



Yours,
ESSENTIALLY

SMRT CORPORATION IN BRIEF

SMRT

Milestones

1 9 8 0 s

TRAINS

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

1 9 9 0 s

TRAINS

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

2 0 0 0

CORPORATE

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

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CORPORATE

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

BUSES

- SMRT Corp and Trans-Island Bus Services (TIBS) Holdings merged, creating Singapore's first multi-modal company

2 0 0 2

TRAINS

- Changi Airport MRT Station opened

2 0 0 3

TAXIS

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

2 0 0 4

CORPORATE

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

BUSES

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

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COMMERCIAL

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

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CORPORATE

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

2 0 0 8

CORPORATE

- The Gift of Mobility Programme was launched to provide taxi services for individuals with physical disabilities

- 'SMRT is Green' was launched organisation-wide as a commitment to environmental sustainability, which included initiatives to 'green' our fleet

BUSES

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

TAXIS

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

COMMERCIAL

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

2 0 0 9

CORPORATE

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

- SMRT Corp achieved ISO 14001 certification for its Environmental Management System

TRAINS

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

BUSES

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

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BUSES

- SMRT Buses added the Euro V Mercedes-Benz Citaro 0530 – buses with greater fuel efficiency and full low floor for smoother passenger flow – to its bus fleet

COMMERCIAL

- Esplanade Xchange opened on the CCL
- SMRT Media forayed into digital media to offer greater interactivity and vibrancy to the network

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TRAINS

- Train Service from Caldecott to HarbourFront CCL stations commenced

BUSES

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

TAXIS

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

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TRAINS

- Train service from Bayfront to Marina Bay CCL stations commenced

COMMERCIAL

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

ENGINEERING SERVICES

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

2 0 1 3

CORPORATE AND TRAINS

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

TRAINS

- SMRT Trains embarked on a multi-year Sleeper Replacement Project to improve journey times and provide commuters with a smoother ride

- SMRT Trains embarked on a holistic network-wide predictive maintenance regime on the North-South and East-West Lines (NSEWL), introducing new technologies

BUSES

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

TAXIS

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

COMMERCIAL

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

ENGINEERING SERVICES

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

2 0 1 4

CORPORATE

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

TRAINS

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

BUSES

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

2 0 1 5

CORPORATE, TRAINS AND BUSES

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

CORPORATE

- SMRT Corp sponsored the Bishan-Ang Mo Kio Inclusive Playground, which offers play features that encourage inclusive play
- SMRT-Temasek Cares AED on Wheels was launched – a pilot programme where Automated External Defibrillators (AEDs) are installed in 100 SMRT taxis
- SMRT Corp established an Environmental Sustainability Committee to oversee green sustainability efforts

TRAINS

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

BUSES

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

COMMERCIAL

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

2 0 1 6

CORPORATE AND TRAINS

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

CORPORATE

- SMRT Corp was delisted from SGX on 31 October
- The JurongHealth Mobility Park, sponsored by SMRT, was the first of its kind in Singapore where life-size public transportation models helped with patients' rehabilitation
- The second inclusive playground launched in Ghim Moh
- SMRT Corp's inaugural Green Forum for the sharing of sustainability practices was launched

TRAINS

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

TAXIS

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

ENGINEERING SERVICES

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

2 0 1 7

TRAINS

- SMRT Trains celebrated 30 years of MRT operations
- Sleeper and power rail replacement works on the NSEWL completed
- Trial of the new signaling system on the NSL began
- The Tuas West Extension opened, adding four new stations to the EWL

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

BUSES

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

TAXIS

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

2 0 1 8

CORPORATE

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

TRAINS

- SMRT and the Land Transport Authority (LTA) commenced works to renew and enhance the power supply system on the NSEWL
- SMRT launched its first C151C trains from Bishan Depot
- Renewal works for the Bukit Panjang LRT system commenced

BUSES

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

2 0 1 9

CORPORATE

- Corporate Office moved from North Bridge Road to Paya Lebar Quarter 3

TRAINS

- NSEWL Operations Control Centre relocated from Victoria Street to Kim Chuan Depot – the world's biggest underground depot
- Canberra Station on the NSL opened
- Achieved 1 Million Mean Kilometres Between Failure (MKBF)

- MRT Trains signed an MoU to Improve Rail Maintenance Capabilities with SBS Transit and ST Engineering to foster greater knowledge-sharing and grow local rail maintenance and engineering capabilities

- EWL is The Most Reliable Line in 2019 with an MKBF of 1.48 million train-km, awarded by the MOT Challenge Shield
- EWL is The Most Improved Line in 2019 after more than tripling its 2018 MKBF of 0.41 million train-km, awarded by the MOT Challenge Shield

BUSES

- Yishun Integrated Transport Hub (YITH) opened – a fully barrier-free bus interchange with commuter-friendly and inclusive facilities; in line with the Government's efforts to create a more caring and inclusive public transport system

- SMRT Buses signed an MoU to deepen our commitment to inclusive service delivery with five Social Service Agencies (SSA) to support and enhance the quality of life for people with disabilities and dementia and help them better integrate into society

ENGINEERING

- New Singapore Rail Standards launched – an initiative by SMRT, LTA, SBS Transit, Institute of Engineers Singapore (IES) and Enterprise Singapore (ESG)

EXPERIENCE

- Won the LTA TEL Retail Contract to manage the retail spaces across the rail line

- Launched the "Communities in SMRT" Concept with a Farmers' Market at Bishan MRT station in partnership with Central Singapore Community Development Council

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(As of end March 2020)

TRAINS

- The new Thomson-East Coast Line (TEL) (First Stage) opened

SMRT CORPORATION IN BRIEF

2020/2021 Highlights

TRAINS

- Achieved Mean Kilometres Between Failure (MKBF) stretch target for all rail lines by sustaining above 1 million MKBF for North-South and East-West Lines (NSEWL) and Circle Line (CCL)
- SMRT Trains signed a contract with Bombardier Transportation for the provision of long-term service support for the 106 BOMBARDIER MOVIA trains for the NSEWL. This ensures the ready supply of spares and parts for the maintenance of the trains and allows proactive monitoring and developing of solutions to address obsolescence
- SMRT Trains and Alstom signed a long-term service support for CCL's U300 Signalling System, this will ensure spares and technical support for the smooth running of CCL
- All SMRT stations received the SG Clean quality mark and robot cleaners were deployed in CCL to keep our stations clean
- Three railway standards were launched in the inaugural Singapore Railway Standards, a collaboration with the Institute of Engineers Singapore and other industry partners

Many industries have been impacted by the COVID-19 crisis, and we are no exception. We continue to strive to provide dependable transport services to our commuters, and support our staff and partners, all through these challenging times and beyond.

- 17 stations certified by Agency for Integrated Care (AIC) as its Dementia Go-To Points, on top of other features we have put in these stations to make them more inclusive



INTERNATIONAL

- RTS Operations Pte Ltd (RTSO), a Joint Venture (JV) Company between SMRT Corporation Ltd and Prasarana Malaysia Berhad, was formed to design, build, and finance the Johor Bahru-Singapore Rapid Transit System (RTS) Link operating assets, including trains, tracks and systems

- The company will also operate and maintain the rail line between Bukit Chagar station in Johor Bahru, Malaysia, and Woodlands North station in Singapore
- The RTS Link passenger service is targeted to commence by end-2026, and will be able to carry up to 10,000 passengers every hour in each direction

CORPORATE

- Established the SMRT Group Sustainability Bond Framework to invest in initiatives and businesses to further SMRT's mandate business sustainability

ROADS

- Buses achieved an operated mileage of more than 98% - which is above the regulatory target of 96%
- As part of our Go-To SMRT initiative, all our bus interchanges were certified as Dementia Go-To Points by AIC

EXPERIENCE

- Awarded Marketing Agent for Lendlease Malls to manage and market the media assets of Somerset 313 and JEM for the next five years

ENGINEERING

- Signed an MoU with Certis Cisco to co-develop technology solutions and initiatives such as warning systems and anti-fatigue monitoring to assist our station staff and train captains to work more effectively and safely
- Established a three-year collaboration with AI.SG under the Artificial Intelligence (AI) Engineering Hub programme to grow talent and build capabilities in AI to enhance operations and maintenance

SMRT CORPORATION IN BRIEF

AT A Glance

OPERATIONAL EXCELLENCE

Our renewal and replacement projects as well as our customer service initiatives have led to smoother and more enjoyable rides for commuters.

OUR RAIL RENEWAL EFFORTS (WITH THE LAND TRANSPORT AUTHORITY)

POWER SUPPLY SYSTEM RENEWAL



POWER RAIL REPLACEMENT



REPLACEMENT OF TRAINS

106 new Bombardier trains for NSEWL



POWER SUPPLY SYSTEM RENEWAL (CABLES)



REPLACEMENT OF DIRECT CURRENT (DC) SWITCHGEARS



TRACK CIRCUIT SYSTEM REPLACEMENT WORK



Data correct as of March 2021

MEASURING RAIL RELIABILITY

We measure the reliability of our rail services by tracking their Mean Kilometres Between Failure (MKBF), or how far the trains travelled before experiencing a single delay of more than five minutes.

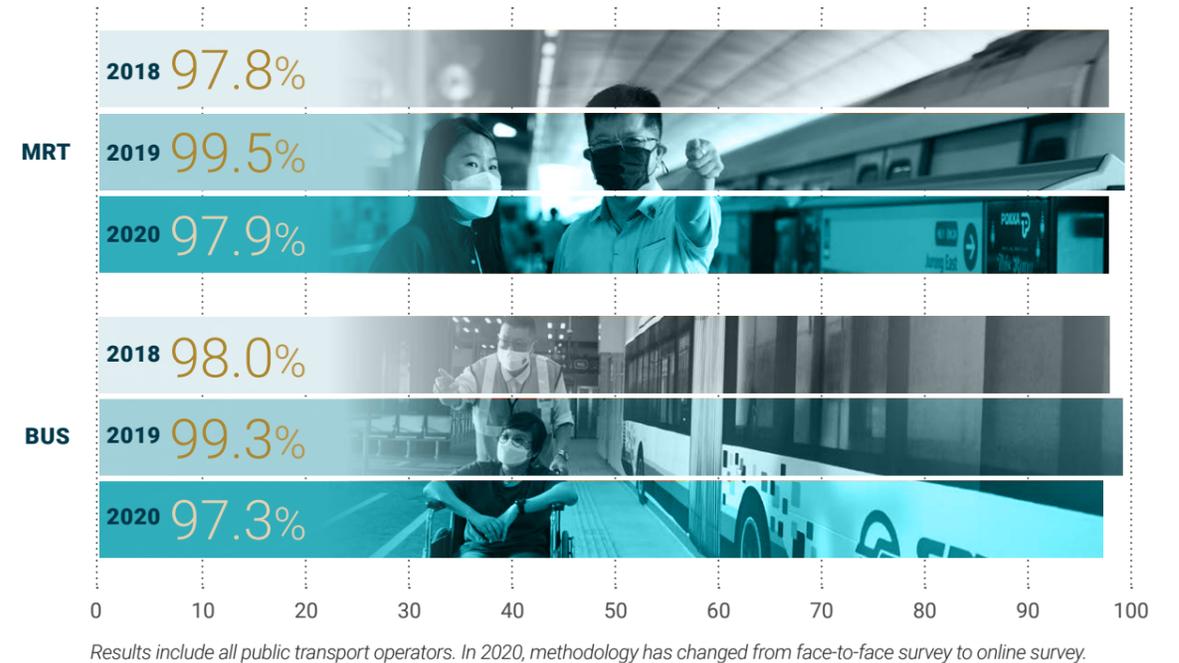


12-month moving average up to March 2021. Distance rounded up to the nearest thousand.

COMMUTERS' SATISFACTION WITH TRAINS AND BUS SERVICES

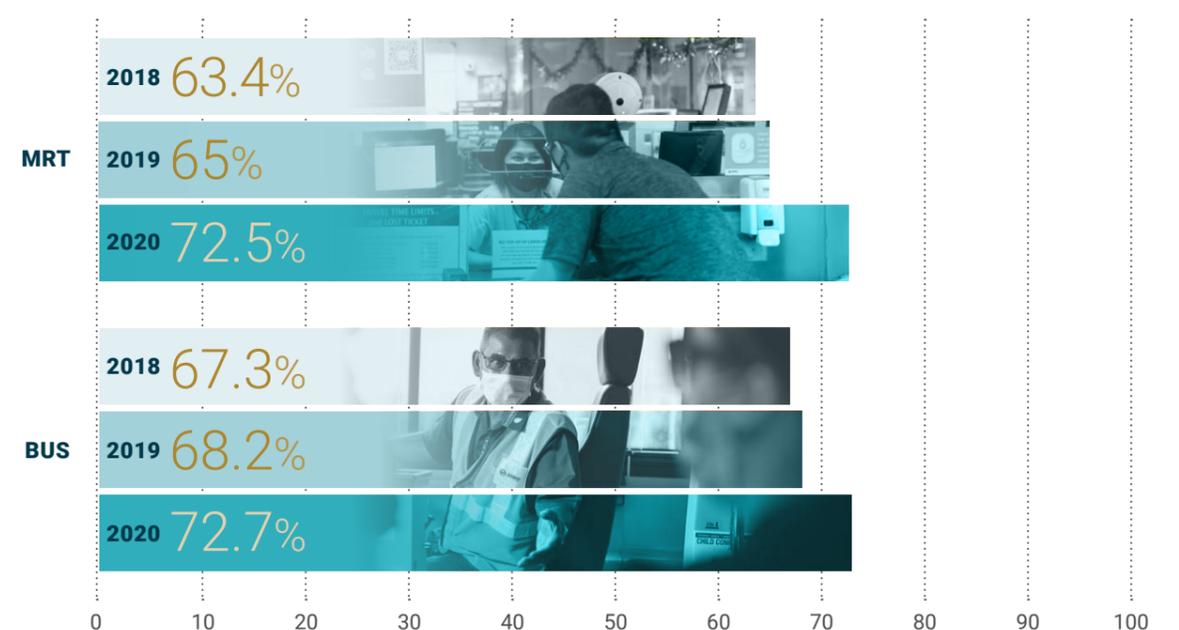
PUBLIC TRANSPORT CUSTOMER SATISFACTION SURVEY BY THE PUBLIC TRANSPORT COUNCIL

Percentage of commuters who indicated a score of 6 and above for satisfaction for train and bus services in Singapore



CUSTOMER SATISFACTION INDEX OF SINGAPORE BY SINGAPORE MANAGEMENT UNIVERSITY'S INSTITUTE OF SERVICE EXCELLENCE

Commuters' satisfaction with SMRT's train and bus services on a scale of 0 to 100



IMPROVING COMMUTER EXPERIENCE

We strive to provide accessible and inclusive train and bus services, to cater to the needs of all our commuters.

INCLUSIVE TRAVEL

-  **IN TRAINS AND MRT STATIONS**
-  WSQ Demonstrate Service Excellence Programme – Partner with NTUC Learning Hub and Jurong Health Community Hospital to train staff on inclusive service for passengers with special needs
-  Collaboration with Social Service Agencies for inclusive service training curriculum
-  Structured Service Excellence Workplace Learning
-  Go-To SMRT Stations offer special and inclusive features and services, such as assistance for those feeling unwell or those with special needs
-  Guide dogs allowed
-  Wheelchair-accessible toilets
-  Dementia Go-To Points (GTP) at 17 stations
-  Kindness Seats in contrasting colours to increase visibility and encourage commuters to give up their seats
-  Braille plates in lifts
-  Tactile ground surface indicators in stations
-  Flashing red lights as door closing indicators
-  Wheelchair-accessible elevators and train carriages
-  Barrier-free entrances and wider fare gates
-  WeCare Room or First Aid facilities readily available

-  **IN BUSES AND BUS INTERCHANGES**
-  Go-To SMRT bus interchanges offer special and inclusive features and services, such as assistance for those feeling unwell or those with special needs
-  Wheelchair-accessible toilets
-  Guide dogs allowed
-  Inclusive Service Delivery (ISD) Training – more than 700 staff trained
-  Collaboration with Social Service Agencies for inclusive service training curriculum
-  Dementia GTP at 5 bus interchanges
-  AI-enabled CCTV to enhance security and identify commuters in need of assistance
-  WeCare open-concept concierge counter
-  Bus boarding assistance panel
-  Braille and tactile indicators
-  WeCare Room or First Aid facilities readily available

SMRT IN NUMBERS

More than
200 trains
(Progressive decommissioning of old trains and commissioning of new trains underway)

Around
1,390 buses

Around
1,800 taxis

**Information accurate as of August 2021*



DID YOU KNOW?

Our Twitter account is one of the most active in Singapore, with more than

470,000 followers.

SERVING OUR COMMUNITY

We are committed to creating a positive impact on the communities we serve.

SOCIAL RESPONSIBILITY

-  Continuous engagement with our community stakeholders through virtual platforms during COVID-19 to address residents' concerns and feedback
-  Volunteer support for various community uplift initiatives
-  Strategic partnerships (e.g. People's Association and Workforce Singapore) to help residents seek employment during COVID-19
-  Leveraging our assets to support Social Service Agencies with their outreach efforts

CHAMPIONING SUSTAINABILITY

We aim to build a future-ready organisation by accounting for sustainability-related risks and opportunities with robust environmental, social, and governance (ESG) practices, even as we work towards delivering a top-notch public transport service.

WALKING THE SUSTAINABILITY TALK

-  **Dedicated committee** within SMRT to spearhead our environmental sustainability efforts
-  Focus on energy optimisation, water conservation, waste management, and green advocacy at the committee level
-  Ensuring ethical and responsible business practices through **stringent corporate governance**
-  Set up the **SMRT Group Sustainability Bond Framework** to support new and existing projects and businesses that reap ESG benefits

GREENING OUR OPERATIONS

-  Solar photovoltaic systems convert sunlight to electricity in trains depots, thereby **reducing 1,800 tonnes of carbon footprint annually**
-  **Reduced annual paper print count by 21.3% from 2019 to 2020**, translating to savings of 1.6 million sheets of paper
-  Dual cycle recycling systems at train wash plants **save about 670,000 litres of fresh water each month**
-  Efficient waste management resulted in **about 1,600 tonnes of scrap metal sent for recycling**
-  First batch of **300 electric taxi vehicles on the roads from August 2021**, with a total electric changeout of taxi fleet scheduled by 2026

SUSTAINABLE COMMUNITIES & WORKFORCE WELLBEING

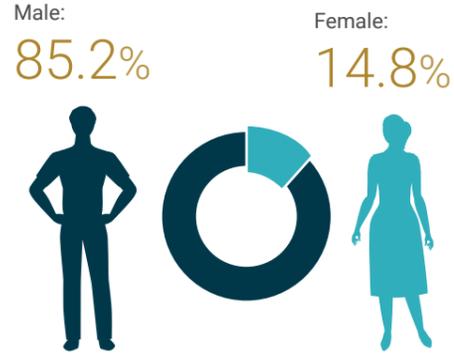
-  **Launching the SMRT Go-To initiative**, a one-stop care hub at our MRT stations and bus interchanges to assist commuters with wayfinding requests, first aid needs, and to locate missing children and seniors
-  **Safeguarding the safety, health and wellbeing of our staff and commuters during the COVID-19 pandemic** through various measures while ensuring continued operation of essential public transport services

NURTURING OUR PEOPLE

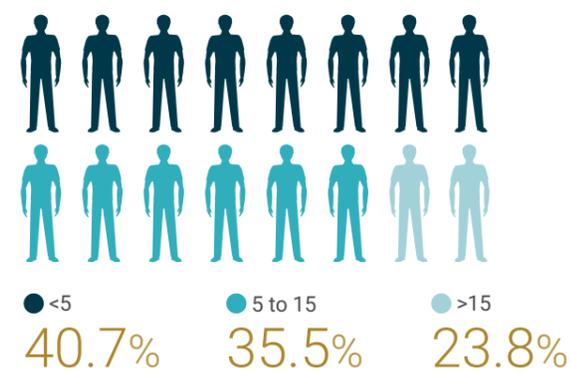
By upskilling our workforce, we build a stronger organisation that is diverse, agile and innovative.

WORKFORCE DIVERSITY

WORKFORCE DISTRIBUTION BY GENDER



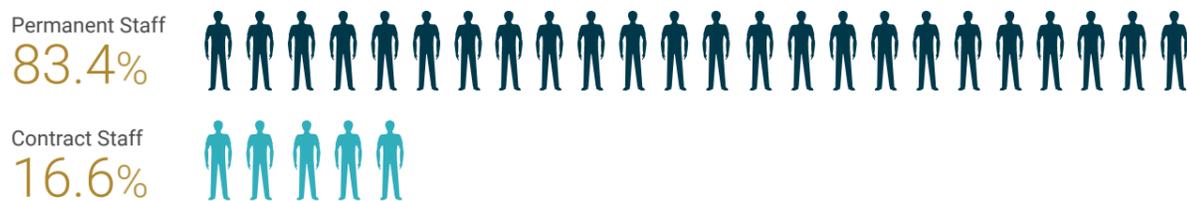
STAFF PROFILE BY COMPLETED YEARS OF SERVICE



WORKFORCE PROFILE BY AGE



WORKFORCE DISTRIBUTION BY EMPLOYMENT CONTRACT



HUMAN CAPITAL DEVELOPMENT

| | | | |
|--------|---|---------------------------------------|--|
| FY2021 | 1,148,250 Total group learning hours | 255,778 Total group training hours | 170,656 Total group digital training places (66.7% of total group training places) |
|--------|---|---------------------------------------|--|

SHAPING THE FUTURE TOGETHER

OUR *Focus*

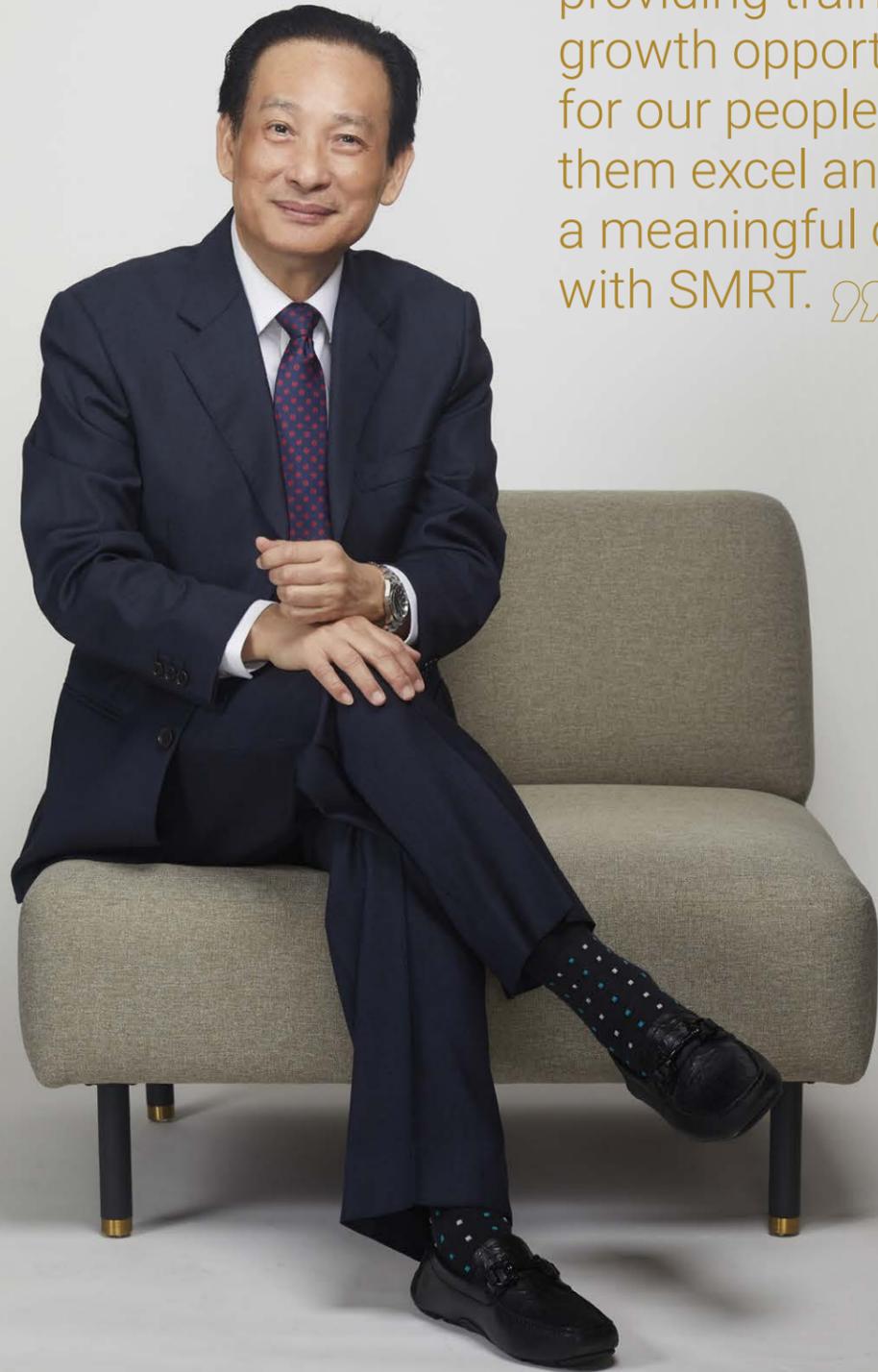
SMRT's focus is on delivering our mission outcomes of

RELIABILITY, SUSTAINABILITY AND CONTINUOUS IMPROVEMENT.

SMRT is organised into five business groups - Trains, Roads, Engineering, Experience and International - and supported by Corporate Services.



SMRT stayed resilient, reinforced Kaizen and served commuters wholeheartedly. We are committed to providing training and growth opportunities for our people, to help them excel and build a meaningful career with SMRT.



CHAIRMAN'S MESSAGE

Staying resilient

RELIABLE AND EFFICIENT PUBLIC TRANSPORT SERVICES

2020 has been an unprecedented year, marked by trade wars, geopolitical tensions and a global pandemic. COVID-19 has disrupted lives and impacted economies, and affected the way we live, work and play. Working from home has become the new norm. As people stopped travelling to work, ridership across all modes of public transport has dipped. Our continued operation is a sign that even in a pandemic, we keep Singapore moving.

To cope with the COVID-19 crisis, we changed our work routines and habits to keep our staff, their families, and commuters safe. For staff, we swiftly implemented a suite of enhanced safety measures, which included encouraging them to be vaccinated early, and implementing split-team work arrangements while ensuring there were no cross deployments. To protect commuters, we stepped up the cleaning of our trains, buses, stations, and interchanges. We also applied anti-microbial coating to high-touch surfaces. Across our network and online platforms, we launched a campaign to remind commuters to comply with Safe Management Measures including mask-wearing and refraining from talking in trains for the safety of all. We thank all commuters for doing their part to keep everyone safe.

We kept our service standards up even as the pandemic raged. All our MRT lines clocked above 1 million train-km in mean kilometres between failure (MKBF). Renewal projects for the North-South and East-West Lines' (NSEWL) power supply systems, track circuits and trains continued unabated. When completed, the brown field renewal projects will allow the NSEWL – two of Singapore's oldest rail lines – to accommodate more trains and reduce waiting time for commuters. According to the annual Public Transport Customer Satisfaction Survey, trains and buses maintained a consistent score of 7.8 out of 10 in overall customer satisfaction. The survey also recorded improvements in key service attributes such as accessibility, travel time of trains, customer service, and safety and security.

FINANCIAL SUSTAINABILITY

SMRT is not immune to the adverse economic effects of COVID-19. Financial sustainability is the key to ensuring that public transport operators can keep fares affordable and deliver quality services for commuters. We are in constant dialogue with our regulator and stakeholders to achieve financial sustainability. In the meantime, the Company has embarked on a group-wide effort to boost efficiency by improving processes and upgrading skillsets to emerge stronger after the pandemic. In addition, in the spirit of solidarity, the SMRT Trains Board reduced its fees by 10 per cent, while senior management staff reduced their salaries by up to 5 per cent, and their bonuses by half a month.

The Singapore Government has provided assistance to companies through rental reliefs and the Jobs Support Scheme, to help them tide through the pandemic. The support helped cushion us against the effects of falling ridership and changes in lifestyle norms. At the same time, we did our part by restructuring, retraining, and transforming our businesses. In partnership with SkillsFuture Singapore (SSG) and the Singapore Institute of Technology (SIT), we launched a training programme for local small and medium-sized enterprises to adopt the Kaizen approach in their business operations. This methodology will help them address performance gaps and realise long-term productivity gains.

SHAPING CULTURE

Started in 2018, the Kaizen culture has now permeated the entire organisation and is vital to our cost management and productivity efforts. We will continue our relentless drive to improve operations, processes, services, and corporate functions to achieve greater savings for the Group. The Board has mandated this as a key performance indicator (KPI) for all business groups and corporate functions to emphasise the importance of Kaizen.

Besides contributing to financial sustainability, a Kaizen culture centred on continuous improvement will boost productivity while enhancing ownership and accountability at the workplace. To engender a collaborative environment, respect for one another is key. We want to build a conducive workplace that fosters mutual respect and trust between and among leaders and employees. Such an environment will enable people to thrive at work, and unite in purpose. This requires us to remain humble and keep an open mind to always better ourselves.

We are working hard to strengthen our safety culture. I have said in my last Group Review message that safety is more than just a KPI. It is about lives. As an organisation, we will spare no expense in providing a safe work environment and inculcating safety awareness in staff, to enable them to make choices that will lead to safer outcomes, for themselves and their families.

CONNECTING COMMUNITIES & PEOPLE

We look forward to serving more commuters as we expand our network. The second stage of the Thomson-East Coast Line (TEL) will open in August 2021, adding six stations to our network. The third phase can be expected to be operational in 2022. These new stations will provide time savings and greater convenience to many households in Singapore.

We are pleased that the RTS Link project has achieved a significant milestone. Nine contracts worth approximately S\$320 million (RM 1 billion) have been awarded. When completed, the RTS Link will provide better and faster connectivity for communities living and working on both sides of the Causeway. With an estimated hourly capacity of up to 10,000 passengers per direction, closer people-to-people ties will be fostered, and economic and social benefits will be generated by the project when completed. RTS Link's connectivity to TEL at Woodlands North Station will allow commuters to seamlessly travel to other parts of Singapore via our vast MRT network. Such seamless rail connectivity will catalyse the growth of new developments along the vicinity of the network and changes in lifestyle habits.

FOSTERING A VIBRANT RAIL ECOSYSTEM

For our rail network to continue to grow steadily, it is crucial for us to build bench strength and deepen our engineering capabilities that will sustain us through

“ Our continued operation is a sign that even in a pandemic, we kept Singapore moving. ”

the long haul. Meaningful collaborations like the Skills Partnership for the Land Transport Sector with SIT and SSG allow us to raise our skills development and workplace learning to a new level, as well as to continually build up our important talent pool.

Together with SBS Transit, the Institute of Engineers Singapore and the Land Transport Authority (LTA), SMRT established the Singapore Rail Standards (SRS), as part of a roadmap to foster a vibrant rail ecosystem. The SRS sets a common baseline standard for operations and maintenance, and staff competency. It also serves as a useful reference for the design of systems and solutions. This will enable Singapore and its rail operators to anchor their leadership positions in the international rail sector and create more employment opportunities for rail engineers.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

As SMRT grows, ESG practices remain intrinsic to our businesses and operations. As a responsible steward of the environment, we continue to strengthen our green mobility capabilities to bring value to all our stakeholders and support the Government's vision of a car-lite nation.

ENVIRONMENT

Our environmental sustainability initiatives are led by our Energy, Water, Green and Waste Committees. We will increase solar energy generation capacities at our main depots by more than 30 per cent by the end of 2022. We also aim to reduce water usage across our premises by 10 per cent every year till 2025. Currently, recycled water is being used at six train washing plants, saving approximately 8,000,000 litres of water per year. We minimise, reuse, and recycle waste, and dispose of toxic waste responsibly.

We strongly support the national effort to ensure Singapore remains a highly liveable city for generations to come. The Singapore Green Plan sets a 2030 target to have all vehicles run on cleaner energy. This requires a massive effort by the Government and industry players to drive the adoption of electric vehicles (EV) and establish a national EV charger network.

SMRT Roads can contribute to the adoption of EVs and migration to green transport modes in Singapore. Our efforts include collaborating with relevant partners including SP Group in the pioneering of Electrification-as-a-Service. We have also tied up with China's biggest commercial EV digital platform, DST Electric Vehicle Rental (Shenzhen) to provide EV services in Singapore and the region. We aim to make a complete switch to EV taxis in the next five years. This is only the beginning of our efforts towards helping Singapore realise its bold and inspiring vision.

SOCIAL

We continue to contribute towards sustainable communities in our role as a public transport operator, by transporting commuters efficiently and making our network more inclusive for commuters. The Woodlands Integrated Transport Hub and SMRT Go-To initiative are recent examples. To better assist commuters with special needs, frontline staff receive training on inclusive service delivery conducted by partners such as Agency for Integrated Care (AIC) and Movement for the Intellectually Disabled of Singapore (MINDS).

“ As a responsible steward of the environment, we continue to strengthen our green mobility capabilities to bring value to all our stakeholders and support the Government's vision of a car-lite nation. ”

We care for our people as they do their best to take care of our commuters. Our frontline staff continued to work tirelessly even during periods of COVID-19 restrictions such as during the circuit breaker and heightened alert phases. As the pandemic persisted, the health, mental wellbeing and morale of our staff remained our priority. Measures and initiatives such as health talks, the distribution of masks and hand sanitisers, and the provision of hotel accommodation for staff who were affected by Malaysia's border controls, were rolled out to engage and support staff. Staff could regularly and easily provide feedback through multiple channels, including digitally via Workplace from Facebook. We also provided our taxi partners and commercial tenants with rental rebates.

GOOD GOVERNANCE

As we continue to pursue excellence, we must remain focused on responsible practices. This includes business ethics and compliance, robust systems such as sustainable procurement and gold standards of corporate governance. Recognising that diversity is a key tenet of good governance, the Company has adopted the Board Diversity Policy to promote diversity on its Board for enhanced decision-making. In addition, we are on track to attaining certification under the ISO 37001 Anti-Bribery Management System.

As part of the progressive renewal of the Board, Mr Lee Fook Sun has been appointed Deputy Chairman of the Board of the Company with effect from 28 May 2021, while Mr William Tan and Ms Judy Lee have been appointed members of the Board with effect from 1 September 2021.

APPRECIATION

Our achievements in FY2021 would not have been possible without the active contributions of an involved Board, committed management, and our resilient and hardworking employees.

A special and sincere note of thanks to our SMRT frontliners and the transport ambassadors from Singapore Airlines. Our frontliners worked tirelessly to deliver an essential service to keep the nation moving, while the transport ambassadors kept our public transport services safe for commuters.

Finally, we are grateful to all commuters, Ministry of Transport, LTA, Temasek Holdings, our unions, and various stakeholders for their continued trust, confidence and unwavering support in our drive towards achieving reliable, efficient and commuter-centred services.

SEAH MOON MING
Chairman

SHAPING THE FUTURE TOGETHER

GROUP CEO'S MESSAGE

Sustaining excellence with a forward-looking strategy

SERVING SINGAPOREANS EVERY DAY THROUGH COVID-19

When COVID-19 struck, the national imperative for public transport services was to keep Singapore moving. Our trains and buses plying through the city and heartlands were more than just a means of transport. To the people of Singapore, who increasingly found themselves working from home, they were a physical assurance that Singapore did not stop, and they could travel safely.

As part of the One Transport family, we ensured a clean and safe environment for commuters by stepping up our cleaning efforts, stocking hand sanitisers in train stations, mandating the wearing of masks and educating the public on safe and gracious commuting. Our staff equipped with "Please Refrain from Talking" placards promoted safe commuting by offering courteous reminders to commuters to maintain safe distancing and avoid talking in trains to minimise the spread of droplets.

We cared for our staff and partners so that they could continue to provide essential public transport services. We arranged accommodation for our non-Singaporean bus captains when the borders closed. With a comfortable place to rest, they could continue to transport commuters safely. Frontline staff who were more vulnerable were re-assigned and allowed to work from home. We also carefully monitored contractors working with our staff to ensure our people were protected on all fronts. We developed HealthBot, an automated health declaration chatbot, to monitor the health of all our staff. It provided us with real time updates on possible exposures and allowed us to respond quickly.

Getting vaccinated is one of the most important ways to keep ourselves and our communities healthy. Working closely with the Land Transport Authority (LTA), a programme to vaccinate our frontline colleagues was launched ahead of the National Vaccination Programme. We have been striving for full vaccination of all our people. To guard against the mental stress that comes with a prolonged pandemic, we stepped up engagements virtually, rolled out mental wellness initiatives and continually checked in on the wellbeing of our employees.

As infection numbers surged, we did our part to support national needs. We adapted some buses and mini-buses with reverse pressure cabins to safely transfer COVID-19 patients between dormitories and quarantine centres. We provided our limousine drivers with the necessary personal protective equipment so that they could also transfer patients safely. We also supported public education efforts across our island-wide network of media and advertising assets.

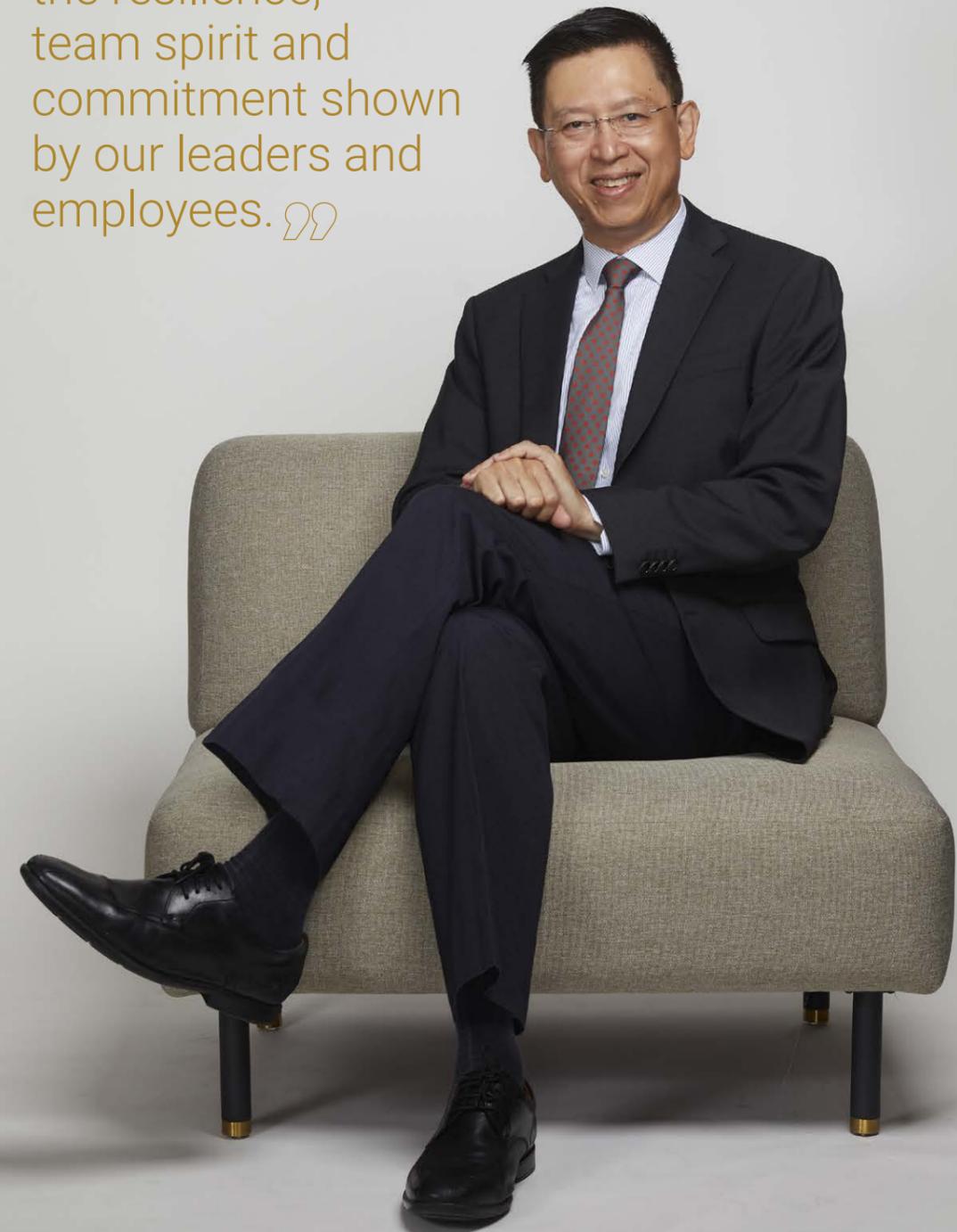
The continued safety and wellbeing of our staff and commuters remain our priority during this COVID-19 period.

EXCELLENCE IN SAFE AND RELIABLE SERVICE

We have kept another year of rail reliability with a mean kilometres between failure (MKBF) of 1 million train-km. This puts us among the best performers in the world alongside Seoul, Taipei, and Beijing. Our solid safety record surpasses the standards set by our regulators. Our strong performance for the Public Transport Customer Satisfaction Survey and the Singapore Tourism Board's Customer Service Excellence Awards (Transport) encourages and inspires us to continually find new ways to delight and move commuters. It has been a long journey, and we must ensure that we maintain these standards.

It is vital for SMRT to be financially sustainable, so that the necessary resources could be provided to support our public transport services and our transformational and growth initiatives. With the New Rail Financing Framework, SMRT transited into an asset-light model and was relieved of the financial burden of asset renewal. A Rail Reliability Incentive was introduced to incentivise rail operators to achieve higher reliability and operational performance. Through the COVID-19 period, we continued to maintain our train schedules to avoid crowding, and took additional measures to keep our commuters safe. We are grateful for the Government's Jobs Support Scheme (JSS), which provided employers affected by the pandemic with wage support. Together with cost savings through our continued emphasis on Kaizen, these efforts and support have contributed towards our financial sustainability. In particular, SMRT Trains received \$163 million through JSS, enabling its operating profits to improve from -\$166 million three years ago, to \$23 million today.

“What we have accomplished this year would not have been possible without the resilience, team spirit and commitment shown by our leaders and employees.”



As infection numbers surged, we did our part to support national needs.

We have worked closely with the various stakeholders towards achieving operational sustainability. For the entire rail system to work well, the Design Build Operate Maintain eco-system needed to work as one. Joint coordination meetings between LTA, operators, and Original Equipment Manufacturers (OEMs) were established at all levels to deal with renewal, new projects, and daily operations. Collectively, we have established the Singapore Rail Standards to anchor the Singapore Rail Industry.

To build up local capabilities, OEMs of rail systems and assets have been encouraged and incentivised to establish their regional centres of excellence in Singapore. Their proximity would improve our access to both spares and expertise. We have pushed to establish long term service support contracts with OEMs. These agreements are key to managing obsolescence, guarding costs, and assuring availability of spares and expertise in the long run.

To continually improve our highly automated communications-based train control (CBTC) signalling systems, LTA has invested in CBTC simulation centres for each rail line. This would allow new software and patches to be rigorously tested before use to ensure safe and reliable train services for our commuters.

To build a workforce that is well-trained and properly accredited, we have worked with the Singapore Institute of Technology (SIT), LTA, and SBS Transit to establish workplace learning - a concept under SkillsFuture Singapore. Our staff, engineers and technicians can look forward to continual upgrading to meet the evolving demands of high reliability and advanced technologies without needing to find additional time outside of working hours.

Beyond technical competency, our strategy is to cultivate an SMRT culture anchored by good leaders who lead an organisation that is continually learning and people who are continually improving. To drive

this, we have instituted Leadership Development programmes, the Learning Organisation initiative and the Kaizen campaign.

Safety remains a key area of focus as we intensified conversations around workplace safety. We believe that beyond processes and equipment, our people are at the heart of safety. We introduced the Safety Protected Time initiative for leaders to engage their teams on risks and safety associated with their work on a weekly basis. We continued to promote our open reporting channels to empower employees at every level, and create a safer working environment for all.

We continued to keep our labour management relations close and warm. Through the hard work and dedication of our Union leaders, National Transport Workers' Union (NTWU) and the SMRT management team, negotiations for the new Collective Agreements concluded successfully ahead of schedule. The new provisions in these Collective Agreements aim to further recognise and retain long serving employees, reward employees for their hard work and improve their welfare. With the recent successful completion of union elections, we will commence a round of training for our union leaders, assisted by the National Trades Union Congress.

Service to commuters is at the heart of all we do. We introduced the WeCare Go-To SMRT initiative to help commuters with wayfinding, first aid and locating missing children or the elderly. Working with the Agency for Integrated Care, our stations and interchanges serve as resource centres to link those who need help with relevant dementia-related services. We have also made navigating the new Woodlands Integrated Transport Hub more intuitive for the visually impaired. Each member of our staff is a service champion. We are especially proud of our staff members who were nominated for the prestigious Singapore Tourism Awards for service in the Transport Sector, and of Mr Tham Weng Foo from SMRT Buses who won the award.

An important part of service is ownership and accountability. We started the Faces of SMRT programme to give our stakeholders such as grassroots leaders, advisors, and commuters a friendly face to anchor their engagements. With a more direct point of contact, we can listen better and be more responsive with our service at stations and interchanges.

Through these efforts, we have noted the improvement in trust and confidence of our commuters, in us. It inspires us to grow and continually find new ways to serve commuters.

INNOVATION AND GROWTH MINDSET

We must ensure that the capabilities and processes required to run the public transport are continuously improved upon. Our Engineering Group is growing its data analytics and Artificial Intelligence (AI) capabilities to support evolving business needs. This includes building a common data environment and actively collaborating with partners such as SIT, AI.SG and commercial vendors on video analytics, software and digital systems. With each new capability built, the group expands its catalogue of engineering solutions and our systems run smoother.

As we strengthen our public transport services, the need to grow our commercial business locally and internationally becomes increasingly important. To bring the best value to our commuters, we need to be globally competitive. Our experience in operating and maintaining state-of-the-art public transport systems, and the capabilities we have built to optimise our systems and processes, offers us a unique advantage when competing overseas. Our International Group is currently involved in the Rapid Transit System Link between Johor and Singapore and is playing an active role in ensuring this important project is being implemented according to plan.

Sustainability is a key aspect of our growth strategy. In line with the Singapore Green Plan 2030, our Roads Group, through its Strides Mobility brand, is committed to provide best-in-class mobility solutions with the lowest carbon footprint. Our taxi fleet became fully hybrid last year, and we have plans to convert our entire taxi fleet to electric vehicles in five years, commencing with the recent purchase of 300 MG 5 electric cars. We saw an opportunity beyond just electric vehicles and partnered with SP Group to push for an ecosystem of connected electric services. Through both Mobility-as-a-Service and Electrification-as-a-Service, we intend to bring charging infrastructure and a diverse fleet of electric taxis, cars, vans, limousines, motorcycles, and buses to meet the evolving needs of a diverse local and regional market.

Keeping Singapore moving is more than just providing safe and reliable trains and buses. It is about developing an ecosystem of connected services from home to destination. Our Experience Group, through its concept of Communities in SMRT, will transform the station experience by converting the spaces under viaducts for community services. The advertising arm has also secured a series of contracts, increased the number of digital screens in service, and facilitated the provision of information to the public. The Experience Group will tap on the Stellar Lifestyle brand to profile its offerings going forward.

A new Deputy Group Chief Executive Officer position was created to provide oversight over commercial and international business. This will ensure that proper and separate focus of the Group is being placed on the public transport operations and the commercial business.

Safety remains a key area of focus as we intensified conversations around workplace safety.

PURPOSE DRIVEN

Our Vision – Moving People, Enhancing Lives – gave us purpose and guided our focus as we navigated the year. We delivered safe and reliable public transport services, promoted a sense of community by bringing important services to the stations, invested in our workforce to ensure they remain employable and adopted environmental, social, and governance principles across our businesses to generate long term value for our stakeholders.

What we have accomplished this year would not have been possible without the resilience, team spirit and commitment shown by our leaders and staff. Their efforts, driven by purpose and a heart for service kept Singapore moving. They have my deepest respect.

We are grateful for the close collaboration and support of the Ministry of Transport, LTA, NTWU, and our union leaders. The turnaround of rail performance is a testament to the strength of our One Transport family. We are thankful for our Board and Temasek for being our constants through these challenging years.

We will remain united and focused on our mission of delivering a world class transport service and lifestyle experience that is safe, reliable and customer-centred.

NEO KIAN HONG
Group Chief Executive Officer

SHAPING THE FUTURE TOGETHER

BOARD OF Directors



SEAH MOON MING
Chairman
SMRT Corporation Ltd
SMRT Trains Ltd



LEE FOOK SUN
Deputy Chairman
SMRT Corporation Ltd
SMRT Trains Ltd



NEO KIAN HONG
Group Chief Executive Officer &
Executive Director
SMRT Corporation Ltd
Board Member
SMRT Trains Ltd



TAN EK KIA
Board Member
SMRT Corporation Ltd
SMRT Trains Ltd



YAP KIM WAH
Board Member
SMRT Corporation Ltd
SMRT Trains Ltd



WILLIAM TAN SENG KOON
Board Member
SMRT Trains Ltd



PETER TAN BOON HENG
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ABU BAKAR MOHD NOR
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MOLIAH HASHIM
Board Member
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PHILIP NALLIAH PILLAI
Board Member
SMRT Corporation Ltd
SMRT Trains Ltd



QUEK GIM PEW
Board Member
SMRT Trains Ltd



TAN CHIAN KHONG
Board Member
SMRT Corporation Ltd



LEE LING WEE
Deputy Group Chief Executive Officer
SMRT Corporation Ltd
Board Member
SMRT Trains Ltd

SHAPING THE FUTURE TOGETHER

SENIOR Management

LEE LING WEE

Deputy Group Chief Executive Officer and President, International



TAN KIAN HEONG

President, Roads

DAWN LOW KAR MUN

Executive Vice President, International and Chief Marketing Officer



GAN BOON JIN

Executive Vice President, Engineering and Chief Digital Transformation Officer

TONY HENG YEW TECK

Executive Vice President, Experience



LAM SHEAU KAI

President, Trains



NEO KIAN HONG

Group Chief Executive Officer



ANSON LIM

Chief Safety and Security Officer



CHEONG KENG SOON

Chief Corporate Officer and Chief Strategy Officer



TAN AI LING

Group Chief Human Resources Officer



MARGARET TEO

Chief Communications Officer



CINDY LAU KEE MEI

Group Chief Financial Officer



WONG KIEW KWONG

Chief Audit Officer



GOH ENG KIAT

Chief Business Development Officer



JACQUELIN TAY GEK POH

General Counsel and Company Secretary



A YEAR OF *Challenges & Transformation*

THE COVID-19 pandemic is often described as the crisis of a generation. It ground everything to a halt, just like how the red traffic light forces vehicles to stop.

We felt, and saw the effects profoundly. During the circuit breaker in 2020 when people stayed home, the roads were near empty – and so were our trains and buses. On the whole, bus and train ridership in the country fell by 34.5 per cent to 5.04 million – an 11-year low.

The red light slowly changed to green as lives returned to some normalcy this year. But just as ridership numbers were inching up, the country once again tightened restrictions in May amid a surge of cases. We were facing the amber lights that signaled to go slow as we entered Phase 2 (Heightened Alert) with the emergence of new clusters of infections in May 2021.

Being a public transport company, we are familiar with traffic lights that guide the safety on the roads. Through all these changes of start, stop and go slow, our team never let our foot off the pedal.

As an essential service, our employees continued to provide reliable train and bus services, while ensuring that our premises are kept clean and safe. Our rail, roads and engineering projects are still ongoing, as we continually seek to improve our services and ensure our infrastructures are sound and safe.

While the pandemic has ravaged the world, it has also taught us important lessons about resilience.

As the Chinese proverb goes, “化危为机”, meaning that there is opportunity in every crisis. As we learn to live with COVID-19 and ensure continuity in our public transport services, we will continue to adapt, innovate and seize opportunities in commercial and international markets. We will also invest in our most important asset – our people. Because when they grow, we thrive too.



NAVIGATING THE *New Normal*



AS a public transport operator, COVID-19 posed major challenges to our operations. How do we operate our services without disruptions while minimising the risks of transmission for commuters and employees, especially those in the frontline? We have prepared a robust and comprehensive response plan to protect the health and wellbeing of our stakeholders and customers across the organisation. We are ready to embark on a journey towards the new normal.

TRAINS: COMMUTING SAFELY AND CONFIDENTLY

We want commuters to feel safe and confident when travelling with us, even during a pandemic. Since January 2020, we have intensified the cleaning regime on our trains, especially for high-touch surfaces such as seats, escalator handrails and General Ticketing Machines. These surfaces are wiped down and disinfected once every two hours. These efforts are on top of the daily overnight cleaning we conduct routinely, when the trains are back in the depots. There, the train surfaces are disinfected and coated with an antimicrobial solution.

We are mindful that our additional cleaning efforts should not disrupt our service frequency. Hence, we looked for pockets of opportunity to carry out these tasks, such as when the Circle Line trains make a loop at HarbourFront Station to cross from one platform to another.

As cleanliness remains a top priority, we have deployed 13 robot cleaners across 30 Circle Line stations to enhance the cleaning regime at these premises. We will progressively roll out these robot cleaners to stations on the North-South and East-West Lines.

Apart from our cleaning efforts, we also encouraged good social and commuting behaviour by reminding commuters to mask up, respect safe distancing measures, observe personal hygiene, and refrain from talking on trains. Our friendly Transport Ambassadors, many of whom had joined us from Singapore Airlines, were on the ground to manage crowds, ensure orderliness and safety, and remind commuters to mask up and refrain from talking while taking public transport.

Our rail services depend heavily on our frontline staff. To keep them safe, we distributed masks and implemented daily temperature checks. We also put in place split-team work arrangements for business continuity purposes. Our frontline employees in the Trains business group were encouraged to be vaccinated.

BUSES: KEEPING OUR STAFF SAFE

To provide a clean and safe commuting experience, we stepped up cleaning of all our buses and interchanges. Our bus fleets are thoroughly disinfected before daily services begin with an antimicrobial solution that kills bacteria and viruses on high-touch surfaces.



Robot cleaners help keep our Circle Line stations clean.

At SMRT, our employees' safety, health and wellbeing are also paramount. When four of our bus captains tested positive for COVID-19 and a cluster was discovered at the Bukit Panjang Integrated Transport Hub (BPITH) in July 2020, our first priority was to stop the spread.

We quickly identified staff members who had been in contact with the bus captains and placed them on leave of absence. We also closed the two canteens and lounge at the transport hub for thorough cleaning and disinfection. To uncover hidden COVID-19 cases, we conducted a mass swabbing drive for the entire workforce in our bus division.

Within the bus interchanges, we identified high-touch surfaces and installed sanitisers at these points to reduce the risk of COVID-19 contamination and transmission. We also installed thermal scanners to screen visitors with minimal hassle and congestion.

The cluster at BPITH was a reminder that the virus is virulent. When Singapore embarked on its vaccination programme, we encouraged our bus workforce to get the shots.

These precautionary measures were in addition to existing initiatives to protect our staff, such as distribution of masks and sanitisers to our bus captains and staff members. In the canteens at our bus interchanges and depots, table shields were installed for a cleaner and safer environment.

We also extended support to our foreign staff, especially those from Malaysia who commuted to work by crossing the causeway daily. We continued to provide accommodation to staff who are unable to make their daily trips home due to the evolving COVID-19 situation and Malaysia's Movement Control Order.

TAXIS: RIDING OUT THE STORM TOGETHER

The taxi industry was dealt a harsh blow again when Singapore entered Phase 2 (Heightened Alert) in May 2021. We extended a helping hand to our taxi partners by lowering rental fees. We also sought out opportunities for them to deliver food and goods through partnerships with food and beverage companies and delivery firms, to help increase their earnings.

DOING OUR PART FOR SINGAPORE

It takes an entire nation to fight against COVID-19. At SMRT, we play our part by not just offering safe commutes on buses and trains, but through our private services too. Since March 2020, Strides Transportation, a wholly-owned subsidiary of SMRT that provides limousine and premium bus services, has partnered with the Ministry of Health to provide non-emergency medical transport services. In November 2020, Strides Transportation was appointed by the Ministry of Transport as its exclusive partner to transport people serving their stay-home notices.

All our Strides bus captains and limousine partners are fully vaccinated, and are required to go for regular swab tests. They have also received training in accordance with Singapore Civil Defence Force standards on the protocols and processes of medical transport.

When passengers board Strides buses and limousines, they are offered hand sanitisers. Our bus and limousine drivers also ensure that safe distancing is adhered to in the vehicle. After each ride, the vehicles are wiped down and disinfected for the next ride.

We also expanded our participation in COMET, or the COVID-19 Multi-Passenger Enhanced Transporter programme, with the support of Temasek Foundation to retrofit our vehicles into dedicated COVID-19 patient transport vehicles.

We started the programme by retrofitting our buses, which can take more than 30 passengers at a time. We have now expanded our COMET fleet to include minibuses and minivans. The minibuses, known as COMET MIDI, can take up to 23 patients at once, while the COMET MINI minivans can seat up to nine people.

These vehicles are used to transport patients to and from places such as hospitals, dormitories, and community care facilities.

SAFELY FORWARD

As Singapore plans for COVID-19 to become endemic, SMRT will continue to keep up with efforts to prevent and reduce transmissions as we continue operating our essential transport services.

The key to ensuring continuity in our services is to care for our people. This includes our employees, our commuters, and our stakeholders. It is only when our workforce is resilient and our systems are safe that we can deal with unexpected circumstances with grit and grace.

The coronavirus fight is far from over. But with the control measures we have implemented, as well as our experience from the past year-and-a-half, we are prepared for the road ahead.

Our Strides buses and limousines are wiped down and disinfected after each trip for the next passenger.





OUR CORE: *Trains*



“ **FOR** two consecutive years, SMRT Trains has achieved 1 million mean kilometres between failure (MKBF) for the North-South and East-West Lines and Circle Line. This achievement will give commuters confidence in the reliability of our rail systems, and we are proud of our team for this accomplishment. Apart from rail reliability, we are also sparing no effort to ensure our MRT and LRT systems are safe, clean and hygienic as we battle COVID-19. We have stepped up on our cleaning schedules. At the same time, we are educating commuters on safe commuting habits. Our aim is to give commuters peace of mind when they travel with us.”

Mr Lam Sheau Kai
President, Trains

TRACKING OUR RAIL STORY

The story of Singapore’s rail network is one of relentless growth. From its humble beginnings in 1987, when the North-South Line opened with just five stations, the rail network has rapidly developed to become the backbone of the public transport system.

RAIL RELIABILITY

Our three MRT lines, the North-South and East-West lines (NSEWL) and Circle Line (CCL) managed to sustain their reliability performance of 1 million MKBF, or mean kilometres between failure. Bukit Panjang Light Rail Transit (BPLRT) did well too, with MKBF reaching more than 100,000 car-km.

A global measure of rail reliability, MKBF registers the distance trains travel before a delay of at least five minutes. The longer the distance, the better the result.

RAIL RENEWAL

A reliable rail network requires regular maintenance to improve safety and reliability of the rail transit system. Together with the Land Transport Authority (LTA), renewal works are also underway for better and smoother rides for commuters.

NORTH-SOUTH AND EAST-WEST LINES

Old is gold. With a rigorous maintenance regime, the NSEWL – Singapore’s oldest, longest, and most heavily used rail systems – is still able to achieve the same level of reliability performance as newer lines.

NSEWL

- **JUNE 2019**
Installation of Voltage Limiting Devices
- **Q2 2021**
Replacement of Direct Current switchgears
- **END-2022**
Replacement of track circuit system
- **2022-2026**
106 new Bombardier trains to enter service

We are replacing the Direct Current switchgears on the NSEWL to improve its reliability.

As the pioneer rail operator in Singapore, SMRT Trains is a key partner in this rail journey – marked by ever expanding rail networks and increasing ridership. We remain committed to providing safe, reliable and convenient services to millions of commuters every day.



We conduct regular maintenance to ensure that our rail transit system delivers safer and smoother rides for commuters.

To improve performance, we have been replacing the track circuit system. The new track circuit system is equipped with condition monitoring capabilities which will enhance the prognostics and prevention of track circuits failures.

More than half of the track circuits have shifted to the new system. We are on track to complete replacement by end-2022.

We are also making enhancements to power supply reliability. In June 2019, we completed installation of the Voltage Limiting Device on the NSEWL, which will help in the regulation of return voltage and prevent tripping of DC power, and identification of the location of power faults.

We have replaced more than half of the Direct Current switchgears, which can control, protect and isolate electrical equipment in a power network.

As part of the long-term fleet renewal programme by LTA, we will be replacing ageing trains on the NSEWL with 106 new Bombardier trains. The new trains will enter service from 2022 to 2026. We have also signed a contract with Bombardier Transportation to provide long-term maintenance and spares support for the 106 new trains. Beginning in 2022, the contract ensures that Bombardier will provide technical support and spare parts for train repairs and system upgrades or replacements, with an option for future contract extensions.

CIRCLE LINE

A simulation facility for CCL was set up in Kim Chuan Depot in 2020. The simulation system replicates the current functioning of CCL, including the two Alstom train models that are now running on the line. With this facility, Operations Control Centre (OCC) and station staff can receive collaborative training in a realistic environment and enhance their competencies in the driving of trains and the handling of failures. They can also improve their operational readiness and crisis management abilities by enacting challenging scenarios in the simulator.

Apart from cleaning, robots also help to keep Kim Chuan Depot safe. A patrol robot has been keeping watch at the depot since February this year. Equipped

with 24/7 closed-circuit television monitoring, and programmed to broadcast Safe Management Measure messages, the robot enhances the safety and security of the depot.

BUKIT PANJANG LIGHT RAIL TRANSIT

By 2024, we will complete renewal works for BPLRT – Singapore’s first light rail system that opened in November 1999.

The 21-year-old rail line is being refreshed now, with the first two retrofitted vehicles delivered to BPLRT’s depot in April 2021. The remaining 11 vehicles will also be retrofitted over time. They will be part of BPLRT’s future fleet, which will include 19 new vehicles.



Work to renew the BPLRT is underway now.



The CCL simulation facility in Kim Chuan Depot allows train captains and staff in the OCC and stations to receive training in a realistic environment.

RAIL EXPANSION



Six TEL stations will open on 28 August 2021.

THOMSON-EAST COAST LINE

The second phase of Thomson-East Coast Line (TEL) will open from 28 August 2021, which will add another six stations to the rail line. Caldecott Station, which will open as part of Phase 2, will intersect with the Circle Line. This will enhance connectivity for commuters, reducing their commuting time and offering them more options.

- | PHASE 1 | PHASE 2 |
|-------------------|-----------------|
| • Woodlands North | • Springleaf |
| • Woodlands | • Lentor |
| • Woodlands South | • Mayflower |
| | • Bright Hill |
| | • Upper Thomson |
| | • Caldecott |

- ⚙️
 Fully operational by
2025
- 🚆
 Underground driverless system
43 km
- 📶
 32
 MRT stations
- 👥
 Serving up to
1 million
 commuters daily
- 🏠
250,000
 households within a 10-minute walk to the rail network

SETTING STANDARDS

With Enterprise Singapore (ESG), The Institution of Engineers Singapore (IES), LTA and other railway partners, SMRT has been coming together to develop Singapore's first railway standards. The four main areas that the standards will cover are asset management, maintenance, safety and security, and service. The standards are being worked on by 17 working groups under a technical committee on railway systems set up last year.

The first three standards were launched on 23 March 2021, by former Transport Minister Ong Ye Kung. This Singapore Rail Standards encapsulates our methods that has helped us achieved the 1 million MKBF outcomes for our Lines, and strengthens Singapore's leadership in the global rail transport sector.

SCALING NEW HEIGHTS

We embarked on a training transformation journey in 2019 for our Trains business group, to equip our people with the necessary technical, technological, adaptive and leadership competencies to deal with the challenges of the future. Known as Project Everest, our aim was to nurture a future-ready workforce through a workplace learning model.

For a start, we reviewed all job roles and identified the skills required to achieve the desired performance and service standards. We are in the process of developing a curriculum tailored to our employees' profiles and skills needs. The curriculum will be delivered through on-the-job training, bite-sized digital learnings and

immersive technologies. We also offer work-study programmes for our staff to upskill themselves through our partnerships with Institutes of Higher Learning.

Learning is also infused into our daily work routines, through regular toolbox briefs, and protected time where our staff can discuss important topics.

Anchoring on our Kaizen ethos, we will take ownership of our learnings and collectively strive towards excellence as we fulfil our vision of Moving People, Enhancing Lives.



We aim to upskill all employees in our Trains business group.

TOWARDS A FUTURE-READY SMRT TRAINS

- ▶ Equip our people with future-ready skills
- ▶ Facilitate learning at the workplace
- ▶ Up-profile our workforce through work-study programmes
- ▶ Transform learning with more digital bite-sized learning

INCLUSIVE RAIL TRANSPORT



As we aim to make our rail system an inclusive one, we have rolled out several initiatives to ensure our services cater to a diverse group of commuters. As part of our Go-To SMRT initiative, as of April 2021 there are 17 MRT stations and five bus interchanges that are certified by the Agency for Integrated Care as Dementia Go-To Points. At these Go-To Points, our employees are trained to help people with dementia reunite with their loved ones and find their way home. We will roll out the Go-To SMRT initiative throughout our entire network over the next two years.

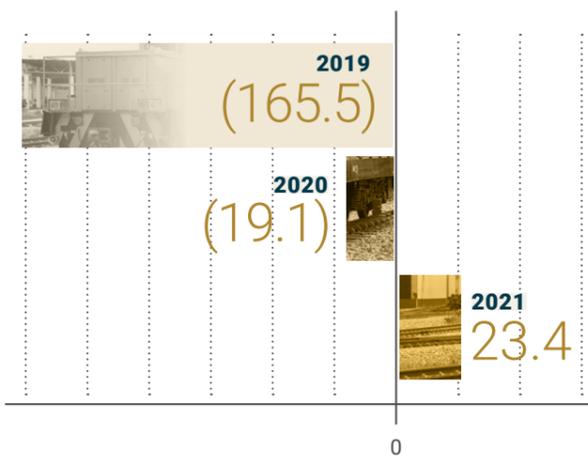
Our employees are trained to assist commuters who require help, including those with dementia.

SMRT TRAINS' KEY FINANCIAL DATA

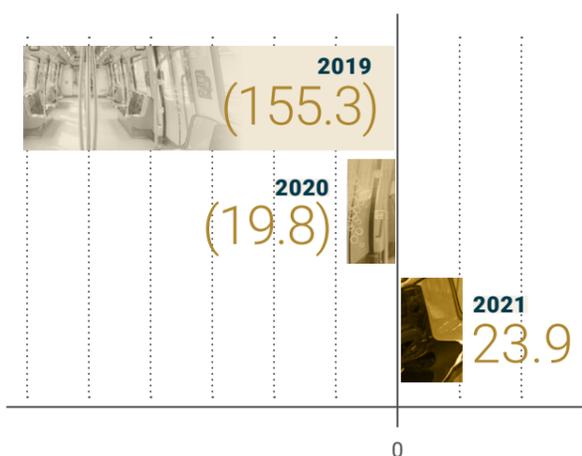
REVENUE (\$M)



EARNING BEFORE INTEREST & TAX (\$M)



PROFIT AFTER TAX (\$M)



The drop in revenue was primarily due to the impact of COVID-19 pandemic which resulted in lower train ridership, and to the provision of rental relief to retail tenants in our MRT network. Throughout the COVID-19 period, we continued to maintain our train schedules and took additional measures to keep our commuters safe. Government support including SMRT Trains receiving \$163 million in wage support payout through the Jobs Support Scheme, and cost savings through the continued emphasis on Kaizen helped cushion the financial impact due to COVID-19 pandemic.

KEY OPERATING DATA

| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|
| TOTAL ROUTE LENGTH (NSEWL & CCL) (TO NEAREST KM) | 129 | 130 | 130 | 130 | 137 | 137 | 137 | 137 |
| TOTAL CAR-KILOMETRES OPERATED (TO NEAREST MILLION) | 124 | 127 | 131 | 135 | 142 | 143 | 143 | 140 |
| TOTAL RIDERSHIP (TO NEAREST MILLION) | 711 | 731 | 756 | 768 | 753 | 756 | 747 | 441 |
| AVERAGE WEEKDAY RIDERSHIP (TO NEAREST THOUSAND) | 2,091 | 2,148 | 2,197 | 2,353 | 2,258 | 2,254 | 2,230 | 1,310 |
| TOTAL PASSENGER-KILOMETRES (TO NEAREST MILLION) | 8,016 | 8,129 | 8,322 | 8,271 | 7,886 | 7,819 | 7,797 | 4,581 |
| AVERAGE CAR OCCUPANCY (PASSENGER PER CAR) | 65 | 64 | 63 | 61 | 55 | 55 | 54 | 33 |

DID YOU KNOW?
The power supply cable renewal for our trains involve about

1,300km of power cables and **250km** of fibre optic cables located along the NSEWL's tracks.

OUR CORE: *Engineering*



“**SMRT** will continue the momentum in building up our engineering capabilities and advanced technologies through digital and training transformation. These are important pillars that will enable SMRT to be an effective and efficient public transport operator.”

Mr Gan Boon Jin

Executive Vice President,
Engineering and
Chief Digital Transformation Officer

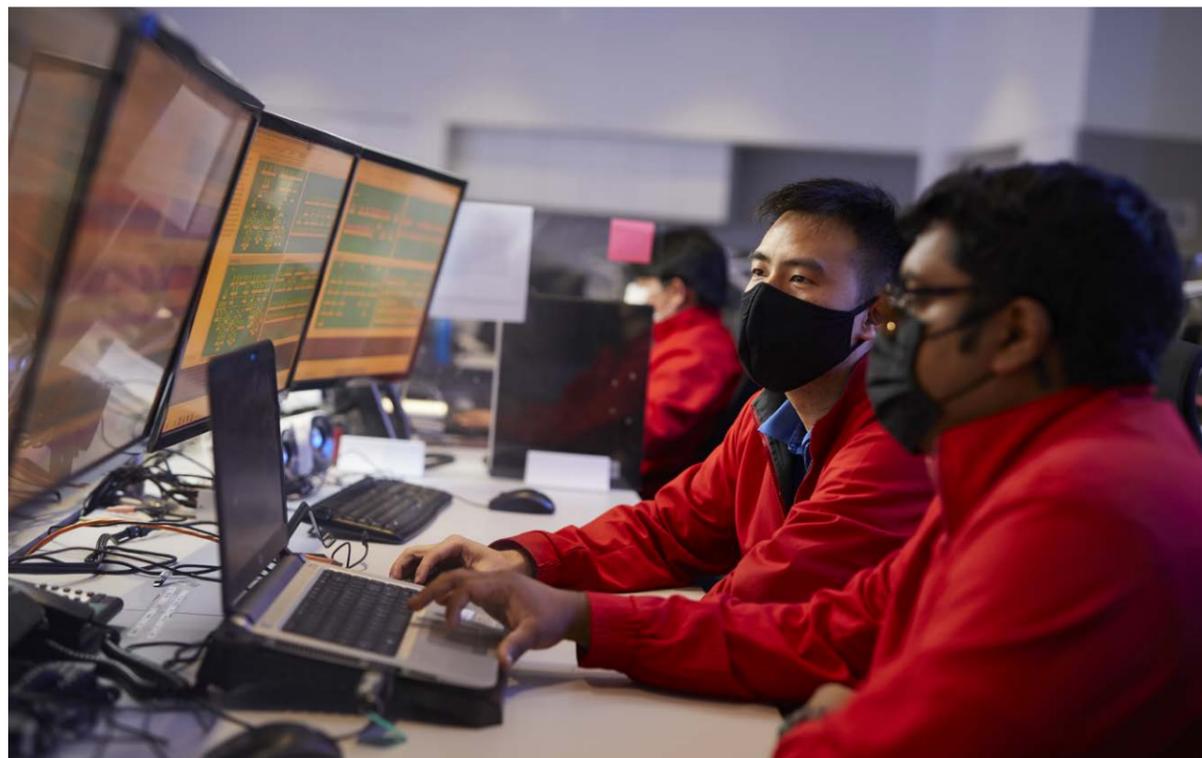


ENGINEERING FOR PROGRESS

Our Engineering business group constantly explores innovative technologies and digital solutions to drive the safety, reliability, and comfort of our systems and services, with a focus on Trains. This means enhancing operations and maintenance engineering

to meet commuters' needs, while gearing up our systems for tomorrow's demands through digital transformation as well as improving our logistics and training capabilities.

ON THE RIGHT TRACK



The IMDC enhances our real-time situational awareness of rail incidents across all train lines.

SETUP OF THE INTEGRATED MAINTENANCE DIAGNOSTICS CENTRE

Our Maintenance Operations Centre moved from Bishan Depot to Kim Chuan Depot in September 2020 to form the Integrated Maintenance Diagnostics Centre (IMDC), enhancing our real-time situational awareness for faster decisions and actions. With the IMDC located alongside the Rail Operations Centre (ROC), we are able to integrate the command and control of our various train lines, and achieve higher service performance.

IMPLEMENTATION OF PROJECT OVERWATCH

Project Overwatch, launched in October 2020, is an in-house developed system to monitor train services on the Circle Line (CCL) in real time. Its web-based design gives trains operation and control staff the situation awareness and mobile access outside the Operations Control Centre (OCC). The software

triggers an alert when trains stop for longer than planned for on their routes. Based on the evolving situation, the system will alert the OCC staff on potential train delays so that resources can be allocated to reduce any potential disruptions to commuters. The system will be expanded to other rail lines in SMRT.



With Project Overwatch, staff can monitor train services on the CCL in real time.

AUTOMATIC TRAIN SUPERVISION ALARM MONITORING SYSTEM

We also developed the Automatic Train Supervision Alarm Monitoring system on the CCL to help our maintenance team understand trends in the signalling system. The system is able to identify potential issues, and provide analysis on the type, location, and occurrence frequency of the problems. The data guides the maintenance team on its mitigation efforts. The tool has allowed our engineers to track the performance of our rolling stock and signalling assets more efficiently.

CONDITION MONITORING OF SIGNALLING SYSTEM

As part of our efforts to boost reliability, we launched iSight in March 2021. This integrated platform draws performance insights from signaling data from the North-South and East-West Lines (NSEWL). It indexes data from the Communication-Based Train Control system for diagnostics based on the profile of the rail assets, and the defects detected. Apart from retrieving and aggregating data more efficiently, iSight also analyses and visualizes the data to characterise the defect indicators. These are key elements of condition-based assessment as we move towards predictive maintenance.



The Track Access Management System enhances the reliability of our rail lines and reduces human error.

LAUNCH OF TRACK ACCESS MANAGEMENT SYSTEM

The first phase of the **Track Access Management System (TAMS)** on the NSEWL will be launched in July 2021, and will be progressively rolled out to the other lines. TAMS is a single integrated digital platform that replaces manual track access processes and standalone systems. Using artificial intelligence, TAMS is built with interlocking safety features and optimises track access allocation planning. It enhances the reliability of our rail lines and prevents human errors. Works to extend TAMS capability to the CCL, Thomson-East Coast Line, Bukit Panjang Light Rail Transit and train depots are underway.

CONTINUITY PLANNING WITH INNOVATIVE TECHNOLOGY

The pandemic posed serious challenges to the continuity of our operations. Even at the height of COVID-19, our buses and trains continued to run, ensuring that essential workers, including those at the frontline, were able to travel to work and home safely. Even as we offered our services, we also paid close attention to the safety of our workforce.

As we embarked on our digital transformation journey before the pandemic, we were able to quickly adjust our operations to new ways of working. For instance, we implemented remote work arrangements for staff who could do so, while putting in place measures to protect our essential transport workers.

TRANSITIONING TO REMOTE WORK



VIRTUAL MEETING TOOLS



CLOUD APPLICATIONS TO SHARE FILES SECURELY

ENABLING TIMELY AND EFFECTIVE HEALTH REPORTING SYSTEMS



HEALTHBOT

Customised declaration system that tracks the health and vaccination statuses of staff



E-DECLARATION FOR TAXI HIRERS

Customised declaration system that tracks the health and travel statuses of our taxi hirers when Safe Management Measures were implemented across Singapore

TRANSPORT OF THE FUTURE



We participated in the trial of an autonomous bus service to explore the commercial viability of such services.

We were part of a working group by the Emerging Stronger Taskforce to trial innovative transport solutions for commuters at Science Park II. With support from the Economic Development Board and the Land Transport Authority, we deployed an autonomous bus service through the Zipster mobile app, while also enabling our bus captains to experience operating the autonomous buses of the future.

With Zipster, commuters could book and pay for the bus shuttles via the app. The trial, which will conclude in May 2021, allowed us to understand how Mobility-as-a-Service, through a revenue-generating autonomous transport service, could move ahead in Singapore.

THE INTERNET OF TRAINS

We have mapped out a Digital Trains masterplan, setting a goal to be a digital transformer and a data-driven organisation by 2025. This will be driven by a new Digital Transformation Office, which will operate and maintain our rail systems in a sustainable manner using Digital Twin technology. As a virtual replica of our physical system, the technology will use data to run simulations, make predictions on our system's behaviours and analyse what-if scenarios.

Together with the building of a common data platform for analytics and enhancing asset management, it allows greater potential to deploy digital solutions and technologies at the stations, depots and control centres.

iSTATION: Make station operations more effective and efficient by harnessing video analytics and artificial intelligence for processes such as crowd sensing and virtual patrol

iCONTROL: Use digital twin technologies to achieve comprehensive situational awareness and enhance safety and security at the stations and depots

iDEPOT: Optimise life cycle costs of railway assets and improve efficiency and effectiveness of operations and maintenance through intelligent automation, and the Rail Enterprise Asset Management System (REAMS)

Enhance our **COMPUTERISED MAINTENANCE MANAGEMENT SYSTEM (CMMS)** into a full-fledged asset information management system, enabling SMRT to adhere to regulatory requirements, improve data integrity and governance, and align with the best practices in asset management processes

OBJECTIVES OF DIGITAL TRAINS

Innovate how we work through Business Process Reengineering

Sustain reliability, availability, maintainability, safety and security

Achieve productivity savings with Kaizen

Embark on capability-leap projects

RESHAPING THE WORKPLACE WITH RPA

Through the use of **Robotic Process Automation (RPA)**, we are able to automate sampling processes to monitor risk areas in SMRT that enables us to detect instances of fraud early. The technology also allows us to run specific scripts automatically for critical yet repetitive business processes, increasing our productivity.

RPA has also enabled us to automate human resources functions such as the submission of government-paid leaves, and the processing of such claims to government portals. This has resulted in savings of up to \$14,000 a year in labour cost avoidance. Additionally, automation has helped SMRT avoid late submissions, which were valued at \$24,000, before the implementation of RPA.

TRANSFORMING HOW WE LEARN

At SMRT, we believe in investing in our people. Our Engineering Business Group supports training transformation through the SMRT Institute (SMRTi), which drives capability development efforts for our rail workforce.

We have been strengthening our learning ecosystem through a review of job roles, work functions and the corresponding skills and competencies. Taking reference from the skills frameworks developed by SkillsFuture Singapore, we are adopting a comprehensive approach to developing our workforce, and equipping them with technical, digital, adaptive and leadership skills through on-the-job training, online workshops and immersive learning technology, such as using virtual reality tools for training. Staff are also able to learn anywhere and anytime through the Learning Management System. These education technology tools have transformed how we learn.

We encourage staff to lead by example. Our senior leaders drive our training transformation efforts by infusing training and development into work routines and dedicating protected time for learning opportunities. When the COVID-19 pandemic put a pause on in-person training opportunities, we tapped on education technology to run digital classrooms and redesigned the curriculum so they could be delivered online.

HOW MUCH WE LEARNT IN FY2021

1,148,250
hours spent on learning

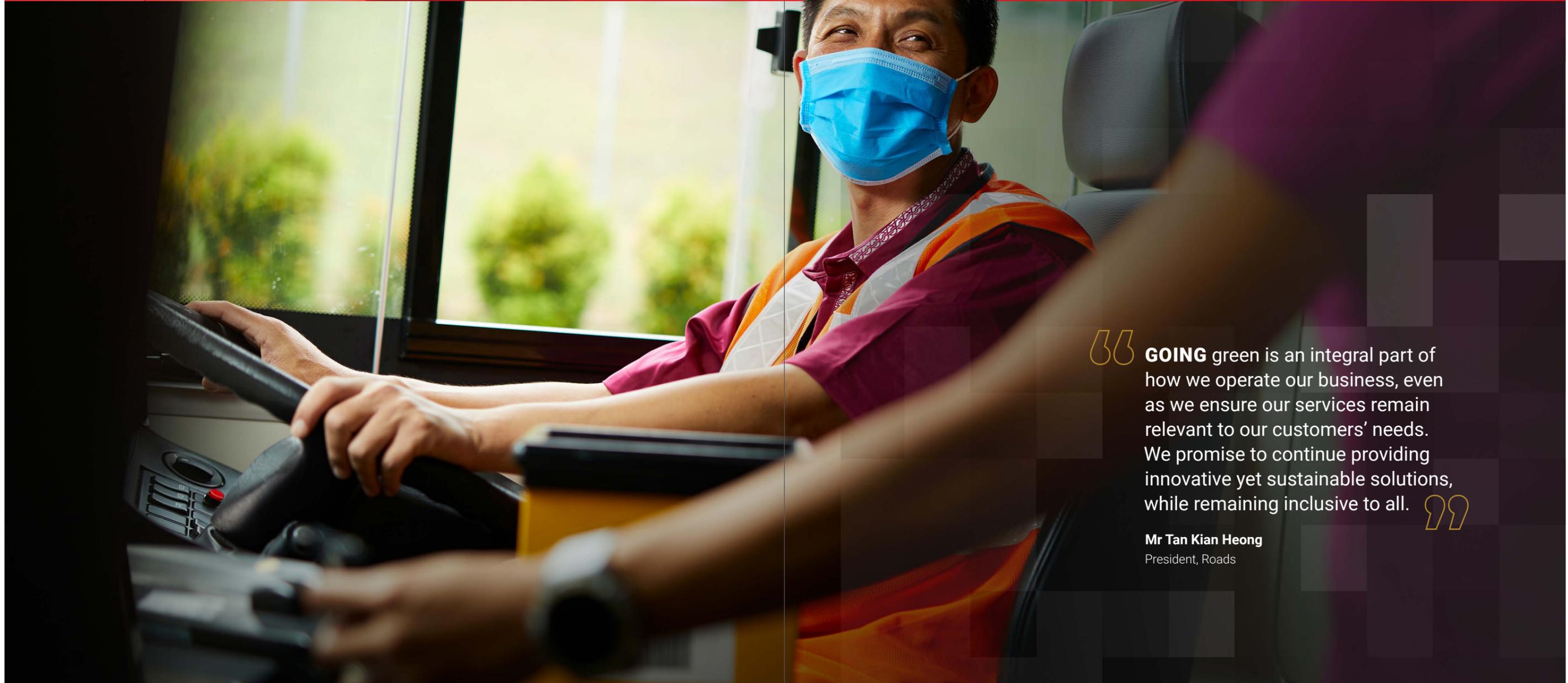
255,778
training places offered

170,656
digital training places offered



Trains Locomotive staff work together through virtual reality technology developed by SMRTi.

OUR CORE: *Roads*



“**GOING** green is an integral part of how we operate our business, even as we ensure our services remain relevant to our customers’ needs. We promise to continue providing innovative yet sustainable solutions, while remaining inclusive to all.”

Mr Tan Kian Heong
President, Roads

REIMAGINING OUR ROADS

Our Roads business group operates and maintains buses, taxis and a fleet of private vehicles. In line with the Singapore Green Plan 2030, we are also exploring innovative mobility solutions to meet the evolving transportation needs.

OUR VALUE PROPOSITION

- CUSTOMER-CENTRIC**
We prioritise our customers' interests by maintaining high levels of safety, reliability and convenience
- GREEN AND SUSTAINABLE**
We are electrifying our fleet to lower our carbon footprint
- DIGITAL AND CONNECTED**
We use technology to seamlessly match jobs to drivers, and drivers to vehicles
- INCLUSIVITY IS KEY**
We aim to provide better service to our customers by making service delivery more inclusive

BUSES

As one of Singapore's major public bus operators, our commuters are at the heart of our operations. We strive to provide top-rated services to passengers by embracing innovation in our operations, maintenance, and service.

GREENER BUSES AND INTERCHANGES

We are making strides in our sustainability vision and moving to make our commutes greener. As Land Transport Authority (LTA) encourages people to take public transport to reduce traffic congestion as well as pollution, we are doing our part by not only enhancing commuting experiences but also exploring electric buses to reduce carbon footprint.

GREEN FEATURES



We are electrifying our fleet to lower our carbon footprint



Going paperless in our classrooms and bus workshops by using tablets for training and maintenance checklists



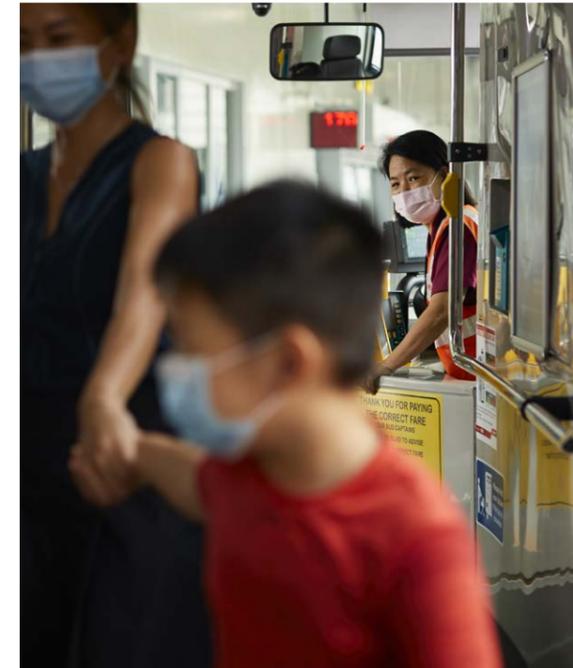
Collaborated with LTA to install solar panels at Choa Chu Kang Bus Interchange to power our electronic information display systems



Implemented a recycling program to recycle grey water through a pumped filter system when cleaning our buses, thereby reducing our water consumption by 80%



Our buses are cleaned with recycled grey water to reduce our water usage.



With rear door systems, our bus captains can look out for commuters to prevent accidents from happening.

A FOCUS ON SAFETY

We have maintained high reliability standards, with our buses travelling an average of more than 1 million passenger-km before experiencing delays. While our buses ply the roads daily, the number of breakdowns experienced have been capped to under 200 instances per month – due mainly to rigorous maintenance.

We conduct regular safety engagement with our bus captains and disseminate safety messages to our workforce regularly. In support of LTA's Passenger Safety Campaign, we share safe travelling tips to commuters on board buses to prevent passenger mishaps.



REAR DOOR SENSORS

- Installed rear door sensors, which can detect young commuters, to mitigate risk of accidental closures of rear doors on passengers



POINT AND CALL

- Implemented point-and-call safety drills, modelled after the Japanese *shisa kanko* safety method, where staff point at important indicators and verbally call out their status, to avoid mistakes
- Aim is to raise the workforce's awareness of their surroundings by associating one's tasks with physical movements and vocalisations
- Marked out dedicated areas in our depots to allow bus captains to practice the safety drill

A CUSTOMER-ORIENTED SERVICE

As of January 2021, all five of our bus interchanges have been appointed Dementia Go-To-Points with spacious hosting rooms and dementia brochures to enhance awareness and clear signages to assist such commuters.

We collaborated with the Movement for the Intellectually Disabled of Singapore and SPD, a local charity that helps people with disabilities, to enhance our awareness of serving commuters with invisible disabilities such as intellectual and developmental needs.

We continued to reach out to schools via our virtual Learning Journey Programme to educate students on social graciousness and safety when travelling on public transport. Over 100 students have been engaged.

INVESTING IN OUR WORKFORCE

As we move to electrify our fleet and digitalise our systems, we ensure that our staff are equipped with the skills to drive the division forward. By investing in the development of our workforce, we are retaining and nurturing talent, including future leaders, who will thrive in a digital-first workplace.



A FUTURE-READY WORKFORCE

- Conducted training programmes in electric and autonomous vehicles
- More than 350 of our staff have been trained in operating and maintaining diesel hybrid and electric buses
- A group of eight staff have been trained in managing Autonomous Vehicles (AV), and participated in a four-month AV deployment trial at Science Park II, under the Emerging Stronger Taskforce, where they gained operational experience as AV safety operators



IN LINE WITH INDUSTRY STANDARDS

- Developed a training curriculum in line with the transport sector's Industry Transformation Map and SkillsFuture Singapore's framework for executives, supervisors and officers across six operational vocations, such as bus captains and technical officers



A CULTURE OF LEARNING

- Embracing the concept of a learning organisation and encouraging staff to develop and improve themselves

TAXIS

With a sizeable fleet of eco-friendly taxis, we work to ensure our new technology and initiatives cater to the changing needs of both our passengers and taxi partners.

At the same time, we acknowledge that the pandemic has impacted their income. To help our taxi partners tide through the challenges, we offered rental rebates, and sought out opportunities for them to deliver food and packages to supplement their takings.

REINVENTING OUR SERVICE DELIVERY

We are committed to making every taxi ride a comfortable one for our passengers.

- 
IN-CAR TABLETS
 Passengers can give feedback on their ride via the devices, which also display safety reminders
- 
CHILD SAFETY
 Since March 2020, all our taxis are equipped with child booster seats to ensure the young ones ride safely and comfortably
- 
SEAMLESS RIDE-HAILING EXPERIENCE
 Book an SMRT taxi through the Grab mobile app, made possible with a partnership with Grab where we integrated our booking service with its ride-hailing platform

STRIDES TRANSPORTATION

As a leading provider of vehicle leasing and chauffeur services, we operate a wide range of luxury vehicles, sedans and private buses. We deliver a quality experience to our corporate customers by leveraging on the latest technology to improve service delivery.

STRIDES BUS

We operate a fleet of 37 Strides buses with various seating capacities to suit the needs of our corporate customers. To ensure top-notch service to our clients, we conduct regular internal mystery audits to assess the service provided by our bus captains.

Our services are comprehensive and inclusive, with the bus captains trained by the Handicapped Wheelchair Association on how they can assist passengers on wheelchairs, powerchairs and scooters.

Safety is paramount. We have inculcated a culture of open reporting and safety accountability, encouraging our bus captains to report safety incidents via a QR code pasted in all our vehicles, or via our hotline.

INCLUSIVE AND SUSTAINABLE GROWTH

Our taxi fleet became fully hybrid last year, but our goal is to go greener. The target is to change our entire taxi fleet to electric vehicles in the next five years. In 2021, we will receive our first batch of 300 electric taxis.



Our London taxis are specially fitted to serve passengers who are wheelchair users.

We also extended the life span of our London taxis so that we can continue to serve passengers with special travel needs, such as those on motorised wheelchairs.

During the COVID-19 pandemic, safety remains a priority. We replaced in-person meetings with fortnightly online discussions, where we discussed and shared reflections on workplace health and safety measures. At these sessions, we also stressed the importance of safe driving practices. We have observed a reduction in the number of accidents reported since the start of these group reflections.

ENHANCING SERVICE QUALITY

- ▶ Regular internal mystery audits
- ▶ Open reporting and safety accountability
- ▶ Training to better assist passengers on wheelchairs
- ▶ Regular sharing sessions on safety

We deployed our first electric Strides bus in November 2020, in line with Singapore's vision to have vehicles run on cleaner energy by 2040. The move was met with positive feedback from our passengers, who appreciated the smoother and quieter rides.

STRIDES LIMO

We provide affordable yet luxurious limousines that appeal to a wide group of customers. Our corporate clients are regularly updated via videos, emails and chat groups on safety procedures to ensure our chauffeur services are safe and comfortable.

While the business of our limousine partners has been affected by the pandemic, we have helped to supplement their income by partnering hotels and tour agencies to provide transport options to Singaporeans who are using their SingapoRediscover vouchers.



Our limousine transport services provide passengers with safety, comfort and luxury.

AUTOMOTIVE SERVICES

As the engineering arm of our Roads business group, we provide clients with solutions such as retrofitting of vehicles, repair, maintenance and refurbishment services, technical training and consultancy as well as other engineering services. As we ready ourselves for the future of transport, we are developing our capabilities to meet the technical needs of tomorrow's vehicles.

OUR TRAINING EFFORTS

- ▶ Enhanced workplace learning with videos and on-the-job training
- ▶ Developed online training programme on safety tips
- ▶ Provided training for staff on the maintenance of electric and hybrid vehicles
- ▶ 40% of maintenance staff have completed training in maintenance of electric and hybrid vehicles

EVOLVING AND GROWING

With our expertise in the maintenance and servicing of transportation solutions, we are keen to share our knowledge with foreign partners. From August 2021, our commercial business arm will be rebranded to Strides Mobility. This will allow us to position Roads business group as the leading mobility service provider, pioneering sustainable solutions and services here and abroad.

As we aim to scale new heights for Roads business group, safety will continue to be a top priority. We are dedicated to improving our safety culture through education, engagement, and enforcement activities for all staff.

We will also embark on digitalisation to streamline our operations. We are in the process of digitalising our manual workshop processes, to create a digital

Safety is crucial. In FY2021, we achieved a significant milestone of having zero workplace accidents. For our efforts, we received a Certification of Commendation at the Workplace Safety and Health Awards 2020 in the Supervisor category. We will continue improving the system as well as safety mindset and culture for every staff through education, engagement, and enforcement activities.

We are also a key provider of electric vehicle maintenance. In July 2020, we began offering maintenance services for electric buggies and trams in Sentosa. We now maintain around 100 electric vehicles across Singapore.

Our services extend to Singapore's fight against COVID-19. We modified 10 Sprinter minibuses for the Ministry of Defence, enabling the vehicles to transport large quantities of masks. We also retrofitted ambulances for the National Centre for Infectious Diseases. Since then, we have secured contracts from the Ministry of Home Affairs to retrofit prison vehicles, mini-buses and vans.

system to manage all our records and processes. We will also set up an information and feedback system, to allow customers to obtain and give the necessary information and feedback via a digital platform.

On the electric vehicles front, we will continue to support the Singapore Green Plan 2030 by providing electric vehicles to our customers, thereby reducing carbon emission. As the appointed agent for Higer electric vans, we are able to provide a full suite of automotive solutions for electric vehicles, including sales, repair, maintenance, retrofitting and modification, to our corporate customers.

OUR CORE: *Experience*



IN the face of challenges posed by an unprecedented year of COVID-19, we have strengthened our resolve to emerge stronger as an organisation, to better serve our communities and stakeholders. Through continuous innovation, we will continue to pursue non-fare opportunities in our properties and media & digital businesses.

Mr Tony Heng Yew Teck
Executive Vice President, Experience

EXPERIENCING A GREAT COMMUTE

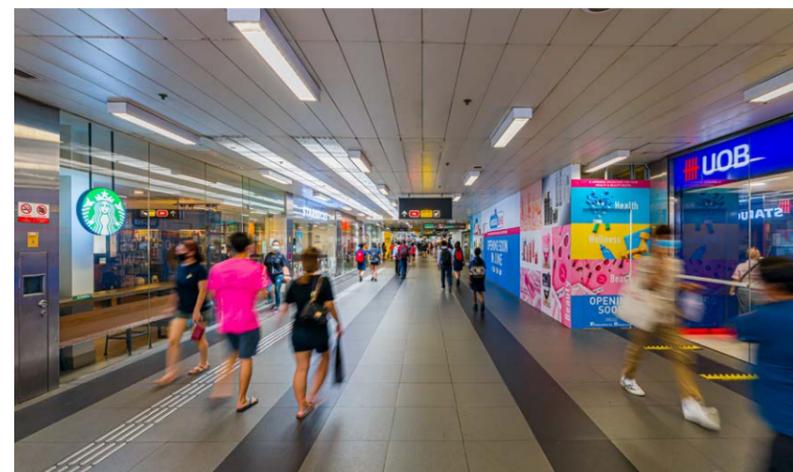
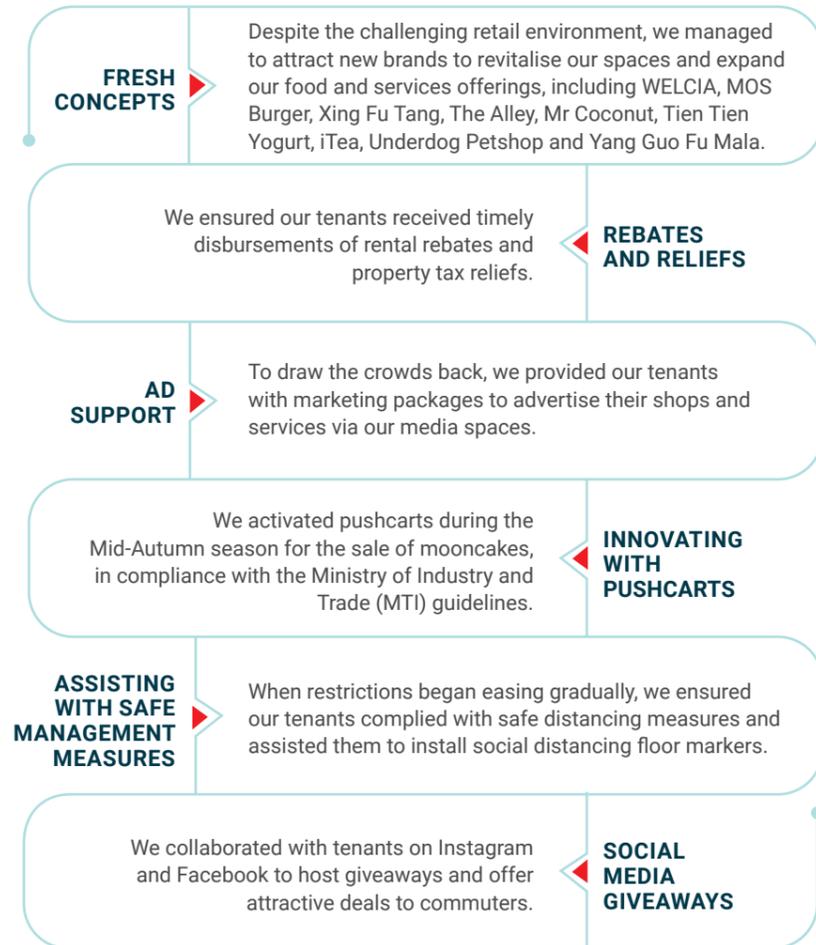
SMRT Experience enhances our commuters' journey with vibrant lifestyle experiences in Singapore's most connected media & retail network, and with

conveniences on the go at our MRT stations and bus interchanges islandwide.

PROPERTIES: GROWING WITH OUR TENANTS

We manage more than 800 retail spaces across our rail networks, creating exciting shopping spaces and amazing experiences for our commuters and communities. We believe that good retail offerings form an integral part of a world-class public transport transit experience. COVID-19 has created challenges for the retail industry. To uplift our tenants, we gave sustained support to tide them through the pandemic.

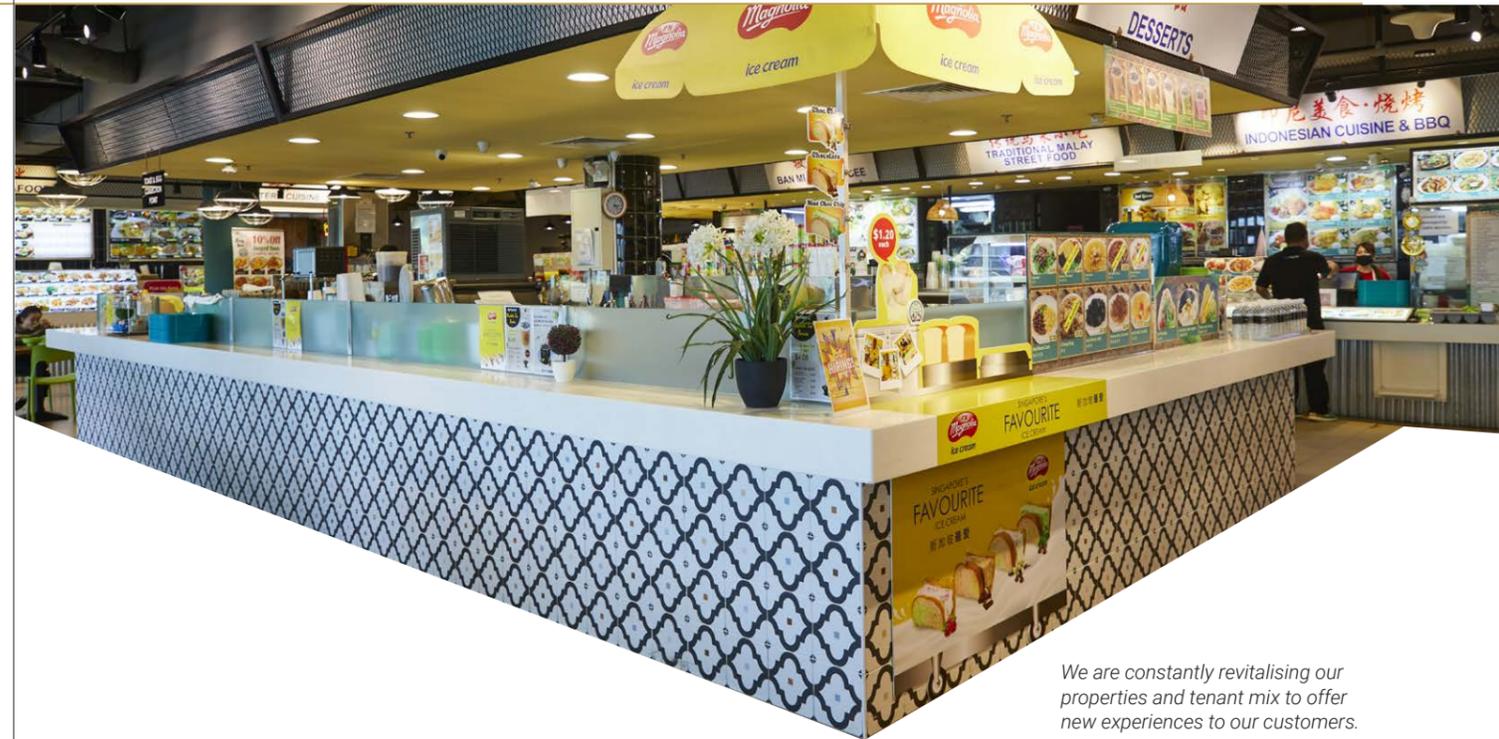
SMRT Alpha, the retail operator of key commercial areas in the Singapore Sports Hub precinct, worked with its Head Lessor, SportsHub Pte Ltd, to provide rental rebates and marketing support for our tenants during this challenging COVID-19 period. To attract shoppers and draw in mall traffic, Kallang Wave Mall embarked on marketing campaigns and promotions during festive seasons such as Christmas and National Day.



We bring exciting retail offerings to our commuters and communities across our rail networks.

The following approximate statistics cover all retail space at Kallang Wave Mall, selected bus interchanges, and the stations across North-South and East-West Lines, Circle Line and Thomson-East Coast Line:

- 78,000 sqm space
- 1,000 retail units
- 150 event spaces
- 450 machine points



We are constantly revitalising our properties and tenant mix to offer new experiences to our customers.

ENHANCING THE RETAIL EXPERIENCE

Going beyond retail spaces, we offer commuters a unique shopping experience through the Citi SMRT Card that offers savings each time users shop and spend.

Rated one of 2021's best cash-back without minimum spend credit card by MoneySmart.sg, the Citi SMRT

Card differentiates itself from other credit cards in the market with a wide range of merchants, for Singaporeans looking to generate maximum savings per card spend. Best of all, one can earn cash rewards each time the EZ-Reload function is used.

MEDIA: ASSET ACQUISITION & ENHANCING DIGITAL CAPABILITIES

SMRT Media is Singapore's largest and most extensive out-of-home media network. Our capabilities range from out-of-home advertising to digital marketing with operations spanning across Singapore.

The COVID-19 pandemic was a test of our resilience. It impacted our media, as more people stayed home. We made full use of the downtime to refurbish our infrastructure by digitalising our media assets at Orchard Media Hub and Raffles Place.

We partnered an advertising technology firm to establish a data-driven platform that offers sharper consumer data analytics and custom reports to clients. With the new platform, advertisers can communicate their key messages seamlessly between our offline assets such as digital billboards, and online assets such as banner ads. This successfully enhanced campaign performances for clients such as McDonald's, Moomoo by FutuSG, Livinguard and Samsung.

We also continued to grow our media assets with the aim of building more touchpoints with consumers. In 2020, we were named the marketing agent for media spaces in Somerset 313 and JEM – two malls under Lendlease – for the next five years. This is a significant win that positions us as the media owner of choice for lifestyle and shopping consumer audience.



With our out-of-home advertising assets, advertisers can reach out to their target audience via multiple touchpoints.

WINK WINK!



Our WINK+ from Home Campaign interacts with users through in-app content.

Our cheery pink loyalty mobile app WINK+ works by allowing commuters to earn points when they travel with SMRT or when they scan QR codes found on SMRT's ad spaces.

When Singapore entered a circuit breaker period in April 2020, things were looking more grey than pink for WINK+. We quickly brightened the outlook with a new campaign.

To continue engaging users and increase customer retention, we launched the WINK+ from Home campaign. Users could continue collecting points by interacting with the in-app content or

by leaving comments on WINK+'s Facebook page. Within the first month of the campaign, WINK+ saw a marked 35 per cent increase in new users and consumer engagement. Our efforts won us the Bronze Award for the Most Innovative Use of Mobile Technology at the Marketing Magazine Mobex Awards 2020.

We subsequently launched WINK+ Gates as a new feature to drive our gamification strategy. Users can now earn points island-wide beyond the SMRT network. With more than 180,000 subscribers, we generated a 40 per cent clickthrough rate for our advertisers' banner ads.

WINK+ FROM HOME CAMPAIGN



Increase of new users and consumer engagement by **35%**

WINK+ GATES



40% clickthrough rate for advertiser's banner ads



WE GIVE BACK

As part of our Communities in SMRT (CIS) initiative, SMRT Experience avidly supports community-centric operators and social enterprises.

In collaboration with Singapore's Fashion Runway's "Fashion for a Social Cause" movement aimed at empowering people with special needs and disadvantaged groups, creative workshops were held at the Marina South Pier MRT Station. At these workshops, we sell handmade crafts by the beneficiaries to showcase their artistic talents, help them build their confidence and better integrate with mainstream society.

We have similarly supported Singapore Red Cross (SRC) at Dhoby Xchange for their first pop-

up shop. Leveraging on the convenience of the SMRT public transport network, the SRC outlet allowed commuters to easily drop off donations – including electronics, fashion accessories, footwear and toys – and contribute to a worthy cause while shopping.

Our deep appreciation for the arts also paved the way for SMRT Media's year-long partnership with the Asian Civilisations Museum (ACM). We helped ACM effectively reach out to wider audiences on their permanent galleries and special exhibitions through a variety of creative outdoor media platforms. Our efforts garnered us the Patron of Heritage Award (Partner Tier) from the National Heritage Board.

EVOLVE AND GROW

As the needs of our consumers evolve, we will continue to innovate as we embark on new projects and placemaking initiatives to create transit destination spaces and lifestyle services, both online and offline through strong partnership and stakeholders engagement to enhance the travelling experience for our commuters.

Our new Stellar Lifestyle brand is being introduced in August 2021. Borne out of a desire to create vibrant transit destinations and improve our everyday touchpoints, Stellar Lifestyle will tap SMRT's experience in property management to create an

ecosystem to meet the needs of commuters and customers as they travel from home to work. This includes the co-branded Citi SMRT Card, ramping up our food and beverage offerings, enhancing our transport services and revitalising our shops.

In line with our vision of Moving People, Enhancing Lives, our focus remains on providing commuters with top-tier services as we transform our spaces and media & digital offerings.

We provided sustained support to our tenants to attract shoppers and draw in-mall traffic during this challenging COVID-19 period.



OUR CORE: *International*

WE aspire to be the world's leading mobility and transit solutions & services provider. Backed by our strong engineering capabilities, and innovative mobility and transit solutions, I am confident we can be the trusted partner for the operations and management of transport systems for the region and beyond. Through these international engagements, SMRT is better positioned to bring the best of the world's know-how to enhance rail and bus operations in Singapore.

Mr Lee Ling Wee

Deputy Group Chief Executive Officer and President,
SMRT International

Artist impression of Johor Bahru-Singapore Rapid Transit System (RTS) Link Station in Bukit Chagar, Johor Bahru, Malaysia (Photo: MRT Corp)

SHARING EXPERTISE WITH GLOBAL PARTNERS

SMRT International was formed to spearhead the internationalisation initiatives of SMRT Corporation. We see value in sharing SMRT's expertise in transportation operations and maintenance with other

transport operators and maintenance agencies in the region. We believe such cross-learning will greatly benefit Singapore's rail and bus operations.

CONNECTING SINGAPORE TO MALAYSIA

On 28 July 2020, a joint venture was formed between SMRT and Prasarana Malaysia Berhad for the Singapore-Johor Bahru Rapid Transit System (RTS) Link. The joint venture, called RTS Operations Pte Ltd (RTSO), will design, build, and finance the Johor Bahru-Singapore Rapid Transit System (RTS) Link operating assets, including trains, tracks and systems. The company will also operate and maintain the rail line between Bukit Chagar station in Johor Bahru, Malaysia, and Woodlands North station in Singapore. The project will play a vital role

in connecting Woodlands North Station in Singapore and Bukit Chagar Station in Johor Bahru, Malaysia.

SMRT is committed to offering our operations, maintenance and service experience to RTSO to ensure that the RTS is safe, reliable and efficient for all commuters.

The RTS project has seen commendable progress in the implementation of the cross-border line. Following the commemoration ceremony on 30 July 2020, three main developments took place:

9 NOVEMBER 2020

A systems consultancy contract was awarded to CH2M Services Sdn Bhd, an engineering firm that would deliver consultancy services for all systems for the RTS line. These include areas like design, manufacturing, delivery, testing and commissioning.

25 DECEMBER 2020

RTSO issued Request for Proposals to the four core proponents in the construction of the RTS.

22 JANUARY 2021

The official roll-out of the construction of the RTS Link Woodlands North Station took place, cementing the start of improved connectivity between the two countries.



SMRT and Prasarana at the signing of the joint venture agreement for the Johor Bahru-Singapore RTS Link.

KNOWLEDGE-SHARING IN MAURITIUS

Since 2012, at the request of the Government of Mauritius, SMRT has provided consultancy services for the Mauritius Metro Express, regularly advising them on the preparation and launch of revenue services.

In January 2020, we completed the first phase of our consultancy services with the successful opening of the Mauritius Metro Express Phase 1. We continued to assist the Government of Mauritius in operations improvement, knowledge transfer and staff training.

This project has been invaluable in promoting better professional exchanges, and we look forward to future collaborations.



SMRT provided the Government of Mauritius with expert advice on the launch of its metro service, the Mauritius Metro Express.

STRENGTHENING INTERNATIONAL RELATIONS IN TRANSPORT & MOBILITY

SMRT continues to contribute to the global railway industry by actively participating in discussions regarding international railway relations.



Virtual exhibition at UITP (Union Internationale des Transports Publics) Asia Pacific Conference 2020.

VIRTUAL UITP ASIA PACIFIC CONFERENCE (OCTOBER 2020)

We shared with transport leaders our experiences in driving digital transformation and creating innovative solutions to enhance operational oversight on reliability and safety.

LTA-UITP SITCE WEBINAR (NOVEMBER 2020)

We shared our experience in collaborating with other stakeholders in instilling public confidence and building resilience during the COVID-19 pandemic with key railway and system leaders from Belgium, France, India, Indonesia, Japan and the Middle East.

IN 2021

We look forward to more opportunities for cross-border engagements to strengthen our knowledge on public transport operations, maintenance and service.



OUR CULTURE OF *Continuous Improvement*

EVERY small change counts in improving work processes for greater efficiency and financial prudence – the purpose is to cut down wastages and to do more with less. Our journey started in February 2018 when SMRT embarked on an internal project to give our staff a greater sense of ownership by adopting the renowned Japanese business philosophy – Kaizen. Kaizen aims to generate better ideas and improve productivity continuously by involving all employees in the process. While we initially adopted Kaizen with the objective to “Be Better than Yesterday”, we have fine-tuned our motto to be “Good Today, Better Tomorrow”, believing that improvements can be achieved only by cultivating an efficient work environment.

GOOD TODAY, Better Tomorrow

NURTURING A KAIZEN MINDSET

Change does not happen overnight, but over time. Our staff has gradually imbibed the Kaizen mindset and are constantly looking at ways to improve the workplace.

Among the notable projects in FY2021 include the UPS & EPS Battery Renewal Schedule from the Engineering business group and the Total Tyre Management Programme from the Roads business group. In recognition of their exceptional efforts, both projects walked away with the Kaizen Platinum award at the SMRT Awards Ceremony 2020.

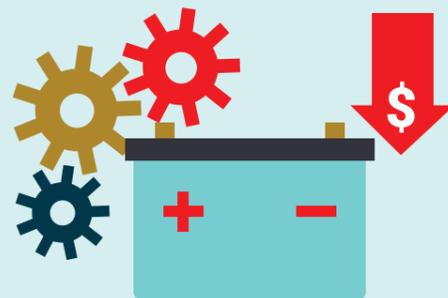


This team (centre) bagged the Kaizen Platinum award with a tyre management initiative that is projected to save SMRT more than \$1 million per year.

POWER UP: UPS & EPS BATTERY RENEWAL SCHEDULE

The joint team from Procurement and the Power division worked together to analyse and address the issue of unsustainable battery replacement patterns.

By proposing to aggregate the demand on an annual rather than ad-hoc basis, they were able to leverage on economies of scale to reduce extra processing waste and manage the price volatility, with savings in excess of \$1 million for the project.



TIRELESS CHANGE: TOTAL TYRE MANAGEMENT PROGRAMME



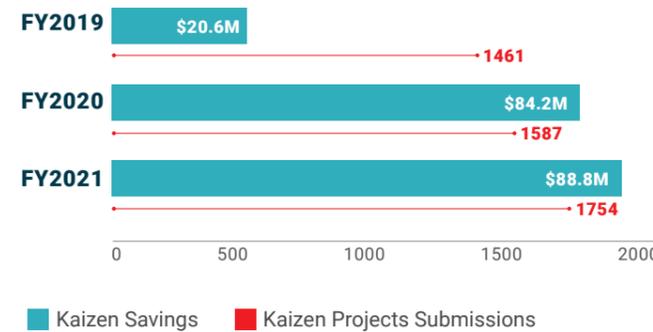
SMRT Roads evaluated the inefficiency of paying our vendor a fixed monthly rate per bus for tyre replacement. As tyres on different bus models exhibit different rates of wear and tear, the team proposed a cost-by-utilisation model as a solution.

Working with Procurement, the team incorporated their proposed cost model into the new tender specifications, projected to save SMRT Roads more than \$1 million annually.

SAVINGS FROM WORKPLACE IMPROVEMENTS

The Kaizen approach has led to impressive results and cost savings, while enhancing operational safety and efficiency. Our savings from Kaizen projects has quadrupled from \$20.6 million in FY2019 to \$88.8 million in FY2021.

To encourage our staff to continually improve their workplace, we launched the Kaizen Individual Suggestion Scheme (KISS) in 2021. Under this scheme, employees can raise their suggestions for Kaizen projects. Since its launch in February 2021 to the end of March 2021, we have received 990 KISS submissions.



This project team received the Kaizen Gold award for their initiative to tighten recovery procedures when train faults occur.

PROJECT QUEEN BEE: LEADING THE KAIZEN MOVEMENT

Our success with Kaizen inspired us to spread its philosophy and take the lead as the "Queen Bee" in the local land transport industry.

In January 2020, SMRT signed a Memorandum of Understanding with Singapore SkillsFuture (SSG) and the Singapore Institute of Technology (SIT). Under this partnership, SSG provided the grant to renovate three learning centres within the Bishan, Mandai and Kim Chuan depots.

SIT and SMRT will train small and medium-sized enterprises supporting the transport industry in these centres to adopt Kaizen in their businesses and generate sustainable solutions for long-term productivity gains. The programme started in January 2021 after months of rigorous discussion and preparation.

Over the next three years, we aim to train up to 300 participants from 100 SMEs.

We are refining our methodology to encompass experiential training, allowing participants to have hands-on experience with train components. Our new and improved training is set to launch in the second quarter of FY2022.



OUR *Sustainability Journey*

AS a leading public transport operator in Singapore, our activities have a profound impact on society and the environment. We are committed to reducing the environmental impact of our services and activities, as we strive to deliver a top-notch public transport system. We are now building our multi-year sustainability roadmap, which will include robust social and governance practices in addition to environmental conservation initiatives. In the coming year, we are dedicated to enhancing our sustainability capability, and encouraging staff engagements in this endeavour.



BUILDING A Sustainable Business

The story of SMRT's growth is closely tied to the development of Singapore and the evolution of its public transport landscape. Since 1987, we have been pivotal in shaping how people live, work and play by providing safe, reliable, and customer-centred connectivity through our public transport services.

As corporate citizens, we know well that our businesses and actions have an impact on all our stakeholders. These include not just our employees and customers, but also the larger public. Our actions today will impact the future generations to come.

This is why sustainability is intrinsic to SMRT. We are committed to embedding sustainability into our business at both the strategic and operational levels.

Our Sustainability Strategy is based on three pillars.

SMRT SUSTAINABILITY STRATEGY

- GREEN BUSINESSES & OPERATIONS**
Focus on building operations resilience and resource efficiency to guard against climate change risks
- SUSTAINABLE COMMUNITIES**
Focus on enhancing workplace wellness, workforce development and building sustainable communities
- RESPONSIBLE PRACTICES**
Focus on generating shareholder value through ethical and transparent business practices

Our aim is to create value over the long term for our stakeholders, by keeping a keen eye on environmental sustainability, community engagement and development, and ensuring ethical and responsible business practices through stringent corporate governance.

For instance, we have been incorporating energy saving features in our train systems together with the Land Transport Authority (LTA) to reduce our energy consumption and carbon footprint.

As we seek to deepen our sustainability efforts, nurturing a green company culture is key. We are actively engaging our employees to guide them on our green initiatives and goals, to encourage ownership and participation. At the same time, we are dedicated to cultivating a diverse and inclusive workforce, which will enrich our internal collaborations and discussions about sustainability.

Being a sustainable organisation goes beyond focusing on environmental protection. It is also about ensuring sustainable growth for the future so that we can continue to provide quality jobs for our workforce and deliver top-notch services for our customers.

Our Board of Directors and Senior Management are also committed to upholding high standards of corporate governance. We have put in place systems, processes and structure to ensure our businesses and affairs are conducted in a transparent, accountable, and sustainable manner.

As we move the organisation forward, we will continue to weave sustainability into our business decisions until it becomes part of our DNA across the organisation.

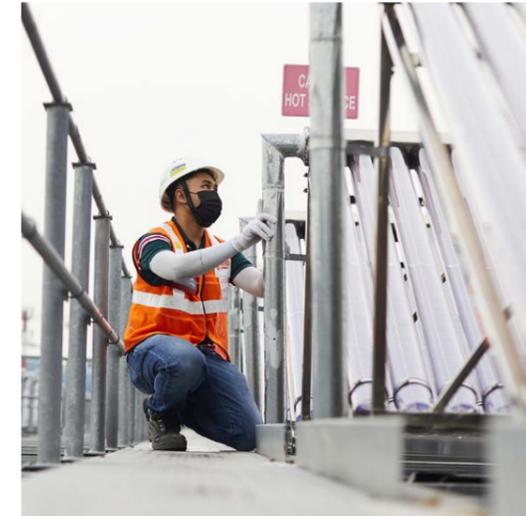
We have significantly reduced our carbon footprint by harnessing solar energy at our depots.



AN EYE ON THE ENVIRONMENT

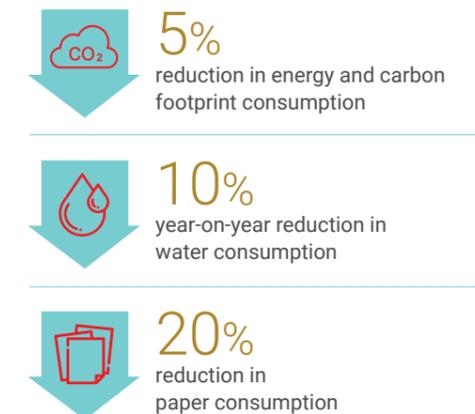
At SMRT, we champion environmental stewardship anchored on our core values.

| | |
|------------------------|---|
| OUR CORE VALUES | RESPECT |
| | Respect for the environment is essential to ensure the sustained growth of our businesses |
| | INTEGRITY |
| | Integrity in our actions to fulfil compliance of our environmental sustainability obligations |
| | SERVICE |
| | Commitment to deliver best-in-class service with eco-friendly policies and practices |
| | EXCELLENCE |
| | Excellence in our environmental conservation efforts by seeking to constantly innovate to achieve continual improvement in our sustainability practices |



Staff maintaining solar films at Mandai Depot.

OUR GOALS



THE ABC OF SUSTAINABILITY, FOR YOU AND I

We are committed to environmentally sustainable developments in energy reduction, water conservation, waste management and green advocacy, guided by our **ABC&I framework**.

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

SETTING OUR SUSTAINABILITY TARGETS

Our green initiatives are aimed at reducing energy and water consumption and improving waste management. To track the effectiveness of our efforts, our in-house energy managers track our energy consumption and Scopes 1¹ and 2² Greenhouse Gases (GHG) emission levels based on the GHG Protocol Corporate Standard³. These metrics are then reported to the relevant authorities and our stakeholders.

The data helps us formulate our action plan to further reduce our carbon footprint. In the coming years, we will continue to track our greenhouse gas emissions and extend the study to include Scope 3⁴ emissions.

¹ Scope 1: Direct GHG emissions occur from sources that are owned or controlled by the reporting organisation.

² Scope 2: Indirect GHG emissions from the generation of purchased electricity consumed by the reporting organisation.

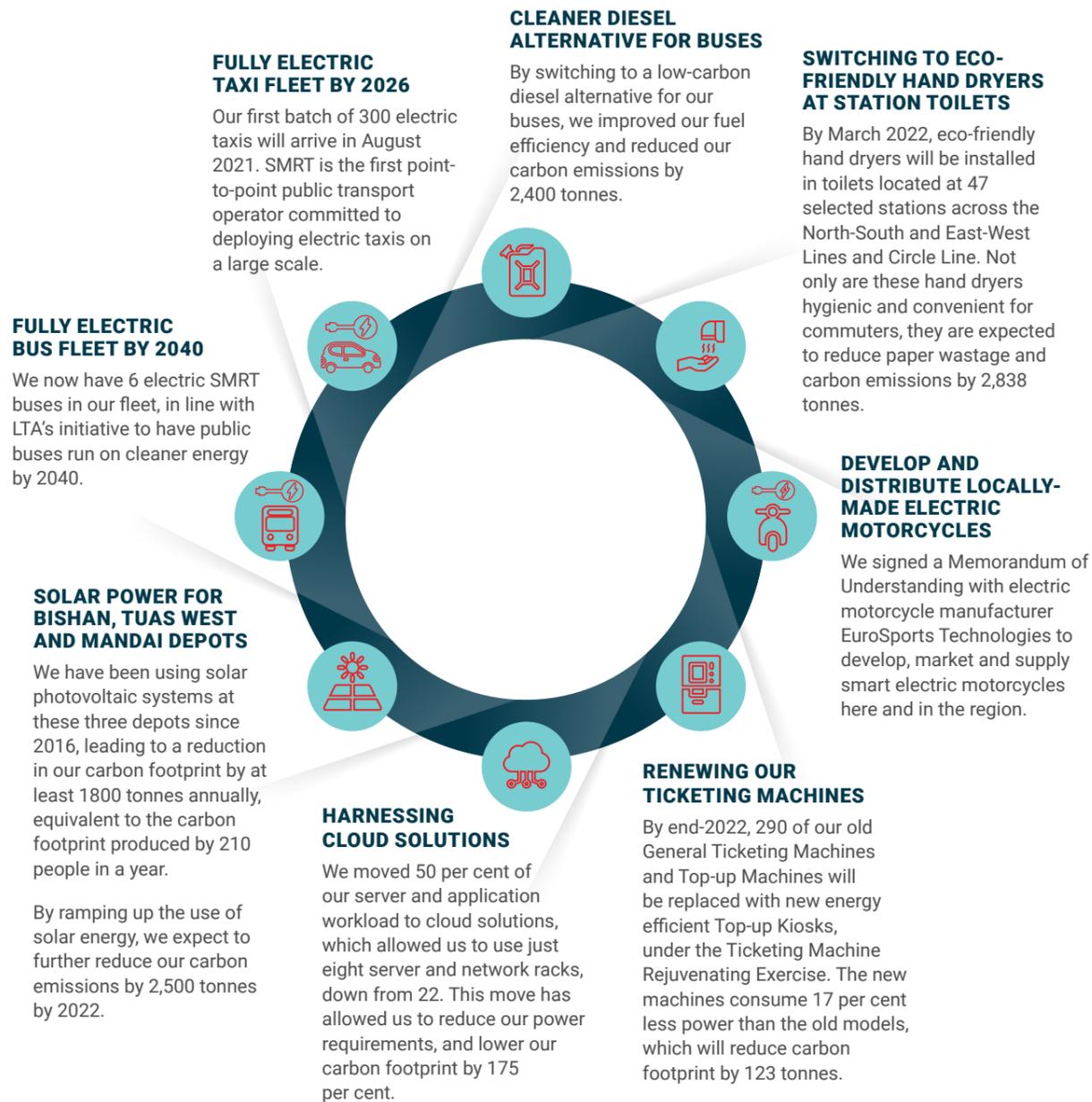
³ The GHG Protocol Corporate Standard classifies an organisation's GHG emissions into three scopes. Scope 1 is direct emissions, while scope 2 and 3 are indirect emissions.

⁴ Scope 3: All other indirect GHG emissions that are a consequence of the activities of the reporting organisation, but occur from sources not owned or controlled by the organisation.

ENERGY CONSERVATION

Singapore has set a goal of halving its 2030 peak greenhouse gas emissions by 2050, and work towards achieving net zero emissions in the second half of the century. In line with the national effort to combat climate change, SMRT has been looking at ways to reduce the build-up of carbon dioxide as

well as other greenhouse gases in its systems and processes. For instance, our move to electrify our bus and taxi fleets, and switch to machines that are more energy efficient, will significantly lower our energy use.



WATER CONSERVATION

Water conservation is a crucial part of our environmental sustainability journey. In all of our water projects, we are guided by the 3'Rs' of reducing, reusing and recycling. Our target is to achieve a year-on-year reduction of 10 per cent in our water

consumption, as we innovate and incorporate water saving initiatives in our operations by partnering national water agency PUB as well as various social enterprises.



DUAL-CYCLE RECYCLING FOR TRAINS

At five of our train depots on the North-South and East-West Lines and Thomson-East Coast Line, our train wash plants feature dual-cycle recycling. Water from the second rinse of a train is collected and filtered for pre-washing of the next train. This effort saves us about 670,000 litres of fresh water per month.



We operate and maintain the water recycling systems to reduce water usage during train washes.



RECYCLING GREY WATER FOR BUSES

We recycle grey water through a pumped filter system and reuse them to clean our buses. This has enabled us to reduce our water consumption by 80 per cent.



SMART WATER METERS

As part of Singapore's effort to digitalise its water system, we are working with national water agency PUB to replace the older conventional water meters at our stations and depots with new smart water meters from early 2022. With these new meters, we can monitor water usage and any leaks in real time, and roll out targeted water saving efforts with the data. By detecting leaks early, we expect to reduce our water consumption by 5 per cent.

WASTE MANAGEMENT

In line with Singapore's aim of becoming a Zero Waste Nation, we take pains to ensure waste materials are properly collected, transported, processed, recycled and disposed of. We have launched several initiatives to cut down on waste produced by our operations.



USING LESS PAPER

In 2020, we used 21.3 per cent less paper than the year before. This translates to 1.6 million copies of paper saved, and a reduction in carbon footprint by 64 tonnes.



MANAGING METAL AND E-WASTE

We partnered recycling facilities to ensure that the 1,600 tonnes of scrapped metal collected from our organisation were salvaged for recycling. We also ensured that our electronic waste was properly disposed of to enable downstream recycling, where some parts could be reused or resold.

NURTURING A GREEN CULTURE

As we pursue our sustainability goals, we want to encourage our employees and stakeholders to journey with us too. Our aim is to create a common green culture in the workplace and the larger community.

we can all do our part to protect the environment. We will be holding contests, pledges, lunchtime talks and events such as eco-friendly workshops and fairs to further our efforts in green advocacy.

We connect with our staff via Workplace from Facebook and a newly-launched quarterly online newsletter titled Quarterly Green Updates, to raise awareness of sustainability issues, share SMRT's efforts and progress in energy, water, and waste management, as well as tips on going green at the individual level.

Externally, we spread the green message to stakeholders, partners, and the wider public by leveraging on our media, digital and network assets. We also aim to expand our efforts as an environmental steward, seeking collaborations with notable campaigns such as Earth Day, World Environment Day, and Singapore International Water Week. As part of our efforts to reduce our impact on the environment, we also work with Singapore Environment Council to improve our green practices and targets.

Internally, we give our employees ample opportunities to share their ideas for sustainability projects and showcase their achievements to drive the point that

TAKING CARE OF OUR PEOPLE

Building a sustainable world is also about doing our part to uplift people.

Sustainability goes hand-in-hand with the wellbeing of people. A 2019 report by the Singapore Business Federation had urged companies here to adopt sustainable employment practices to create a more equitable workforce, which in turn will create a supportive environment that enables businesses to thrive. At SMRT, we advocate sustainable employment practices by caring for our mature workers, and supporting the mental health of our workforce.

DEVELOPING CAPABILITIES

Talent development is vital to the growth and success of SMRT. As we focus on the future, we want to nurture a workforce that is adaptable, competent and flexible. This is achieved by providing employees with opportunities to upskill and develop their capabilities through work-study programmes.

At the same time, we partner with institutes of higher learning and LTA to run programmes and scholarships for engineering students, to develop a steady stream of talent.



RAISING RETIREMENT, RE-EMPLOYMENT AGES

Retirement age from **62 to 63** Re-employment age from **67 to 68**
 up to up to

SUSTAINING THROUGH THE PANDEMIC

When the pandemic started, our key concern was to ensure the safety of our employees, partners and customers. We put in place measures to ensure their health and wellbeing were taken care of, even as we continued operating essential public transport services.

KEEPING SAFE IN THE PANDEMIC

- ▶ Continued to encourage good commuting behaviour i.e. mask-wearing, observing good personal hygiene among commuters
- ▶ Compliance to Safe Management Measures
- ▶ Adopted technology and automation in our fight against COVID-19, such as our daily temperature declarations for staff via WorkChat
- ▶ Stepped up testing of our frontline employees
- ▶ Organised vaccination drive for our frontline staff to protect them and commuters
- ▶ Provided our taxi partners with face masks
- ▶ Organised workshops to educate our taxi partners on safety precautions when interacting with passengers



INITIATING CONVERSATIONS ON MENTAL HEALTH

Joined City Mental Health Alliance in 2020 to develop mental health and wellness initiatives for employees

AN INCLUSIVE PUBLIC TRANSPORT SYSTEM

We strive to build a public transport system that is inclusive and responsive to the needs of all our commuters. We believe listening and responding to our stakeholders is the way forward to building a resilient and socially sustainable organisation.

This is why we will be launching the Go-To SMRT initiative in April 2021. We want to encourage the public to look to our MRT stations and bus interchanges as a one-stop care hub that can assist them with wayfinding requests, first aid needs, and to locate missing children and seniors.

The Agency for Integrated Care (AIC) has also certified 17 MRT stations and five bus interchanges as Dementia Go-To Points – safe return points that members of the public can direct people with suspected dementia to, where they will receive help from our staff. SMRT is also working with partner organisations such as AIC, Singapore Association of the Visually Handicapped, the Alzheimer’s Disease Association, Guide Dog Singapore and the Handicaps Welfare Association to provide more inclusive, commuter-centric services to these with special needs.

We are also refreshing our first aid and WeCare rooms to better support commuters. WeCare rooms are equipped with baby-changing stations for parents. They are also safe, quiet spaces where commuters in distress can retreat to, to calm down.

A first-in-Singapore trial of the NaviLens app was also launched to help visually handicapped commuters navigate the new Woodlands Integrated Transport Hub (WITH) with greater ease. The app provides audio assistance when the mobile phone camera is pointed in the general direction of coloured tags, placed strategically at locations around WITH.



Our bus captains are trained to help commuters in wheelchairs board and alight buses.

ACCELERATING TOWARDS SUSTAINABILITY

In the coming years, we will be focusing on incorporating more sustainability elements in our infrastructure plans and rejuvenation programmes, to further lower our carbon footprint. We seek to align ourselves with the Singapore Green Plan 2030 in the areas of Green Commute, Green Energy, Green Infrastructure/Vehicle, and Green Environment.

One sustainability project we are working on is the replacement of MRT station lightings to energy-efficient LED lights. This move is expected to lower our energy consumption at the stations by 50 per cent. We will also be upgrading our chillers at these stations, potentially saving up to 25 per cent of water.

To support our mandate to environmental sustainability, our SMRT Group Sustainability Bond Framework, set up from our existing S\$1.3 billion Multicurrency Medium-Term-Note Programme, allows us to support new and existing projects and businesses that reap environmental, social, and governance (ESG) benefits in line with the Green Bond Principles 2018, Social Bond Principles 2020 and Sustainability Bonds Guidelines 2018.

We are dedicated to building a future-ready organisation by accounting for sustainability related risks and opportunities with robust ESG practices. Our multi-year sustainability roadmap is being developed. We will develop our internal capability and roll out a series of recommended sustainability strategies benchmarked against international standards.

Our employees celebrating Public Transport Workers' Appreciation Day.



OUR *Duty*



EVERYONE has the right to work in a safe working environment. We are relentless in ensuring a safe and healthy workplace for all, so that every employee returns home to their families and loved ones safely after discharging their duties. As we continuously improve our safety practices and uphold a strong safety culture across our employees and contractors, safety and security are core values that we continue to embrace at every working level.

We owe our staff and partners a work environment free from hazards. We also owe our commuters a transport system that is safe and reliable. There is no room for complacency when it comes to safety and security.

SAFETY AND *Security*

A SAFETY-FIRST MINDSET

The safety of our employees and customers is our utmost priority as we strive for zero accidents and security breaches. We actively promote and

foster a strong culture of safety across all levels of the organisation, to create a pleasant and secure environment for our staff and commuters.

BUILDING A STRONG SAFETY CULTURE

At SMRT, everyone plays a part in building a positive safety culture. Our senior leaders formulate safety plans and lead by example. Our managers supervise the day-to-day activities to ensure employees follow through with the safety programmes. Our employees perform their tasks safely and responsibly and are accountable for their actions. By empowering everyone as a safety leader, we encourage a culture of personal ownership and accountability that helps make our spaces and systems safer.

DEPLOYMENT OF DIVISIONAL SAFETY OFFICERS

In FY2021, we enhanced our safety and security operations by deploying more Divisional Safety Officers to our various business units. They oversee processes on the ground and ensure our operations comply with safety standards. Assisted by Safety and Security Associates, the Divisional Safety Officers manage and address safety and security issues unique to their business units to improve SMRT's safety culture.

SAFETY PROTECTED TIME

We also introduced Protected Time for Safety for employees. Under this initiative, we set aside time for staff across all levels to participate in safety conversations and sharing sessions with our leadership team. For instance, our Power Centre of Excellence held mock drills via table-top exercises,

and conducted cross-learning discussions with stakeholders including Meiden, ABB, Siemens Mobility, SBS Transit and the Land Transport Authority (LTA). We also engage our contractors, whom we value as partners and view as a crucial part of our workforce, in our safety efforts.

OPEN REPORTING

We believe that all accidents are preventable. Hence, we empower all staff to speak up and intervene when faced with a potentially unsafe situation. As part of the organisation's effort to build and sustain a reporting culture to prevent accidents from occurring, our staff are encouraged to report any deviation or non-compliance of procedures and work instructions.

In FY2021, we received 710 open reports, up from 249 reports recorded in the previous financial year. We view this as an encouraging trend and will continue to urge all staff to continue to step forward. After all, "no man is an island" when it comes to safety and security.

INSTILLING SAFETY AWARENESS

The ongoing Project Magnify aims to instil safety and security awareness by reminding all staff to always put safety first at both Train and Roads premises. This is done through the installation of large safety and security collaterals at workplaces.

As part of Project Magnify, wall-sized posters were put up to raise safety awareness among employees.



SAFER SPACES AND SYSTEMS



We took part in learning exchanges with LTA and SBS Transit.



The workshop in Bishan Depot was converted into a Rolling Stock Component Service Centre.

In our pursuit of continuous improvement, or Kaizen, SMRT has been embarking on initiatives to make the organisation safer – from its workspaces and systems to ensuring that staff have opportunities to deepen learning in risk management.

TRANSFORMING OUR WORKSPACE

The workshop in Bishan Depot underwent a massive transformation in FY2021, turning into a Rolling Stock Component Service Centre that will support component servicing for the North-South and East-West Lines.

Beyond a fresh new coat of paint, floor colourings and markings are now standardised to enhance safety. Work areas have been decluttered following the Kaizen housekeeping methodology of 5S – sorting, setting, shining, standardising and sustaining – for a smoother workflow.

TAPPING ON EXPERTS

Our regular engagements with international operators via the CoMET-Nova and Technical Advisory Panel (TAP) promote organisational learning and results in new improvements to safety and security across various units including engineering, operations, and technological solutions for risk management.

We continue to collaborate with local universities including the Nanyang Technological University, Singapore Institute of Technology and National University of Singapore in exploring new technological solutions on condition monitoring and enhancement of asset integrity and reliability. Learning exchanges – where best practices are shared among local agencies such as the Army Safety Inspectorate, LTA and SBS Transit – have also moved the industry forward.

SMRT remains committed to delivering safe and reliable services and will continue to engage international operators, academic institutions, and other relevant industries in the adoption of applicable technological solutions across workplace safety, security, and reliability risk management.

REVIEWING OUR FRAMEWORKS

There are always new safety and skills peaks to scale. At SMRT, we never stop climbing with a new Project Everest in FY2021 that reviews training framework, job roles and responsibilities. Project Everest aims to review and formalise our training systems, deepen competencies, build a quality workforce, optimise training resources, and nurture a learning culture. Managers, supervisors and workers will be equipped with the required safety and technical proficiency, with training and continuous learning carefully aligned with the Skills Framework for Public Transport, an initiative by SkillsFuture Singapore.

In FY2021, we reviewed the job roles of our rail operations and maintenance staff to ensure that their safety and security technical skills competencies are aligned with the national framework. We will continue our efforts to enhance safety and security competencies for our staff.

HARNESSING TECHNOLOGY

As we pursue greater innovation, we continue to adopt new technologies to improve work processes. This year, we embarked on projects to minimise human errors by eliminating unsafe conditions through technological solutions.

One example is the Signal Warning System (SWS), where camera analytics are used to identify and warn train captains of abnormal track conditions through visual and auditory alerts. Another example is the In-Cab Monitoring (iCAMS) system which detects and alerts train captains and supervisors whenever signs of fatigue are detected through body and iris movements. This system is currently undergoing trials.

Enhancements were also made to the online Hazardous Work Coordination System to streamline hazardous work so that it is segregated by location and hourly time slots. This enhancement has not only improved workflow, but also resulted in greater efficiency as it allows each location to be better optimised for hazardous work planning in any given day.



Seeing Machines Guardian's Driver Alert Camera (T-DA) system provides fatigue detection and alerts with incident reporting capability.



Smart Advanced Warning Unit sensors provide bus drivers with advanced pedestrian and vehicle collision alerts.



Unveiling the Singapore Rail Standards Rail Systems Handbook with stakeholders. Photo courtesy of The Institution of Engineers, Singapore

Looking ahead, SMRT has embraced digital transformation to be future-ready. SMRT Trains continued to adopt cutting-edge Intelligent Depot Operations & Predictive Maintenance (iDepot), Intelligent Rail Operations (iControl), and Stations and Interchanges (iStation) projects. These systems use digital twinning, intelligent automation, control and smart operations to improve decision making and safety sensing.

SMRT Buses has also strengthened its capabilities in enhancing safe operations through the adoption of technologies like anti-fatigue systems, and collision warning and avoidance systems such as DriveSafe and Mobileye.

DEVELOPING BENCHMARKS

SMRT has been actively involved in leading the development of national standards for Singapore's railway systems, as part of recently launched

Singapore Rail Standards (SRS). We crafted the Safety Benchmarking Standard and contributed to the review and adaptation of two other safety standards. We are also a contributing member of the Railway Safety Management System.

ENHANCING CYBER SECURITY PROTECTION

With increasing cyber threats, SMRT has taken a multi-pronged approach to enhance cyber security protection and raise awareness among staff.

We constantly update our systems and deploy threat protection features across our IT systems and equipment. We also conduct workshops and e-learning modules for our staff on cybersecurity best practices and hold regular table-top exercises with key stakeholders such as LTA, Cyber Security Agency of Singapore, SBS Transit and ST Engineering, to evaluate our defence strategies and readiness in handling cyber incidents.

OUR *People*



BUSINESSES nationwide have been thrown into disarray amidst the COVID-19 pandemic. At SMRT, we have not been spared too. We saw our ridership fall to a staggering 11-year low. But we kept going on. As Singapore's leading transportation provider, we needed to stay open to keep the nation moving.

Our employees hold the key to our success. Despite the challenges brought on by COVID-19, we took pains to ensure our people are taken care of, so they are supported and empowered to carry out their tasks well. We also bolstered our commitment to training and development, retaining talent and attracting new blood. From accelerating the adoption of technology to upskilling our employees, we continue to build a sustainable and resilient workforce.

INVESTING IN OUR *Human Capital*

People are at the heart of all that we do. At SMRT, our employees have been instrumental to our success. This is even more apparent in the midst of the COVID-19 pandemic.

SMRT employees remain steadfast and resilient on the frontlines. Whether it is continually delivering high standards of safety or service excellence, our staff are committed to making every commute safe, comfortable and convenient.

We believe there is always room for improvement. We continue to invest in our workforce to develop skilled, competent, and adaptable employees who are prepared to surmount disruptions and challenges.

SEAMLESS SUCCESSION PLANNING

In every organisation, leaders are crucial to help the business and people grow. To prepare for leadership renewal and succession planning, we have made two restructuring moves for our senior management.

In September 2020, SMRT Trains Chief Executive Officer (CEO), Mr Lee Ling Wee, was appointed as Deputy Group CEO and President SMRT International to lead our overseas growth. As his first project, he will be overseeing the Johor Bahru-Singapore Rapid Transit System (RTS) Link project.

In his place, Thomson-East Coast Line Deputy Managing Director, Mr Lam Sheau Kai, took over the leadership of SMRT Trains.

Our employees attend training programmes to expand their skillsets.



NURTURING OUR LEADERS

SMRT will be expanding our leadership development programmes to equip senior and middle managers with the tools to facilitate generative conversations. This helps employees better voice their concerns and suggest ways to improve.

SMRT launched our Learning Organisation programme to equip our leaders to tap on the collective knowledge and wisdom of employees for new ideas and solutions. This promotes the sharing of ideas and innovation across SMRT. The inaugural training programme, which commenced in February 2021, included leaders from our business units and maintenance centres, and our union colleagues.

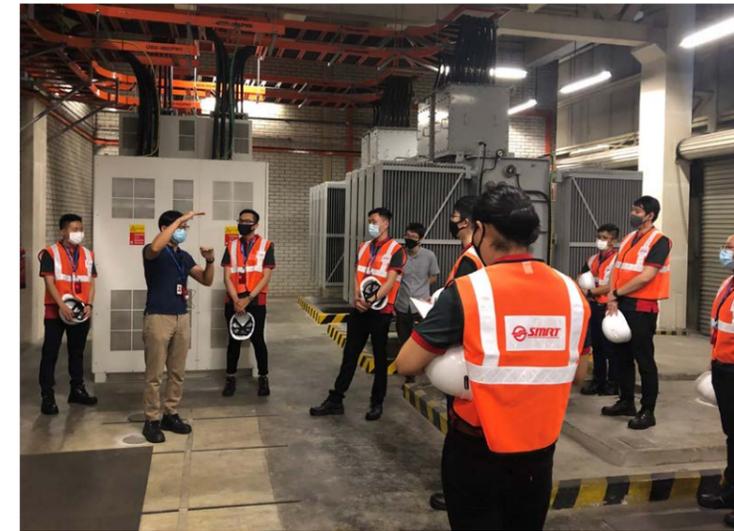
Employees can also look forward to a series of internal engagement initiatives. The introduction of Bite-sized Learning Moments, for example, will allocate protected time for employees and supervisors to engage in team learning and collaboration.

DEVELOPING OUR ENGINEERING CORE

Upskilling our people is also crucial to building a competent workforce. In January 2021, SMRT awarded Chartered Engineering Technologist (CET) certificates to employees who have displayed high levels of competencies in their areas of engineering expertise.

This is part of on-going efforts to recognise our engineering employees regardless of educational background. It is a partnership with the Institution of Engineers Singapore (IES), the Land Transport Authority (LTA), and other public transport operators (PTOs).

In the coming months, SMRT will be partnering with the Singapore Institute of Technology (SIT) and Singapore Polytechnic (SP) to provide engineers with the opportunities to attain their engineering degrees or diplomas respectively, through workplace learning. These have led to the establishment of two work-study programmes (WSP): the SIT-SMRT WSP and the SP WSP.



As part of the 24-month SMRT Engineering and Management Associate Programme, fresh graduates learn to build up their essential leadership and functional skills.

RENEWING THE WORKFORCE

We continued to grow our engineering bench strength through expanded recruitment and onboarding capabilities.

SMRT has worked with LTA to tap on the Rail Manpower Development Package (RMDP) to offer scholarships and sponsorships. We hope to attract top engineering students to join our SMRT family to form a strong, sustainable engineering core.

We also launched the Recruitment & Onboarding System, which collates multiple sources of information onto a single digital platform – making it easier for candidates to apply for jobs. This platform also empowers staff to chart their careers by making internal job opportunities more accessible to existing employees.

While we seek to further develop and renew our workforce, we also value our senior talents who have contributed tirelessly towards our success. In January 2021, we increased the retirement and re-employment ages to 63 and up to 68 years respectively, more than a year ahead of the nationwide implementation from July 2022. Such a move allows our loyal and long-serving employees to continue contributing their wealth of knowledge and experience to the organisation.

BOOSTING EMPLOYEE PERFORMANCE

Everyone is a leader. At SMRT, we refined the Leadership Competencies Framework that is anchored on this belief. This framework not only drives safety and continuous improvement, but also helps employees understand their strengths and potential.

We also introduced the Individual Development Plan (IDP) in October 2020 to empower professional development decisions. Centred around a 3E framework – Experience, Exposure and Education, the IDP offers staff a platform to guide our employees’ development and training needs with their supervisors. This allows us to nurture a workforce that continuously reskills and upskills for continued growth.

SMRT has included an additional step for employees to acknowledge the outcome of their performance conversation. It also aims to advocate transparency and serves as a reminder to both supervisors and employees to have their performance conversations, which builds mutual trust.



SMRT leaders attended the Learning Organisation programme, aimed to encourage the sharing of ideas across the organisation.



We arranged for our frontline staff to be vaccinated early.

CARING THROUGH CRISIS

Just as SMRT strives for operational excellence, we take no chances when it comes to the safety of our staff.

Our COVID-19 safety measures, for example, give elderly and clinically vulnerable workers the option of working from home. For those who continued to work on the ground, face masks and hand sanitisers were distributed to ensure they were adequately protected. Frontline staff were also given early vaccinations in February 2021 to better protect them against the virus.

Apart from physical health, we also take our employees’ mental health very seriously. Since October 2020, we have developed various mental health management strategies. For one, we made sure to keep our engagement channels open for counselling, by joining the City Mental Health Alliance (CMHA) to tap on their expertise to develop new initiatives on caring for the mental wellbeing of our employees.

We also organised numerous cohesion events such as online workshops, virtual exercises, and the well-received SMRT Virtual Steps Challenge. We are happy to say that our staff found these activities very useful and enjoyed them tremendously.



We concluded a successful run of the SMRT Virtual Steps challenge, which saw the participation of many of our employees.

STRENGTHENING LABOUR MANAGEMENT

Our success over the past one-year stems from the strong labour management relations we have built up over the years. The openness and trust between our management and the National Transport Workers’ Union (NTWU) allowed us to push forth with initiatives to better meet our employees’ needs.

For instance, SMRT signed a tripartite agreement with LTA, NTWU and other public transport operators to protect public transport workers against public abuse, and jointly formed the Tripartite Workforce Safety and Health (WSH) Rail Work Group to align safety and health best practices for the industry.

OUR
Governance



ENSURING *Sound Governance*

At SMRT, we believe stringent corporate governance serves as the backbone of our business. Our Board of Directors (Board) and our management are committed to good corporate governance to enhance value of our shareholders, while taking into account the interests of our stakeholders.

Benchmarked against the Code of Corporate Governance 2018, our corporate governance framework is regularly reviewed for currency and relevance. We have built into our framework systems, processes, and structure to ensure accountability, transparency and sustainability of SMRT's business and affairs.

The Board plays a key role in providing stewardship to SMRT. It sets our strategic business direction

and approaches. It also oversees our governance system and framework, as well as our businesses and operations which have material, financial and reputational impact.

To assist the Board in the discharge of its responsibilities, the following Board Committees have been established:

| | | |
|-------------------------|--|--|
| BOARD COMMITTEES | AUDIT AND RISK COMMITTEE | <p>Reviews key financial reporting matters to ensure integrity of SMRT's financial statements, as well as adequacy and effectiveness of its internal controls and risk management systems</p> <p>Meets with external and internal auditors without the presence of the management team at least once annually to review SMRT's financial reporting process, system of internal controls, significant comments and recommendations, and to investigate matters raised under SMRT's Whistle-Blowing Programme</p> <p>Majority of committee members have accounting and finance qualifications, or relevant work experience</p> |
| | BOARD SAFETY AND SECURITY COMMITTEE | <p>Oversees safety and security matters for trains and buses to ensure adequacy and effectiveness of SMRT's management of safety and security, including cybersecurity risks</p> <p>Ensures adequate safeguards for SMRT's assets, employees' wellness, and public safety</p> <p>May open investigations to independent third parties in the event of significant safety and security incidents involving trains and buses, for accountability and transparency</p> |
| | NOMINATING AND REMUNERATION COMMITTEE | <p>Oversees human resource and talent development matters including staff benefits, remuneration, nomination, appointment, promotion and succession of senior management staff</p> <p>Ensures selection and appointment of directors to the Board complies with policies and procedures</p> <p>Determines annually, and as and when circumstances require, if a director is independent</p> <p>Seeks advice from independent advisors such as remuneration consultants to benchmark the remuneration framework for senior management staff to ensure relativity and competitiveness of pay packages</p> <p>No one is involved in deciding his own remuneration</p> |
| | EXECUTIVE COMMITTEE | <p>Formulates investment strategies and approves transactions within its authorisation limit, such as investments, divestments, and other relevant corporate matters</p> <p>May review financial impact and implication of major events or unforeseen circumstances on SMRT when called to do so by the Board of Directors</p> |

Our board meetings are scheduled one year in advance to approve SMRT's financial results, review the annual budget for the next financial year, and discuss strategic issues relating to specific business areas. In addition to scheduled meetings, the Board meets on an ad hoc basis whenever its guidance or approval is required.

The Financial Policy Manual sets out authority limits for all financial and material transactions. In addition to the manual, the Board Policy sets out guidelines on matters requiring Board approval. To improve operational efficiency, the Board allows management staff and Board Committees to approve transactions below certain threshold limits.

Directors facing conflicts of interest have to voluntarily recuse themselves from deliberations and discussions involving the issues of conflict.

Directors have separate and independent access to the management, the company secretary, and, where necessary, external advisors at the company's expense. The appointment and removal of the company secretary is a collective decision of the Board.

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

Newly appointed directors would attend an orientation programme, which includes briefings on the SMRT Group's businesses, strategic plans and objectives, financial performance, meetings with the senior management, as well as site visits to train and bus depots. SMRT would also arrange training sessions and seminars for directors when necessary.

Of the nine members on the company's Board, seven of them are independent directors. They have core competencies in accounting, finance, audit, law, management, engineering, customer service excellence, risk management, strategic planning, and business development. The Board and the Board Committees are also tenure-, gender- and age-diverse, to foster robust and constructive debates and avoid groupthink.

The Chairman and Group Chief Executive Officer (GCEO) of SMRT are unrelated and separate persons. This increases accountability and ensures effective oversight and appropriate checks and balances on the organisation. It also gives the Board greater capacity for independent decision making.

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

The directors are regularly updated with relevant changes to laws and regulations, so that the Board can monitor the company and ensure adequate compliance with the requirements of regulatory and governmental authorities.

The Board undertakes a formal evaluation of its effectiveness annually. The Nominating and Remuneration Committee would make recommendations on the evaluation process and objective performance criteria to the Board.



WHISTLE-BLOW

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



COMPREHENSIVE AUDIT

SMRT's Comprehensive Audit function is serviced in-house. Comprehensive Audit is an independent function that reports directly to the chairman of the Audit and Risk Committee, and administratively to the GCEO.

OUR RISK MANAGEMENT Framework

SMRT's Risk Management Process, based on the principles and guidelines identified in ISO 31000:2018 Risk Management, enables SMRT to deal with business and operational uncertainties by identifying key risks and implementing appropriate control plans. The key steps are outlined below.

The Management Audit and Risk Committee (M-ARC) chaired by Group Chief Executive Officer (GCEO), is the Management Committee responsible for managing all risk, audit, and compliance issues

across the company. The M-ARC reports to the Audit and Risk Committee and the Board Safety and Security Committee.

SMRT RISK MANAGEMENT PROCESS



SAFETY, PHYSICAL SECURITY AND CYBER SECURITY RISKS

SAFETY

Safety is a core value of SMRT. We are committed to protecting our commuters and employees as we deliver a public transport service that is safe, reliable and commuter-centred. We review our safety systems regularly to mitigate risks from a changing environment.

Our employees are trained to ensure high levels of competency and to understand the importance of adhering to authorised instructions while they work. Through regular engagement, our employees are kept keenly aware of the importance of keeping safe. They are also empowered to voice their concerns through multiple feedback and open reporting channels. To promote tighter safety-operation integration, Division

Safety Officers (DSOs) are appointed to directly assist the divisions in planning, organising, directing, coordinating, and evaluating all safety efforts.

In the area of maintenance, SMRT adopts a risk-based approach supported by tools such as automated condition monitoring and tracking systems. We adopt preventive and corrective maintenance regimes designed to identify and address potential technical issues before they become system-level risks.

Our vision is to build a Zero Safety Incident operating environment, through strong leadership, individual commitment, and system discipline.

PHYSICAL SECURITY AND CYBER SECURITY

SMRT regularly conducts security vulnerability studies to assess risks in our infrastructure and network. Gaps identified are managed through structure and system enhancements to protect the safety of commuters and employees. Frequent supervisory checks, security inspections and Red Teaming exercises are also conducted to validate the effectiveness of our security systems, ensure compliance with security procedures under the Code of Practice (CP 1 and 6), and check the operational functionalities of our security equipment.

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

Beyond physical security, SMRT remains committed to safeguarding our environment against cyber threats. We ensure compliance with cyber security procedures under the Code of Practice (CP 8) and the Cyber Security Act. We have also adopted relevant recommendations from the SingHealth Committee

of Inquiry (COI). We have implemented several cyber security initiatives, including system monitoring and incident response through the Security Operations Centre, and cyber response exercises to enable the company to better respond to the fast-evolving cyber threat landscape. Information security policies and procedures, including cyber security awareness education for all employees, are regularly reviewed and enhanced.

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

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

MANPOWER AND TALENT RISKS

SMRT aims to reinforce a healthy workplace culture rooted in our core values - Respect, Integrity, Service and Safety and Excellence. We drive this culture by ensuring sustained engagement and training of our employees.

We engage our workforce at every level through our regular touchpoints such as townhalls, dialogue sessions, internal feedback platforms and a weekly protected time programme, whilst maintaining open, two-way communication channels. We place a strong emphasis on the continual training and upskilling of our employees through programmes such as the SMRT Train Engineer Professionalisation Programme, the Engineering Maintenance Manager Career Scheme and the Certification for Technical Specialist (Bus) programme.

We enhance our training capabilities with new courses and training systems to be future ready such as working with industry partners to train bus captains on Autonomous Vehicle operations. SMRT continues to partner the authorities, industry partners, and academic institutions, both locally and globally through initiatives such

as the Chartership in Railway and Transportation Engineering, Postgraduate Certificate in Urban Railway Engineering, and by working closely with the Singapore Rail Academy to support the national effort in raising rail competency levels in Singapore.

As our workforce is ageing, we partnered with National Transport Workers' Union (NTWU) to address the effects of our ageing workforce, and with Alliance Medinet to implement initiatives such as free flu vaccinations, on-site physiotherapy, and a chronic disease management programme to keep our workforce healthy. To enhance the work environment for our mature employees, we have made various design enhancements and leveraged automation and ergonomics to transform existing jobs, work processes, and equipment to improve posture, illumination, visibility, and safety.

We have also enhanced our bench strength by nurturing our talent within SMRT, and optimised the structure and processes of work teams for greater efficiency (e.g. delayering to streamline reporting lines to enable better line-of-sight between managers and their teams).

REGULATORY AND OPERATIONAL RISKS

Our rail, bus and taxi operations are subject to extensive regulation. The regulatory risks we face relate primarily to operating licences, transport policies and legislation, transport fares and operating performance standards.

For rail operations, SMRT Trains is required to comply with various Codes of Practice and regulatory requirements issued by the Land Transport Authority (LTA) and other government agencies such as, Asset Management Requirements, Key Performance Indicators, Operating Performance Standards, and Maintenance Performance Standards, governing train service delivery, train punctuality, safety, and equipment reliability. Financial penalties may be levied if these requirements and standards are not met.

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

competitiveness for these packages, SMRT Buses has established controls to continually improve productivity and cost management, strengthen our identity, and develop our workforce.

For Taxi Operations, SMRT Taxis is aligned to the new Point-to-Point (P2P) regulatory framework introduced by LTA in October 2020. Our existing Taxi Service Operator Licence was automatically transitioned to a Street-Hail Service Operator Licence. In addition, we have a Ride-Hail Service Operator Licence-Class 2 (for operating a call booking centre) under the new regulatory framework. Additionally, we comply with the Quality of Service Standards, Taxi Availability standards, codes, audit requirements and policies that impact new vehicle purchases such as the Certificate of Entitlement, Vehicular Emission Scheme and European Emission Standards. We work closely with the regulatory authorities to keep abreast of developments and policies that may affect us, especially from the Private Hire Vehicle trade. We adopt competitive marketing strategies to attract and retain taxi partners while cultivating new partnerships to strengthen the business.

ENERGY COST RISKS

SMRT mitigates the effects of electricity price fluctuations by entering fixed price electricity contracts over fixed tenures where appropriate. To partially mitigate any diesel price fluctuations, SMRT may, where appropriate, engage in short-term diesel hedging contracts. Where required, foreign exchange contracts are created to mitigate any currency risk from the purchase of diesel in a foreign currency. These hedging practices are aligned with the company's Dealing Mandate which

is approved by the Board of Directors. In addition, SMRT has embarked on electrification efforts for its road-based fleets and engages in fuel-conservation and fuel-efficiency efforts. This includes conducting feasibility studies on alternate energy resources and emerging technologies to efficiently manage electricity utilisation throughout the organisation.

INVESTMENT RISKS

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

Acquisitions or investments in business entities are supported by experienced employees and,

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

FINANCIAL RISKS

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

SMRT's rail revenue growth depends on future fare increases. We work closely with the authorities and the Public Transport Council to keep abreast of developments and policies that may affect fares for SMRT Trains and manage the risks accordingly.

PROPERTY AND LIABILITY RISKS

SMRT engages reputable insurance companies to insure its exposure to property damage, terrorism and sabotage, business interruption and general liability risks. Professional indemnity insurance is also undertaken for professional advice and services rendered by the company. Risk exposure is reviewed

periodically to ensure insurance coverage continues to be appropriate and adequate, considering the cost of premiums and the relevant risk profiles of the businesses. SMRT will continue to adopt a proactive approach to consult and seek recommendations from appointed insurance brokers to mitigate these risks.

BLACK SWAN RISKS

In the case of Black Swan Risks such as the COVID-19 pandemic, SMRT monitors and manages our level of preparedness to respond quickly to

the evolving situation and to mitigate any negative operational and financial impact.

OUR *Community*

We Care
SMRT
BUSES



IN Service, SMRT aims to be the pride of our people and country. We want to serve our commuters beyond our MRT stations and bus interchanges and extend our reach to the wider community. Every individual matters, and we are committed to the pursuit of service excellence to deliver best-in-class service that is safe, reliable and commuter-centred.

WeCare FOR COMMUTERS

IN SERVICE TO THE COMMUNITY

SMRT strives to serve and delight everyone we meet. To do this, we are constantly looking at ways and opportunities to improve the commuting experience in our MRT stations and bus interchanges. We want our stations and interchanges to be places that the public can turn to when they need help.

Our Go-To SMRT initiative that will be launched in April 2021 is the result of our efforts to transform our services, and build greater bonds with the communities around our MRT stations and bus interchanges. To serve the diverse and evolving needs of commuters, we engage local communities and obtain valuable feedback. We then turn feedback into meaningful action plans that aim to serve our commuters and communities better.



We are constantly improving the commuting experience in our MRT stations for commuters.

WeCare, our service framework, rallies leaders and employees to deliver a safe, reliable and commuter-centred service. Under this framework, we believe in serving with humility, empathy, responsibility, respect, and sincerity.

SMRT's WeCare service framework is anchored on four key thrusts:



Our employees are ready to assist commuters who need help.



BUILDING AFFINITY IN OUR NETWORK

Our staff will provide:

- Assistance to anyone with special needs
- Way-finding help
- First aid treatment
- Help to locate missing persons or lost items

As of April 2021, we have 17 MRT stations and five bus interchanges that are certified by the Agency for Integrated Care (AIC) as Dementia Go-To Points.

With this certification, our employees are trained and qualified to help anyone with dementia find their way home and reunite with their loved ones.

Our MRT stations and bus interchanges are also equipped with Scan & Go-To QR codes. These QR codes provide useful travel information such as locality maps that show amenities in and around the stations and bus interchanges, lift locations in the stations, bus and train timings, and information on alternative modes of transport.

We provide our staff with scenario-based training that are co-developed with more than five social service agencies. We have also refreshed our WeCare and First-Aid rooms to make them more welcoming and comfortable.

The Go-To SMRT initiative will be rolled out to the rest of our MRT stations and bus interchanges by December 2022.

CARING FOR OUR COMMUTERS DURING COVID-19

The safety and wellbeing of our commuters are our top priority. Taking alignment from the Government's safe management measures for different phases of the pandemic, we have been revamping our service and engagement programmes to better care for our commuters and communities.

To promote gracious and socially responsible commuting, we have put up reminder posters and broadcasted announcements on the need to wear masks and refrain from talking on public transport. Our staff also help to reinforce these messages through the use of 'Please Refrain From Talking' placards at waiting platforms and within the trains.

To keep our facilities clean and safe, we have stepped-up the cleaning regime for our MRT stations, bus interchanges, trains and buses. Our frontline staff have also switched from meeting and greeting commuters to giving friendly waves to brighten up their day, all while maintaining safe distancing.

Last year, SMRT also welcomed over 250 cabin crew from the Singapore Airlines who joined us as Transport Ambassadors. After undergoing training and orientation, they joined our frontline staff at MRT stations and bus interchanges to serve commuters. This process of working hand-in-hand with our friends from the Singapore Airlines allowed our staff to gain valuable lessons on excellent customer service.

We also made changes to our school engagement initiative by shifting our Adopt-a-Station and Adopt-an-Interchange programmes to online platforms.



Our staff use placards to promote socially responsible behaviour among commuters.



COLLABORATING FOR CHANGE

SMRT believes in fostering collaborative partnerships to continuously improve our service. Besides working closely with the Land Transport Authority (LTA) and other public transport operators, we also partner government-linked agencies like the Public Transport Council (PTC) and the Caring Commuters Steering Committee to enhance commuters’ travelling experiences in our network.

We worked with LTA and PTC to launch Heart Zones, designated areas in selected MRT stations and bus interchanges near hospitals where patients or elderly commuters can receive assistance to get to the nearest hospital.

Our other partner organisations include AIC, Singapore Association of the Visually Handicapped, the Alzheimer’s Disease Association, Guide Dog Singapore and the Handicaps Welfare Association. With their specialised knowledge in caring for those with special needs, we aspire to provide more inclusive, commuter-centred services.

CONTINUED COMMITMENT TO TRAINING

In our strive towards continuous improvement and service excellence, we have refined the training curriculum for our frontline employees to include scenario-based experiential learning. We co-developed the training programme with our various partner organisations, which are rich in experience and knowledge. Through this, our frontline employees can be more confident in handling a wide variety of situations commonly encountered at our MRT stations and bus interchanges.

Our service excellence training has also been meticulously fine-tuned to include the relevant skillsets and competencies required by our staff, even for those not stationed at the frontline. The skillsets we have identified were mapped from 11 Technical Skills and Competencies under the Workforce Skills Qualifications framework. To further facilitate training at the workplace, we rolled out bite-sized learning modules.

More than 600 of our staff have received training in inclusive service delivery.

OUR EXEMPLARY EMPLOYEES

SMRT would not have achieved top-tier service performance without the hard work of our dedicated employees, who have won numerous awards and accolades in the past years.

Last year, we had a bumper crop of winners at The National Kindness Award – Transport Gold 2020. They include 10 winners for the Outstanding Award and 179 for the Commendation Award.

The number of award winners for the Singapore Retailers Association’s Excellent Service Award 2020 also rose by an impressive 49 per cent as compared to the previous year.

We also recognise the work of our employees through internal awards. Our Service Excellence Awards are presented to employees with exceptional service performance, and our Special Commendation Awards give recognition to those who have gone beyond the call of duty during the COVID-19 pandemic. Other categories of our internal awards are as shown on the figure on the right.



REDEFINING SERVICE EXCELLENCE: BUS CAPTAIN THAM WENG FOO



What does it mean to go the extra mile in our line of service? Our Bus Captain Tham Weng Foo shows how personal touch makes all the difference.

For over 20 years, Bus Captain Tham, who operates Bus 187, has never missed a single beat in providing “bus turning!” warnings to his passengers. To ensure that none of his passengers, especially the elderly, lose their balance because of bus turnings, he makes sure that he loudly warns them about 25 metres in advance of any turns.

“I imagine that my commuters are my aunts and uncles, my siblings, and we are all going on an outing together,” he cheerfully explained. To him, every individual passenger is deserving of care and respect.

His thoughtful announcements are just one of many laudable efforts to develop a closer relationship with his passengers. Others include personally waiting for and helping his regular elderly passengers up the bus, or even wishing students good luck in their studies as they are boarding. He has garnered the admiration and gratitude of countless passengers, with many commending him for his positive efforts online.

In recognition of his service, Bus Captain Tham was awarded the prestigious Customer Service Excellence for Transport award at the Singapore Tourism Awards 2020.

ENGAGING THE *Community*

The pandemic put to test our community spirit and resilience. Yet as we enter a new normal, we are encouraged to see Singapore emerging stronger than ever. SMRT continues to stay committed to our community through socially and environmentally responsible efforts with the interests of our stakeholders at heart.

CARING FOR OUR COMMUNITY

Amid the COVID-19 pandemic, we continued to contribute to the community. Over the past year, we stepped up our efforts to champion social and environmental issues that are in line with our corporate social responsibility (CSR) pillars:

CORPORATE SOCIAL RESPONSIBILITY

- ENABLING MOBILITY
- ENCOURAGING ENVIRONMENTAL SUSTAINABILITY
- EMPOWERING THROUGH ARTS AND EDUCATION

Staff volunteers packing festive goodies (Fu Dai) for the elderly.



A HELPING HAND THROUGH THE PANDEMIC

COMMUNITY CHEST FU DAI 2021

During the Lunar New Year this year, over 60 staff volunteers and taxi partners came together to pack and deliver festive goodies for the elderly who live alone. This marks our fourth year contributing to the meaningful cause.

COMMUNITY CHEST HEARTSTRINGS WALK 2021

In support of the national initiative to build a caring and sharing nation, close to 100 staff members laced up for a walk around the Marina Bay area.

AWWA HOUSE PAINTING

Dedicated to helping the beneficiaries of the AWWA, we resumed our house painting and refurbishment projects immediately after COVID-19 restrictions eased. Working in small groups, our staff and volunteers prioritised the wellbeing of senior clients who live in one-room flats.

MONTHLY RATION DISTRIBUTION IN SUPPORT OF AWWA BENEFICIARIES

Staff volunteers resumed the provision of food rations to AWWA beneficiaries as early as August last year, so as to quickly respond to any disruptions caused by the pandemic. This was all done while complying with prevailing safe management measures.

DONATION AND SPONSORSHIPS

Supporting causes in line with our CSR pillars, we contributed over \$1 million in cash and in-kind sponsorship.

STAYING TOGETHER APART

While Singaporeans were forced to stay physically apart during COVID-19, we remained united through the collaborative celebration of key national events. To commemorate National Day, we took part in the National Day Observance Ceremony online, and organised Anthem Moments at various MRT stations, which saw Singaporeans unite in singing the National Anthem as one across the country. We also filmed a video for the National Day Parade at our depot, setting the story of Singapore's rail systems against the backdrop of the country's history.

We also took part in the Purple Parade, which celebrates people with disabilities and special needs. We promoted the livestream concert on our platforms, and encouraged our staff to pledge their support for the community with uplifting notes and messages.

BUILDING CLOSE-KNIT COMMUNITIES

GRASSROOTS ENGAGEMENTS

Despite the COVID-19 pandemic, we strengthened and maintained our relationship with the community through the SMRT Faces programme. Under this programme, our staff work closely with community leaders to review feedback from residents on how our services can be improved. Adapting to the safe management measures, virtual engagements with advisers and constituency directors were organised to replace face-to-face engagements and interactions.

THOMSON-EAST COAST LINE MEET-THE-MANAGER AND FOCUS GROUP SESSIONS

To better engage commuters and residents, we launched the Meet-the-Manager programme at the Thomson-East Coast Line (TEL) in July last year. The monthly engagement strives to familiarise commuters with the Service Operation and Station Managers of SMRT, while also deepening ties with community partners. We also took the opportunity to gather feedback from commuters to improve our services.

We began holding focus group sessions in November 2020 with TEL commuters to have in-depth discussions on SMRT's services and facilities. Through the biannual sessions, we aim to build relations with and better understand the needs of different communities we serve, be it residents, students or working adults. We look forward to connecting with more commuters as TEL continues to expand.

PARTNERSHIPS TO ASSIST RESIDENTS' JOB SEARCH DURING COVID-19

Working together with the People's Association and Workforce Singapore (WSG), we brought Careers Connect On-the-Go to the Woodlands and Boon Lay stations in September 2020 and February 2021 respectively. A mobile extension of WSG's Careers Connect Centre, the initiative offered individual career coaching, walk-in interviews, job search tips, and referrals from a list of curated community jobs.

MAKING A DIFFERENCE WITH TEMASEK FOUNDATION

In April 2021, we supported Temasek Foundation's #BYOBclean initiative to keep our community safe and healthy during the pandemic. Passionate staff members volunteered at various community centres to help distribute the alcohol-free sanitisers to Singapore households.

LEARNING JOURNEYS

As the COVID-19 situation continues to improve, we hope to resume some of our signature programmes such as learning journeys for students from both local secondary schools and institutes of higher learning. This initiative aims to educate the youth on the 24/7 behind-the-scenes work that contributes to safe and reliable journeys.



Station staff engaging with a commuter at the new Woodlands South station.



SMRT Faces engagement with Pioneer SMC.



Careers Connect On-the-Go at Woodlands MRT station.



Revamping the homes of elderly living alone.

Photo taken in Jan 2021 during COVID-19 Phase 3.



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