to our drivers as "taxi partners", reflecting their value to us. We are proactive in engaging them and addressing their concerns, as a better driving experience translates into better customer service.

To suit the different needs of our taxi partners, we introduced Taxi Share in 2017. The flexible hourly rental scheme, which gives our taxi partners 24-hour access to more than 600 taxis at over 250 carparks, continues to attract sign-ups.

New initiatives in 2018 included setting up an Operation Control Centre to provide our taxi partners with better first-hand support, and introducing roving officers to provide on-site Taxi Share roadworthiness activities.

Externally, we are seeking ways to deepen our partnership with Grab, which currently enables our drivers to use its app for taxi bookings and dynamic fixed fares.

SMRT Taxis also continues to collaborate with MasterCard to lower cashless transaction costs and drive technology advancements for more seamless cashless payments. This gives our customers more convenience and is in line with Singapore's push towards a cashless society.

OFFERING A BETTER RIDE

As part of our drive to offer stellar customer experience and environmentally sustainable options, passengers enjoy newer and greener vehicles like the fourth-generation Toyota Prius Hybrid, which boosts fuel efficiency and has a smaller

carbon footprint. Over 97% of SMRT Taxis' fleet are eco-friendly models. In two years' time, we look forward to an entire fleet of New Energy Vehicles.

Our taxi partners take pride in delivering high-quality rides. In the 2018 Customer Satisfaction Index of Singapore, we scored 72.1 points, an increase of 0.3% over 2017. During the year, 63 taxi partners also received Excellent Service Awards and another five were winners of the National Kindness Award – Transport Gold 2018.

SERVING THE COMMUNITY

SMRT Taxis supports meaningful community initiatives with Temasek Foundation Cares, such as the Automated External Defibrillator (AED) on Wheels Programme. With 100 taxis installed with AEDs, our taxi partners successfully responded to 24 activations in 2018.

THE ROAD AHEAD

To cope with market shifts, we constantly review our business structure and processes to optimise resources. We also closely track new regulations.

Fostering close relationships with our taxi partners, encouraging improvement and rewarding quality service remain vital to our business. By investing in technologies and vehicles, we will enhance service offerings for our taxi partners and passengers.

As our fleet grows, we will strengthen our fleet managing capabilities and systems to raise efficiency and cost-effectiveness. In addition, we will continue to explore new strategic alliances with potential business partners.

ROADS: SMRT AUTOMOTIVE SERVICES



Automotive Technical Officers repair a vehicle using a windscreen manipulator.

SMRT Automotive Services provides comprehensive repair and maintenance services for SMRT Taxis and external fleet owners. Currently, we maintain a total of more than 3,900 vehicles comprising taxis, motorcycles, lorries, vans, cars and specialised vehicles. We also provide accident repair, vehicle grooming, vehicle component overhaul, vehicle system upgrading, accident claims services and new vehicle commissioning for SMRT Buses, SMRT Taxis and our other customers.

OUR BUSINESS FOCUS

As part of our commitment to be the trusted road partner, we support and improve the competitive advantages of our customers through safe and reliable vehicle maintenance, improved turnaround time, and customer satisfaction. We continuously review and adopt more technologies to increase productivity and process improvement through digitisation and digitalisation. This allows us to minimise costs and maintain competitiveness.

Our external business focuses on fleet maintenance and agency and accident repair. In terms of fleet maintenance, we are the market

leader in the government-owned, non-military segment, with a market share of 55%. We continue to participate in government and corporate fleet maintenance contracts and maintain good relationships with existing customers and business partners.

For our agency business, we focus on supply sales of niche products. In addition to being an authorised agent for the Denso air-conditioning system and MASATS door system for buses, we have obtained agency status for the Rotarex automatic fire suppression system and Doga wiper system for buses, allowing us to supply the parts and perform after-sales warranty repair for our own vehicles or for other companies.

As authorised workshops for the accident repair business, we provide accident reporting, repair, and claim services for private vehicle owners. To improve our competitiveness, we have also achieved ISO 55001 asset management system certification, the only automotive workshops in Singapore with this certification.

MAINTAINING AND UPSKILLING TECHNICAL COMPETENCY

We have obtained UK-based Institute of the Motor Industry (IMI) Approved Centre status to conduct training and assessment to obtain IMI certificates in hybrid/electric vehicle maintenance. We are the first company in Singapore with this status and this extends our training capabilities and technical competencies beyond internal combustion engine vehicles.

Together with other industry stakeholders, we are also developing the new certification framework for bus technicians. This Certification for Technical Specialist (CTS) aims to build up a pipeline of skilled local bus technicians and raise common engineering competency standards across the public transport industry. The Operator Maintenance Course (OMC) will equip bus captains with a better understanding of the buses. This allows them to work more effectively with technicians to rectify common bus faults, in turn improving repair turn-around time.

Anticipating the rise of autonomous vehicles, we have signed a Research Collaboration Agreement with Nanyang Technological University to develop autonomous buses. The bus was officially launched in March 2019 and the trial will be extended to NTU campus and public roads.

DEVELOPING STRONG CAPABILITY

ROADS: STRIDES TRANSPORTATION



A whole fleet at your call.

Aiming to be a leading and credible transport solutions provider, Strides offers a range of private transport services from luxurious limousines and private cars to premium buses to meet our commuters' requirements.

In parallel with our transportation business, Strides is also committed to developing new capabilities and upskilling of our workforce to maintain a competitive edge for the Roads Group.

PROVIDING SEAMLESS SERVICES

The rapid rise of on-demand transportation has reshaped the way people commute. Strides provides seamless transport solutions with round-the-clock operations staff ensuring our service promises are met and

offering personal assistance to our commuters when required. We are constantly evolving our business models through partnerships with promising technology partners and harnessing feedback from our commuters to ensure their journeys are safe, reliable and comfortable.

Attesting to the quality of our premium and customer-oriented services, our limousine services saw a sharp increase in demand in 2018. In order to meet this, we doubled our luxury limousine fleet and introduced our own limousine mobile application to enhance service delivery and operations.



Providing seamless transport services.



Strides Limousine Services.

BUILDING NEW CAPABILITIES

Beyond delivering stellar transportation services, we ensure our business is adaptable to the fast-changing transport landscape. Guided by the Land Transport Master Plan 2040, our capability development team focuses on developing new capabilities in operations, maintenance and service delivery, in line with technologies such as Intelligent Transport Systems, Electric Vehicles (EV), Autonomous Vehicles (AV) and Demand Responsive Transport (DRT).

FUTURE-PROOFING OUR WORKFORCE

Our people are at the heart of the organisation. In addition to making work meaningful for our Bus Captains, Drivers and Technicians, we recognise the need to equip them with the skills and knowledge to adapt and thrive in the transport landscape of the future. We have been working with various technology partners and OEMs to conceptualise, test and evaluate the next generation of transport solutions to meet future demands. We will then

use this knowledge to upskill and reskill through a structured training curriculum provided by our dedicated training centres.

PUSHING BOUNDARIES

We will continue to push boundaries and be at the forefront of innovative transport solutions and workforce training services to ensure Strides' continuing relevance in the face of changing transportation demands in Singapore.



Engineering

DEVELOPING STRONG CAPABILITY

ENGINEERING



SMRT employees using the Mobile Operation and Maintenance System to execute their tasks efficiently.

The Engineering Group was formed as part of the reorganisation of SMRT in 2018. This new group builds engineering capabilities, primarily for Trains, and to improve operational performance.

The Engineering Group has three strategic objectives:

- To raise new capabilities and new lines
- To train a competent workforce
- To sustain and achieve financial strength

RAISING NEW CAPABILITIES AND LINES

The Engineering Group is developing new capabilities in the areas of data analytics, condition monitoring and maintenance techniques. Employing data analytics will drive business and process improvements that ultimately enhance customer experience. For example, data analysis will identify and address anomalies and potential

defects before they impact operational performance. In condition monitoring, we use actual operating data to identify in advance a potential failure.

By leveraging external expertise and working with partners such as the Nanyang Technological University (NTU) Corporate Lab, the Urban Mobility Centre and start-ups associated with SMRT's corporate venture arm Momentum, SMRT is able to accelerate solutions for condition-based monitoring and to enhance rail asset repair and reliability.

We also promote digitalisation within all business units and corporate departments to transform work processes and enhance innovation and agility across the company. This digital transformation will reinforce the new culture within the Company, supporting collaboration and interaction among staff and improving the learning environment. Examples of digitalisation are described below.

Embracing the "LEAD" culture

The Engineering Group seeks to realise the above deliverables by promoting its "LEAD" culture, which stands for:

- L**everaging partners and technologies to increase efficiency to enhance performance
- E**nterprising and out-of-the-box innovative solutions
- A**dding and growing new businesses
- D**eveloping a positive mindset to overcome challenges

Predictive Decision Support System

The Predictive Decision Support System is a single digitalised platform housing the Permanent Way (PWay) asset design, maintenance and condition data. Since its roll-out, this platform has provided PWay staff with advanced data processing and

visualisation to support maintenance decisions such as:

- Efficient location of areas with frequent corrective maintenance
- Prioritisation of maintenance tasks
- Quantitative indication of asset health
- Correlation of asset health data (to find precursors to failure)

The platform is expected to reduce the amount of corrective maintenance by enhancing condition-based maintenance through a better maintenance-planning regime.

Mobile Operation and Maintenance System (MOMS)

MOMS provides comprehensive information for maintenance staff to execute their assigned maintenance tasks in a timely and efficient manner. Through this digitalised platform, our maintenance staff is able to remotely retrieve and update asset maintenance information. This platform interfaces with different enterprise Maintenance Management Systems with a customised and ergonomic user interface, and is able to adapt to changes to maintenance needs. This new practice has shortened the required time on the job, thus increasing productivity. MOMS has been progressively rolled out to various maintenance branches and is expected to reduce the time to process maintenance administration by 30%.

TRAINING A COMPETENT WORKFORCE

A competent workforce is essential to SMRT's success, with upskilling and continuous training. SMRT Institute is the SMRT's training arm. Its initiatives include updating the Trains skill and competency framework, strengthening the maintenance skills of technical staff, enhancing the quality of service delivered by operations staff and improving the effectiveness of workplace learning. Aside from more structured practical

training supported by more ground coaches, the Institute is also harnessing digital platforms to encourage more self-directed and collaborative learning.

The Institute also oversees the SMRT Train Engineer Professionalisation (STEP) programme and the Postgraduate Certificate in Urban Railway Engineering (Singapore) developed jointly with the University of Birmingham. In order to enhance the curriculum of the certificate programme, we are injecting more local content, with a stronger focus on effective maintenance, repair and overhaul knowledge.

SMRT Institute is also participating in the development of Rail Engineering capability in Singapore, through partnerships with the Singapore Rail Academy, SBS Transit and institutes of higher learning. This will strengthen professionalism in the rail industry and help to increase the number and quality of rail engineers in Singapore.

SUSTAINING AND ACHIEVING FINANCIAL STRENGTH

The Engineering Group oversees the transformation of the supply chain for Trains. Logistics and supply chain optimisation are critical to ensuring train reliability through efficient materials planning, procurement, warehousing and fulfilment. Improvement in the supply chain management process also ensures that we are able to minimise SMRT's investment while maximising effectiveness in the logistics supply chain.

With SMRT's expertise and experience in transportation operations and maintenance, SMRT has been providing consultation services to regional transportation operations and maintenance agencies. These pursuits enhance



2getthere vehicle at Sendai Airport in Natori, Miyagi, Japan.

our knowledge, which can then be applied to our local rail and bus operations.

The Engineering Group aims to position the Company to exploit the advancement in land transportation technology and to stay relevant as the technology landscape and business evolve.

2GETTHERE ASIA

In anticipation of the growing demand for Autonomous Vehicles, SMRT Services Pte. Ltd. (SMRT Services) and 2 Getthere Holding B.V. (2getthere) formed a Joint Venture (JV), 2getthereAsia, in 2016.

2getthere's Group Rapid Transit (GRT) vehicle is able to operate autonomously in demanding weather conditions, using its proprietary software for navigation. Carrying up to 24 passengers, the GRT vehicle is able to operate as a low-cost automated transit system transporting up to 8,000 passengers per hour in any single direction.

The GRT has successfully participated in several projects and demonstrations at Changi Airport, NTU and Sendai Airport, Japan.



North South Line
← 5 to Marina South Pier

North South Line
to Jurong East via Woodlands 4 →

NS22 Orchard
ஆரச்சாலை

Emergency Stop
Plunger
For This Platform Only ↓

Platform
← B

Experience

DEVELOPING STRONG CAPABILITY

ENHANCING THE CUSTOMER'S EXPERIENCE



We brightened commutes by decking up our trains and stations during festive seasons.

In 2018, SMRT Commercial was renamed SMRT Experience and helps shape positive experiences across touchpoints throughout a commuter's journey.

To deliver on this commitment, we will focus on elevating service delivery for a more holistic commuting experience for all Singaporeans.

Our job involves listening to our commuters, better understanding their needs, and creating physical and digital interfaces that will bring about seamless and value-added experiences for them. We are also building the service capabilities of all our staff.

SMRT Experience continues to contribute 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, as well as SMRT's trains, buses and taxis.

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 and commuters daily with impactful advertisements, spaces and activations.

In the year ahead, we will continue to add vibrancy to our train and bus networks by bringing in more lifestyle and convenience brands. We will innovate and improve our offerings to enhance value and stay ahead of the competition.

We will also continue to support public transport and public education initiatives through partnerships and community campaigns.

PARTNERING FOR SUCCESS

SMRT Experience actively develops partnerships across our businesses to bring value to our customers and partners.



Our partnership with The Walt Disney Company (Southeast Asia) engages commuters throughout the year.



WINK+ GO allows motorists to earn points when they travel through ERP gantries with the WINK+ app.

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.

Our partnership with The Walt Disney Company (Southeast Asia) across our transport, retail and digital networks engages commuters and consumers throughout the year with rewards such as family holiday experiences, movie tickets and exclusive movie or character-branded premiums.

We continue to partner Citibank Singapore as our presenting bank. Citibank SMRT card members enjoy promotions and earn rewards in categories such as groceries, coffee, movies, fast food, online shopping, health and beauty merchants like FairPrice, Sheng Siong, Lazada, Starbucks Coffee, Golden Village, McDonald's, POPULAR Bookstores and Watsons.

OUR DIGITAL OFFERINGS

WINK+ is our rewards app that awards points to users when they travel on the SMRT train network, scan WINK+ QR codes or participate in WINK+ Play activities. The points can be redeemed at participating merchants or on iMOB Shop. It is also a unique digital platform for advertisers to actively engage audiences through targeted surveys and gamification.

In 2018, WINK+ collaborated with NETS to launch a new feature, WINK+ GO, which allows motorists to earn points when they pass through an operational Electronic Road Pricing (ERP) gantry with a NETS Contactless Cashcard registered via the WINK+ app.

Other highlights of 2018 include welcoming new merchants such as H&M and Teo Heng KTV on board while expanding point redemption options for WINK+ users. During the year-end festive season, we launched

"12 Days of Joy with WINK+", with the objective of increasing engagement and acquiring new users. During the 12 campaign days, users participated in daily word-play contests. Qualifying participants won prizes from advertisers such as Cat & the Fiddle, Eureka Snack SG and SkinSoul Switzerland. During the Chinese New Year festive period, we continued to engage WINK+ users with the "Wheel of Prosperity" promotion. During the 15-day promotion, users stood a chance to win prizes from merchants such as Noel, BYSI, Emicakes and Midea.

We will continue to grow WINK+ with new app features, exciting consumer promotions to boost user acquisition, and onboarding of new retailers and partners.

ADVERTISING AND RETAIL SOLUTIONS

The X Collective (XCO), a wholly-owned subsidiary of SMRT Experience, leverages its capabilities in media, properties and marketing to develop

DEVELOPING STRONG CAPABILITY

ENHANCING THE CUSTOMER'S EXPERIENCE



The Inspiration Store in Orchard Xchange brings in seasonal Japanese-themed art, retail and food and beverage concepts, with interactive workshops that are free for commuters.

impactful platforms, tailor content and design interactive campaigns to transform and enhance commercial spaces.

During the year, XCO was appointed to market advertising and event spaces at Paya Lebar Quarter, a landmark residential, retail and office development that is scheduled to fully open in Q3 2019.

PURSUIING SUSTAINABLE GROWTH

SMRT Experience plans to strengthen collaborations with more partners to improve customer experience, while seeking sustainable growth. The year ahead will see us expand our capabilities in digital and data. This will allow us to offer better products and services that will enhance commuters' journeys and their quality of life.

OUR PROPERTIES NETWORK

SMRT Experience manages over 860 retail units and achieved

about 94% occupancy. We constantly enhance our Xchanges, MRT stations and bus interchanges to cater to consumers in and around our transport network. The SMRT Shops programme continues to reward the community and commuters with attractive deals.

In October 2018, SMRT Experience worked with social enterprise group, Singapore Fashion Runway. This organisation offers people with special needs and the disadvantaged with a learning and development platform through their fashion-for-a-social-cause programmes. SMRT Experience enabled Singapore Fashion Runway to reach out to their beneficiaries and create awareness with a brick-and-mortar space at Marina South Pier MRT station.

In December 2018, we collaborated with East Japan Railway Company (JR East) and introduced the Inspiration Store in Orchard Xchange to bring in Japanese-themed art, retail and a food and beverage concept with seasonal menus and interactive workshops



Tourism Australia decked City Hall MRT station concourse with SMRT's first-ever holographic display in our stations.



Deepavali concept train to celebrate the Festival of Lights with our commuters.

that are free for commuters. We will roll out more of such interactive tenant concepts to engage commuters and to make their travel experience more enjoyable.

OUR ADVERTISING NETWORK

SMRT Experience manages Singapore's largest advertising network of out-of-home platforms and digital screens across the public transport network. We reach an audience of millions daily through our interactive, multi-channel platforms.

We continue to encourage innovative and interactive advertising formats. Tourism Australia decked City Hall MRT station's concourse with the first-ever holographic display in our stations. Standard Chartered Bank delighted commuters with Christmas lights and music that were triggered whenever commuters engaged with the advertisement. Prudential Singapore launched an

interactive #DOsquatschallenge campaign in Tampines and City Hall MRT stations which challenged commuters to do squats within a time limit to earn free MRT rides.

During the year, we worked closely with government agencies and statutory boards to create impactful, multi-platform advertising island-wide campaigns, for key national events such as National Day Parade 2018.

We actively supported public transport campaigns, as well as community, environment, sporting and arts events. These included the Land Transport Authority's Graciousness campaign, National Council of Social Service's President's Challenge, NEA's Public Toilet Cleanliness campaign, Singapore Police Force's Outrage of Modesty in Public Transport campaign, The Boys' Brigade Share-a-Gift Project 2018, and Singapore Symphony Orchestra's Mothers' Day Concert.

During Deepavali, Christmas and Chinese New Year, we brightened commutes by decking out our trains and stations in festive-themed designs.

We continued to back the media and advertising industries as well as the local talents, by sponsoring trade events and awards.



SMRT
CORPORATION

Our People

DEVELOPING STRONG CAPABILITY

HUMAN RESOURCE



In February 2019, SMRT signed two Memoranda of Understanding to reinforce our commitment to prepare transport workers to be future-ready.

We sharpened SMRT's core values to Integrity, Safety, Service and Excellence. These anchor our efforts to build a disciplined workforce committed to producing excellence and quality outcomes. We have also stepped up efforts to create a collective ethos of pride in the organisation's mission and each individual's contribution towards it.

Rail engineers play a key role in SMRT, and we pay close attention to their professional development. To promote the rail engineering industry and professionalise our rail engineers, we work with the authorities, industry partners and academic institutions.

We have been running the SMRT Train Engineer Professionalisation (STEP) programme since 2015. As part of the STEP programme, SMRT has partnered the University of Birmingham to develop the Postgraduate Certificate in Urban Railway Engineering (Singapore). The pioneer cohort of 43

SMRT engineers earned their certificates in October 2018. To certify the skills developed in the STEP programme, SMRT has collaborated with the Institution of Engineers, Singapore, to design the Chartered Engineer programme for railway and transportation professionals. In 2018, 29 of our engineers obtained this professional accreditation.

Since 2014, SMRT has also collaborated with the Singapore Institute of Technology (SIT), Land Transport Authority (LTA) and SBS Transit to develop the Sustainable Infrastructure Engineering (Land) degree programme, which features a year-long immersive internship. SMRT hosted the second batch of SIT interns in 2018, equipping them with ground experience. We look forward to welcoming them as employees upon graduation.

As part of our continuous workforce upskilling effort, SMRT has participated in the SkillsFuture Earn and Learn



SMRT leadership walk the ground to meet and engage employees at various locations like depots, interchanges and stations across Singapore.

Programme, in partnership with Singapore Polytechnic, for our staff who are graduates from the Institute of Technical Education to deepen their skills. After completing the 18-month training programme, they receive a Workforce Singapore Certificate in Rapid Transit System Engineering. Those who choose to continue for another 12 months obtain the full Diploma in Engineering – Rapid Transit Technology from Singapore Polytechnic.

EMPOWERING GROUND LEADERSHIP AND TEAMWORK

All new staff undergo the SMRT Service Excellence programme which aims to enhance the service standards towards Safety, Reliability, Care and Comfort. Our Service Excellence Campaign drives these standards further in daily operations through Leader Ambassadors – advocates appointed across the organisation. We continue to be committed to raising the quality

of leadership across levels, particularly among our ground leaders. We have augmented ground leaders with additional deputies and consolidated the work teams and reporting layers for increased accountability, cohesion, engagement and development. To support ground leaders, we have accelerated training in critical competencies to help manage the team more effectively.

PROMOTING STAFF ENGAGEMENT & COMMUNICATION

To strengthen employee relations and workplace harmony, we drive regular two-way engagement between employees and different levels of management. This enables clear line-of-sight to the organisational direction and goals, while offering a platform for ground feedback. Closed-loop feedback structures and processes further ensure the active follow up of all feedback. Management walkabouts and

town halls, coupled with our staff newsletter, company-wide collaboration platform and other internal digital platforms, provide staff with a range of informational touchpoints and direct communication channels to higher management.

These engagement efforts are underpinned by the close involvement of the National Transport Workers' Union (NTWU), our critical partner in working towards our vision of a cohesive workforce that speaks up, stays and strives for SMRT. A Collective Agreement is in place to protect the rights of our non-executive employees, and the Union provides a platform for educating members about their rights, as well as a channel for communication with management and airing of grievances, if any. A dispute resolution process codified in the Collective Agreement ensures that disputes are promptly addressed. Through recruitment roadshows and by facilitating the payment of

DEVELOPING STRONG CAPABILITY

HUMAN RESOURCE



Regular two-way engagement between employees and different levels of leadership strengthen employee relations and workplace harmony.

Union membership fees through direct salary deductions and the provision of flexible benefits, SMRT actively encourages employees to exercise their right to join the NTWU. As a result, Union membership is at about 80%.

SMRT's relationship with NTWU is based on trust and open communication, with frequent dialogue and consultation on policy and change management. We are committed to furthering this strategic partnership. In February 2019, we inked two Memoranda of Understanding to cement both parties' commitment to co-building our workforce. SMRT Trains, SMRT Buses and NTWU agreed to set up training committees dedicated to the following:

- Sharing of technology and business plans impacting the job scope of workers in the future landscape

- Reviewing of current training plans and identification of training gaps and needs in the upskilling and reskilling of workers in line with the changing environment
- Development and mapping of training programmes for workers to be future-ready
- Fostering of life-long learning culture amongst the workers

BUILDING A SUSTAINABLE, COMPETENT WORKFORCE PROFILE

As our headcount grows to meet rising capacity and maintenance needs, we continue to shape a lean and productive workforce with a sustainable age and nationality profile. To help our workers better maintain their health and physical well-being,



Management walkabouts provide employees with direct communication channels.

SMRT has partnered Fullerton Health in implementing a series of healthcare initiatives, including flu vaccinations for all staff and health talks for Union members and selected groups. Workforce Health task forces have also been commissioned to address the needs of our fast-maturing workforce and strengthen employees' physical and mental health. This includes collaboration with the Health Promotion Board to conduct health screenings.

As we look forward to the opening of the Thomson-East Coast Line at the end of the year, we will continue to expand our workforce in tandem with our growing trains operations.

100%
SINGAPORE
SINGAPORE
SINGAPORE



SG  BUS



**Serving Our
Community**

SERVING OUR COMMUNITY

CORPORATE SOCIAL RESPONSIBILITY



The Community Health on Wheels vehicle has benefitted more than 1,600 senior citizens and migrant workers.

At SMRT, we believe in creating a positive impact on the communities we serve. We are committed to conducting our business in an economically, socially and environmentally responsible way, balancing the interests of our stakeholders, from our commuters to our employees and business partners.

ENHANCING LIVES

SMRT's corporate social responsibility (CSR) strategy ensures greater alignment between our CSR programmes and our vision of Moving People, Enhancing Lives.

The Enhancing Lives logo portrays a heart and a pair of supporting hands. The heart is synonymous with a caring community, while the hands embody SMRT's CSR pillars. The left hand represents our commitment to encouraging environmental sustainability while the right symbolises our efforts in enabling mobility and empowering the community through the arts and education.

The placement of the SMRT roundel reflects SMRT's place at the heart of our community.

ENABLING MOBILITY

SMRT Gift of Mobility (GoM) Taxi Vouchers Programme

Launched in 2008, the GoM Taxi Vouchers Programme assists individuals with physical disabilities and mobility needs who require transport to obtain medical treatment, seek employment or even to go to work. Under the programme, SMRT Taxis provides beneficiaries with point-to-point transfers to their destinations.

Beneficiaries include seven adopted charities – the Asian Women's Welfare Association (AWWA), Bizlink Centre, Cerebral Palsy Alliance Singapore, Geylang East Home for the Aged, Handicaps Welfare Association, Muscular Dystrophy Association (Singapore) and Society for the Physically Disabled – and Community Development Councils.

SMRT-Singapore Red Cross' Community Health on Wheels

We sponsored a new Community Health on Wheels (CHoW) vehicle that delivers free ancillary services and medical care to the elderly in the heartlands, especially to those living alone.

SMRT supported Singapore Red Cross' CHoW, a community-based mobile health programme, where a CHoW van was retrofitted with basic medical diagnostic and therapeutic equipment. Supported by 120 healthcare volunteers of Professional Network: Nurses Network, Allied Health Network, Social Work Network, the van visits different parts of Singapore to provide essential services

that complement the national healthcare network, making medical support more accessible and ensures continuity of care for patients.

The programme was launched by Mr Masagos Zulkifli, Minister for the Environment and Water Resources and MP of Tampines GRC and joined by Mr Seah Moon Ming, SMRT's Chairman.

Since then, the van has been rolled out to several heartland areas through partnerships with Community Clubs, Residents' Committees and other organisations. Over 1,600 senior citizens and migrant workers have benefitted from the service.

EMPOWERING THROUGH THE ARTS AND EDUCATION

Art in Transit

SMRT actively supports the local arts scene. Since 2011, we have been working with Art Outreach, a non-profit organisation that promotes arts education in Singapore, to organise the Art in Transit tours in our Circle Line stations. Participants learn about the art installations in the stations and the heritage of the community in the vicinity. We have conducted more than 560 tours for some 10,000 students and members of the public.

Learning Journey

The SMRT Learning Journey is an educational programme that takes participants behind the scenes to discover its operations.

Participants also learn how they can play a part in ensuring a safe, enjoyable journey.

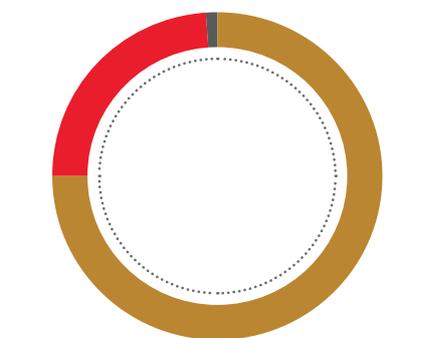
Initially targeting secondary schools and institutes of higher learning, the programme has been extended to community groups.

The Learning Journey includes a guided tour of our fully automated Circle Line Operations Control Centre to learn more about SMRT's operations and how SMRT is committed to safety and security. In 2018, the programme saw about 1,000 participants.

Our Sponsorships

SMRT believes in supporting the communities we serve. In line with our CSR Pillars, our sponsorships in FY2019 supported social service organisations by enhancing their beneficiaries' mobility, and empowering the community through the arts and education. Some of these organisations included the President's Challenge, Community Chest, Society for the Physically Disabled, and national initiatives such as the National Day Parade.

In-Kind and Cash Sponsorships



Enabling Mobility	75%
Empowering through the Arts & Education	24%
Others	1%

We have contributed almost S\$2 million in in-kind and cash sponsorships.

ENCOURAGING ENVIRONMENTAL SUSTAINABILITY

SMRT is committed to being a responsible steward of the environment. Our green initiatives centre on Energy Conservation, Water Conservation, Waste Management and Green Advocacy.

A Multi-faceted Approach

Many of our initiatives address more than one pillar of environmental sustainability. For example, SMRT has upgraded five Train Washing Plants at our Bishan, Changi and Ulu Pandan train depots to use recycled water in one of the train wash cycles. This saves 1,000 litres per wash or 160,000 litres per month. Any waste water left over is then treated by filtering out oil and sand particles, neutralising the pH level and removing harmful metal-based pollutants. Meanwhile, the washing plant at Tuas West Depot is fitted with an Ultraviolet Sterilising Photocatalysis Device that helps with the in-depth treatment and removal of organic waste containing large surface active agents and other pollutants. The Tuas West Depot is also connected to the NEWater (reclaimed water) supply, and has implemented rainwater harvesting.

In October 2018, SMRT implemented district cooling and subsequently decommissioned the cooling towers at Raffles Place MRT station. District cooling not only frees up space and cuts servicing costs but has also achieved up to 30%-40% savings in utility costs.

SERVING OUR COMMUNITY

CORPORATE SOCIAL RESPONSIBILITY



228 units of blood were collected from two blood donation drives held in 2018.

We also aim to reduce waste by ensuring responsible practices, with an emphasis on eliminating, reusing and recycling. In 2018, we sent close to 1,600 tonnes of scrap metal for recycling and collected approximately 53 tonnes of toxic waste for disposal by reputable licensed contractors.

We continue to seek ways to be more environmentally friendly. For example, we have begun to fit station escalators with an energy-saving feature. We are also working with the Public Utilities Board and various social enterprises to implement additional initiatives that will reduce SMRT's water consumption by 10% annually. Specifically, we aim to have more than 90% of our train stations certified under the Water Efficient Building (WEB) programme by December 2019.

Green Advocacy

Project: Eco-Shop is a joint initiative between SMRT and the Singapore Environment Council (SEC). It is a certification programme aimed at guiding and encouraging shop

owners to fit out their shops in an environmentally-sustainable manner, as well as to adopt eco-friendly habits and implement green practices in their daily operations. The Project: Eco-Shop Label is based on a scoring system to evaluate the environmental performance of retail shops in the areas of Environmental Management & Awareness, Purchasing & Operations, Air Quality, Energy Conservation, Waste Management and Water Conservation. In FY2019, over 100 more shops within the SMRT train networks were certified. To date, over 600 shops have the Project: Eco-Shop label.

SMRT is committed to be a responsible steward of the environment. We have a committee that champions efforts in energy reduction, water conservation and waste management, as well as advocating green awareness.

STAFF VOLUNTEERISM

Our people are our most valuable asset. Staff volunteerism brings our people together, creates a

bond between each other and has a huge positive impact on both the volunteers and on society. We do seek to give our staff more opportunities to volunteer individually or as part of SMRT's CSR efforts.

Our staff volunteers are essential in supporting and enriching SMRT's ongoing community initiatives. Our volunteers contributed nearly 1,000 hours in 2018, through a number of initiatives such as:

Community Chest Fú Dài 2019

SMRT partnered the Community Chest for Fú Dài 2019, an annual drive that galvanises the people, private and public sectors to spread festive joy to the less fortunate. Together with over 2,000 like-minded corporate volunteers and community groups, around 60 of our staff volunteers packed and delivered 6,000 festive bags to the elderly and families in need. Six of our Bus Captains and buses were also mobilised to transport the volunteers and their deliveries.

Singapore Red Cross Blood Donation Drives

In 2018, SMRT ran two blood donation drives at Raffles Place



SMRT employees spent an afternoon with the elderly touring Circle Line stations.

MRT station. Close to 100 SMRT volunteers assisted with registration and ushering duties, as well as served refreshments to the donors. A total of 228 units of blood were collected from the donors, which could potentially save 684 lives.

Community in Stations with Heartware Network

As part of our efforts to promote inclusivity in our network, about 30 volunteers from SMRT joined hands with volunteers from Heartware Network, a charitable youth organisation, to take a group of senior citizens on a tour of the Circle Line MRT stations. Besides introducing the various commuter touch points and providing information about the local heritage around the stations, this "Community in Stations" initiative treats the elderly to a day out and gives the volunteers the opportunity to befriend the elderly.

AWWA House Painting

More than 100 SMRT staff took part in a series of house painting projects for AWWA beneficiaries living in one-room flats. The

volunteers re-painted walls and ceilings, replaced faulty household items and cleaned the homes.

LOOKING AHEAD

Community Engagement: Stations as Community Spaces

Our MRT stations are key public spaces and a part of community infrastructure. We hope these spaces can facilitate social inclusion and cohesion, and contribute to the development of strong communities. We are exploring ways to partner local community groups and schools.

SERVING OUR COMMUNITY

COMMUTER ENGAGEMENT

We strive to make the experiences of our commuters better. In 2018, we set up the Commuter Engagement Office to make commuting with SMRT more joyful and inclusive. We also rolled out new customer service initiatives for SMRT Trains and SMRT Buses to delight commuters and create emotional connections.

IN OUR STATIONS



Digital signs are constantly reviewed, updated and redesigned to provide timely information.



Music in stations brings joy to commuters.



Festivities in stations, organised in collaboration with the Land Transport Authority (LTA) and other partners, bring festive cheer to commuters and the communities we serve.



Electronic travel chit on smrttravelchit.sg allows commuters to obtain proof-of-travel during a service disruption - without having to queue for it.



Charging kiosks enhanced to include screens that now display train arrival times.

AT THE NEW CHOA CHU KANG BUS INTERCHANGE



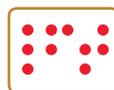
WeCare Shop loans umbrellas and portable chargers to commuters.



Nursing room offers convenience to commuters with infants.



Open-concept Passenger Services Counter fosters more positive interaction between service staff and commuters.



Features for the visually impaired include ground tactile and braille plates at queuing berths and in lifts.



Air-conditioned canteen allows staff and commuters to dine comfortably.



Wheelchair Accessible Bus services are available.



Smart technology such as Bus Boarding Assistance Panels and closed-circuit TVs with artificial intelligence capabilities encourage inclusivity by alerting employees to persons in need of assistance.



Happy Toilets with air quality monitoring and wet floor detection alert staff when cleaning is needed.

AWARDS AND ACCOLADES

SERVICE EXCELLENCE

Outstanding Award (8 winners)
National Kindness Award, Transport Gold 2018, Singapore Kindness Movement

Commendation Award (151 winners)
National Kindness Award, Transport Gold 2018, Singapore Kindness Movement

Star Award (106 Winners)
Excellent Service Award 2018, Land Transport Authority

Gold Award (622 Winners)
Excellent Service Award 2018, Land Transport Authority

Silver Award (741 Winners)
Excellent Service Award 2018, Land Transport Authority

Best Service Partner – SMRT Buses
Land Transport Excellence Awards 2019, Land Transport Authority

Best Public Transport Happy Toilet – SMRT Buses Ltd (Bukit Panjang Integrated Transport Hub)
Let's Observe Ourselves Awards 2018, Restroom Association (Singapore)

Customer Experience Mystery Shopper Awards (Voice): SMRT Customer Relations – Silver
18th Annual International Contact Centre Awards 2018, Contact Centre Association of Singapore

Customer Experience Mystery Shopper Awards (Email): SMRT Customer Relations – Bronze
18th Annual International Contact Centre Awards 2018, Contact Centre Association of Singapore

HEALTH, SAFETY AND SECURITY

International Railway Group Award 2018 for Improvement within Health and Safety, Permanent Way (Laser Track Trolley Rail Wear Measurement Project) – Winner
Institute of Occupational Safety and Health (IOSH)

Safe Rail Line of the Year: Circle Line – Merit
Annual Safety Award Convention 2018, Land Transport Authority

Most Innovative/Effective Safety Programme by a Public Transport Operator – SMRT Buses
Land Transport Excellence Awards 2019, Land Transport Authority

WSH Innovation Award: Hotspots Management System, Power SCS – Silver
Workplace Safety and Health Awards 2018, Workplace Safety and Health Council

WSH Innovation Awards: Permit-To-Work Mobile Application, NSEWL Control Operations – Certificate of Commendation
Workplace Safety and Health Awards 2018, Workplace Safety and Health Council

Safety and Security Watch Group Commendation Award – SMRT Buses Ltd (Woodlands Zone)
National Safety and Security Watch Group Award 2018, Singapore Police Force and Singapore Civil Defence Force

TOPSIS Organisational Bronze Award – SMRT Buses Ltd
Threat Oriented People Screening Integrated System (TOPSIS) Forum 2019

OPERATIONAL EXCELLENCE

Most Improved MRT Line – North-South Line
Land Transport Excellence Award, Land Transport Authority

Best Land Transport Operations & Maintenance Initiatives – SMRT Trains
Land Transport Excellence Award, Land Transport Authority

Most Innovative Solution – SMRT Trains
Land Transport Excellence Award, Land Transport Authority

CORPORATE SOCIAL RESPONSIBILITY

President's Challenge Award
President's Challenge Appreciation Night 2018

Charity Platinum Award (SMRT Corporation Ltd)
Community Chest Awards 2018, National Council of Social Service

Charity Gold Award (SMRT Trains Ltd)
Community Chest Awards 2018, National Council of Social Service

Friend of the Arts Award
Patrons of the Arts Award 2018, National Arts Council

Blood Mobile Organiser (Merit Award)
Singapore Red Cross Society

COMMUNICATIONS, PUBLIC RELATIONS & MARKETING RESPONSIBILITY

Outstanding Social or Digital Media Campaign – Merit
PRISM Awards 2019, Institute of Public Relations of Singapore

Best Engagement by Media Owner: WINK+ App – Gold
Loyalty & Engagement Awards 2018, Marketing Interactive

Best App/Portal/Website by a Media Owner: WINK+ App – Gold
The SPARK Awards for Media Excellence 2018, Marketing Interactive

Best Commercial/Acquisition Team: XCO – Bronze
The SPARK Awards for Media Excellence 2018, Marketing Interactive

Best Creative Team: XCO – Bronze
The SPARK Awards for Media Excellence 2018, Marketing Interactive



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