

A Thoughtful Connection Empowering Sustainable Journeys

SUSTAINABILITY REPORT
2025/26



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ABOUT THIS REPORT

This Sustainability Report presents the identified material sustainability issues applicable to SMRT Corporation Ltd. ("SMRT" or "the Group"), together with information on Environmental, Social and Governance (ESG) matters for the financial year from 1 April 2025 to 31 March 2026 (FY25/26). It outlines the approach taken and progress made in addressing these material considerations.

This report provides the annual update on sustainability initiatives, performance and achievements, including disclosures on climate considerations relevant to operations and complements other publicly available information issued by the Group.

SMRT is headquartered at Paya Lebar Quarter Tower 3, with operations primarily based in Singapore. Unless otherwise stated, the scope of this report includes major subsidiaries and joint ventures directly held by the Group.

REPORTING FRAMEWORK

This report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The GRI Content Index, indicating the relevant disclosures addressed, is set out in the Appendix.

Alongside current reporting practices, the Group continues to monitor developments in sustainability disclosure requirements.

Preparations are underway for progressive alignment with standards issued by the International Sustainability Standards Board (ISSB), as part of ongoing efforts to strengthen climate reporting practices and enhance sustainability information provided to stakeholders.

An operational consolidation approach is applied to define sustainability reporting boundaries, covering activities under the Group's operational control. Sustainability data is consolidated from multiple sources, including operational information from stations and depots, and is analysed centrally to support consistency, reliability and comparability across disclosures.

EXTERNAL ASSURANCE

SMRT recognises the importance of data integrity in sustainability reporting. While external assurance has not been obtained for this reporting cycle, maintaining appropriate processes and controls over sustainability information remains a key focus.

During the year, Group Internal Audit reviewed the governance, processes and internal controls supporting the reporting of Greenhouse Gas (GHG) emissions data. The review was conducted to support management's ongoing enhancement of sustainability reporting processes and does not constitute an independent external assurance engagement. Observations and opportunities for improvement have been reported to the Management and Audit Committee to support the continued strengthening of the sustainability reporting framework ahead of the company's planned external assurance engagement.

The Group continues to monitor regulatory developments relating to sustainability reporting and assurance. External assurance will be considered in line with requirements set by the Accounting and Corporate Regulatory Authority (ACRA), including the expected introduction of assurance requirements for large non-listed companies in later phases of the regulatory roadmap.

FEEDBACK

We value your feedback as part of our commitment to continuously improve our sustainability practices and reporting. We welcome your comments, suggestions, and enquiries on this Sustainability Report, which may be directed to sustainability@smrt.com.sg.

MESSAGE FROM CHAIRMAN AND GROUP CEO

Public transport is part of daily life for millions of Singaporeans. Across the SMRT Group, our team members work around the clock to keep essential services running safely and reliably. We do not take this responsibility lightly. Every journey depends not only on infrastructure and systems but also on the dedication and professionalism of our people.

The past year brought its share of challenges. Rising costs, increasing operational complexity and higher public expectations continued to shape the environment in which we operate. Despite these challenges, our colleagues remained focused and disciplined, keeping our rail and bus services running reliably.

What sustains SMRT over the long term goes beyond our assets and technology. It is our culture, the values we embrace, the capabilities we continue to build, and the meaningful career progression we support that help us grow our people and retain experienced and committed employees.

As SMRT continues to grow in scale and complexity, sustainability has become less about individual initiatives and more about how we operate as a team and as a system. It shapes decisions on the ground, from how work is planned and risks managed, to how resources are used and our people supported to perform consistently well over time.

This accountability is reinforced through SMRT's Balanced Scorecard, which integrates Environmental, Social, and Governance considerations into how performance is assessed across the organisation. By connecting sustainability priorities with performance management and remuneration outcomes, SMRT seeks to embed environmental and social responsibilities into business decisions, operational execution and leadership accountability.

Seah Moon Ming
Chairman

Ngien Hoon Ping
Group CEO

SUPPORTING SINGAPORE'S CLIMATE TRANSITION

SMRT is committed to supporting Singapore's climate goals as the nation moves towards 2030. As an essential and major public transport operator, our contribution lies in delivering reliable, lower-carbon mobility while improving the efficiency and resilience of our operations. As demand for public transport continues to grow, environmental stewardship remains integral to how we plan, operate and invest for the future.

During the year, we continued to improve efficiency across our rail and road transport. In rail, system enhancements, operational improvements, and the use of artificial intelligence (AI) and data analytics helped optimise energy use across our expanding network. Phase 2 of the Green Communications-Based Train Control project on the North-South and East-West Lines also progressed steadily. Once fully implemented, the project is expected to reduce energy consumption by about 14%.

In road transport, we continued to expand our fleet electrification efforts. Today, 216 electric buses are in service, supporting Singapore's transition to cleaner public transport. We also stepped up the use of electric and hybrid vehicles in our taxi and private hire operations to reduce reliance on diesel. In May 2025, electric vehicle charging facilities were launched at the STRIDES Premier Headquarters in partnership with Charge+, with discounted charging rates extended to STRIDES Premier driver-partners, making it easier to switch to lower-emission vehicles.

The adoption of renewable energy within our operations also expanded with the commencement of an on-site rooftop solar photovoltaic installation at STRIDES Premier's Headquarters in Changi South, with an expected annual generation of about 490 megawatt hours, contributing to reductions in Scope 2 GHG emissions. Greater attention is now being given to climate adaptation. As operating conditions become less predictable, we are focused on preparing infrastructure, assets, and teams to support service continuity under changing conditions.

BUILDING RESILIENCE THROUGH TECHNOLOGY

Keeping public transport running safely and reliably requires resilience built into our operations. At SMRT, this begins with strong engineering practices, well-maintained facilities and well-supported teams. These foundations help us deliver consistent results, even as systems and operating conditions become more complex.

Technology plays an important role in strengthening this resilience. When applied with clear purpose, it helped us improve productivity, enhance reliability and support our people. Depot 4.0 is a good example. It was launched in November 2025 and is guided by our Kaizen philosophy of continuous improvement. It uses automation, digital technologies and data, powered by AI, to make daily operations safer, smarter and much more efficient.

Many physical demanding tasks are now mechanised, helping to reduce physical strain and better support our ageing workforce. Heavy equipment handling has been automated, while overnight robotic processes prepare spares and tools for the following day's operations. Data tools help us detect potential faults earlier, allowing engineers to intervene before they occur.

As we advance our digital capabilities, our employees will always remain at the centre of our work. AI is used to support and enhance the work of our people. It is already helping our teams plan maintenance works more effectively and pre-empt faults, allowing engineers to focus on keeping services running safely and reliably.

For us, AI also carries a deeper meaning. In Chinese, 'ai' (爱) means love and care. This reflects how we approach transformation. We will always consider its human impact. We care for our workers and support them as their roles evolve. We also care for our commuters by providing safer, more reliable and more comfortable journeys.

We are rolling out AI literacy across SMRT to equip employees with the knowledge and confidence to use these technologies effectively. Just as importantly, we are engaging employees and working closely with our unions as new tools and processes are rolled out, ensuring changes are implemented thoughtfully, meaningfully and in ways that support our people and operations.

OUR PEOPLE AND OUR COMMUTERS

Our people take great pride in what they do, and we are equally proud of what they achieve together. The recognition we received during the year reflects more than individual achievements. It acknowledges the collective commitment, discipline and teamwork required to keep Singapore's public transport system running safely and reliably every day.

As a major public transport operator in Singapore, our responsibility extends beyond moving people from one place to another. We also have a responsibility to contribute positively to the community we serve.

During the year, we strengthened our social strategy by developing a Social Ecosystem framework. This brings greater alignment across our community initiatives and provides a more coordinated approach to creating meaningful social impact.

At SMRT, Kaizen is more than a cost or efficiency discipline. It is a mindset of continuous improvement and a way of life that has become part of who we are—shaping how we think, work and grow as one organisation. By empowering teams closest to the work to take ownership, improve processes, and unlock value, Kaizen strengthens operational discipline, builds resilience, and enables sustainability at scale.

In 2025, savings generated through Kaizen initiatives supported persons with disabilities and their caregivers. In

celebration of SMRT's 38th birthday, we partnered SG Enable to distribute 18,000 SMRT-branded NETS FlashPay cards, each pre-loaded with S\$38. This initiative reflects the deeper value of Kaizen at SMRT: continuous improvement that strengthens operations while creating meaningful impact for the communities we serve.

In July 2026, SMRT Trains was honoured with the Champion of Good recognition by the National Volunteer & Philanthropy Centre (NVPC), the top tier within NVPC's Company of Good Recognition System, on our first application. SMRT Buses was conferred the Company of Good—3 Hearts recognition. These achievements affirm our commitment to creating positive impact through the way we support our people, serving our commuters and contributing to the wider community.



BUILDING FOR THE LONG TERM

The environment in which we operate continues to evolve. New technologies, changing expectations and increasing complexity present both challenges and opportunities. While the operating landscape may change, our purpose remains the same: to serve Singapore with discipline, care and a steadfast commitment to safe, reliable and sustainable public transport.

Beyond our own operations, we collaborate with suppliers and contractors to strengthen safety and sustainability practices across the value chain. Through initiatives such as Kaizen for Safety and Kaizen for Sustainability, we support partners in enhancing safe work practices and deepening their practical understanding

of resource use and emissions. Our belief that long-term progress depends on building shared capabilities across the wider ecosystem is reflected by the inclusion of the many small and medium-sized enterprises (SMEs) which we engage. Our efforts are reinforced through our role as a Queen Bee in the national Green 100 campaign, which brings together Queen Bees and SMEs to drive sustainable growth.

We are deeply grateful to our employees for their dedication and professionalism, to our partners and stakeholders for their continued collaboration, and to commuters and the public for the trust they place in us each day.

As we look ahead, we will continue to fulfil our responsibilities with thoughtfulness, care and purpose. By strengthening our people, embracing innovation and working closely with our partners, we will continue to support Singapore's transport needs while building a more resilient, inclusive and sustainable public transport system for generations to come.

Seah Moon Ming
Chairman

Ngien Hoon Ping
Group CEO

STATEMENT BY THE BOARD SUSTAINABILITY COMMITTEE

A THOUGHTFUL CONNECTION: SUSTAINING EVERY JOURNEY

On behalf of the Board, the Board Sustainability Committee oversees SMRT's sustainability governance, strategy, and performance. In doing so, the Committee supports the Board in ensuring that sustainability considerations are integrated into decision-making, underpinned by clear accountability, and aligned with SMRT's responsibilities as an essential public transport operator.

The Committee's oversight is guided by the understanding that safe and reliable services at scale require long-term discipline and consistency. Therefore, sustainability at SMRT is not regarded as a collection of standalone initiatives, but as a reflection of how priorities are set and how responsibilities are carried out across the organisation—in support of commuters, employees, and the wider community.

SUSTAINABILITY AND ACCOUNTABILITY

Sustainability considerations will continue to shape how priorities are set, how performance is measured, and how responsibilities are upheld throughout the organisation. The Committee oversees how ESG priorities are reflected in performance management arrangements, including the integration of relevant ESG targets into the scorecards of Business Units and employees. This reinforces the Board's expectation that sustainability is embedded into day-to-day roles and accountability structures.

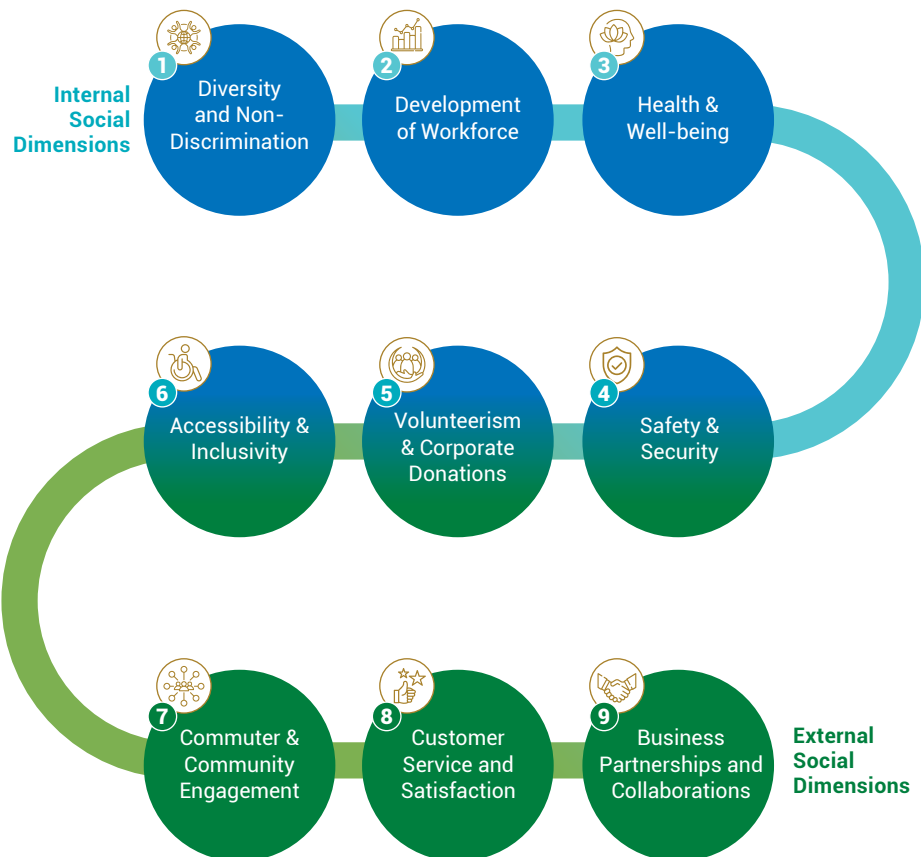
MANAGING CLIMATE TRANSITION

The Committee recognises that while SMRT's core rail operations are inherently lower carbon, a significant part of SMRT's emissions remains linked to electricity consumption. As such, SMRT is focusing on levers within its direct control—including energy-efficiency investments, on-site solar expansion, Green Communications-Based Train Control to optimise traction power consumption, and other operational improvements—while continuing to monitor broader system-level developments, such as the pace of the decarbonisation of Singapore's national electricity grid.

Ongoing efforts to enhance data quality, internal processes, and controls are important for enabling timely alignment

with the ISSB S1 and S2 standards, as well as progressively enhancing the consistency and transparency of sustainability-related disclosures over defined reporting periods. The year-on-year GHG emissions glidepath, aligned with SMRT's 2030 targets, provides greater clarity on the pace at which required reductions need to take place, and supports structured monitoring of progress over time.

Participation in our inaugural CDP Climate Change assessment provided a valuable external benchmark. While the resulting score of B provides an initial baseline, the Committee places greater emphasis on the insights gained throughout the process. This includes enhanced identification of climate-related risks, recognition of data gaps, and identification of areas for further improvement as expectations evolve.



SMRT's Social Ecosystem framework

STRENGTHENING SOCIAL IMPACT

Beyond environmental matters, the Committee oversees key social considerations tied to SMRT's role as an employer and service provider with impacts on workforce safety and well-being, customer experience, community engagement, and broader organisational responsibilities.

The Social Ecosystem framework adds structure and synergy to SMRT's social initiatives by clarifying focus areas, stakeholder groups, and accountabilities. The Committee sees this as a foundation for more informed prioritisation and longer-term planning of social initiatives, supporting SMRT's contribution as an employer, service provider, and community partner.

LOOKING AHEAD

Moving forward, the Committee expects sustainability considerations to continue guiding how SMRT plans and operates, as our services remain a critical part of daily life in Singapore. As operating conditions evolve, the emphasis remains on delivering safe, reliable, and resilient services—while managing resources responsibly and supporting the people who keep the system running. Progress will continue to be shaped by both internal actions and wider system-level developments.

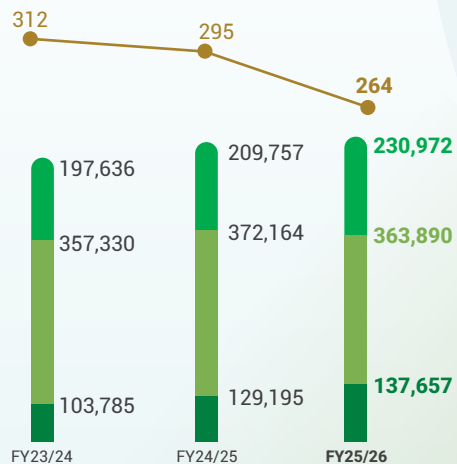
The Committee acknowledges the efforts of management and employees across the Group in embedding sustainability considerations into daily operations, and remains committed to exercising stewardship in support of SMRT's responsibilities to Singapore.

SMRT'S SUSTAINABILITY SNAPSHOT

Environmental



GHG EMISSIONS (tCO₂e)

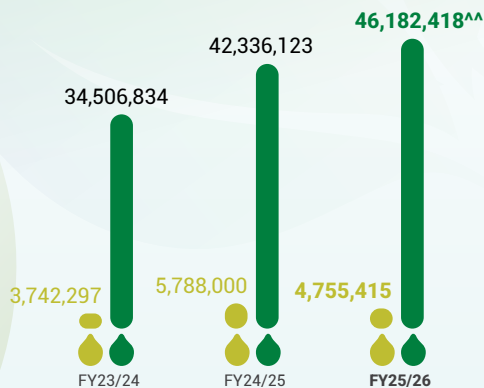


● Scope 1 (tCO₂e)
 ● Scope 2 (tCO₂e)
 ● Scope 3 (tCO₂e)
 ● Rail GHG Intensity^{***} (tCO₂e/\$ million revenue)

[^] Figures exclude TEL
 ^{**} Scope 1 and 2 only



FUEL CONSUMPTION (Litres)

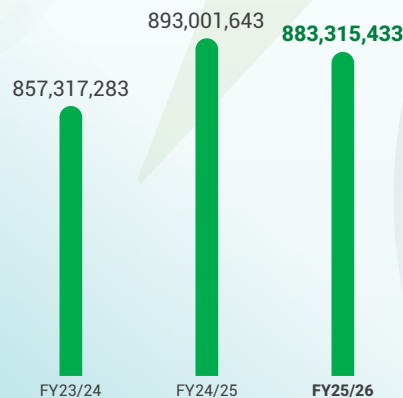


● Petrol
 ● Diesel

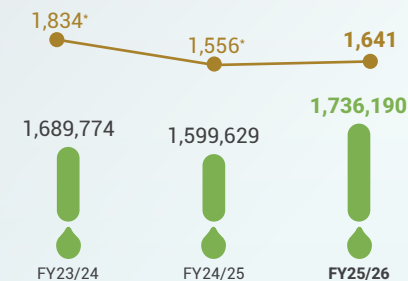
^{^^} Diesel consumption increased in FY25/26 due to the full-year operation of Jurong West bus package



ELECTRICITY CONSUMPTION (kWh)



WATER CONSUMPTION (m³)



● Water Consumption (m³)
 ● Water Consumption Intensity (Rail)[^] (m³/million ridership)

^{*} Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data

[^] Figures exclude TEL



FLEET MIX

Bus:

Diesel: 1,095



Hybrid and Electric: 225

Taxi:



97% are now electric or hybrid vehicles

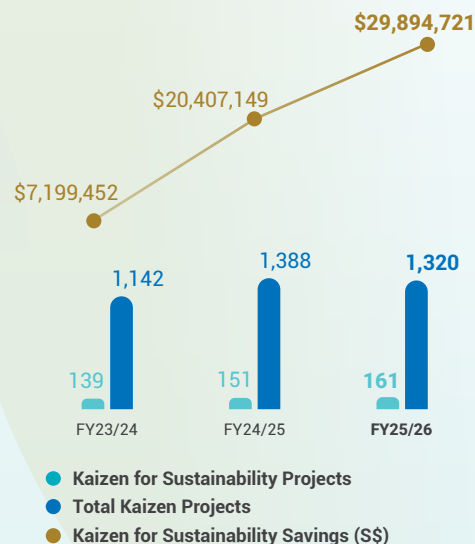
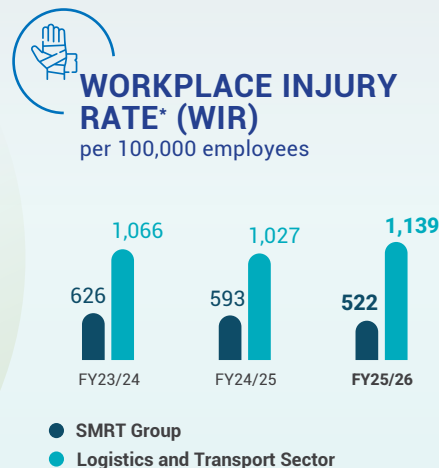
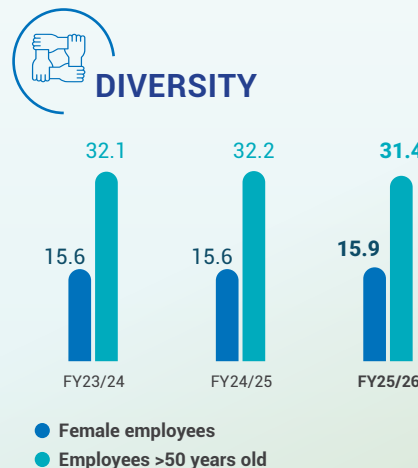
Private Hire and Limousine:



29% are now electric or hybrid vehicles

SMRT'S SUSTAINABILITY SNAPSHOT

Social



Governance

- Anti-corruption**
0 Cases of corruption
- Cybersecurity and Data Privacy**
0 Cases of major cybersecurity breaches and personal data breaches

AWARDS AND ACHIEVEMENTS

SAFETY AND SECURITY

- **Community Partnership Award (Individual) (3 winners)**
TransCom Public Spiritedness Award Ceremony
Public Transport Security Command
- **Community First Responder Award (29 winners)**
Singapore Civil Defence Force
- **Workplace Safety and Health Award**
Sentosa CEO Star Awards 2025
Sentosa Development Corporation
- **bizSAFE Partner Awards**
Workplace Safety and Health Award 2025
WSH Council
- **WSH Performance (Silver)**
Workplace Safety and Health Awards 2025
WSH Council
- **U Safe Champion Award: SMRT Buses**
NTUC U Safe Awards 2026
National Trades Union Congress (NTUC)
- **Workplace Safety and Health Awards for Supervisors**
(SMRT Buses Depot Ops Supervisor (Kranji Depot), Mr Tan Hock Hing)
Workplace Safety and Health Award 2025
WSH Council
- **Workplace Safety and Health Tech Awards**
(STRIDES Engineering for iSAFE)
Workplace Safety and Health Awards 2025
WSH Council
- **Workplace Safety and Health Innovation Awards**
(SMRT Trains for Signal Warning & In-Cabin Alertness Monitoring Systems)
Workplace Safety and Health Award 2025
WSH Council
- **International Industry Excellence Award**
(SMRT Buses for Bus Telematics)
WSHAsia Award 2025
WSHAsia
- **Operational and Workplace Safety (Rail Operator) – Excellence Award for BPLRT**
Public Transport Safety & Security Awards 2025
LTA
- **Operational and Workplace Safety (Bus Operator) – Merit Award**
Public Transport Safety & Security Awards 2025
LTA
- **Public Transport Workers Award – (21 Special Commendations)**
Public Transport Safety & Security Award 2025
LTA
- **Public Transport Workers Award – (14 Star Awards)**
Public Transport Safety & Security Awards 2025
LTA
- **Road Safety Champion (Company): SMRT Buses**
ROADS.sg Awards 2025
ROADS.sg
- **Vehicle Safety Technology**
(SMRT Buses for Bus Telematics with Anti-Fatigue System)
ROADS.sg Awards 2025
ROADS.sg
- **OpenGov Asia Recognition of Excellence for SMRT's Cybersecurity Simulation Exercise**
OpenGov Asia Recognition of Excellence Awards 2025
OpenGov Asia
- **Promotion of Lifelong Cyber Learning in the Organisation (Honourable Mention)**
ISACA Singapore Leadership Awards 2025
ISACA Singapore Chapter

SERVICE EXCELLENCE

- **Outstanding Award (14 winners)**
The National Kindness Awards – Transport Gold 2025
Singapore Kindness Movement and LTA
- **Commendation Award (806 winners)**
The National Kindness Awards – Transport Gold 2025
Singapore Kindness Movement and LTA
- **Star Award (716 winners)**
Excellent Service Award 2025
LTA
- **Gold Award (695 winners)**
Excellent Service Award 2025
LTA
- **Silver Award (1,064 winners)**
Excellent Service Award 2025
LTA
- **Gold Award (3 winners)**
International Convention on Quality Control Circles
Association of Pioneer Quality Control Research
- **Gold Award**
Workplace Safety and Health Innovation Awards 2025 (Transportation & Storage Sector)
Singapore Logistics Association, Container Depot and Logistics Association (Singapore) and WSH Council

- **Caring Commuter Champion (Inspirer) Award - Edmund Soon Sheng Yuan, Manager, Service Quality**
Caring Commuter Award, Caring Commuter Week 2025
LTA

COMMUNITY

- **Patron of the Arts Award (Corporate)**
Patron of the Arts Award 2025
National Arts Council
- **Partner Award**
Patron of Heritage Awards 2024
National Heritage Board
- **Silver Category**
APSN Giants Awards 2025
Association for Persons with Special Needs (APSN)
- **Enabler Award**
Community Chest Award 2025
National Council of Social Service
- **Charity Silver Award**
Community Chest Award 2025
National Council of Social Service

Certifications

- bizSAFE STAR
- ISO 9001 Quality Management Systems
- ISO 14001 Environmental Management Systems
- ISO 22301 Business Continuity Management Systems
- ISO 37001 Anti-Bribery Management Systems (ABMS)
- ISO 45001 Occupational Health and Safety Systems
- ISO 55001 Asset Management System
- Progressive Wage (PW) Mark accreditation

Key Memberships

Community of Metros Benchmarking Group (COMET)

IHRP Corporate Membership

International Association of Public Transport (UITP)

International Bus Benchmarking Group (IBBG)

Singapore Business Federation

Singapore National Employers Federation (SNEF)

Singapore National Transport Workers' Union (NTWU)

Singapore Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)

OUR SUSTAINABILITY APPROACH



SMRT's approach to materiality reflects the realities of operating a large, safety-critical public transport network in an increasingly complex, data-driven and climate-exposed environment. As sustainability expectations evolve beyond disclosure towards demonstrable readiness and resilience, materiality for SMRT is not assessed as a static list of issues, but as a continuous process closely linked to enterprise risk management, strategy and operational decision-making.

Five-Step Materiality Assessment



Our materiality approach follows a structured five-step process that guides how sustainability priorities are identified, assessed and managed across the Group.

- Review SMRT's business activities, the evolving transport landscape and emerging sustainability issues that may affect our operations or stakeholders.
- Identify the concerns, priorities and expectations of key stakeholder groups through regular engagement and feedback channels, in relation to impacts arising from SMRT's operations.
- Assess the significance of each identified impact by considering its severity, likelihood of occurrence and potential for remediation.
- Prioritise material topics based on their relevance to business performance, strategic importance and level of stakeholder interest, to support focused management and reporting.
- Validate material topics through senior management review and Board-level discussions, ensuring alignment with corporate strategy, risk management and long-term sustainability objectives.

Grounded in our RISE values of Respect, Integrity, Safety & Service and Excellence, this approach shapes how we define what matters most—not only to our business, but also to the communities and stakeholders who rely on us every day.

At our core is a values-driven culture, guided by the following principles:

- **Respect** for our employees, our communities and the environment for sustained growth of our businesses.
- **Integrity** in our actions to deliver our sustainability obligations.
- **Safety** being ingrained in everything we do to deliver best-in-class **Service** with environmentally and socially responsible policies and practices.
- **Excellence** by embracing the **KAIZEN** mindset to innovate and continually improve in our sustainable practices.

Stakeholder Engagement

As a provider of essential public transport services, SMRT's ability to operate safely, reliably and sustainably depends on strong and ongoing engagement with a wide range of stakeholders. These interactions are integral to operational effectiveness, strategic decision-making and maintaining public confidence in the Group's services.

Stakeholder engagement is conducted regularly to understand stakeholders' views, priorities and expectations. These insights inform decision-making, support the identification of risks and opportunities and provide feedback on initiatives to enhance operational effectiveness and service outcomes.

An overview of key stakeholder groups and the main topics raised is presented in [APPENDIX 1](#). The Group engages with employees, unions, customers, partners and suppliers, government and regulators, shareholders, local communities and the media.



Shift From Risk Reporting to Readiness

Urban transport systems sit at the intersection of climate urgency and societal dependence. Extreme weather events, prolonged heat and energy instability are increasingly shaping day-to-day operations, long-term asset planning and service resilience.

In response, we continue to shift our focus from retrospective risk reporting towards operational readiness. Climate resilience is approached as an operational and engineering discipline, embedded in how assets are operated, monitored and maintained. Through risk assessment practices, scenario analysis, operational preparedness, energy optimisation and data-enabled monitoring, the Group is strengthening its ability to manage climate-related risks and maintain service reliability under changing conditions. This reflects a core belief that readiness is built through foresight that is grounded in data, engineering rigour and responsible governance.

GOVERNANCE

Effective governance supports SMRT's ability to operate a diverse group of businesses safely, reliably and sustainably, while meeting regulatory obligations and maintaining stakeholder confidence. By having several layers of oversight, we ensure that sustainability considerations are closely watched at the appropriate levels and integrated into business planning and operational decision-making across the Group.

Board-Level Oversight

The Board of Directors is the highest governing body and retains ultimate responsibility for governance and oversight of material risks, including sustainability-related matters. As at 31 March 2026, the Board comprises the Chairman, 1 Executive Director and 12 Non-Executive Directors.

The Board provides strategic oversight of the Group by reviewing and approving strategies, policies and targets, ensuring alignment with regulatory requirements, stakeholder expectations and the Group's operating landscape.

To support its oversight responsibilities, the Board is assisted by several Board Committees with defined mandates:

- Nomination and Remuneration Committee (NRC)
- Audit Committee (AC)
- Board Risk & Safety Committee (BRC)
- Executive Committee (EXCO)
- Board Sustainability Committee (BSC)

The NRC oversees succession planning for the Board, Board Committees and senior executive positions, and scrutinises and recommends the appointment of Directors. It ensures that Board composition and succession are based on merit, while maintaining an appropriate balance and diversity of skills, experience, gender, age, ethnicity and background.

Board members are expected to uphold high standards of corporate governance by avoiding situations where personal or business interests may conflict with those of the Group. Established procedures are in place for Directors to formally declare and disclose any potential conflicts of interest.

Board Sustainability Committee (BSC)

Board-level oversight of sustainability matters is carried out by the BSC.

The BSC is chaired by Independent Director Judy Lee and includes Deputy Chairperson Tan Ek Kia, Board member Tan Chian Khong and Group Chief Executive Officer Ngien Hoon Ping. The Committee meets quarterly and oversees the development and implementation of SMRT's sustainability strategies, taking into account their economic benefits and long-term value to the Group. It also reviews climate-related risks and opportunities, monitors ESG performance and assesses progress against sustainability targets.



Material findings, key decisions and recommendations are reported to the Board of Directors on a quarterly basis, enabling the Board to be actively involved in sustainability-related matters. To support effective oversight, members of the BSC are appointed based on their experience and knowledge of sustainability-related matters.

Management and Implementation

At the management level, the Group Chief Executive Officer oversees the implementation of sustainability priorities across Business Units and corporate functions.

The BSC is regularly apprised of the activities of the Management Sustainability Committee, which supports operational execution through implementation-level committees across environmental, social and governance domains. Regular updates from management enable the BSC to keep abreast of sustainability implementation. This structure enables effective cross-functional coordination and helps embed sustainability considerations into day-to-day operations.

Integration and Accountability

Sustainability is integrated into how SMRT plans and operates its business, including in risk management and investment activities. Internal systems and processes, such as ESG reporting dashboards, risk tracking frameworks and regular progress reviews, support visibility and oversight of sustainability-related risks and performance.

Performance is monitored through relevant key performance indicators, including ESG-related metrics, which form part of the assessment framework applicable to senior management's short-term and long-term incentive arrangements. ESG targets account for at least 20% of senior management's scorecards and cover key sustainability priorities across environmental, social and governance matters.

To further align organisational actions with measurable climate impact reduction across the Group, environmental performance indicators are also incorporated into the short-term performance goals of employees at executive level and above, making up 5% of employees' performance assessments, reinforcing shared responsibility for supporting the Group's decarbonisation and resource efficiency efforts.

Further details on SMRT's corporate governance are covered in the **SMRT Group Review 2025/26**.

STRATEGY

Climate change presents both risks and opportunities that could affect our prospects over the short, medium and long term. As an operator of essential public transport services, our climate-related exposure arises primarily from physical climate impacts on operations and assets, as well as transition risks linked to Singapore's decarbonisation pathway, regulatory developments and evolving stakeholder expectations.

Our climate strategy is shaped by the operating context of Singapore's public transport system. Under the New Rail Financing Framework (NRFF) and the Bus Contracting Model (BCM), the Land Transport Authority (LTA) sets public transport policies, plans the rail and bus networks, and owns the rail and bus assets, while we are responsible for operating and maintaining services in line with contractual and safety requirements. As a result, climate-related considerations for SMRT are closely tied to operational performance, including the impact of weather conditions on assets, maintenance and service reliability, and the implementation of transition measures within regulatory and contractual parameters.

To support the assessment of climate-related impacts, we consider risks and opportunities across different time horizons, recognising that some impacts may emerge gradually while others may materialise more abruptly. Our time horizons are defined as:

- Short term: up to 2030
- Medium term: up to 2050
- Long term: beyond 2050

These horizons enable us to assess near-term implications for service delivery alongside longer-term changes that may affect operations and assets over time, in recognition of the long service life of public transport infrastructure.

The strategic approach to managing sustainability risks is encapsulated in the SMRT Risk Appetite Statement, which sets out how we balance risk and opportunity in pursuit of our strategic objectives, and defines the levels of risk tolerance that the Group is willing to accept. As part of the planning process, the SMRT Risk Appetite Statement is presented to, discussed with and approved by the Board Risk & Safety Committee (BRC).

Climate-Related Risks and Opportunities

We have identified climate-related risks and opportunities relevant to our operations and operating environment. These reflect how climate-related changes may affect the delivery and reliability of public transport services, as well as the regulatory, market and technology landscape in which we operate.

Physical Risks

Our rail and bus operations are exposed to both acute and longer-term physical climate risks. Acute weather events such as intense rainfall, flooding and severe storms can disrupt services and damage infrastructure, while longer-term changes including rising temperatures, prolonged dry spells and sea-level rise place sustained pressure on infrastructure performance and daily operations. These conditions may lead to service disruptions, higher operating and maintenance requirements and damage to infrastructure and equipment that could result in asset write-offs over time.

Adverse weather conditions can also affect operating environments and safety for commuters and the workforce. These include heightened risks of slips, trips and falls, respiratory health concerns during haze or heat events, as well as more challenging conditions for frontline and maintenance activities during periods of extreme weather.

Transition Risks

Singapore's decarbonisation pathway and rising stakeholder expectations on climate performance and governance are the primary sources of transition risks for SMRT. These include carbon pricing, enhanced environmental screening and disclosure requirements, rising energy costs and the need to adopt lower-emissions technologies. Such developments may increase operating costs and additional demands on internal systems, processes and reporting.

We also anticipate cost pressures associated with the supply of materials, components and services needed for our operations. Volatility in supply chain prices, particularly for specialised equipment and technologies, could affect cost structures. At the same time, ongoing technological advances will require continued investment in cleaner and more energy-efficient solutions as we adapt to these changes.

Climate-related Opportunities

Developments due to climate change, however, also present opportunities to strengthen operational resilience, improve efficiency and support long-term value creation across our transport operations. These opportunities arise from improvements in resource management, evolving market conditions and the development of services and capabilities over time.

Across operations, efforts are focused on improving resource efficiency through the adoption of renewable solutions, operational measures such as the use of energy-efficient LED systems, and data-enabled asset management. The implementation of digital technologies and automation also create opportunities to optimise equipment performance, reduce energy losses and shift maintenance practices from reactive to predictive approaches. Meanwhile, circular economy practices such as waste reduction, material recovery and reuse may further lower operating costs, reduce reliance on virgin materials and extend asset lifecycles.

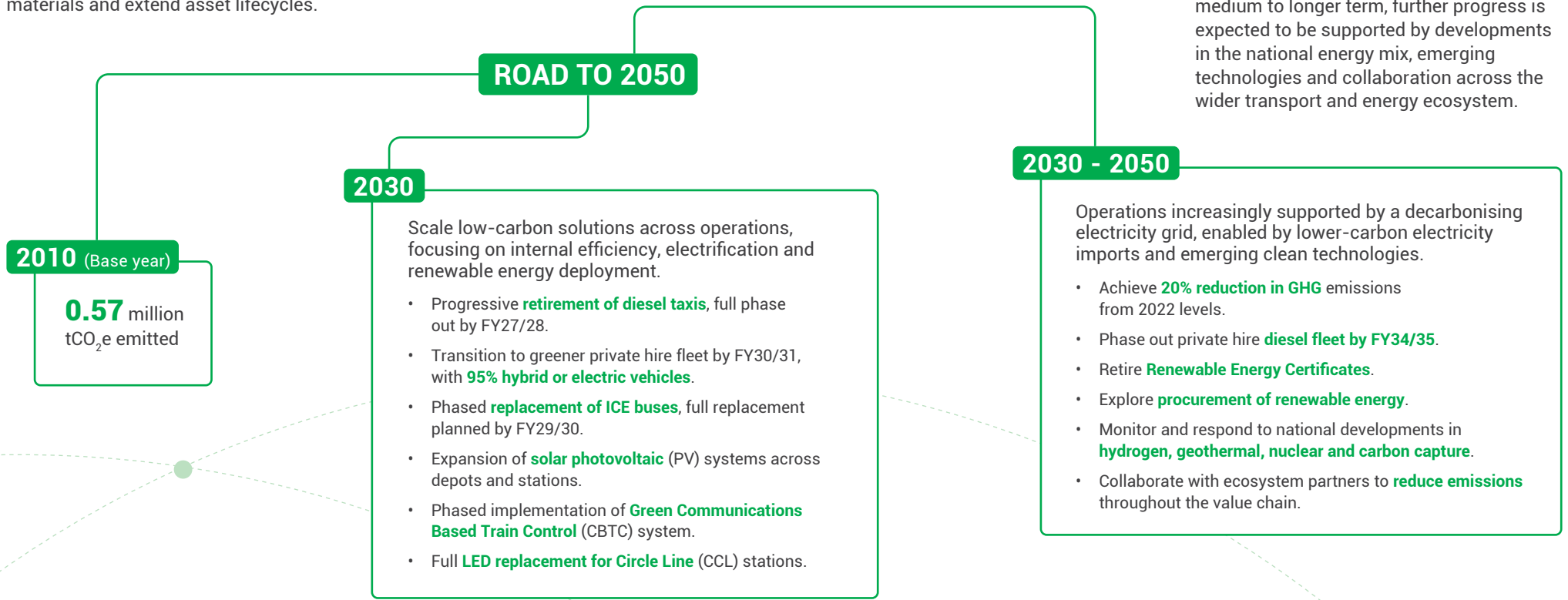
Changes in the regulatory and policy landscape may also create favourable conditions for increased public transport usage and continued participation in transport service packages. By aligning with evolving policy requirements and sustainability objectives, we position ourselves as a reliable public transport operator contributing to national climate goals, while potentially strengthening ridership demand and long-term service continuity.

In parallel, we continue to explore opportunities through innovation, technology adoption and collaboration to enhance existing services and develop new capabilities. These include sustainable mobility solutions, energy-related applications and technology-enabled operational improvements that may enhance service quality, asset performance and system resilience. Over time, such efforts may support productivity gains, strengthen partnerships and open new pathways for value-creation as technologies mature.

Decarbonisation Plan

In response to these risks and opportunities, we have developed a decarbonisation plan to support a gradual transition towards lower-carbon operations. The plan sets out our approach to reducing emissions intensity while maintaining service reliability, supporting our target of cutting emissions to 20% of 2022 levels by 2030.

Our decarbonisation pathway adopts a phased approach. Near-term actions focus on improving operational efficiency, transitioning vehicle fleets, expanding renewable energy use and adopting greener technologies where feasible. Over the medium to longer term, further progress is expected to be supported by developments in the national energy mix, emerging technologies and collaboration across the wider transport and energy ecosystem.



Climate Scenario Analysis

Building on the climate scenario analysis undertaken in FY24/25, we further enhanced our understanding of the climate-related risks and impacts identified under the 1.5°C and 3°C warming scenarios. This included revisiting the severity and timing of potential impacts, as reflected in the updated climate impact assessment table.

We reaffirmed that physical risks such as extreme weather events may progressively increase operating and maintenance costs, and contribute to asset damage across the short, medium and long term. These impacts are expected to be more pronounced under the 3°C scenario, including more frequent service disruptions and asset write-offs. Transition risks are also expected to remain relevant across all time horizons, contributing to cost pressures arising from carbon pricing, energy costs and compliance with evolving regulatory requirements.

We will continue to review our assumptions and update our assessments as new information becomes available. Through this approach, we seek to ensure that our infrastructure, systems and workforce remain prepared to support safe and reliable services under changing environmental conditions.

¹ Referenced to Network for Greening the Financial System (NGFS)'s suggested climate scenarios.
² Long-Term Low-Emissions Development Strategy.
³ All impacts are assessed to remain relevant with varying degrees across the time periods.

Insights from Second Study: 2024-2025

Parameters	1.5°C warmer scenario	3°C warmer scenario
Climate Scenarios ¹	United global efforts to introduce stringent climate regulatory policies and innovation immediately. This scenario aligns with the Paris Agreement and Singapore's LEDS ² to achieve Net Zero by 2050.	Preservation of all current nationwide climate policies with limited or no additional action to reduce emissions. This scenario reflects a failure to meet Net Zero targets by 2050.
Key Risks ³ Identified	Physical Risks: Heatwaves Prolonged drought Extreme storm and flood events Rising sea levels Greater wind events Increased lightning occurrences Transition Risks: Increased pricing of GHG emissions Increased cost of raw materials	
Impact		
Short term (now till 2030)	- Slight increase in operating and maintenance costs. - Increased electricity prices due to carbon tax.	- Higher operating and maintenance costs; potential write-offs of damaged assets. - Increased electricity prices due to carbon tax.
Medium term (2030 – 2050)	- No significant disruption to project completion; potential logistic delay. - Increased insurance premiums. - Increased cost of environmental screening and reporting. - Slight increase in operating and maintenance costs, expected routine write-offs of damaged assets. - Increased electricity prices due to carbon tax.	- Disruption to project completion; minor to major logistic delay. - Increased insurance premiums. - Increased cost of environmental screening and reporting. - Increased operating and maintenance costs and write-offs of damaged assets. - Increased electricity prices due to carbon tax. - Occasional power grid or supply disruption. - Increased water prices due to scarcity.
Long term (2050 onwards)	- Increased insurance premiums. - Increased cost of environmental screening and reporting. - Slight increase in operating and maintenance costs, and expected write-offs of damaged assets. - Increased electricity prices due to carbon tax. - Occasional power grid or supply disruption. - Increased water prices due to scarcity.	- Disruption to project completion; reduced revenue. - Increased insurance premiums. - Increased cost of environmental screening and reporting. - Increased operating & maintenance costs and more write-offs of damaged assets. - Increased electricity prices due to carbon tax. - More frequent power grid or supply disruption. - Increased water prices due to scarcity.

RISK MANAGEMENT

Risk Management Process

SMRT adopts both a top-down and bottom-up approach to risk identification and assessment, to ensure a more comprehensive risk management. Top risks to the Group, including climate risk, are assigned to key management risk owners and overseen by the respective Board Committees to promote greater accountability and strengthen controls. Systematic risk deep-dives are conducted regularly, with the risk review cadence prioritised based on risk severity.

ESG is integrated into SMRT's risk management process, as the identification of material climate-related risks is carried out across operational and corporate functions, drawing on operational experience, asset performance, regulatory developments and other factors such as climate trends and national policy direction. These risks are managed as part of SMRT's enterprise-wide risk management framework, rather than through standalone processes.

Physical risks are assessed for their potential effects on infrastructure reliability, service continuity, operating costs, capital expenditure and workforce safety, while transition risks affect long-term financial planning, compliance obligations and supply-chain arrangements.

Once identified, climate-related risks are evaluated based on their potential impact and likelihood, with particular attention to implications for safety, reliability, infrastructure and costs. Risks assessed as material are prioritised for management focus.

Ongoing reviews support monitoring of changes in operating conditions, regulatory requirements and emerging information. Where necessary, selected risks are escalated for enhanced management attention and Board oversight.

At the same time, we factor climate-related opportunities into decision-making to support longer-term resilience, competitiveness and the ability to respond to a changing operating environment.

By considering both downside risks and potential opportunities, management is better positioned to allocate resources effectively and identify emerging trends.

Managing Climate-related Risks and Opportunities

SMRT manages climate-related risks through actions that support emissions reduction, operational efficiency and regulatory readiness, while also enhancing service continuity, asset performance and workforce safety in response to physical climate impacts. These efforts are considered alongside climate-related

opportunities where initiatives can strengthen resilience, improve performance and support long-term value creation.

Within rail and bus operations, actions to reduce emissions and improve resource efficiency are integrated into operational practices and asset planning. These include strengthening emissions measurement and reporting, incorporating climate-related costs into decision-making, and advancing initiatives such as the expansion of solar installations, transitioning of vehicle fleets, adoption of greener technologies and diversification of procurement to support longer-term resilience and efficiency.

Initiatives to improve resource efficiency across Business Units are also being scaled progressively, such as the adoption of electric vehicles, enhancements to waste-management practices, and the use of energy-optimisation solutions such as smart monitoring and control systems.

Furthermore, measures are in place to maintain reliable services under adverse weather conditions. Preventive maintenance, inspections and condition monitoring are applied across rail infrastructure and bus fleets, supported by real-time weather and water-level monitoring to strengthen situational awareness.

Flood-response and emergency-contingency plans are maintained and

tested through regular tabletop and ground-deployment exercises conducted in coordination with relevant authorities.

During severe weather events, established response protocols guide operational adjustments, asset-protection measures at identified vulnerable locations and communications with commuters and the workforce. Measures addressing heat-stress and wet weather conditions further support frontline and maintenance activities, helping to safeguard safety and service continuity.

As these mitigation and adaptation measures are implemented, SMRT also considers opportunities arising from broader transport and sustainability trends. High private car ownership costs, together with Singapore's long-term land transport planning, are expected to sustain demand for public transport.

In parallel, we continue to explore new products and services through innovation and collaboration with industry partners and stakeholders, including sustainable mobility and energy storage solutions that may be developed and monetised to create new revenue streams and strengthen market positioning. Through early adoption and practical application, we strengthen our operating capabilities while supporting Singapore's long-term decarbonisation and urban mobility objectives.

Physical Risks	Drivers	Potential Impacts	SMRT's Response	
			Rail	Buses
Acute	Rising Temperature	Quantified impact - Temporary closure of operations, affecting revenue. - Business interruption costs and additional operational costs. - Higher costs for capital expenditure, operations, raw materials, maintenance, and write-offs due to more frequent equipment/tool replacement.	Rising temperature/Increased dry spells (heat waves) - Lubricate metal bearings with 304-grade austenitic stainless steel for its corrosion resistance and high-temperature performance. - Deploy track patrollers and condition-monitoring systems to detect rail fastening and ballast defects. - Running rails designed to have a stress-free temperature of 43 degrees Celsius. - Maintain horticultural efforts to trim and remove vegetation, supported by Route Protection Patrols and monthly inspections. - Implement heat stress management and stockpile N95 masks to mitigate haze impact.	Rising temperature/Increased dry spells (heat waves) - Identify at-risk bus captains using telematics. - Apply preventive maintenance: monitor tyre pressure and condition. - Monitor weather conditions via Weather@SG and disseminate operations circular to the workforce during hot weather. - Ensure adequate hydration and adhere to prescribed work–rest cycles in accordance with the Road Traffic Safety Manual.
	Greater Wind Events			
	Flooding			
Chronic	Increased Lightning Occurrences	Qualitatively explored impact - Liquidated damages from unfulfilled service-level agreements due to operation disruption. - Increased commuter injury claims due to weather-related incidents - Unsafe outdoor working and operating conditions, which could impede maintenance/repair efforts and operations. - Regulatory and reputational pressures. - Disruption to workforce management and planning due to health impact from weather events or employee commuting and workforce mobility affected by inclement weather. - Loss/delays in securing operating licenses.	Flooding/Intensified extreme rainfall/Rising sea levels - Conduct regular Table-Top Exercise (TTX) and Ground Deployment Exercise (GDX). - Use real-time water level monitoring, dual level sensor for portal sump pumps and pit water level. - Use portable flood barriers. - Install permanent flood barriers. - Inspect slopes and tunnels using thermal scanning and physical checks for risks and damage, and engage authorities to reinforce structures. - Prioritise critical preventive maintenance when weather improves. - Conduct preventive maintenance on tunnel, stormwater, and portal sump pumps to ensure serviceability. - Ensure wet areas are quickly cordoned off and increase signages and announcements to remind commuters.	Greater wind events/Flooding/Increased lightning occurrences/ Intensified extreme rainfall/Rising sea levels - Conduct regular TTX and GDX with the Authority. - Activate Business Continuity Plans (BCP) for affected buses on road, including evacuation plans of passengers, employees, and vehicles and ad hoc route diversions. - Develop recovery plans for vehicles, locations, and equipment; include preventive maintenance for impacted buses. - Send wet weather advisories to bus captains to promote safe driving. - Incorporate safe driving practices for heavy rain and storm conditions into the bus captains' training programme. - Monitor flash flood alerts and road closure advisory from PUB and LTA. - Support the enhancement of maintenance regimes for components critical to safe driving in all road conditions through condition-based monitoring.
	Increased Dry Spells			
	Intensified Extreme Rainfall			
	Rising Sea Levels		Greater wind events/Increased lightning occurrences - Prioritise critical preventive maintenance works when weather improves. - Suspend North-South and East-West Lines (NSEWL) and Bukit Panjang LRT (BPLRT) services when wind speed exceeds 90km/h. - Conduct a pilot study to assess the use of anemometers at selected high viaduct gust-prone areas. - Inspect superficial structures and train captains to be vigilant for debris and foreign objects on track. - Enhance yearly checks of lightning surge arresters, lightning tape and earth pit resistance measurement for lightning prone sectors. - Engage authority to strengthen lightning protection measures.	

Transition Risks	Drivers	Potential Impacts	SMRT's Response
Policy & Legal	GHG emissions target	Quantified impacts - Investment to adopt alternate energy sources across SMRT sites (e.g. solar panels, electric vehicles). - Operational costs due to carbon tax incurred from energy consumption. Qualitatively explored impacts - Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/external audit). - Environmental screening of suppliers and contractors within the value chain. - Regulatory and reputational pressures.	- Increase solar capacity further from the 9.4 MWp achieved in FY25/26. - Progressively retire diesel fleet, deploy greener fleet of vehicles, expand EV charging network. - Adopt Green CBTC and to implement Green Stations. - Establish Power Purchase Agreement. - Include GHG Emissions (Scope 1, 2, 3) targets as part of SMRT Group's Annual Performance Scorecard.
	Carbon Pricing	Qualitatively explored impacts - Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/external audit). - Environmental screening of suppliers and contractors within the value chain. - Regulatory and reputational pressures.	Factor additional cost of carbon taxes or carbon credits and RECs into financial forecast.
Reputation	Increased stakeholders' concerns about company's contribution to decarbonisation	Qualitatively explored impacts - Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/external audit). - Environmental screening of suppliers and contractors within the value chain. - Regulatory and reputational pressures.	- Engage stakeholders actively. - Develop a year-on-year glidepath for emissions to 2030, enabling milestone tracking and monitoring of resource use. - Explore cross-border renewable energy supply. - Participate in CDP disclosure. - Prepare for transition to ISSB reporting standards.
Market	Changing commuter behaviours due to: - Higher cost of car ownership - Improved transport connectivity (i.e., CCL6, TEL5, RTS Link, CRL, Bus Connectivity Enhancement Programme)	Quantified impact Competition from multi-modal transport options.	- Focus efforts to extend and secure additional bus packages and train lines. - Improve inclusivity and travelling experience to increase ridership for public transport or shared services. - Expand footprint in point-to-point (P2P) transport industry.
	Increased cost of supply chain/raw materials	Quantified impact Cost of supplies.	- Implement LTSS contracts to lock-in prices for spares and key components. - Supply Chain monitoring through monthly reporting of essential spares. - Adopt various procurement approaches to diversify sources.
Technology	Transition to lower emissions technology	Quantified impact - Investment to adopt alternate energy sources across SMRT sites (e.g. solar panels, electric vehicles). Qualitatively explored impact - Transition to low-carbon technologies and products, including public buses.	- Increase solar capacity further from the 9.4 MWp achieved in FY25/26. - Progressively retire diesel fleet, deploy greener fleet of vehicles, expand EV charging network. - Adopt Green CBTC and implement Green Stations. - Establish Power Purchase Agreement. - Include GHG Emissions (Scope 1, 2, 3) targets as part of SMRT Group's Annual Performance Scorecard. - Ensure adequate safety and skill sets for electric bus operations and maintenance.

Climate-related Opportunities	Drivers	Potential Impacts	SMRT Response
Resource Efficiency	Introduce Efficient Transport Modes	Quantified Impact - Receipt of grants or subsidies on decarbonisation efforts (i.e. fleet electrification). - Reduction in abatement costs through adoption of efficient O&M processes and green tech. - Higher investment in technologies, assets, and processes. Qualitatively explored impact - Reputational advantages from being a responsible steward of the public transport operator and a corporation.	- Replace diesel taxis and private hire vehicles with hybrid and electric vehicles. - Adopt enhanced waste management systems, including TAMS, MOMS, ASOMS, ATOMS, Bus Captain Mobile Application and iWorkshop. - Deploy Smart Building Suite, an integrated system for improved oversight on Condition Monitoring, Energy and Water Management, Heating, Ventilation and Air Conditioning (HVAC) Optimisation, and Carbon Management. - Expand the adoption of solar PV systems across additional premises. - Explore new solutions and technologies in fuel efficiency and energy storage. - Expand rainwater harvesting efforts. - Invest in training, technologies and digital solutions to improve overall productivity.
	Introduce Efficient Waste Management Practices		
	Shift Towards More Energy/Resource-Efficient Premises (i.e. Buildings/Depots/Stations)		
Market	Regulatory Push Under National Policies and Targets	Quantified impact Higher public transport ridership due to regulatory push and national policy support (e.g. Singapore Green Plan 2030).	Focus efforts to extend and secure additional bus packages and train lines.
Products and Services	Develop new products or services through R&D, innovation, and business collaboration	Quantified Impact - Reduction in abatement costs from more efficient O&M processes/ adoption in green tech. - Higher investment in technologies and processes. - Growth in revenue through new products/services or entry into new market. Qualitatively explored impact - Diversification of business and market positioning, enhancing competitive standing. - Reputational advantages from being a responsible public transport operator and corporate steward.	- Explore greenfield projects through new market penetration. - Explore new sustainable mobility solutions. - Strengthen partnerships through closer tie-ups with strategic partners. - Gain first-mover advantage in the early adoption of renewable energy procurement and carbon credits. - Reinforce thought leadership, ESG training and culture, and champion responsible practices in clean technology and environmental sustainability.
	Participate in renewable energy programmes and adoption of energy efficiency measures		

Strengthening Resilience to Extreme Weather Events

Type of Risk: Extreme Rainfall and Flooding

Heavy rainfall and localised flooding affect asset condition, service continuity, and safety, requiring coordinated responses across asset management, operations, and emergency preparedness teams. They are part of the operating conditions we plan for daily, which we respond to both through mitigation and adaptation.

While we continue to reduce emissions and improve efficiency across our transport services, our attention is also focused on maintaining service reliability, protecting assets, and safeguarding our workforce and commuters as weather patterns become more variable.

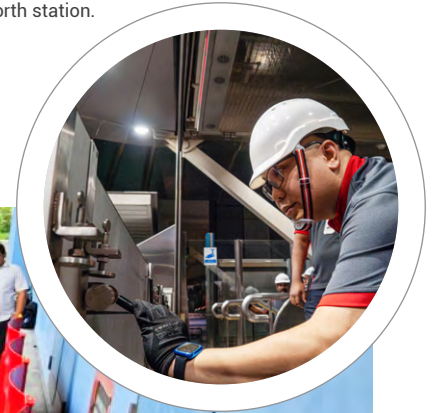
TRAIN OPERATIONS

We focused on infrastructure with greater exposure to water ingress and prolonged wet conditions, undertaking flood simulations and modelling to assess how stations and key facilities would perform under extreme scenarios.

The results indicated that existing station designs and flood protection measures are generally capable of withstanding extreme rainfall. For flood-prone areas, SMRT has deployed interim measures to manage the risk while permanent flood protection enhancements are still being developed.

Flood barriers are used to help prevent water from entering critical station areas. These take different forms depending on location, with portable barriers deployed during heavy rain. Water levels at selected locations are also monitored in real-time to provide early warning and support timely operational decisions.

Flood Preparedness Exercise at one-north station.



A demonstration of temporary flood barrier deployment at Queenstown station.

To reinforce operational readiness, response exercises are conducted together with relevant authorities, ensuring that teams are familiar with response actions and coordination protocols during severe weather. Stations, tunnels, and surrounding areas are also inspected for signs of water ingress or damage, while drainage systems and pumps are maintained to remain fully functional during heavy rainfall.

Looking ahead, additional Condition Monitoring Systems are planned to provide clearer, real-time visibility of water levels and drainage conditions at selected parts of the network. SMRT is also working with LTA on longer-term flood protection solutions, including the design and installation of permanent barriers at locations that require further strengthening.

BUS OPERATIONS

Adaptation efforts focus on managing changing road conditions, maintaining service continuity, and safeguarding passenger safety during heavy rain and flooding. Regular vehicle maintenance and inspections help ensure buses remain fit for operation in wet conditions, while real-time weather alerts and road updates support day-to-day operational planning.

When flooding affects road accessibility, established procedures guide service adjustments, including temporary route diversions. These response measures are supported by defined trigger points tailored to different operating environments.

At depots, interchanges, and terminals, responses are activated when water reaches physical thresholds such as kerb height or bus floorboard level. For buses operating on public roads, a water depth threshold of 30 cm is applied, in line with national water agency PUB's guidance.

These trigger points reduce reliance on individual judgement and support quicker, more consistent responses across locations.

These are enhanced by communication with bus captains and coordination with relevant authorities to support safe decision-making during more severe weather events, and measures to manage wet weather exposure for frontline employees.

Alongside these adaptation measures are mitigation efforts to reduce emissions and improve resource efficiency across the bus fleet, including fleet transition programmes and operating practices that support service reliability.

This remains an ongoing journey, with lessons from weather events and response exercises—across train and bus operations—reviewed and incorporated to drive improvements. This helps ensure that our mitigation and adaptation measures remain practical, familiar to employees, and responsive to evolving climate conditions.



METRICS AND TARGETS

Performance is monitored across areas where SMRT's operations have the greatest impact. Scope 2 GHG emissions continue to account for the largest share of our emissions profile, reflecting the electricity-intensive nature of rail operations, including traction power consumption,

station operations and depot activities. Scope 1 emissions, primarily from fuel use, together with selected Scope 3 categories, are also monitored.

To support clearer tracking, emissions targets are underpinned by a year-on-year glidepath to 2030, providing visibility on the pace of reduction required and enabling

progress to be reviewed against defined milestones. Environmental performance is monitored alongside resource stewardship indicators such as water and paper use.

In addition to environmental metrics, SMRT also tracks selected social and governance indicators, including measures relating to human capital, customer service,

community engagement, business ethics, cybersecurity, and data protection. Together, these metrics provide broader context for the environmental performance presented below and support a more holistic view of sustainability performance across the Group.

Material Topics	Targets Set for FY25/26	Performance in FY25/26	Key Targets for FY26/27 and Beyond
Energy & GHG Emissions	Reduce traction energy by 15% from the completion of NSEWL Green CBTC.	Reduced traction energy by 14% with Phase 2 of NSEWL Green CBTC.	Reduce traction energy by 15% from the completion of NSEWL Green CBTC.
	Increase solar generation to 9.3MWp.	Increased solar generation to 9.4MWp.	Continue scaling solar generation capacity towards 12.4 MWp.
	Reduce Scope 1, 2 and 3 emissions by 2.5%, compared to a business-as-usual scenario.	Met threshold target for Scope 1, 2, and 3 emissions reduction.	- Reduce Scope 1, 2 and 3 emissions by 2%, compared to a business-as-usual scenario. - Reduce 20% GHG emissions from 2022 by 2030. - Achieve net zero by 2050.
	Convert SMRT's vehicle fleet to green vehicles by 2030.	Reduced STRIDES Premier's diesel taxi fleet size from 9% to 3%.	Phase out STRIDES Premier's private hire diesel fleet by FY34/35.
Resource Stewardship	Reduce water intensity in FY25/26 by 5%, compared to FY24/25.	Met threshold target for water intensity reduction.	Reduce water intensity in FY26/27 by 5%, compared to FY25/26.
	Reduce paper consumption in FY25/26 by 15%, compared to FY24/25.	Met threshold target for paper consumption reduction.	Reduce paper consumption in FY26/27 by 15%, compared to FY25/26.

Material Topics	Targets Set for FY25/26	Performance in FY25/26	Key Targets for FY26/27 and Beyond
Human Capital	• Zero major injury/fatality.	• Zero major injury/fatality.	• Zero major injury/fatality.
	• Workplace Injury Rate: ≤ 518 per 100,000 workers.	• Workplace Injury Rate: 522 per 100,000 workers.	• Workplace Injury Rate: ≤ 522 per 100,000 workers.
	• Continue to maintain below industry average turnover rate.	• Continue to maintain below industry average turnover rate.	• Continue to maintain below industry average turnover rate.
Customer Service & Satisfaction	• Obtain similar/higher rating for PTC's Public Transport Customer Satisfaction Survey (PTCSS) 2025.	• Overall satisfaction remains high in the 2025 PTCSS, with the Mean Score for Train services scoring 7.7 and Bus services scoring 7.8.	• Obtain similar/higher rating for PTC's Public Transport Customer Satisfaction Survey (PTCSS) 2026.
Our Impact on the Community	• Conduct > 100 activities.	• Conducted 131 Adopt-A-Station and Learning Journey Programme activities. • Outreach to 7,800 participants.	• Conduct > 100 activities.
Business Ethics & Integrity	• Zero incidents of significant non-compliance with laws or regulations.	• Zero incidents of significant non-compliance with laws or regulations.	• Zero incidents of significant non-compliance with laws or regulations.
	• Zero incidents of corruption.	• Zero incidents of corruption.	• Zero incidents of corruption.
	• Encourage suppliers to participate in the Kaizen for Sustainability programme, aimed at building capability in measuring and reporting their carbon emissions. • Create a template for suppliers to calculate their emissions. • Renew our award for Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS).	• Our Kaizen for Sustainability programme has seen 39 participants from 26 companies in FY25/26. • Developed a structured emissions calculation template to enhance supplier reporting capabilities. • Renewed our Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS) on 10 Sep 2025.	• Continue to strengthen Supplier Engagement on Carbon Reporting through the Kaizen for Sustainability programme. • Review and enhance our Supplier Sustainability Questionnaire to assess suppliers' ESG readiness. • Screen existing suppliers for negative social impact and regulatory non-compliance related to ESG. • Renew our award for Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS).
Cybersecurity & Data Protection	• Zero major cybersecurity breaches.	• Zero major cybersecurity breaches.	• Zero major cybersecurity breaches.
	• Zero incidents relating to data breaches of personal data or company-related confidential data.	• Zero incidents of personal data breaches notifiable under the Personal Data Protection Act 2012 ("PDPA").	• Zero incidents of personal data breaches notifiable under the PDPA.

Advancing Sustainable Improvements



Depot 4.0: Automation supporting safer maintenance.

Advancing sustainability at SMRT is grounded in continuous improvement across daily operations, driven by practical enhancements to how assets are operated and maintained, alongside employee-led innovation. Supported by digitalisation, data, and disciplined operational practices, this approach is embedded into everyday work across the Group. These efforts strengthen operational efficiency, support the management of environmental impacts, and contribute to long-term service reliability.

ENGINEERING THE NEXT STANDARD OF SUSTAINABLE UPKEEP

With the introduction of Depot 4.0, SMRT has taken a deliberate step in modernising depot and maintenance operations to meet the demands of a growing rail network. By bringing in new machines, AI, and smart tools, we are transforming how work is carried out, strengthening efficiency, and doubling overhaul capacity within the existing depot footprint.

Condition monitoring, digital planning, and analytics now support more proactive preventive and predictive maintenance practices, while automation is applied to physically demanding tasks. This reduces strain, improves safety, and enables employees to focus on work that requires technical expertise, coordination, and judgement.

Depot 4.0 also enhances planning and oversight. Digitalised workflows, improved real-time visibility of maintenance activities, and reduced reliance on manual processes enable teams to coordinate complex tasks, use resources effectively, and maintain strong operational oversight.

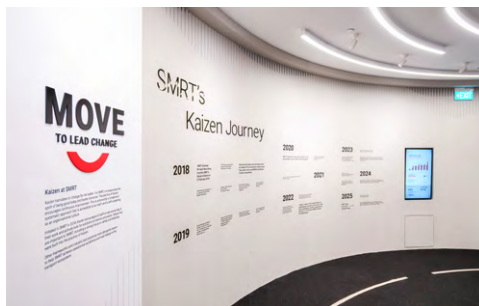
Importantly, the step into technology also creates opportunities for our workforce. Employees gain hands-on experience with advanced tools and AI systems, building technical skills and confidence in working with new technologies, while contributing to more efficient and safer operations.

KAIZEN FOR SUSTAINABILITY

Kaizen remains a core driver of sustainable improvement across the Group. Built on the belief that small, practical changes compound over time, it extends beyond internal operations to include suppliers and contractors.

SMRT established the SMRT Kaizen Centre in 2025 as a dedicated platform to support the sharing, replication, and scaling of sustainability-focused Kaizen initiatives. The Centre showcases completed Kaizen for Sustainability projects that demonstrate practical applications of resource efficiency, emissions avoidance, material reuse, and digitally-enabled process improvements. By making these sustainability outcomes visible and accessible, the Kaizen Centre supports learning across Business Units and enables teams to apply proven solutions more consistently across operations and the wider value chain.

Across operations, 1,320 Kaizen projects were implemented, with around 161 focused specifically on sustainability outcomes.



Kaizen Centre at Bishan Depot

Collectively, Kaizen for Sustainability initiatives delivered total savings of approximately S\$30 million, demonstrating how continuous improvement can support sustainability objectives alongside broader operational priorities.

Kaizen for Sustainability

Projects implemented:
161

Total cost savings:
S\$30M

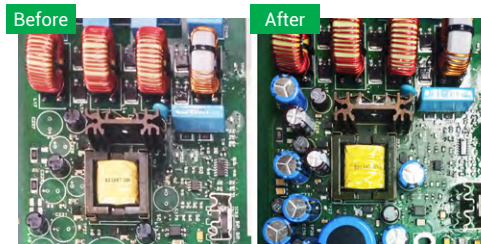
Hard savings:
S\$16M

Soft savings:
S\$14M

Environmental initiatives focused on resource efficiency and material reuse. In-house overhauls of key electronic components used in train propulsion and auxiliary power supply systems reduced material consumption while meeting safety and performance requirements, avoiding approximately 2.2 ktCO₂e, equivalent to about 36,700 trees. This approach was extended to other components, including Platform Screen Door Control Units previously declared by Original Equipment Manufacturer as beyond economical repair, which were restored and returned to service. Together, these efforts demonstrate how Kaizen for Sustainability supports responsible resource management to meet operational requirement.



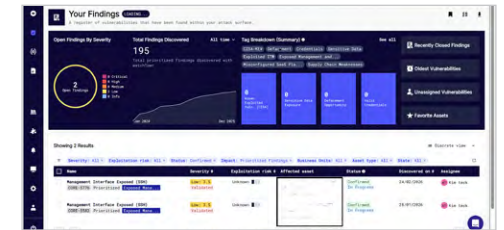
Educational video on free regular bus and bridging bus services.



Door Control Units restored for continued use after being deemed beyond economical repair.

Social initiatives focused on enhancing commuter support and inclusive service delivery. Educational materials were developed to help commuters better understand service arrangements during disruptions, including navigation and available options. In addition, scenario-based training resources were introduced to strengthen frontline capability in supporting passengers with autism and dementia, reinforcing ongoing efforts to provide inclusive and appropriate assistance to commuter groups with additional needs.

Kaizen initiatives also strengthened governance through improvements to systems and controls. The consolidation



Watchtower Dashboard

of vulnerability management into a single digital platform enhanced visibility, ownership, and tracking of remediation actions through clearer accountability, automated assignments, and risk-based prioritisation, supported by end-to-end audit trails.

By empowering people, engaging partners, and applying digital tools where they matter most, SMRT continues to embed sustainability into operations, improving efficiency, managing impacts, and strengthening long-term readiness across the Group and our wider value chain.

GREEN BUSINESSES AND OPERATIONS

Moving millions of commuters every day requires significant energy, making energy use and emissions a core operational consideration for SMRT. Efforts to manage consumption focus on fleet electrification, system optimisation, energy efficiency improvements, and greater use of renewable energy where feasible, while reducing environmental impact and maintaining reliable operations across the Group's businesses.



Energy and Emissions



Deployment of electric buses at Gali Butu Bus Depot.



EV charging infrastructure at Gali Batu Bus Depot.



Launch of the brand-new EV DC chargers in STRIDES Premier's Headquarters.



STRIDES Premier debuts DENZA D9 electric limousines.

CLEANER MOBILITY

Across ground transport activities, SMRT is progressively reducing reliance on internal combustion engines while improving operational efficiency.

For SMRT Buses, this includes the deployment of over 200 electric buses at Gali Batu Bus Depot, supported by an Electric Bus Asset Management Plan developed with Shenzhen Eastern Bus. Drawing on operational experience from large electric bus fleets, the plan supports decision-making across maintenance, reliability and asset lifecycle management. Safe operations are further supported by a High-voltage Safety Management System, alongside a Tripartite Strategic Technical Forum with LTA and Shenzhen Eastern Bus to strengthen capabilities in electric bus procurement, operations and supporting infrastructure.

Group diesel consumption increased in line with expanded operations from the new Jurong West bus package, while ongoing efficiency initiatives continued to help reduce idling and improve fuel efficiency.

Alongside fleet changes, our operating practices continue to support efficiency through targeted driver training and real-time performance monitoring, helping to foster eco-driving habits. Bus telematics data is also used to monitor engine idling and support engagement with bus captains, contributing to reduced idling and fuel consumption.

In the point-to-point transport segment, STRIDES Premier continued to advance our electrification journey, making significant progress towards our commitment to retire our diesel taxi fleet within the next two years. We currently own approximately 300 electric taxis and 30 electric limousines, reflecting continued investment in cleaner and more sustainable mobility solutions.

We have taken a holistic approach to supporting our driver-partners during fleet transition. This includes lower rental rates, complimentary charging or fuel credits, dedicated aftercare services, and the introduction of EV charging facilities at our Headquarters in partnership with Charge+, offering discounted charging rates.

In addition, driver-partners enjoy preferential charging rates through our partnership with charging point operators across the island.

Further strengthening our leadership in sustainable mobility, STRIDES Premier introduced the DENZA D9 electric limousine, becoming the first limousine operator in Singapore to electrify its limousine fleet. Together, these initiatives underscore our commitment to delivering innovative, customer-focused and environmentally-responsible transport solutions while supporting driver-partners in embracing the transition to a greener future.

Energy Efficiency and System Optimisation

While vehicle-related emissions are being addressed, electricity consumption across rail operations, stations, and depots remains a major component of SMRT's energy footprint. We continue to improve energy efficiency across these environments through asset upgrades and enhanced system controls, and ongoing rail system optimisation.

Enhance Energy-Efficiency Through Traction Energy

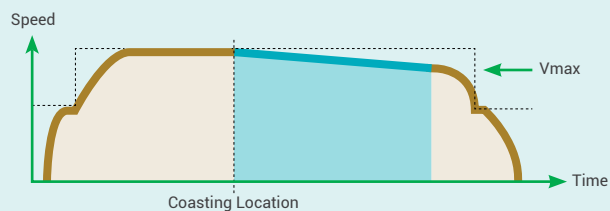
As part of our efforts to improve energy efficiency across the SMRT rail network, we continue to advance the implementation of Green Communications-Based Train Control (CBTC) on the NSEWL.

Traction power represents one of the largest contributors to energy consumption in rail operations. Green CBTC optimises train run profiles between stations, by leveraging operational data and digital tools to maximise coasting opportunities. The Green CBTC identifies optimal coasting points that allow trains to maintain service performance while reducing energy use.

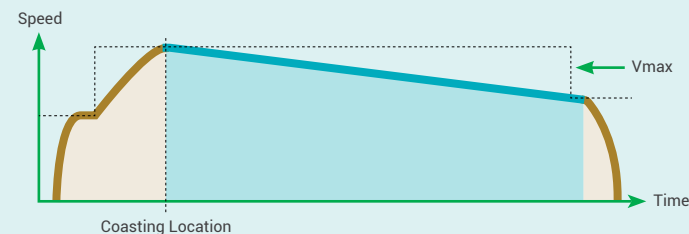
Building on the 8% of energy savings in Phase 1, we have increased energy savings to approximately 14% in Phase 2. These gains were driven by enhancements to the Vehicle Onboard Controllers software and the deactivation of Automatic Train Supervisory Service Recovery function, allowing the Automatic Train Regulation function to adopt a more energy-efficient train running profile with reduced acceleration.

Crucial to this progress is our strategic partnership with Hitachi Rail. Through close technical collaboration, SMRT and Hitachi Rail continue to evaluate train performance, identify energy-saving opportunities and translate insights into operational improvements across the network. By combining digital innovation with operational expertise, Green CBTC enables more energy-efficient train operations while maintaining safe and reliable journeys for commuters.

COASTING 1 RUN PROFILE



MAXIMUM COASTING RUN PROFILE



Saving Energy, Sustaining Comfort

One of the largest energy-efficiency initiatives underway is the replacement of approximately 60,000 existing lighting fixtures across CCL stations and train depots with energy-efficient LED systems. The project commenced in January 2026 and will continue through FY26/27.

Once completed, the initiative is expected to deliver estimated annual energy savings of 12.7 million kWh, enough to power close to 3,000 4-room HDB flats, and reduce emissions by about 5,100 tCO₂e. The LED systems are also designed for long operational life, reducing maintenance requirements while improving lighting performance across stations and depot environments.

System optimisation is also being applied to other energy-intensive systems. The Green Station project uses predictive, demand-based controls for air-conditioning systems. Energy use is expected to decrease by around 6%, equivalent to approximately 126 MWh per station per year. The project is on track for go live in 2026, after which system performance will be monitored during the trial phase.

At the Woodlands Integrated Transport Hub, predictive AI is used to optimise air-conditioning controls and avoid overcooling. The initiative is expected to achieve annual electricity savings of at least 6.5%, with implementation continuing through FY26/27.

EXPANDING RENEWABLE ENERGY AND CLEANER POWER

Alongside energy efficiency measures, renewable energy is being deployed to support operations. At STRIDES Premier's Headquarters, a rooftop solar PV system comprising 634 panels was completed in January 2026, providing an installed capacity of 409 kWp.

Across our bus premises, solar installations provide approximately 2 MWp of capacity. Together with installations across other SMRT facilities, solar generation across our premises now stands at about 9.4 MWp, with additional installations planned where site and operational conditions permit.

To complement onsite generation, STRIDES Engineering has entered a Memorandum of Understanding (MoU) with Sembcorp Utilities to support longer term procurement across SMRT group, including the exploration of green energy imports via the RTS Link.

PREPARING PEOPLE FOR THE TRANSITION

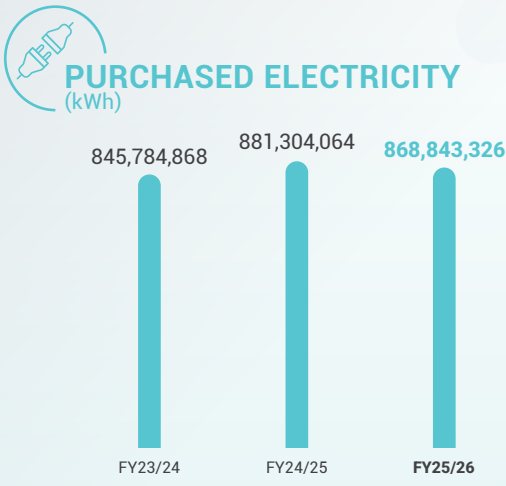
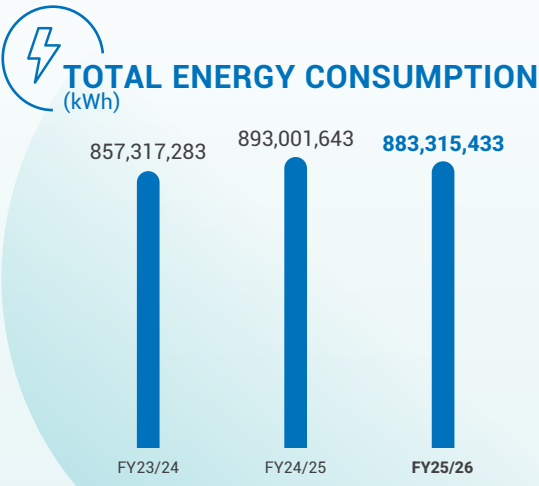
Workforce readiness underpins these operational and infrastructure changes. As fleets, systems, and energy sources evolve, so too do the skills needed to operate, maintain, and work safely with this equipment. We therefore continue to strengthen workforce readiness for cleaner energy systems through specialised training pathways for technicians working with electric vehicles.

This includes ongoing collaboration with Republic Polytechnic on the National EV Specialist Safety (NESS) Certification Course. The programme equips technicians with practical competencies in high-voltage safety, electrical troubleshooting, and diagnostic work, supporting safe day-to-day operations as electric vehicles and high-voltage systems become increasingly integrated into our transport operations.

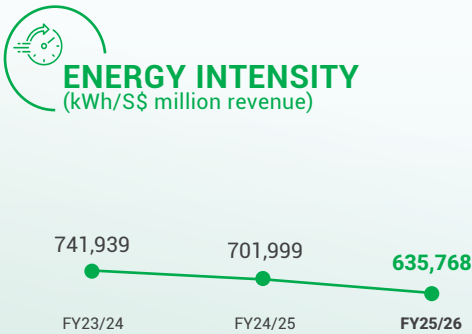
Our Performance

Energy Consumption

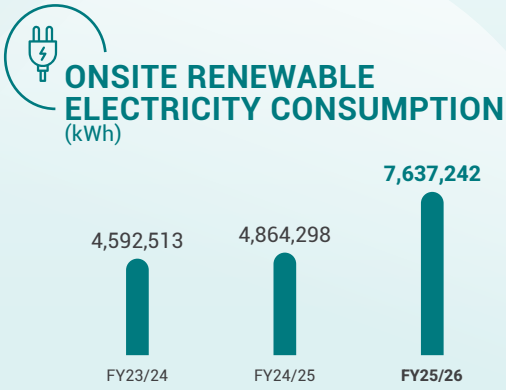
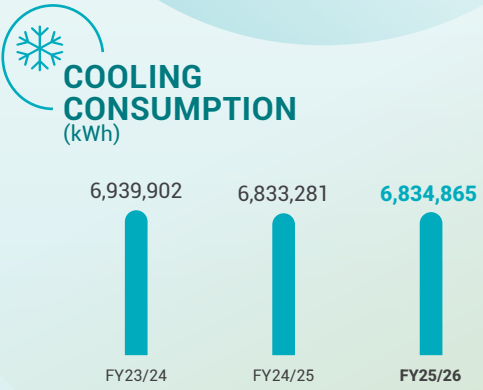
SMRT Group:



Rail^:

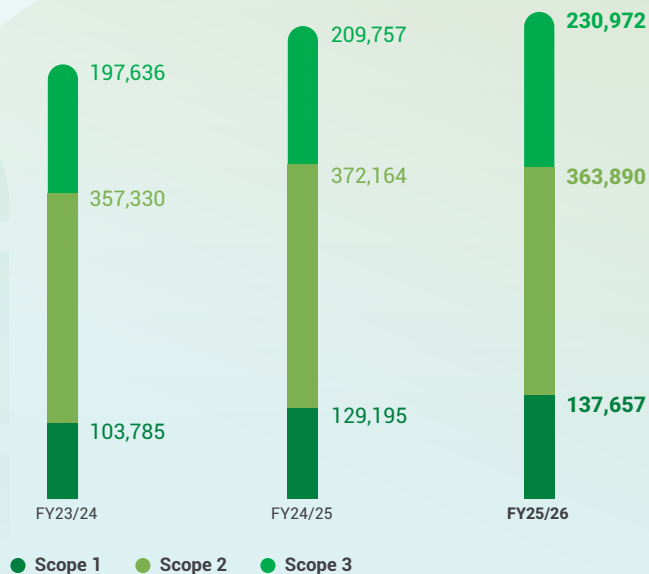


^ Figures excluding TEL

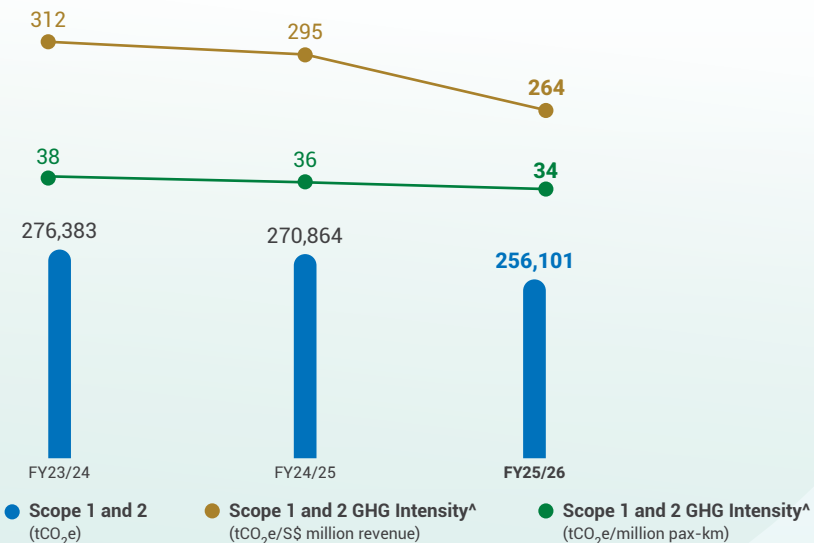


GHG Emissions

SMRT Group:



Rail^:



^ Figures excluding TEL

SCOPE 3 EMISSIONS BY CATEGORY(tCO₂e):

Category 1, 2 and 4 (Purchased Goods and Services, Capital Goods and Upstream Transportation and Distribution)	86,400
Category 3 (Fuel and Energy related Activities not included in Scopes 1 and 2)	129,357
Category 5 (Waste Generated in Operations)	4,698
Category 6 (Business Travel)	623
Category 7 (Employee Commute)	9,894

Water

Recognising the importance of sustainable water management, SMRT continues to strengthen water efficiency across our premises and operations. Through initiatives such as rainwater harvesting and infrastructure upgrades, we embed responsible water use into day-to-day operations and reinforce the importance of making every drop count.

WATER-EFFICIENT INFRASTRUCTURE

We continue to uphold our commitment to sustainable water management. All facilities under the Jurong West Bus Package have attained the Water Efficient Building (WEB) certification, resulting in all SMRT-operated MRT stations, bus interchanges, and bus depots being WEB-certified. We continue to explore solutions to improve our water efficiency in our operations, including closed-loop water recycling systems for washing plants that help reduce water usage.

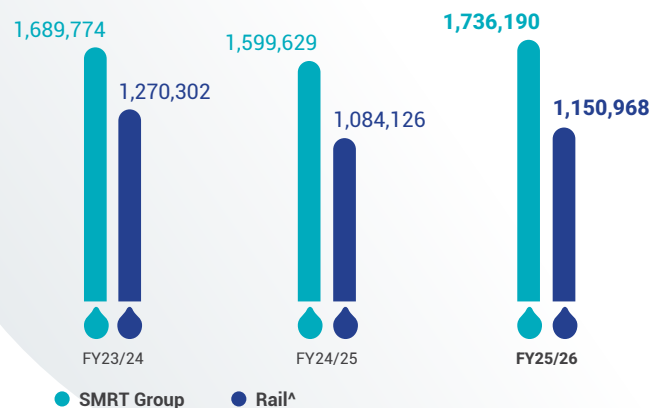
RAINWATER HARVESTING

We continue to use rainwater harvesting systems at Tuas West Depot and Mandai Depot in our daily operations. Rainwater collected at these two locations is reused for train washing, with an average of 55m³ of rainwater being used each month. As part of our commitment to reduce reliance on potable water in our operations, we continue to explore rainwater harvesting solutions for our bus operations.

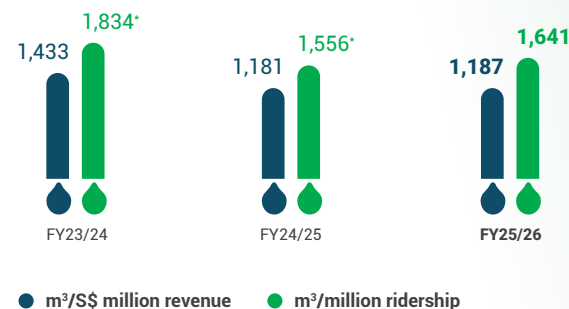
Our Performance



WATER CONSUMPTION (m³)



WATER CONSUMPTION INTENSITY (Rail)^



^ Figures excluding TEL

* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data

Waste

Our waste management efforts are guided by digitalisation, a circular approach, and a shared commitment to the community. Beyond minimising waste within our operations, we empower our people to contribute to the wider environment, reinforcing the importance of environmental stewardship and a circular economy.

DIGITALISATION

To streamline operational workflows and reduce waste, digitalisation was implemented across targeted areas. One key initiative is the Train Fleet Management System (TFMS), which supports depot controllers in planning and managing train movements and stabling within depots—activities that previously relied heavily on manual, paper-based coordination.

By providing real-time visibility of current and planned train locations, TFMS digitalises depot operations and enables shared situational awareness across depots. The system has been implemented across key depots on the NSEWL and CCL, including the East Coast Integrated Depot (ECID), strengthening fleet visibility,

operational integration, system reliability, and coordination among depot control personnel.

Digitalisation efforts also extended to bus operations. The Maintenance Management System provides bus technicians with real-time access to operational information, reducing reliance on printed materials such as checklists and manuals.

We also incorporated the Bus Captain First Parade Task into the Bus Captain Management System (BCMS+) App, replacing hardcopy forms and reducing paper usage. iWorkshop, STRIDES Premier's digital workshop maintenance system, enables commercial and strategic customers to manage maintenance operations more efficiently through a paperless workflow. By eliminating reliance

on manual paper-based records, the system improves workshop productivity and supports the transition towards a paperless workplace, reducing paper consumption by an estimated 100,000 sheets annually.

TRANSITIONING TO SUSTAINABLE MATERIALS

The shift in waste management practices also includes the adoption of more sustainable materials across our operations. At the short-term retail booths at Raffles Place managed by Stellar Lifestyle, the booth structures are constructed using OSB wood, while the traditional plastic stickers previously used for branding have been replaced with paper-based signage. This reduces the use of single-use plastic while supporting the recycling and reuse of materials.

ADVANCING A CIRCULAR APPROACH TO WASTE

Recognising that our operations generate waste such as batteries and bus tyres, we continue to engage vendors approved by the National Environment Agency to ensure that these materials are responsibly recycled and diverted from landfill. These efforts support resource efficiency and reinforce our commitment to responsible waste management.

We continue to explore opportunities to extend the useful life of assets through circular economy initiatives. For instance, seats from the decommissioned first-generation Kawasaki Heavy Industries (KHI) trains were donated to Thuja Home, an elderly care facility, giving them a second life as functional furniture while reducing waste from rail asset renewal.



A decommissioned train seat is given new life through its donation to Thuja Home.



SMRT employees participating in the Great Sentosa Plog 2025.

EXTENDING WASTE STEWARDSHIP BEYOND OPERATIONS

Beyond reducing waste in our operations, we are committed to extending our environmental stewardship into the wider community. Approximately 100 employees from SMRT participated in the Great Sentosa Plog, bringing together employees across the Group, including SMRT Trains, SMRT Buses, STRIDES, Stellar Lifestyle, and Stellar Ace. Plogging combines jogging with picking up of litter, promoting a healthy and active lifestyle which also encourages individuals to contribute positively to the environment.

CELEBRATING ENVIRONMENTAL PROGRESS

Our approach to climate management is also reflected through external disclosure and assessment. In 2025, SMRT participated in global non-profit CDP's Climate Change assessment and attained a B score, providing an external reference point for how climate-related practices and disclosures compare against evolving expectations. We view participation in CDP not as an end, but as part of an ongoing effort to enhance transparency, strengthen climate readiness and align management practices. We will continue to build on this foundation as we advance our climate and sustainability journey.

Our Performance



WASTE DIVERTED FROM DISPOSAL:

Hazardous
(kilolitres used oil)
166

Non-hazardous
(kg scrap metal)
1,803,506



WASTE DIRECTED TO DISPOSAL:

Non-hazardous
(kg general waste)
1,137,859

E-waste
(kg)
4,209



PAPER CONSUMPTION:

No. of sheets
3,039,165

EMPOWERED EMPLOYEES IN A THRIVING WORKPLACE



Maintaining reliable operations across SMRT's businesses starts with employees who are healthy, supported, and able to work safely. Given the varied and often demanding operating environments across the Group, employee health and well-being is addressed through practical workplace practices, accessible support programmes and regular engagement, with a focus on physical health, mental well-being, connection at work, and confidence in available support.



Employee Health and Well-Being

BUILDING A HAPPIER WORKPLACE

Following the launch of the Happier Workplace initiative in November 2024, a broader range of events and activities was introduced in FY25/26 to foster inclusivity, cross-functional collaboration, and a stronger sense of belonging across the workforce. These efforts created more opportunities for employees to connect beyond their day-to-day roles, with increased participation seen across both frontline and corporate teams.

PHYSICAL HEALTH AND PREVENTIVE CARE

SMRT continued to support employee well-being by scaling up health-focused programmes during the year. Building on the previous year's outreach, additional health screening and flu vaccination exercises were carried out across multiple work locations, improving accessibility for employees. Enhanced screenings were also prioritised for higher-risk groups, including employees in safety-critical roles, to support early detection and proactive management of health conditions.

MENTAL HEALTH AND EMOTIONAL WELL-BEING

Our partnership with Intellect Singapore continued to support employees' mental health and well-being. Employees had access to confidential support at any time, including counselling services, self-guided resources and flexible therapy options. Efforts also focused on normalising conversations around mental health and encouraging early help-seeking, recognising the importance of mental well-being alongside physical safety and performance.

WORKFORCE ENGAGEMENT AND CULTURE

Insights from the 2024 Workforce Engagement Survey were used to shape actions across the Group. Key areas of focus included sustaining improvements in trust in leadership, recognition and career development opportunities. These were supported by improvements to communication platforms, stronger manager-employee conversations as well as more structured development pathways. Over the year, employees reported feeling more included at work and more confident about career progression within SMRT.

To strengthen engagement and improve the flow of information, SMRT launched Humand on 1 July 2025 as the Group's internal communications and engagement platform. The platform improves access to timely information, enables two-way communication and supports alignment across teams. This helps employees stay connected to updates and initiatives across the organisation.

Workforce Safety

Guided by the mantra “Think Safety, Work Safely, Go Home Safe”, we continue to strengthen our safety culture across all levels of the organisation. This includes reinforcing frontline ownership, deepening leadership accountability, and embedding safety considerations into daily decision-making. Beyond compliance, we focus on cultivating the right behaviours and mindsets, so that safety is instinctive rather than procedural.

EMBEDDING A SAFETY CULTURE

We place strong emphasis on workforce participation as a core part of our safety culture. Employees and contractors are encouraged to identify hazards, raise concerns and introduce practical improvements in their daily work environments. This is supported through Kaizen for Safety initiatives and an open reporting culture, where incidents, near-misses and unsafe conditions can be raised without fear of reprisal.

Feedback from the ground is systematically reviewed and translated into corrective actions, procedural enhancements, and targeted interventions. Leadership engagement is also an important enabler. Through regular ground interactions and visits to observe work activity in real-time, engage with workers, and identify kaizen opportunities, leaders remain close



SMRT Group CEO, Mr Ngien Hoon Ping, interacting with staff during a Gemba Walk at Kim Chuan Depot.

to operations, reinforcing expectations, listening to concerns, and strengthening shared ownership of safety outcomes.

By encouraging workforce participation and ownership in safety and security, SMRT ensures that continuous improvement is driven not only by management oversight, but also by the collective vigilance and professional judgement of those closest to operations.

MANAGING KEY WORKPLACE RISKS

Slips, trips and falls remain a recurring source of injuries across operations. Introduced in July 2025, the Slips, Trips and Falls (STF) Prevention Campaign focuses on hazard identification, ground engagement and the reinforcement of safe practices through Safety Moments and toolbox briefings. Employees are encouraged to report hazards and near-misses so that corrective actions can be taken early. Six months into the campaign, STF injuries among employees had declined by 40%.

Voluntary Safety Time-Outs (STOs) are conducted across Business Units as part of broader risk management efforts. These sessions bring together employees and contractors to pause work, review risks and reinforce safe practices—particularly for higher-risk activities such as vehicular operations and work at height. A total of 8,405 personnel took part in these briefings, strengthening awareness and alignment across operations.

Most common types of accidents

- Slips, trips and falls
- Incidents involving vehicles
- Incident arising from physical over-exertion

STRENGTHENING WORKFORCE RESILIENCE DURING HAZE EVENTS

To enhance resilience against haze-related impacts, SMRT has established measures to protect both employees and commuters. These include monitoring air quality conditions, implementing official health advisories, providing protective masks and adjusting work activities where necessary. Commuters are also kept informed through timely advisories during periods of unhealthy haze, reflecting our commitment to safety, well-being, and service continuity.

STRENGTHENING SAFETY ACROSS OUR ECOSYSTEM

Our safety efforts extend to include contractors, partners, and the wider transport ecosystem as well.

The NTUC-SMRT MoU marks a milestone partnership with the National Trade Union Congress (NTUC) and NTWU to uplift approximately 20,000 workers across our contractor ecosystem, engaging over 200 Small and Medium-sized Enterprises (SMEs) within our supply chain. The partnership supports skills upgrading, career progression and stronger safety across operations.

We also work closely with partners across the public transport ecosystem, including the LTA and the Transport Safety Investigation Bureau, to strengthen safety



Visits hosted at SMRT Rail Safety Experiential Centre.

outcomes and organisational capabilities. This includes the sharing of safety lessons, hosting visits at the SMRT Rail Safety Experiential Centre and participating in the Bus and Rail Industry Safety and Health Community of Practice.

Now in its third year, the SMRT Contractors' Safety Forum brought together over 220 participants from 80 contractor companies and other external agencies. The forum provides a platform for sharing best practices, case studies and safety innovations, while strengthening collaborations across our partner network.



SMRT Chairman, Mr. Seah Moon Ming (fourth from left), and SMRT Group CEO, Mr. Ngien Hoon Ping (fifth from left), with the six winners of the SMRT Contractors' Safety Awards.

Introduced in 2024, our Contractors' Safety Awards recognise contractors and vendors that meet stringent safety standards and demonstrate consistent performance. In its second year, 11 awardees were recognised, comprising five Merit Award winners and six Safety Awards winners. Merit Awards are presented to contractors that have demonstrated sustained and exemplary safety performance following earlier recognition.

All contractors and third-party personnel are required to undergo SMRT Safety Orientation, which aligns them with SMRT's safety standards, workplace risk management practices, emergency preparedness and incident reporting protocols. This reinforces shared accountability and consistent safety practices across the ecosystem.

DEVELOPING CAPABILITY AND OVERSIGHT

Maintaining a strong safety culture requires consistent capability and oversight across operations. To support this, we continue to strengthen supervision and competency frameworks for both employees and contractors.

An in-house Workplace Safety and Health (WSH) Supervision Course has been introduced to align supervision practices more closely with SMRT's operating environment, replacing external courses

with a more contextualised approach. The programme strengthens supervisors' ability to identify risks, manage worksites and guide teams in maintaining safe work practices.

ENABLING SAFER OPERATIONS THROUGH TECHNOLOGY

Building on our data foundations, we have begun applying agentic and generative AI capabilities on safety-related use cases. These tools support incident analysis, surface early risk signals from operational and commuter data, and provide clearer visibility of leading indicators. This allows issues to be identified and addressed earlier.

Within rail operations, AI-enabled systems support operators in maintaining situational awareness. The Signal Warning System uses video analytics to detect signal lights and buffer stops, providing timely safety cues, while the In-Cabin Alertness Monitoring System monitors body and eye movements to detect fatigue and alert both operators and supervisors.

These systems have achieved 95% detection accuracy for red signals and have contributed to the prevention of fatigue-related incidents. Their development and application were recognised with WSH Innovation Awards.

Driving Safer Journeys

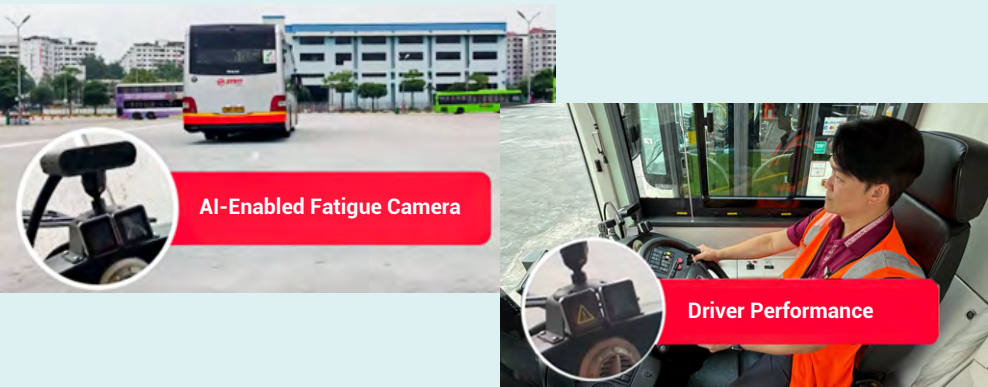
By combining real-time monitoring with data insights, our advanced Bus Telematics system promotes safer driving and more responsive operations. It has been rolled out across our entire bus fleet to better support our bus captains.

When attention is required, alerts are generated to both bus captains and our operations teams. This allows potential issues to be identified early, with timely guidance provided through direct communication to maintain safety on the road.

Where patterns of concern are observed, additional follow-up is carried out to reinforce safe driving practices. At the same time, data is reviewed over time to identify broader driving patterns across the fleet, helping us direct coaching and training to where it is most needed.

Performance is also tracked to support continuous improvement. Bus captains can reflect on their driving, while consistently good performance is recognised as part of reinforcing safe behaviours.

Since rolling out the system, we have seen measurable safety improvements, including a reduction in serious accidents and a corresponding decrease in incident-related costs, with insurance costs reduced by over 15%. By integrating technology, operational oversight and individual accountability, we are strengthening a proactive safety culture that empowers our bus captains to deliver safer and smoother journeys for commuters.



Public Transport Safety and Security Awards 2025

RECOGNISING AND REINFORCING SAFETY PERFORMANCE

SMRT's safety efforts continued to be recognised at national and industry levels.

At the WSH Awards 2025, SMRT received the bizSAFE Partner Award in recognition of our industry leadership, with 99.4% of business partners achieving bizSAFE Level 3 and above, alongside a 33.3% reduction in contractor injuries.

Other key achievements include:

- WSH Innovation Award for the Signal Warning System and In-Cabin Alertness Monitoring System
- WSH Award for Supervisors for operational safety initiatives
- WSH Performance (Silver) and WSH Tech Awards awarded to STRIDES Engineering

At the Public Transport Safety and Security Awards 2025, SMRT received 37 awards, the highest among public transport operators. These recognitions reflect the collective efforts of our employees and partners in embedding safety as a core organisational value, guided by the principle of "Think Safety, Work Safely, Go Home Safe".

Diversity and Non-Discrimination

We believe that meaningful collaboration begins with a workplace where employees are treated fairly and with respect. By promoting equal opportunity regardless of age, gender, background or ability, we aim to create an environment where employees can participate meaningfully across SMRT's diverse businesses.

ADVANCING FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

Our approach to fair and progressive employment continues to be guided by the Tripartite Guidelines on Fair Employment Practices. Building on the adoption of five Tripartite Standards since 2023, further steps were taken to embed these principles into people processes and leadership practices. This included reinforcing merit-based hiring through structured recruitment governance, strengthening support for flexible work arrangements where operationally feasible, and improving the employment experience for term-contract employees through clearer career pathways and engagement initiatives.

We also continued to strengthen our grievance handling framework by improving the accessibility, transparency and consistency in resolution processes.

Complementing these efforts are monthly and quarterly tripartite engagement sessions involving management, HR and union leaders, which provide structured platforms for open dialogue—enabling timely feedback and alignment on workforce matters. These engagements reinforce fair and constructive labour-management relations and help ensure that employee perspectives are considered in decision-making and the resolution of workplace concerns.



BUILDING AN INCLUSIVE AND EQUITABLE WORKPLACE

With more than 10,800 employees supporting our operations in a wide range of roles and environments—from frontline teams to engineering and corporate functions—our teams comprise people with diverse experiences and perspectives. Within this workforce, representation also continues to evolve, with women making up about 16% of employees and more women taking on leadership roles during the year.

To strengthen inclusion and equal opportunity across the Group, we built on initiatives that promote inclusive hiring, job redesign where appropriate, and workplace integration supported by targeted awareness and engagement activities.

Support for Persons with Disabilities (PwDs) also remained a key area of focus. Hiring and workplace integration across suitable roles were strengthened through partnerships with community organisations, adjustments to job design to improve accessibility, and guidance for line managers in supporting different workplace needs. Attention was also given to sustained employability through the use of assistive technologies where appropriate and day-to-day workplace support, enabling PwD employees to contribute effectively and progress in their roles.

As we continue to strengthen our position as an employer of choice, we remain committed to creating a workplace where all employees are treated with dignity, have equal access to opportunities, and are empowered to contribute meaningfully regardless of background.

Supporting Inclusive Employment

Inclusive employment at SMRT focuses on creating equitable opportunities for PwDs by providing the support and workplace adjustments needed for them to contribute meaningfully within everyday operations.

One such journey involved an employee who joined SMRT through the Enabling Pathway Programme before progressing into a permanent role within the Engineering division. Following a successful internship, the employee was appointed as an Assistant Engineer after demonstrating strong job fit and performance.

From the outset, attention was placed not only on onboarding, but also on preparing the team and work environment to support successful integration.

HR worked closely with the Business Units, supervisors and SG Enable to support the transition into permanent employment. Ahead of onboarding, briefing sessions were conducted to help supervisors and team members understand different working and communication styles, and how practical adjustments could support day-to-day work.

Support continued beyond the initial onboarding period, with regular conversations to ensure workloads and expectations remained manageable. Where appropriate, workplace adjustments and assistive tools were introduced to support sustained performance.

Importantly, the focus extended beyond accommodation to inclusion. The employee participated in routine team activities and operational engagements alongside peers, with learning opportunities provided as part of normal work arrangements.

Development of Workforce

We recognise that the strength of our organisation depends on the capability of our people. Operating in an environment where skills and expectations continue to evolve, we focus on workforce development from onboarding through continuous learning, so that employees are equipped to adapt to change and contribute with confidence.

STRATEGIC WORKFORCE PLANNING AND MOBILITY

Workforce planning at SMRT is shaped by the realities of a tight labour market, an ageing workforce and the long-term demands of operating critical transport infrastructure. Our approach looks beyond immediate hiring needs and focuses on building and sustaining the capabilities of the organisation, adapting to changing needs.

Early talent engagement initiatives, such as internships and participation in career fairs, enable us to connect with potential employees at an early stage. These efforts are complemented by targeted hiring strategies aligned with emerging skill requirements, as well as structured secondments that expose employees to practices beyond the organisation. Such secondments also support cross-industry benchmarking, strengthen organisational capabilities and accelerate knowledge transfer.

CAREER MOVEMENT AND GROWTH

Internal movement across Rail, Bus and Corporate functions is encouraged to support capability development and broader organisational understanding. Employees are given opportunities to take on different roles, build new skills and explore varied career pathways within the Group through cross-functional exposure.

LEARNING AND LEADERSHIP DEVELOPMENT

Capability development at SMRT is anchored in how employees grow through their work, supported by structured learning, cross-functional exposure and hands-on experience. This reflects the “Triple E” approach of Education, Exposure and Experience, enabling employees to build technical competencies while adapting as roles evolve.

Formal learning is complemented by workplace-based development, allowing employees to apply knowledge in operational settings and deepen practical expertise progressively.

The Learning Through Educational Advancement Programme (LEAP) supports employees in pursuing relevant educational

qualifications aligned with their roles and career pathways within SMRT. Through the programme, high-performing employees are offered sponsorship opportunities to advance their professional development and build deeper expertise, supporting long-term capability building across the organisation.

As employees progress, the focus extends to leadership readiness. Succession planning supports the early identification of high-potential employees and provides structured development pathways, including cross-functional rotations and exposure to leadership responsibilities. This enables leadership capability to be built progressively alongside operational experience.

Mentoring further supports this journey. Through the Mentoring Programme, high-potential employees are paired with experienced leaders to share practical knowledge, deepen organisational understanding and build leadership confidence. Beyond individual development, the programme also supports continuity by preserving institutional knowledge and passing it on across generations of leaders.



BUILDING CAPABILITY FOR A CHANGING WORKPLACE

As roles evolve with increasing digitalisation, workforce development at SMRT focuses on helping employees keep pace with changes in how work is carried out while continuing to build on existing skills and experience.

The modernisation of maintenance operations under Depot 4.0 illustrates how technology can support this shift in practice. Automation, robotics and digital tools now support activities such as heavy component handling, allowing employees to focus more on tasks that require technical expertise, coordination and decision-making. These changes respond to workforce realities such as an ageing demographic, while demonstrating how roles can evolve alongside technology.

As digital tools are introduced more widely, attention has also turned to supporting employees across the Group. To accelerate and scale AI adoption, SMRT has established a cross-functional AI Office to lead the development of our enterprise AI strategy. It coordinates AI development and implementation, ensures alignment with corporate priorities and governance requirements, and drives capability building and AI literacy across the workforce. Anchored in SMRT's Kaizen culture and

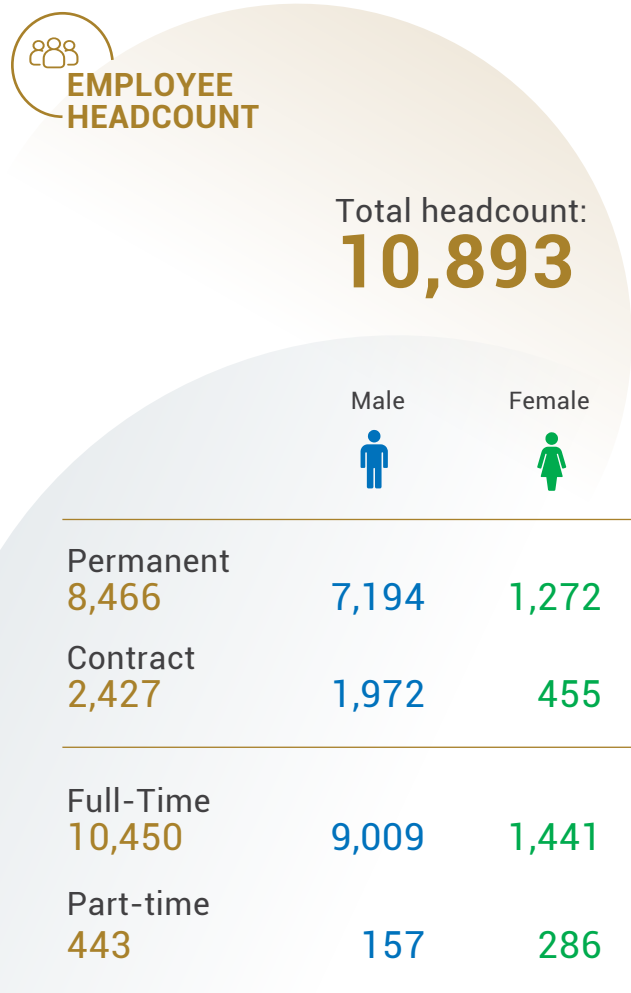
human-centric approach, digitalisation is used to enhance human capability, helping employees adjust to change while continuing to contribute meaningfully as work evolves. This shift extended to how employees engage with sustainability itself.

STRENGTHENING SUSTAINABILITY CAPABILITY

During the year, we refreshed our Sustainability e-learning programme to strengthen understanding of sustainability priorities and practices across the organisation. The updated materials were tailored to different employee groups, from corporate teams to frontline employees and bus captains, and delivered through platforms and formats suited to varied working environments. This approach helped ensure that sustainability messages remained accessible and relevant across diverse operational contexts.

In parallel, targeted learning was provided for specific roles, including ESG data owners and approvers, to strengthen clarity around responsibilities, expectations and reporting processes. Together, these initiatives support shared understanding, accountability and organisational readiness as sustainability practices and disclosure expectations continue to evolve.

Our Performance



New employee hires and employee turnover	Number of new hires 1,232	Rate of new hires 11.3%	Total number of turnovers 1,059	Rate of turnover 9.7%	Number of voluntary turnovers 720	Number of non-voluntary turnovers 339
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Gender						
Male	1,003	10.9%	885	9.7%	586	299
Female	229	13.3%	174	10.1%	134	40
Age Group						
<30	505	31.5%	212	13.2%	153	59
30-50	665	11.3%	534	9.1%	415	119
>50	62	1.8%	313	9.2%	152	161

Diversity of governance bodies and employees	Overall Workforce	Senior Management	Executives	Non-Executives
Gender				
Male	9,166	136	1,103	7,927
Female	1,727	38	489	1,200
Age Group				
<30	1,604	0	258	1,346
30-50	5,869	80	1,017	4,772
>50	3,420	94	317	3,009



PARENTAL LEAVE

Total number of employees entitled to parental leave

311

24

Total number of employees returning from parental leave in the prior reporting period

343

27

Total number of employees that took parental leave

311

24

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

295

19

Total number of employees that returned to work in the reporting period after parental leave ended

311

24

Return to work rate of employees that took parental leave

94.9%

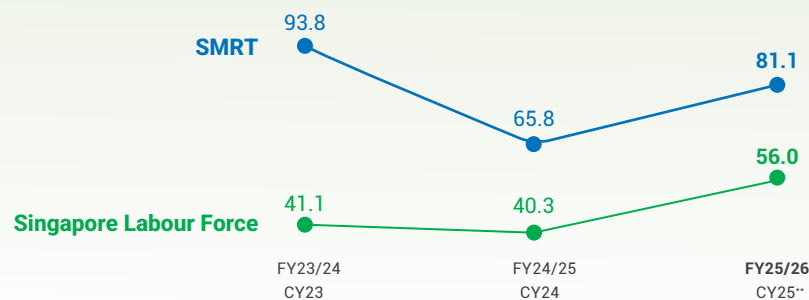
79.2%

Return to work rate of employees who took parental leave



TRAINING HOURS*

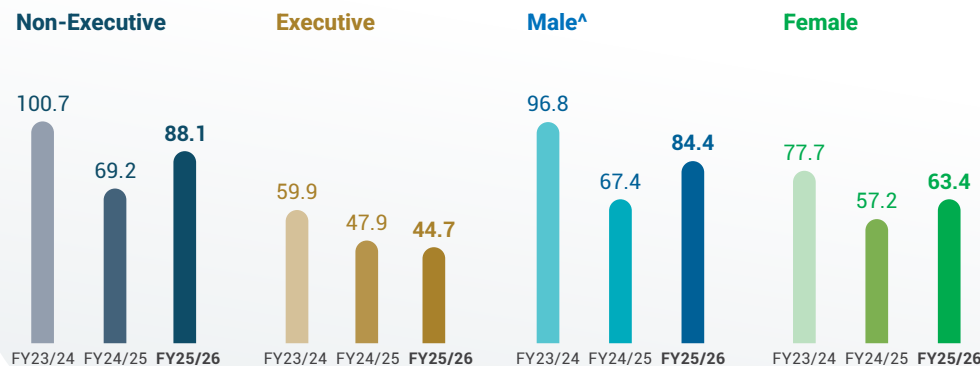
Average training hours per employee



* Structured training hours include all active employees (full-time, part-time and contract employees).

** Based on MOM report on Labour Force in Singapore 2025

Average training hours per employee category



[^] Average training hours are higher for male employees due to a higher proportion being in Rail vocational roles, which require additional qualification and annual currency training.

ENGAGED COMMUNITIES IN A VIBRANT CITY



Every journey creates an opportunity to make a difference. Through service, we strive to make public transport more accessible, inclusive and responsive to the diverse needs of the people we serve. Safe and gracious commuting is supported by a culture of care that guides how we engage commuters. Beyond our transport network, we extend our impact through outreach initiatives and partnerships that bring people together, strengthen social connections and address community needs.



"The Reflection" by Leonardus Depari, the winning entry from the *Snapshots of Pride – SMRT Through My Lens* photo contest. We received over 1,200 public submissions capturing perspectives of commuting across our network. This is one of the many ways we engage and connect with our community.

Customer Service and Satisfaction



The logo representing SMRT’s service ethos, We Love to Help.

OUR SERVICE ETHOS

Delivering positive commuter experiences goes beyond operational reliability. It is shaped by the everyday actions of our people, who support commuters with care, professionalism and a commitment to service.

We Love to Help is SMRT’s service ethos that empowers our people to proactively support commuters and communities with care, empathy and professionalism. It inspires every employee to look beyond their immediate roles, anticipate needs and step forward to help, creating a safer, more inclusive and caring public transport experience for all.



SMRT maintained high customer satisfaction levels across both train and bus services in the 2025 Public Transport Customer Satisfaction Survey.

CUSTOMER SATISFACTION RESULTS ACROSS OUR NETWORK

In the 2025 Public Transport Customer Satisfaction Survey (PTCSS) conducted by the Public Transport Council, SMRT maintained high satisfaction levels across both train and bus services. Train services achieved an overall mean satisfaction score of 7.7 out of 10, while bus services also recorded a consistent score of 7.8 out of 10, comparable to the previous year.



As part of the Adopt-A-Station Programme, Student Service Ambassadors help commuters at their school’s adopted station.

ADOPT-A-STATION AND LEARNING JOURNEY PROGRAMME ENGAGEMENT

SMRT conducted 131 Adopt-A-Station and Learning Journey Programme activities, reaching 7,800 participants. These initiatives help strengthen community engagement, promote safe commuting, and provide educational experiences at key transit locations.



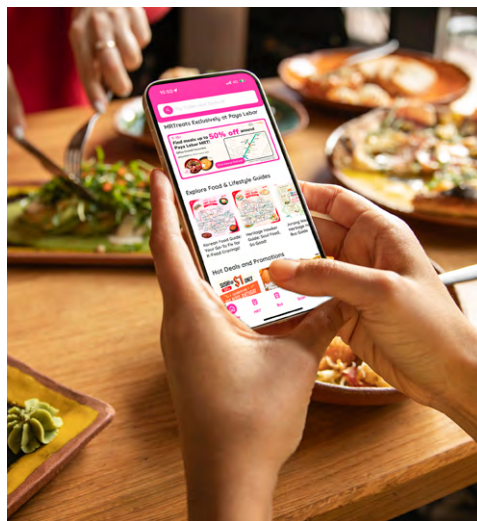
BLACKPINK Concert Crowd Management

MANAGING EVENT CROWDS WITH CARE

To support safe and smooth journeys during major events such as the National Day Parade and its preview shows, the Singapore F1 Grand Prix, New Year’s Eve countdown, and large scale concerts featuring international artistes such as Lady Gaga, BLACKPINK and Seventeen, SMRT worked closely with the Singapore Police Force, venue and security partners on crowd management planning. For high-attendance concerts, staged crowd release measures and holding areas were implemented to manage commuter flow—with music, posters and light activities to engage commuters during waiting periods. Additional ventilation measures were also deployed where needed to maintain a more comfortable station environment.

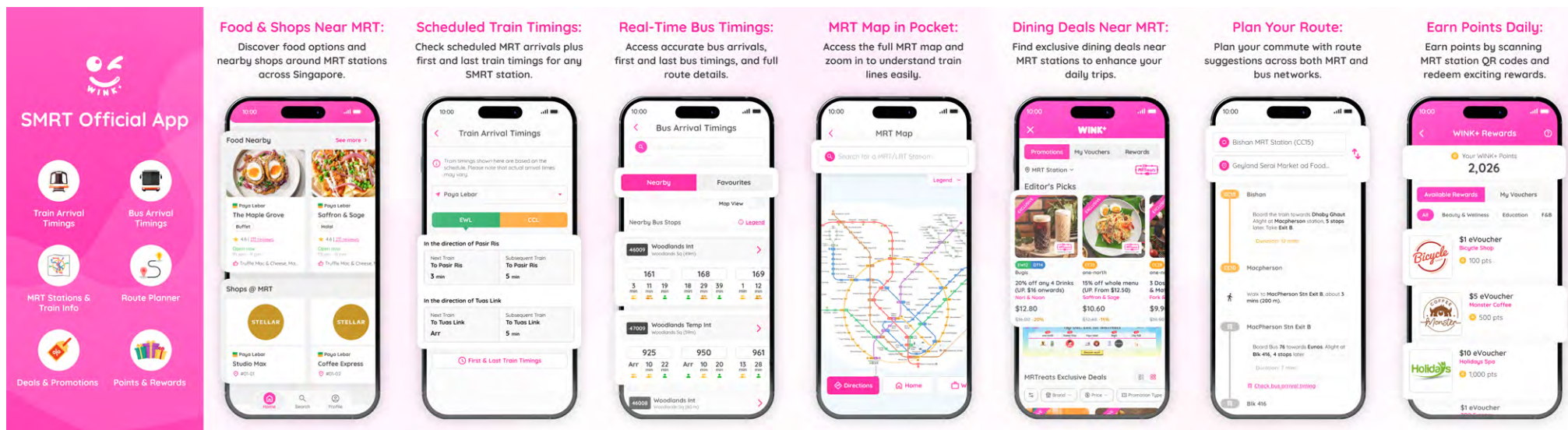
DIGITAL ENGAGEMENT IMPROVES COMMUTER EXPERIENCE

The revamped WINK+ App brings digital engagement into daily MRT journeys by helping commuters discover nearby amenities, shops and services around stations. Through in-station interactions, location-aware features, rewards, vouchers and campaigns, the app encourages commuters to engage with station surroundings while supporting merchants within the rail ecosystem. Developed in-house, WINK+ was recognised at the IDC Future Enterprise Awards 2025, winning Best in Digital Innovation for Singapore and Asia Pacific.



RECOGNISING SERVICE EXCELLENCE

SMRT achieved its best performance at the Transport Gold Awards 2025, receiving 14 Outstanding Awards and 806 Commendation Awards, the highest among public transport operators. This achievement reflects our continued focus on service excellence, safe operations and a commuter-first culture across our rail, bus and mobility services.



Daily journeys are made easier with the Wink+ app.

Public Health and Safety

Through a combination of frontline readiness, public education, emergency preparedness and technology-enabled operations, SMRT continued to strengthen public health, safety and security across our transport network.

PUBLIC HEALTH ENFORCEMENT AND AWARENESS

Supporting Public Health and Safe Commuting Spaces

SMRT strengthened support for public health and regulatory enforcement by enabling selected frontline employees to take direct action against vaping and possession of e-vaporisers on SMRT premises from 1 September 2025. A total of 556 SMRT employees have been appointed as Authorised Officers by the Health Sciences Authority, extending enforcement coverage across MRT and LRT stations, trains, bus interchanges, bus terminals and onboard buses. To reinforce awareness, prohibition signages and posters were also put up across public transport nodes, depots and back-of-house areas, supporting safer and healthier commuting spaces for all.



Emergency Preparedness Exercise at Gali Batu Bus Depot.

Emergency Preparedness and Response

Fire safety preparedness remained a key priority for SMRT. As part of the National Fire and Emergency Preparedness Council (NFEC) Mass Fire Evacuation Drill 2025—organised by the NFEC and supported by the Singapore Civil Defence Force (SCDF)—50 SMRT locations took part in the exercise. The drill strengthened evacuation awareness and provided Fire Safety Managers, Company Emergency Response Teams and key stakeholders with a timely opportunity to refresh emergency response procedures, reinforcing fire and life safety across SMRT premises.

Recognising Courage in Public Safety Response

In August 2025, two SMRT bus captains received the SCDF Community First Responder Award for their swift actions during a roadside vehicle fire near KK Women's and Children's Hospital. Upon spotting the incident, they stepped forward to help extinguish the flames, preventing the situation from escalating and keeping nearby road users safe. Their actions reflect the vigilance, courage and emergency readiness of our frontline employees, and reinforce our commitment to safeguarding public safety both on and beyond our transport network.

SECURITY READINESS AND TECHNOLOGY

Enhancing Station Security through Smart Monitoring

SMRT completed the iSecurity Proof-of-Value trial for smart video monitoring at MRT stations in October 2025. Conducted at high-traffic stations such as City Hall and Raffles Place stations, the trial showed that the system could reliably detect potential security risks, including suspicious behaviour, unattended items, large bags, barrier climbing and unauthorised door openings. During peak periods, the system performed at a level comparable to, and in some cases better than, human monitoring, while keeping alert volumes manageable for operations teams. The results point to the potential for smarter and more targeted security deployment across stations over time.

Strengthening Security Preparedness through Exercise Station Guard

SMRT Trains co-led a Tabletop Exercise under Exercise Station Guard with LTA Public Transport Security and Tower Transit at LTA's Bedok Campus Office. The exercise tested ground responses at a specific threat level using scenarios around Yishun station involving suspicious articles and a suspected armed person. It also involved key stakeholders such as the Public Transport Security Command (TransCom) and Northpoint City Mall, helping to strengthen coordination, validate response procedures and identify areas for improvement through the after-action review.

Recognising Frontline Excellence in Public Transport Security

SMRT continues to strengthen a strong security culture through regular training, clear response protocols and close collaboration with law enforcement agencies. In 2025, three SMRT Trains station staff received the Community Partnership Award (Individual) from TransCom for their swift and professional handling of separate inappropriate behaviour incidents on the rail network. Their prompt intervention, care for affected commuters and support rendered to the Police in detaining the suspects reflect the readiness of our frontline teams and the importance of close partnership in keeping public transport safe and secure.

COMMUTER SAFETY AND PUBLIC EDUCATION

Promoting Safer Bus Journeys for Seniors

SMRT Buses continued its partnership with LTA to conduct bus safety talks at four additional Precious Active Ageing Centres in January 2026. Building on earlier outreach, these sessions helped seniors and persons with mobility challenges travel more safely and confidently on public buses. Through interactive talks, demonstrations and quizzes, participants were reminded of key safety practices such as holding onto grab poles, staying seated where possible, using the lower deck, securing mobility devices properly, and looking out for fellow

commuters. The initiative reflects our continued commitment to working with partners to build a safer and more inclusive public transport experience for all.

Enhancing Escalator Safety through Public Awareness

SMRT's Escalator Safety Committee continues to take a data-led approach to improve escalator safety across the network, with closer attention given to locations where incidents are more likely to occur. Recent initiatives include wooden standees, escalator panel stickers, bus stop panel displays, safety audio reminders, videos, Go-To SMRT Roadshows, and the removal of the "arrived" status in the Rail Travel Information System. Together, these measures aim to strengthen commuter awareness, encourage safer behaviour, and reduce escalator-related incidents across stations.

Promoting Bus Safety as One Transport Family

SMRT participated in the inaugural Bus Safety Roadshow 2025, organised by LTA and the Ministry of Transport. As part of the "One Transport Family" effort, the roadshow promoted safer commuting habits through interactive and engaging activities. SMRT connected with the public through a bus safety-themed music video, a bus simulator experience and educational games, helping commuters better understand everyday bus safety in a fun and accessible way.



Senior Minister of State for Transport Mr Murali Pillai tries the bus simulator at the SMRT Buses booth during the inaugural Bus Safety Roadshow 2025.

Local Communities

SMRT activated its stations, trains and buses as shared community spaces, bringing wellness, arts, heritage, SMEs and social giving closer to commuters and residents. Through partnerships and community-led initiatives, we used our stations, trains and buses to support community connections, local identity and everyday social impact. At the same time, they also created opportunities for SMEs and local entrepreneurs to reach more people.

Understanding community needs is central to our social sustainability approach. As part of Singapore's daily rhythm, our network connects people and places while also strengthening community bonds through inclusive initiatives with residents and partners.

ACTIVATING TRANSIT SPACES FOR ENTERPRISE AND CREATIVITY

Supporting Local SMEs across Advertising and Retail

Stellar Lifestyle and Stellar Ace actively support local SMEs, functioning as a Queen Bee, to help scale their business across retail and advertising.

Stellar Ace hosted an SME Networking Session in partnership with Kampung Senang to connect with business owners, encourage exchange and explore opportunities within Singapore's transit network. The session highlighted how transit spaces can support business growth and create vibrant commuter experiences, while showcasing how our assets can be transformed into digital platforms for SMEs to reach commuters and communities more effectively.

At the same time, Stellar Lifestyle launched the third cycle of its SME innovation programme, Stellarate, to pilot and validate new concepts within Singapore's MRT network. Stellarate was also an avenue to create new experiences that enhance station vibrancy and commuter engagement, or discover unique digital solutions that improve productivity and lower operational costs. One winner, Flow Coffee, which operates barista-grade coffee vending machines, has deployed two such machines at Bras Basah and One North stations. Another winner, Konbini Technologies, is supporting tenants by deploying its AI-powered self-checkout systems to three transit locations.

Introducing New Ideas at Hive

Stellar Lifestyle continues its innovation push by introducing new SMEs at Hive, its innovation hub based in Esplanade station. Specifically, LFG Content Co—one of Singapore's leading content production studios—opened its first fully automated podcast and content studio, called The LFG Pod, at Hive. The self-service space offers SMEs, entrepreneurs and content creators an accessible and affordable space to produce professional-quality podcasts and videos.

By creating new uses for transit spaces, Stellar Lifestyle and Stellar Ace continues to add a mix of lifestyle, innovation and community experiences beyond daily commuting.

HEALTH AND WELLNESS INITIATIVES

Table Tennis Facilities

SMRT expanded its community table tennis facilities to Marina Bay and Bayshore stations and added one additional table at Esplanade station. Supported by Singapore Smash and the Singapore Table Tennis Association, the initiative now offers six tables across three stations, encouraging healthier lifestyles and social interaction in commuter spaces.

Activating Stations as Community Dance Spaces

SMRT partnered the National Arts Council to open up MRT stations as creative practice spaces linked to the Super24 dance competition. As a recognised youth dance platform, Super24 provided a clear purpose

and community base for the initiative, bringing young dancers into station spaces at Esplanade, Marina South Pier and one-north to rehearse, prepare for competition, and express themselves creatively in a safe and accessible public setting. The first set of mobile mirrors at Marina South Pier station, introduced as part of the *MirrorMoves* initiative, support free practice and encourage more creative use of transit spaces.

Creating Playful Spaces for Community Connection

SMRT introduced Giant Chess sets at Bras Basah and Botanic Gardens stations, with the first set launched at Bras Basah station in August 2025 in collaboration with Central Singapore Community Development Council. The initiative encourages social

interaction and promotes mental wellness with more welcoming station spaces for commuters and the community.

Your Health Matters: Carnival of Resources

In June 2025, SMRT partnered with the Silver Generation Office and Henderson Community Club's Women's Executive Committee to host "Your Health Matters: Carnival of Resources" at Great World station. Through health talks, performances and booths, the event brought health and caregiver support services closer to caregivers, families and seniors.

Mental Health Engagement Roadshows

In support of World Mental Health Day, SMRT supported the launch of the "First Stop: Let's Chat" roadshows at 10 MRT

stations, raising awareness of mental health and connecting commuters with community support resources.

Supporting Community Wellness through Walk for Health

In partnership with South East Community Development Council, SMRT supported the "FairPrice Group Walk for Health @ South East to promote healthy living while assisting vulnerable residents in the South East District. Each kilometre walked was converted into supermarket vouchers for 1,000 residents. There were also motivational stairway stickers at Stadium station, encouraging commuters to make healthier everyday choices.



SMRT expanded the community table tennis initiative to Marina Bay and Bayshore stations.



Youths practising their dance moves at dedicated dance spaces set up in stations.



Giant chess sets placed at Bras Basah and Botanic Gardens stations encouraged commuters to pause, play, and connect.



Roadshow at Great World station in support of World Mental Health Day.



SMRT employees participating in Walk for Health at National Stadium to promote healthy living.



Mr Baey Yam Keng viewing archaeological artefacts at the "Unearthing Stories of Us" showcase at Bras Basah station.



Mr Zaqy Mohamad joined residents of Marsiling to create a mosaic featuring Chinese calligraphy characters of Marsiling's name.



Through the Next Stop: Together! campaign, SMRT Buses brought art to commuters across 12 locations island-wide.



Poems on the MRT brings local poetry closer to commuters for a second year.

CONNECTING COMMUNITIES THROUGH ARTS AND HERITAGE

Bringing Heritage into Daily Journeys

As part of SG60 celebrations, SMRT Trains partnered the National Heritage Board to bring Singapore's heritage closer to commuters through "Unearthing Stories of Us" at Bras Basah station. The showcase featured archaeological artefacts from the Empress Place excavation, alongside short films honouring Singaporeans and murals created by five polytechnics and seniors from Montfort Care's Goodlife Studios. By placing these stories in a daily transport space, the collaboration made heritage more accessible while fostering reflection and intergenerational connection.

Celebrating Community Identity through Public Art

SMRT Trains collaborated with Marsiling Community Club to create a large mosaic artwork featuring the Chinese calligraphy characters "马西岭", representing "Marsiling." Installed on a viaduct pillar in the neighbourhood, the artwork was co-created by more than 100 residents, including Senior Minister of State Zaqy Mohamad, Adviser for Marsiling-Yew Tee GRC. The initiative brings community stories into public spaces, adding local identity and vibrancy to the Marsiling precinct.

Bringing Art into Everyday Bus Journeys

SMRT Buses together with National Arts Council and LTA, supported ART:DIS to transform a training bus into a mobile Art Bus in support of Next Stop: Together!, a Singapore Art Week 2026 project. Serving as both a creative canvas and a moving exhibition space, it brought art closer to commuters and communities while showcasing how bus assets can foster creativity and connection beyond mobility.

Weaving Singapore Poetry into The Commuter Experience

Poems on the MRT returned for its second year, bringing local poetry closer into daily journeys across SMRT's train network, selected station posters and bus stop bulletins. Led by the National Arts Council in partnership with SMRT Trains and Stellar Ace, and produced by Sing Lit Station, the initiative featured excerpts from more than 100 local poems in English, Chinese, Malay and Tamil.



SMRT's first Kindness Express Train on the NSEWL.



A new Singapore Book of Records title with a 24-hour piano relay at Bayfront station.



The Learning Journey Programme at Singapore Rail Discovery Centre.



Students from Pei Chun Public School performing at Toa Payoh station during Chinese New Year 2026.

BRINGING COMMUNITY LIFE INTO EVERYDAY SPACES

Kindness on the Move

SMRT continued its partnership with the Singapore Kindness Movement to promote gracious commuting through kindness-themed trains, station posters and announcements. In 2025, the campaign expanded to include the first SMRT Kindness Express train on the NSEWL, and subsequently the BPLRT.

Celebrating Children's Day with a Movie Night

SMRT partnered with Sembawang Central Grassroots Organisations to host a historic Movie Night at Canberra station in celebration of Children's Day, creating a family-friendly film community experience.

Bringing Music into Community Spaces

SMRT Trains set a new Singapore Book of Records title with a 24-hour piano relay at Bayfront station, featuring more than 50 musicians performing continuously from 27 to 28 March 2026. Held under the Communities in Stations programme, the event transformed the station into a live performance space.

Engaging Communities through Outreach and Learning Journeys

SMRT Adopt-A-Station/Adopt-an-Interchange Programme engaged students in understanding the transport network while fostering community spirit. Students familiarised themselves with nearby stations and bus interchanges, showcased their talents through live music performances and artwork displays, and participated in newly introduced Education and Career Guidance (ECG) talks. Since 2014, the Adopt-A-Station/Bus Interchange Programme has engaged over 70 schools, helping students better understand public transport operations and contribute to community life through performances at transport hubs.

Learning Journey Programme provided students and members of the public with exclusive behind-the-scenes access

to SMRT depots. The inaugural public learning journeys at Mandai and Kim Chuan Depots, held as part of SG60 and SMRT38 celebrations, attracted overwhelming interest, with registration slots fully taken up within minutes.

Festive Celebrations — Spreading Joy and Culture

SMRT marks five major festivals and cultural celebrations such as Hari Raya Puasa, National Day, Deepavali, Christmas and Chinese New Year through live performances, giveaways, art showcases and festive music across MRT stations and bus interchanges. These shared experiences bring joy to daily commutes, while initiatives such as "Chingay On The Go" bring the energy of national celebrations directly into commuter spaces.



SMRT employees doing their part for Tap For Hope.



SMRT employees volunteering and serving beneficiaries.



SMRT staff volunteers supporting Fú Dài (福袋) and Habuan Harapan.



18,000 \$38 NETS FlashPay cards funded by Kaizen savings for PwDs and their caregivers.

GIVING BACK TO THE COMMUNITY

Mobilising Communities for Social Good – Tap for Hope

SMRT's Tap for Hope 2025 campaign, which ran from 14 November 2025 to 16 January 2026, rallied the community to support an inclusive society. With SPD as the principal beneficiary, the campaign raised funds for PwDs through donation points across MRT stations and bus interchanges, enabling contributions via EZ-Link cards and digital wallets. This initiative reflects how we leverage our network for social good.

Fostering Community Engagement through Volunteerism

For the ninth consecutive year, SMRT supported Community Chest Singapore's Fú Dài (福袋) and Habuan Harapan ("gift of hope") initiatives, with 30 staff volunteers helping to pack and distribute over 19,000 festive bags for families and seniors in need.

SMRT also supported Kampung Senang through various community initiatives, which included a charity concert that raised over S\$300,000. SMRT Chairman Seah Moon Ming's active leadership and involvement were key to exceeding the fundraising target, reinforcing the company's commitment to social impact and community care.

Supporting Employee Giving – SGSHARE

SMRT participated in SGSHARE, Community Chest Singapore's giving programme, matching employee donations dollar for dollar to support children with special needs, at-risk youths, PwDs, families in need, seniors, and individuals facing mental health challenges.

Reinvesting Savings for Social Impact – Kaizen

Through Kaizen-driven cost savings, SMRT distributed 18,000 SMRT-branded NETS FlashPay cards, each pre-loaded with \$38, to PwDs and their caregivers in celebration of SMRT's 38th anniversary. Supporting SG Enable's programmes, the initiative reflected our commitment to channelling operational savings into enhancing community support and creating more accessible journeys.

Accessibility and Inclusivity

SMRT continues to make public transport more inclusive through initiatives that improve accessibility, promote gracious commuting and support commuters with diverse needs. Working with public agencies, social service partners and community groups, we seek to build a network that is accessible, caring and welcoming for all.

SUPPORTING INCLUSIVITY AT THE PURPLE PARADE

At The Purple Parade on 25 October 2025, SMRT fielded its largest-ever contingent of 300 staff members, marking our third consecutive year of participation. Our team joined others in championing awareness and support for PwDs—a reflection of our commitment to social inclusion.

SUPPORTING DISABILITY INCLUSION THROUGH SG ENABLE

SMRT marked the 10th anniversary of Enabling Village and the launch of Vista, its new extension, reaffirming our commitment to disability employment, training and community participation. As the only public transport operator represented on SG Enable's Public Education Standing Committee, we supported disability inclusion through publicity for the Enabling Village Festival, inclusive campaigns and sponsored media space across our network. We also formalised a Memorandum of Understanding with SG Enable to support PwDs and caregivers through its programmes.

PROMOTING GRACIOUS COMMUTING DURING CARING COMMUTER WEEK

During Caring Commuter Week in November 2025, SMRT participated in roadshows across Tampines Hub, Yishun Town Square and Toa Payoh Hub, organised by LTA and the Public Transport Council. Featuring interactive games and giveaways focused on dementia support, the initiative promoted gracious and inclusive commuting, with Acting Minister Jeffrey Siow and Minister of State Baey Yam Keng attending the launch event.



SMRT's largest-ever contingent celebrating inclusion and community at The Purple Parade.



SMRT's Caring Commuter Week 2025 emphasised gracious commuting, with a focus on dementia support.

REFLEXOLOGY ON-THE-GO

In partnership with the Singapore Association of the Visually Handicapped, SMRT launched Reflexology On-the-Go, offering commuters complimentary 10-minute shoulder massages by visually impaired massage therapists. The inaugural session debuted at Kent Ridge station, with subsequent sessions at Tanjong Pagar, Shenton Way, Outram Park, Novena and Paya Lebar stations, supporting commuter well-being while creating meaningful employment opportunities for persons with visual impairment.



Bringing wellness to commuters while creating meaningful work opportunities for persons with visual impairment.

WAYFINDING CUES FOR DEMENTIA SUPPORT

SMRT introduced wayfinding signages at Joo Koon Interchange to make navigation safer, smoother and more inclusive, especially for persons living with dementia and other cognitive challenges. Developed with Dementia Singapore and one of its clients, the cues help reduce confusion, support orientation, and enable more independent travel. This builds on our broader wayfinding initiative with partners such as the Agency for Integrated Care, APSN, Dementia SG, MINDS and Rainbow Centre, with cues implemented or refreshed across five locations by April 2025, including Paya Lebar and Buona Vista stations, Bukit Panjang Integrated Transport Hub and Choa Chu Kang Interchange.



An inclusive exhibition at Bayfront station in support of Shaping Hearts.

SHAPING HEARTS – SUPPORTING INCLUSIVE ARTS

As part of our commitment to accessibility and inclusivity, SMRT supported the North East Community Development Council's Shaping Hearts initiative by hosting one of the largest inclusive arts exhibitions in a transit setting at Bayfront station,

facilitating performances and live art demonstrations at multiple stations, and featuring artists with disabilities. We were also honoured to receive a reimagined SMRT logo artwork from the Mayor of North East District and Minister of State for Transport Baey Yam Keng, in recognition of our support for inclusion.

RESPONSIBLE PRACTICES

Corporate governance provides the framework for responsible oversight, sound decision-making and accountability across the Group, while Board diversity brings a breadth of perspectives to guide strategic direction. In a changing business landscape, diversity in age, gender and professional experience support balanced discussion, informed judgement and long-term organisational resilience.



Corporate Governance and Board Diversity

Board appointments are made on merit, having regard to the skills, experience, independence, diversity of perspectives and attributes required to support effective Board oversight and decision-making. This supports a balanced mix of perspectives for oversight and decision-making.

The Board comprises Directors with diverse expertise across finance, risk management, engineering, technology, audit, law, human resources and people-related domains, as

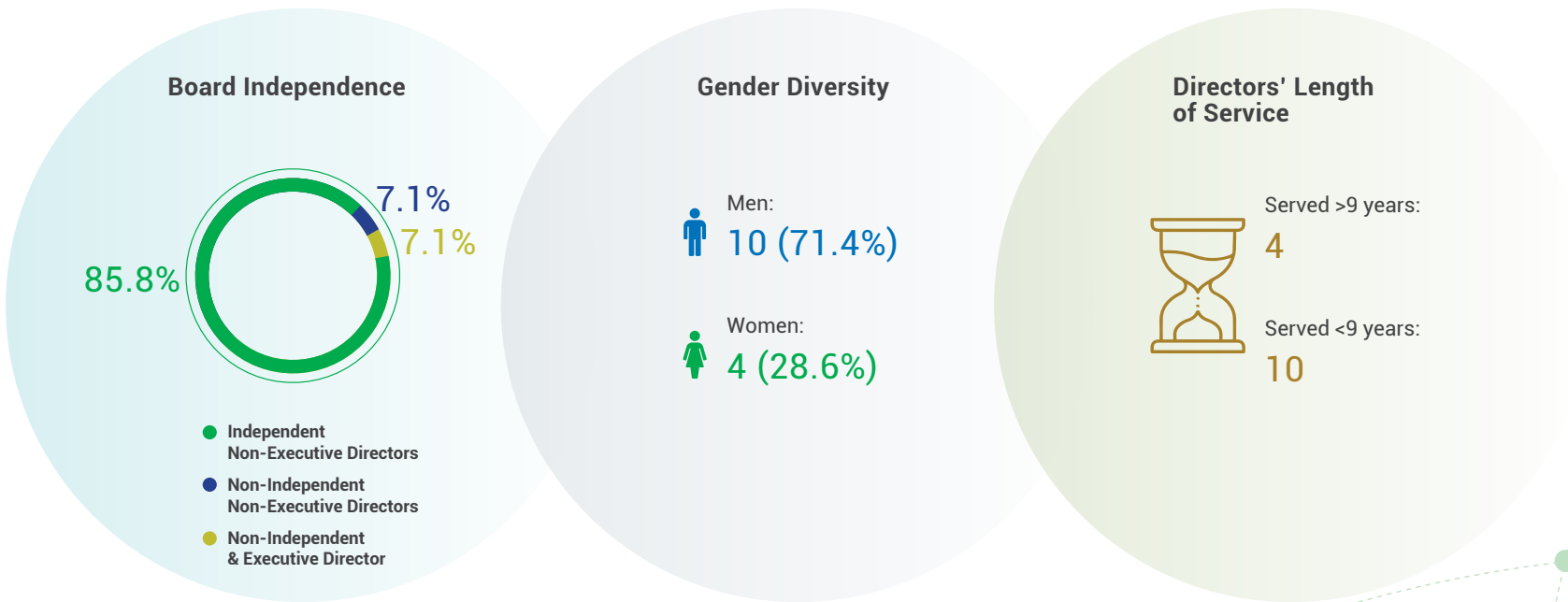
well as sustainability, societal engagement and public policy. Collectively, this breadth of experience strengthens discussions and oversight of the Group's operations.

Diversity is also reflected at the Committee level, where varied backgrounds and perspectives support balanced deliberation, including at least one female Director on each Board Committee.

Ongoing training and development help Directors stay current on emerging issues, including sustainability-related matters. Through this approach, SMRT maintains a Board composition that supports effective governance, informed decision-making and responsiveness to a changing operating environment.

Further information on corporate governance and Board diversity is available in the [SMRT Group Review 2025/26](#).

BOARD DIVERSITY AS AT 31 MARCH 2026



Regulatory Compliance

Compliance with applicable laws, regulations and operational standards underpins responsible business conduct at SMRT. These help to manage risk, protect our reputation and maintain stakeholder confidence.

Compliance is embedded in operations and supported by internal policies, procedures and controls to ensure requirements are met consistently.

We maintain a structured Safety and Security Audit System to assess compliance with applicable legislation, codes of practice and the Health, Safety and Environment Legal Register. This is supported by a range of compliance assurance activities including, Control Self-Assessments, Safety, Security and Health Management Systems audits, operational safety audits and workplace inspections.

In rail operations, SMRT Trains complies with regulatory requirements issued by

the LTA and other government agencies, including those relating to asset management, operating performance standards and maintenance.

SMRT Buses operates in accordance with safety and service standards under the Quality of Service framework, supported by internal monitoring, external audits and disincentives where standards are not met.

STRIDES Premier operates point-to-point transport business under the LTA's regulatory framework and holds a Street-Hail Service Operator Licence. Regulatory developments are monitored regularly, with policies and processes updated as required to ensure compliance.

Beyond transport specific regulations, SMRT also complies with broader regulations that support organisational resilience and trust, including the Cybersecurity Code of Practice under the Singapore Cybersecurity Act. Cybersecurity governance, risk management and operations are aligned with regulatory requirements, supported by processes to identify, detect and respond to cyber threats and safeguard systems, data and critical assets across the Group.



Enterprise Risk Management

Enterprise Risk Management (ERM) is embedded in SMRT's governance framework to support informed decision-making and operational resilience. Through a structured process, risks across the Group are identified, assessed and monitored alongside strategic and operational priorities.

RISK ASSESSMENT AND MONITORING

Risk assessments are carried out quarterly across all Business Units and documented in centralised registers. Risks are evaluated based on likelihood, impact and alignment with the Group's risk appetite, with attention to underlying causes and the preventive and mitigative controls needed to manage residual risks within acceptable thresholds.

Complementing the efforts above is the regular review of risk profiles to reflect changes in the operating environment, while key risks are consolidated and prioritised at the enterprise level to focus management attention on higher-impact exposures.

ERM IN STRATEGIC PLANNING

Beyond climate-related risks, the ERM framework covers a broad range of organisational risks including safety and security, cybersecurity, service reliability, business continuity, reputation, technological change, internationalisation, workforce discipline and capability, succession planning and employee engagement, compliance, business growth and financial performance. The ERM process is applied to major investments, operational planning and corporate strategy, helping align business objectives with the Group's risk tolerance and supporting effective governance, regulatory compliance and long-term organisational sustainability.

In FY25/26, we streamlined our Board Committee structure to strengthen oversight of risk management and internal controls, including sustainability-related and emerging risks. The Audit Committee (AC) replaced the Audit & Risk Committee, while the BRC replaced the Board Safety, Security and Health Committee (BSSHC).

The AC oversees the Group's financial risks, including policies, systems and internal controls related to financial reporting and accounting matters, as well as related operational and compliance risks connected to financial management. The BRC supports the Board's oversight of operational, compliance and Information Technology risks relating to non-financial reporting, and non-accounting matters, including safety, security and cybersecurity, together with the related risk management policies and systems.

Anti-Corruption and Anti-Bribery

Integrity underpins how we conduct our operations and business activities. We place importance on maintaining public trust by complying with applicable anti-corruption and anti-bribery laws and regulations, and by setting clear expectations for ethical conduct. Beyond compliance, we seek to uphold honesty and accountability in all our dealings.

MANAGING RISK AND STRENGTHENING CONTROLS

Under SMRT's ERM Framework, all Business Units and Corporate Departments conduct regular risk assessments, including fraud and bribery risks.

Where irregularities are identified, internal investigations are carried out and matters are referred to the relevant authorities where appropriate and in accordance with applicable legal and regulatory requirements. Breaches of applicable policies, rules and regulations may result in disciplinary actions, including dismissal.

ENHANCING OVERSIGHT

Financial controls and reporting practices support transparency, accountability and accuracy while risk management practices are reviewed regularly to strengthen the identification, assessment and management of operational, financial and reputational risks.

At the same time, SMRT's whistleblowing framework enables employees, vendors and third parties to report suspected misconduct through established channels, including dedicated email and hotline platforms. Reports are handled confidentially, with safeguards in place to protect whistleblowers from detrimental or unfair treatment. Reported cases are reviewed and investigated as appropriate, with outcomes reported to the relevant Board Committee. Periodic reporting on whistleblowing cases and their status further supports Board oversight.

Periodic employee communications and internal platforms also reinforce expectations on ethical conduct and anti-bribery practices across the workforce.

THIRD-PARTY DUE DILIGENCE

Since achieving ISO 37001 Anti-Bribery Management Systems (ABMS) certification in May 2022, we have continued to strengthen our due diligence framework to address regulatory, contractual and operational risk obligations.

In support of international growth and engagement with foreign partners, we have enhanced our third-party risk management framework to assess prospective business partners, suppliers, vendors and/or investment opportunities.

Compliance screening tools are used to check sanctions exposure, anti-money laundering risks, terrorism financing, financial crime risks and adverse media. These measures enable early detection of integrity risks, support informed decision-making, and alignment with SMRT's ethical standards and risk appetite.

ISO 37001 ANTI-BRIBERY RE-CERTIFICATION AUDIT AND TRANSITION TO NEW STANDARDS

SMRT successfully achieved re-certification under ISO 37001 ABMS, with STRIDES International maintaining its certification.

This reinforces our continued commitment to upholding anti-bribery standards and compliance practices.

The April 2025 external audit highlighted strengths including enhancements to the ABMS and internal policies. Revamped e-learning modules, featuring videos and scenarios tailored to SMRT's context, improved clarity and accessibility. The audit also noted SMRT's approach to identifying and mitigating bribery risks, as well as continued alignment of operational practices with the Code of Business Conduct and Ethics (CBCE) and Anti-bribery Policy.

Following this, we completed our surveillance audit under the ISO 37001 ABMS framework and transitioned to the updated ISO 37001:2025 standards in June 2026. We remain committed to the continuous improvement of the ABMS, with a focus on strengthening employee awareness and training, enhancing bribery risk management capabilities, embedding ethical conduct across the organisation, and reinforcing internal controls and governance practices.

Supply Chain Management

We recognise that sustainability extends beyond our direct operations to the partners we engage. Our approach focuses on setting clear expectations and managing supply chain practices in line with operational, safety and sustainability requirements, supporting responsible procurement across the Group.

SUPPLIER CODE OF CONDUCT

Through the SMRT Supplier Code of Conduct, we set baseline expectations for our suppliers on ethical conduct, legal compliance, environmental management, labour standards, workplace health and safety and data protection. We also encourage suppliers to apply these standards to their subcontractors and partners, promoting more consistent responsible practices throughout the wider supply chain.

MAKING RESPONSIBLE SOURCING DECISIONS

Supplier selection is guided by a structured, multi-criteria assessment of operational, technical and financial factors, using quality, safety, sustainability, financial stability and track record. To support responsible procurement, prospective suppliers undergo adverse news screening prior to onboarding, including assessments of environmental compliance, regulatory violations and other sustainability-related risks.

For tenders above S\$1 million, a Sustainable Procurement Checklist is applied as part of the requirements review. This provides an additional layer of consideration on ESG matters, enabling potential issues to be identified and addressed before the commencement of tender. As part of the tender evaluation process, suppliers are required to complete a Supplier Sustainability Questionnaire. Their responses will be assessed to determine their ESG readiness, which will contribute up to 5% of the overall tender score.

Life cycle considerations are also integrated into procurement and asset management decisions. On the asset management front, this is supported by long-term service support contracts with key suppliers. This

helps manage the full life cycle of assets, reduce environmental impact, mitigate the risk of unexpected costs and enhance long-term operational resilience.

Where appropriate, energy efficiency requirements are built into technical specifications such as the use of internationally certified equipment for passenger information systems at bus interchanges to reduce operational energy consumption over the asset life cycle.

Procurement activities are supported by consistent governance and contractual controls. Sourcing is conducted through centralised electronic platforms with key procurement information and tender notices made available to suppliers on our public website. Digital procurement tools are used to provide greater consistency and oversight throughout the sourcing process. Suppliers are expected to comply with applicable laws and licensing requirements, and to meet agreed standards on safety, conduct and performance.

SUPPLIER ENGAGEMENT AND CAPABILITY BUILDING

Beyond formal requirements, we place importance on engaging suppliers and supporting continuous improvement, recognising that sustained improvement

depends not only on compliance but also on shared understanding and practical application.

One such initiative is the Kaizen for Sustainability course, which helps suppliers and contractors build practical capabilities in GHG accounting and equip them with Kaizen tools to reduce wastes and emissions. The course strengthens their ability to understand their own environmental footprint and take informed actions within their operations.

The programme was conducted across two runs during the year, with 26 value chain partners and 39 participants. Feedback indicated that the content was practical and relevant to daytoday operations, helping suppliers better integrate sustainability considerations with continuous improvement.

Suppliers were also supported through the Kaizen for Safety course, which reinforced safety awareness and continuous improvement across the value chain. Over the year, 19 suppliers and 27 participants took part, strengthening safety practices, refreshing safety awareness and embedding safe work behaviours in daily operations.

Cybersecurity

Cybersecurity at SMRT goes beyond systems and technology to how digital tools are governed, managed and used responsibly across the organisation. Clear governance and workforce readiness are central to managing cyber risks and maintaining trust in the systems that support our operations.

CYBER RESILIENCE

Our cyber resilience practices align with recognised cybersecurity frameworks including the US National Institute of Standards and Technology (NIST)'s Cybersecurity Framework ("CSF"), the ISO 27001 Information Systems Management System standard and the Singapore Cybersecurity Code of Practice ("CCoP"). These guide how cybersecurity risks are identified, assessed and managed across the Group.

We take a proactive, data-driven approach to cyber threat management. Continuous monitoring and data insights help detect and address potential issues early, strengthening oversight of critical systems and supporting reliable digital operations.

Alongside technical measures, we continue to build a strong cybersecurity culture through regular education and

awareness initiatives, hands-on training and updates via town halls and management engagements.

Through ongoing education and accessible reporting channels, we empower every employee to help safeguard the Group's trust and reputation. In recognition of these achievements, SMRT received the OpenGov Asia Recognition of Excellence Awards 2025 and an Honourable Mention at the ISACA Singapore Cyber Leadership Awards 2025.

To strengthen national readiness, SMRT also participated in the Critical Infrastructure Defence Exercise (CIDeX) alongside other Critical Information Infrastructures. The exercise simulated coordinated cyberattacks and provided an opportunity to practise detection, response and recovery across organisations, reinforcing collaboration and preparedness in safeguarding essential infrastructure.

CYBER GOVERNANCE COMMITTEES

Cybersecurity governance is overseen by the Cybersecurity Steering Committee and the Cybersecurity Governance Committee. Together, they embed cybersecurity across the Group's governance structure, including subsidiaries, by setting direction, monitoring risk exposure and promoting consistent implementation across Business Units.

Personal Data Protection

Personal data is handled across various aspects of SMRT's operations, including customer-facing and internal processes. We protect personal information through appropriate safeguards to prevent unauthorised access, disclosure or misuse, with a focus on governance, controls and responsible handling practices that support trust and compliance.

SMRT continues to comply with Singapore's Personal Data Protection Act and other applicable regulatory requirements. Building on enhancements made in recent years, we remained focused on applying data protection practices consistently, strengthening internal accountability and maintaining effective safeguards across the Group.

Defined procedures and controls govern the handling, retention and disposal of personal data. These help safeguard against unauthorised access, disclosure, or misuse, while ensuring that personal data is managed in accordance with regulatory requirements.

Efforts have focused on reinforcing consistency in the application of these practices and maintaining a high level of awareness across Business Units and functions. Training and engagement initiatives are carried out to support employees in understanding their responsibilities and adhering to established data protection requirements.

Ongoing monitoring, review and internal reporting provide oversight of data protection practices, support continuous improvement and help maintain alignment with regulatory expectations.

We also maintain a publicly available Data Protection Policy on our website, setting out how personal data is collected, used and safeguarded.



LOOKING AHEAD



The period ahead calls for a more focused approach to sustainability, one that builds capability and strengthens decision-making across the Group.

Our commitment to supporting Temasek's portfolio climate ambitions and Singapore's national climate transition remains clear. As expectations rise and operating conditions become more demanding, sustained effort and decisive action will be needed to maintain progress while delivering essential services.

Indeed, climate considerations are becoming more immediate in day-to-day operations, shaping how we prioritise maintenance, monitor risks and prepare our assets, systems and teams to remain dependable amid heat, heavier rainfall and greater variability. Technology will play an increasingly important role in this readiness, with data, digital tools and automation supporting better decisions, improving resource use and strengthening frontline operations. Applied within a clear governance framework and guided by professional judgement, these tools are intended to augment, rather than replace the expertise, experience and accountability of our people.

Above all, progress will continue to depend on our people. Supporting capability, well-being and a caring workplace culture will remain central as roles evolve and demands change. By staying focused on steady improvement and thoughtful choices, we seek to carry out our responsibilities with care and consistency as we look forward to supporting Singapore's needs in the years ahead.



Appendix 1: Stakeholder Engagement and Response

Stakeholder Groups	Engagement Platforms	Key Interests	SMRT's Response
Employees	- Regular employee circulars/townhalls/ Leaders-in-Conversation and ground visits - Regular posts on Humand - Annual Workforce Engagement Survey - Continuous performance conversation (Mid-Year/End-Year) - Employee engagement activities, such as webinars and volunteering activities - Launched in-house balloting system for benefits (e.g. staycations and corporate passes) for fairness to all employees regardless of shift patterns/access to laptop/email	Support and develop middle managers.	- Promoted continuous performance and development conversations. - Conducted leadership development programmes to guide people managers in role-modelling behaviours.
		Enhance employee engagement and recognition culture.	- Strengthened engagement drivers compared to the 2024 survey. - Reinforced A Happier Workplace campaign.
		Continue our partnership with Intellect to provide free counselling sessions for employees that require assistance.	Collaborated with our newly appointed Employee Assistance Programme partner to raise awareness and share mental well-being resources.
Union	- Regular Union Management Engagement Sessions - Annual Group Review and Sustainability Report	Continue focusing on workplace safety.	Held regular meetings, engagement sessions and cohesion events for Union and Management representatives to foster a harmonious and collaborative work environment.
		Organise regular events to strengthen labour management relations and knowledge sharing.	- Partnered SNEF to reiterate on importance of good labour management relations, also to allow stakeholders to better understand their respective roles and responsibilities. - Participated in NTWU organised sports events. - Participated in NTUC SG60 Solidarity Walk to celebrate NTUC's birthday, collective progress and unity in labour movement.
		Provide timely stakeholder updates.	Engaged the rail and bus unions to discuss and solicit feedback on SMRT's ESG initiatives.

Stakeholder Groups	Engagement Platforms	Key Interests	SMRT's Response
Customers	- Hotline, email, WhatsApp, website - Social media engagement - Independent survey - Driver-partner portal - Driver-partner dialogue and engagement sessions	Deliver reliable, timely and comfortable journeys for commuters.	- Maintained high satisfaction scores for Trains and Buses in external Customer Satisfaction Surveys. - Recognised the service excellence achievement of our employees at national awards such as The National Kindness Award – Transport Gold and Excellent Service Award.
		- Earning potential remains a key concern for taxi and private hire driver-partners. - Manage the costs of greener fleet transition and operations.	- Continued strengthening income opportunities for STRIDES Premier driver-partners through operational support and partnership initiatives. - Supported driver-partners in transitioning to greener vehicles by offering incentives such as reduced rental rates, complimentary charging credits for electric and fuel credits for hybrid vehicles.
Partners and Suppliers	Kaizen for Sustainability course	Understand GHG emissions calculation.	Rolled out Kaizen for Sustainability course to equip partners with hands-on capabilities in GHG accounting, resource efficiency and identifying opportunities to reduce environmental impact.
		Encourage the adoption of sustainable practices.	Incorporated a 5% sustainability weighting for all tenders over S\$1 million to encourage environmentally and socially responsible sourcing.
Government and Regulators	- Virtual and face-to-face meetings - Consultation sessions	Ensure compliance with legal, regulatory and licensing requirements.	Adopted measures to ensure compliance with legal, regulatory and licensing requirements.
		Align with national sustainability ambitions.	- Engaged our shareholder and relevant authorities to align with targets and regulatory requirements. - Engaged value chain partners to align with targets and regulatory requirements.
		Focus on measurable cybersecurity improvements, with metrics covering compliance and risk management.	- Carried out regular compliance audits, risk assessments and vulnerability assessments for critical systems. - Continuously reviewed and discussed cybersecurity challenges and improvements with relevant authorities through established engagement channels.

Stakeholder Groups	Engagement Platforms	Key Interests	SMRT's Response
Shareholders	- Ongoing exchanges and in-person dialogues - Annual Group Review and Sustainability Report - Regular engagement for material matters as necessary - Temasek Portfolio Companies Sustainability Council	Develop a decarbonisation roadmap towards achieving their interim targets.	Developed a year-on-year glidepath to achieve interim 2030 targets.
		Adopt ISSB-aligned climate reporting and assurance.	Continued strengthening internal processes, controls and data capabilities to support future alignment with ISSB S1 and S2 standards.
Local Communities	- Community outreach programmes - Commuter feedback - Education tours - Festive campaigns - Donations and sponsorships - Annual Group Review and Sustainability Report	- Reach a wide and diverse range of target groups. - Strengthen collaboration with community partners to increase community participation in engagement initiatives.	- Organised festive celebrations year-round across MRT stations and bus interchanges, featuring live performances and community showcases. - Engaged students from mainstream and Special Education Schools in Adopt-A-Station/Adopt-An-Interchange and Learning Journey Programmes' activities, fostering youth connection to public transport. - Distributed 18,000 NETS FlashPay cards to PwDs and their caregivers, funded through savings from Kaizen initiatives. - Organised Tap For Hope with President's Challenge and supporting charities via in-kind sponsorships across SMRT's transport network.
Media	- Media briefings and annual media conference - Media releases and fact sheets - Statements on social media platforms - Regular engagements with key media outfits	Provide timely, detailed and relevant updates on company performance, services and incidents.	- Maintained a proactive media engagement strategy, including timely statements, media releases, crisis communication and real-time updates on key developments. - Raised public awareness with consistent sharing of behind-the-scenes efforts on social media. - Built public trust through transparent and timely service updates during delays.

Appendix 2: GRI Index

GRI Standard	Disclosure		Page Number or Reference
General Disclosures			
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices		
	2-1	Organisational details	3
	2-2	Entities included in the organisation's sustainability reporting	3
	2-3	Reporting period, frequency, and contact point	3
	2-4	Restatement of information	9, 37
	2-5	External assurance	3
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	15, 18, 68 Group Review 2025/26 (22-66)
	2-7	Employees	49-50
	2-8	Workers who are not employees	Omitted due to fluidity of number of workers
	Governance		
	2-9	Governance structure and composition	16-17, 64
	2-10	Nomination and selection of the highest governance body	17, 64, Group Review 2025/26 (106)
	2-11	Chair of the highest governance body	16-17, Group Review 2025/26 (20, 103-106)
	2-12	Role of the highest governance body in overseeing the management of impacts	16-17, Group Review 2025/26 (20, 103-106)
	2-13	Delegation of responsibility for managing impacts	16-17
	2-14	Role of the highest governance body in sustainability reporting	7-8, 16-17

GRI Standard	Disclosure		Page Number or Reference
	2-15	Conflicts of interest	Group Review 2025/26 (105)
	2-16	Communication of critical concerns	45, 67, Group Review 2025/26 (119)
	2-17	Collective knowledge of the highest governance body	17, 64
	2-18	Evaluation of the performance of the highest governance body	17
	2-19	Remuneration policies	Group Review 2025/26 (106)
	2-20	Process to determine remuneration	Group Review 2025/26 (107-109)
	2-21	Annual total compensation ratio	Omitted to maintain confidentiality
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	4-5
	2-23	Policy commitments	14, 65, 67-68
	2-24	Embedding policy commitments	14, 16-17, 67-68
	2-25	Processes to remediate negative impacts	42, 45, Group Review 2025/26 (119)
	2-26	Mechanisms for seeking advice and raising concerns	42, 45, 67, Group Review 2025/26 (119)
	2-27	Compliance with laws and regulations	65, 67
	2-28	Membership of Associations	12
	Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	15, 72-74
	2-30	Collective bargaining agreements	45, 72

GRI Standard	Disclosure		Page Number or Reference
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	3-2	List of material topics	27-28
GRI 3: Material Topics 2021 GRI 302: Energy 2016	Energy Consumption		
	3-3	Management of material topics	31-36
	302-1	Energy consumption within the organisation	9, 35
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	302-4	Reduction of energy consumption	32-35
GRI 3: Material Topics 2021 GRI 305: Emissions 2016	GHG Emissions		
	3-3	Management of material topics	31-36
	305-1	Direct (Scope 1) GHG emissions	9, 36
	305-2	Energy indirect (Scope 2) GHG emissions	9, 36
	305-3	Other indirect (Scope 3) GHG emissions	9, 36
	305-4	GHG emissions intensity	9, 36
GRI 3: Material Topics 2021 GRI 303: Water and Effluents 2018	Resource Stewardship		
	3-3	Management of material topics – Water	37
	303-3	Water withdrawal	9, 37
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GRI 3: Material Topics 2021 GRI 306: Waste 2020	3-3	Management of material topics – Waste management	38-39
	306-1	Waste generation and significant waste-related impacts	38
	306-2	Management of significant waste-related impacts	38
	306-3	Waste generated	39
	306-4	Waste diverted from disposal	39
	306-5	Waste directed to disposal	39

GRI Standard	Disclosure		Page Number or Reference
GRI 3: Material Topics 2021	Human Capital		
	3-3	Management of material topics	40-50
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	28, 49
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	41-48
	401-3	Parental leave	50
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	42-44
	403-2	Hazard identification, risk assessment, and incident investigation	42-44
	403-3	Occupational health services	41
	403-5	Worker training on occupational health and safety	42-43
	403-6	Promotion of worker health	41
	403-9	Work-related injuries	10, 28, 42-44
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	50
	404-2	Programmes for upgrading employee skills and transition assistance programmes	47-48
	404-3	Percentage of employees receiving regular performance and career development reviews	47, 72
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	49, 64

GRI Standard	Disclosure	Page Number or Reference
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45-46
GRI 3: Material Topics 2021	Customer Service & Satisfaction	
	3-3 Management of material topics	52-53
GRI 3: Material Topics 2021 GRI 416: Customer Health and Safety 2016	Public Health & Safety	
	3-3 Management of material topics	54-55
	416-1 Assessment of the health and safety impacts of product and service categories	54-55
GRI 3: Material Topics 2021 GRI 413: Local Communities 2016	Local Communities	
	3-3 Management of material topics	56-62
	413-1 Operations with local community engagement, impact assessments, and development programmes	56-62
GRI 3: Material Topics 2021 GRI 205: Anti-corruption 2016	Business Ethics and Integrity	
	3-3 Management of material topics	65-68
	205-2 Communication and training about anti-corruption policies and procedures	67
	205-3 Confirmed incidents of corruption and actions taken	10, 28, 67

GRI Standard	Disclosure	Page Number or Reference
GRI 3: Material Topics 2021 GRI 418: Customer Privacy 2016	Cybersecurity and Data Protection	
	3-3 Management of material topics	69-70
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	10, 28, 70
GRI 3: Material Topics 2021	Supply Chain Management	
	3-3 Management of material topics	68
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	68
	308-2 Negative environmental impacts in the supply chain and actions taken	68
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	68
	414-2 Negative social impacts in the supply chain and actions taken	68

Appendix 3: Alignment with UN SDG Targets

Material Topics	UN SDG Targets
Green Businesses and Operations	
Energy & GHG Emissions   	Target 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix Target 7.a - By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology. Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities Target 13.2 - Integrate climate change measures into national policies, strategies, and planning Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
Resource Stewardship: • Water • Waste  	Target 6.4 - By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
Empowered Employees in a Thriving Workplace	
Human Capital   	Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship Target 5.1 - End all forms of discrimination against all women and girls everywhere Target 5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Target 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Engaged Communities in a Vibrant City	
Customer service & satisfaction	Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Our Impact on the Community  	Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, PwDs and older persons
Responsible Practices	
Business Ethics & Integrity	Target 5.1 - End all forms of discrimination against all women and girls everywhere
Cybersecurity & Data Protection    	Target 5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities Target 16.5 - Substantially reduce corruption and bribery in all their forms Target 16.6 - Develop effective, accountable and transparent institutions at all levels

Appendix 4: UNGC Index

Principle	Description	Page Reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	45-46, 61 -62, 68
Principle 2	make sure that they are not complicit in human rights abuses.	67-68
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	40-50, 72
Principle 4	the elimination of all forms of forced and compulsory labour;	45-46, 68
Principle 5	the effective abolition of child labour; and	45-46, 68
Principle 6	the elimination of discrimination in respect of employment and occupation.	45-46, 49
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	16-26
Principle 8	undertake initiatives to promote greater environmental responsibility; and	31-39
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	19, 29-34, 37-39
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	65, 67-68, Group Review 2025/26 (116)



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