

# Moving You Reliably, Ready for Tomorrow

LTA Annual Report 2025/26



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Intended as a visual representation only and not as a depiction  
of actual or proposed transport infrastructure developments.

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# Building for Today, Planning for Tomorrow

## Looking Back

Ten years ago, in my first Chairman's Message, I wrote that many of the improvements we were embarking on would take time, but would transform the way Singaporeans travelled in the following decade. Looking back today, many of those plans have become part of our everyday life. Projects that were once on the drawing board now serve commuters every day, while others are steadily taking shape across the island.

What has remained constant is the importance of transport in people's lives. Every journey has a purpose. It could be getting to work on time, taking a child to school, meeting loved ones, or simply returning home after a long day. When transport works well, people rarely think about it. They simply get to where they need to be, safely and on time. Our responsibility has always been to make these journeys safer, more reliable and convenient.

## Keeping Singapore Moving

A decade ago, I said that reliability was essential if more Singaporeans were to choose public transport. That remains just as true today. Following the recommendations of the Rail Reliability Taskforce, we strengthened our focus on rail reliability through investments in our assets, our people and the way we respond during service disruptions. Reliability is not an end in itself. It gives commuters the confidence that they can depend on our public transport system every day.

This year also marked several important milestones in improving connectivity. We celebrated the opening of Circle Line Stage 6, completing the full Circle Line loop. In the months ahead, the Thomson-East Coast Line Stage 5, Downtown Line 3 Extension and the Johor Bahru – Singapore Rapid Transit System Link will further improve journeys both within Singapore and across the

Mr Chan Heng Loon Alan  
Chairman  
(Until 31 Aug 2026)

**When transport works well, people rarely think about it. They simply get to where they need to be, safely and on time.**

border. Construction continues on the Cross Island Line and Jurong Region Line, while work has begun on the Downtown Line 2 Extension. We are also studying the feasibility of the Seletar and Tengah Lines to meet future transport needs. Looking further ahead, the Thomson-East Coast Line will be extended to Changi Airport Terminal 5, strengthening connections to one of Singapore's key gateways.

Beyond rail, we are improving everyday connectivity through the Bus Connectivity Enhancement Programme, bringing better bus links to newer estates and key destinations. We are making progress on the North-South Corridor, which will shorten journeys between the north and the city while giving greater priority to buses and creating

more space for walking and cycling. Improvements to cross-border point-to-point services have also expanded travel options for commuters.

### Better Journeys

Our goal is not only to move people efficiently, but also to make every journey a better experience. Through initiatives such as Friendly Streets and the continued expansion of our cycling path network, we are creating neighbourhoods where moving around becomes safer, and more convenient.

Equally important is how people experience their daily journeys. Alongside these infrastructure improvements, we have continued efforts to foster a more gracious commuter culture and introduced tighter rules for active mobility devices to keep our shared paths

safer for all users. Together, these help to create journeys that are not only efficient, but also more pleasant and inclusive for everyone.

### Ready for Tomorrow

Good transport planning requires patience and long-term thinking. The stations and infrastructure that commuters benefit from today began as plans many years ago. Likewise, the decisions we make today will shape how Singaporeans travel in the decades ahead.

As we refresh the Land Transport Master Plan, we are engaging Singaporeans to hear their ideas and aspirations, which will help shape the next generation of transport solutions.

This year, we introduced autonomous shuttle services in Punggol as we continue exploring how new technologies can improve first-and-last-mile connectivity. Together with cleaner transport solutions and artificial intelligence, these innovations will help deliver journeys that are safer, more reliable and more sustainable.

As I reflect on the past decade, I am reminded that building a land transport system is a continuous journey. Each generation builds on the work of those before them, while laying the foundations for those who come after. The improvements Singaporeans enjoy today are the result of long-term planning, sustained investment and the dedication of many people across the public and private sectors.

I would like to thank my fellow Board members, LTA colleagues, our public transport operators, industry and union partners, fellow government agencies and the many Singaporeans who have supported our work over the years. Together, we have strengthened Singapore's transport system and improved the daily journeys of millions.

Much has been achieved over the past decade, but there is much to look forward to. With a strong foundation in place, I am confident that LTA will continue to innovate, adapt and deliver a land transport system that keeps Singapore connected and liveable for generations to come.

# Board of Directors



**Mr Chan Heng Loon Alan**

**Chairman**

Land Transport Authority

*(Until 31 Aug 2026)*



**Mr Pang Kin Keong**

**Chairman**

Land Transport Authority

*(From 1 Sep 2026)*



**Mr Richard Lim Cherng Yih**

**Deputy Chairman**

Land Transport Authority

*(Until 31 Aug 2026)*



**Mr Michael Chin Yong Kok**

**Deputy Chairman**

Land Transport Authority

*(From 1 Sep 2026)*



**Mr Ng Lang**

**Chief Executive**

Land Transport Authority



**Mdm Zuraidah Abdullah**

**Director**

Temasek Foundation Ltd



**Dr Bicky Bhangu**

**Operating Partner**

Temasek Global Investments

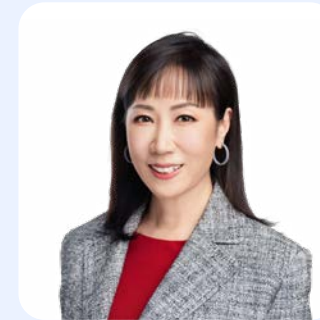
# Board of Directors



**Mr Cheng Hsing Yao**  
[Group Chief Executive Officer](#)  
GuocoLand Limited



**Mr Cheong Chee Hoo**  
[Chief Executive Officer](#)  
DSO National Laboratories



**Ms Deborah Ho**  
[Chairperson](#)  
Blackrock (Singapore) Limited



**Mr Lau Boon Ping**  
[Deputy Secretary \(Land, Communications & Technology\)](#)  
Ministry of Transport



**Mr Nagaraj Sivaram**  
[Chartered Accountant](#)



**Ms Elaine Tay**  
[Partner](#)  
M/s Rajah & Tann  
Singapore LLP



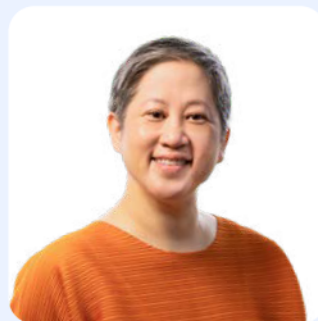
**Ms Yeo Wan Ling**  
[Assistant Secretary-General](#)  
National Trades Union  
Congress

# Board of Directors

*Until 31 Aug 2026*



**Mr Mohd Sa'at Bin Abdul Rahman**  
President  
Islamic Religious Council of Singapore (Muis)



**Ms Hwang Yu-Ning**  
Chief (Urban Innovation & Excellence)  
Ministry of National Development



**Mr Ng Chad-Son**  
Permanent Secretary  
National Research and Development and Public Sector Science and Technology Policy and Plans Office, Prime Minister's Office

Permanent Secretary  
(Defence Development)  
Ministry of Defence



**Er. Prof. Tan Thiam Soon**  
Institute Professor  
Singapore Institute of Technology

*From 1 Sep 2026*



**Mr Chan Tsan**  
Chief Executive  
Home Team Science & Technology Agency



**Ms Yvonne Lim**  
Chief Planner  
Urban Development Authority



**Prof. Phoon Kok Kwang**  
President  
Singapore University of Technology and Design



**Mr Darren Teo**  
Chief Executive  
Centre for Strategic Infocomm Technologies

# Board Committees

## SENIOR TENDER BOARD (STB)

### CHAIRMAN

Mr Pang Kin Keong

### DEPUTY CHAIRMAN

Mr Michael Chin Yong Kok

### MEMBERS

Mr Ng Lang  
Mr Cheong Chee Hoo  
Mr Chan Tsan  
Mr Nagaraj Sivaram  
Mr Cheng Hsing Yao  
Mdm Zuraidah Abdullah

### SECRETARIAT

Ms Chee Huey Mien  
Lead Procurement Specialist,  
Procurement & Contracts

## LEADERSHIP, DEVELOPMENT & REMUNERATION COMMITTEE (LDRC)

### CHAIRMAN

Mr Pang Kin Keong

### MEMBERS

Mr Michael Chin Yong Kok  
Mr Ng Lang  
Mr Lau Boon Ping

### SECRETARIAT

Mr Ang Heng  
Chief Human Resource Officer

## AUDIT COMMITTEE (AC)

### CHAIRMAN

Mr Nagaraj Sivaram

### MEMBERS

Ms Yvonne Lim  
Ms Elaine Tay  
Mdm Zuraidah Abdullah

### SECRETARIAT

Ms Stacey Tee Hwee Teng  
Director, Internal Audit

## FINANCE & INVESTMENT COMMITTEE\* (FIC)

### CHAIRMAN

Mr Cheng Hsing Yao

### MEMBERS

Mr Ng Lang  
Ms Deborah Ho  
Mr Lau Boon Ping

### SECRETARIAT

Ms Yong Yenn Leng  
Chief Financial Officer

## RISK & SAFETY GOVERNANCE COMMITTEE† (RSGC)

### CHAIRMAN

Mr Michael Chin Yong Kok

### MEMBERS

Prof Phoon Kok Kwang  
Mr Ng Lang  
Ms Yeo Wan Ling  
Ms Elaine Tay  
Mr Chan Tsan

### SECRETARIAT

Ms Sim Phei Sunn  
Director, Transformation Office

## CYBERSECURITY AND SYSTEM RESILIENCE GOVERNANCE COMMITTEE (CSRGC)

### CHAIRMAN

Mr Cheong Chee Hoo

### MEMBERS

Mr Ng Lang  
Mr Darren Teo  
Mr Chan Tsan

### SECRETARIAT

Mr Peter Quek  
Group Director, Information  
Technology, Cybersecurity  
& Digital Services

## ASSET MANAGEMENT GOVERNANCE COMMITTEE (AMGC)

### CHAIRMAN

Dr Bicky Bhangu

### MEMBERS

Mr Ng Lang  
Mr Chan Tsan

### SECRETARIAT

Mr Adrian Cheong Wah Onn  
Group Director, Rail Asset,  
Operations & Maintenance

\* Originally termed the Finance, Establishment & Investment Committee (FEIC)

† Risk Management Committee (RMC) merged with Safety Governance Advisory Committee (SGAC)

# Senior Management



**Ng Lang**  
**Chief Executive**  
Land Transport Authority



**Yee Boon Cheow**  
**Deputy Chief Executive**  
Infrastructure & Development



**Lim Zhi Jian**  
**Chief Operating Officer /**  
**Deputy Chief Executive**  
Public Transport, Policy &  
Planning



**Lam Wee Shann**  
**Deputy Chief Executive**  
Technology



**Mark Tan**  
**Deputy Chief Executive**  
Corporate & Development



**Yap Boon Leong**  
**Senior Group Director**  
North-South Corridor



**Yeo Teck Guan**  
**Senior Group Director**  
Public Transport



**Chang Kin Boon**  
**Senior Group Director**  
Rail (Civil)  
**Group Director**  
Rail Infrastructure & Expansion



**Alvin Chia**  
**Senior Group Director**  
Traffic & Road Operations



**Chan Boon Fui**  
**Group Director**  
Active Mobility

# Senior Management



**Helen Lim**  
**Group Director**  
Corporate Communications



**Ng Choon Yeang**  
**Group Director**  
Cross Island Line



**Yong Yenn Leng**  
**Chief Financial Officer**



**Ang Heng**  
**Chief Human Resource Officer**



**Winston Cheng**  
**General Counsel**



**Peter Quek**  
**Group Director**  
IT, Cybersecurity &  
Digital Services



**Goh Kok Hun**  
**Group Director**  
Infrastructure Design &  
Engineering



**Priscilla Chan**  
**Group Director**  
Policy & Planning



**Lim Kian Peng**  
**Group Director**  
Procurement & Contracts



**Chuai Chip Tiong**  
**Group Director**  
QSMO, Community &  
Customer Engagement

# Senior Management



**Adrian Cheong**  
**Group Director**  
Rail Asset, Operations & Maintenance



**Chia Choon Poh**  
**Group Director**  
Rail (E&M)



**Melvyn Thong**  
**Group Director**  
Rail / Road Systems Engineering



**Chandrasekar**  
**Group Director**  
Road & Commuter Infrastructure Development



**Alison Tan**  
**Group Director**  
Technology & Industry Development



**Tan Li Jun**  
**Group Director**  
Traffic & Road Operations

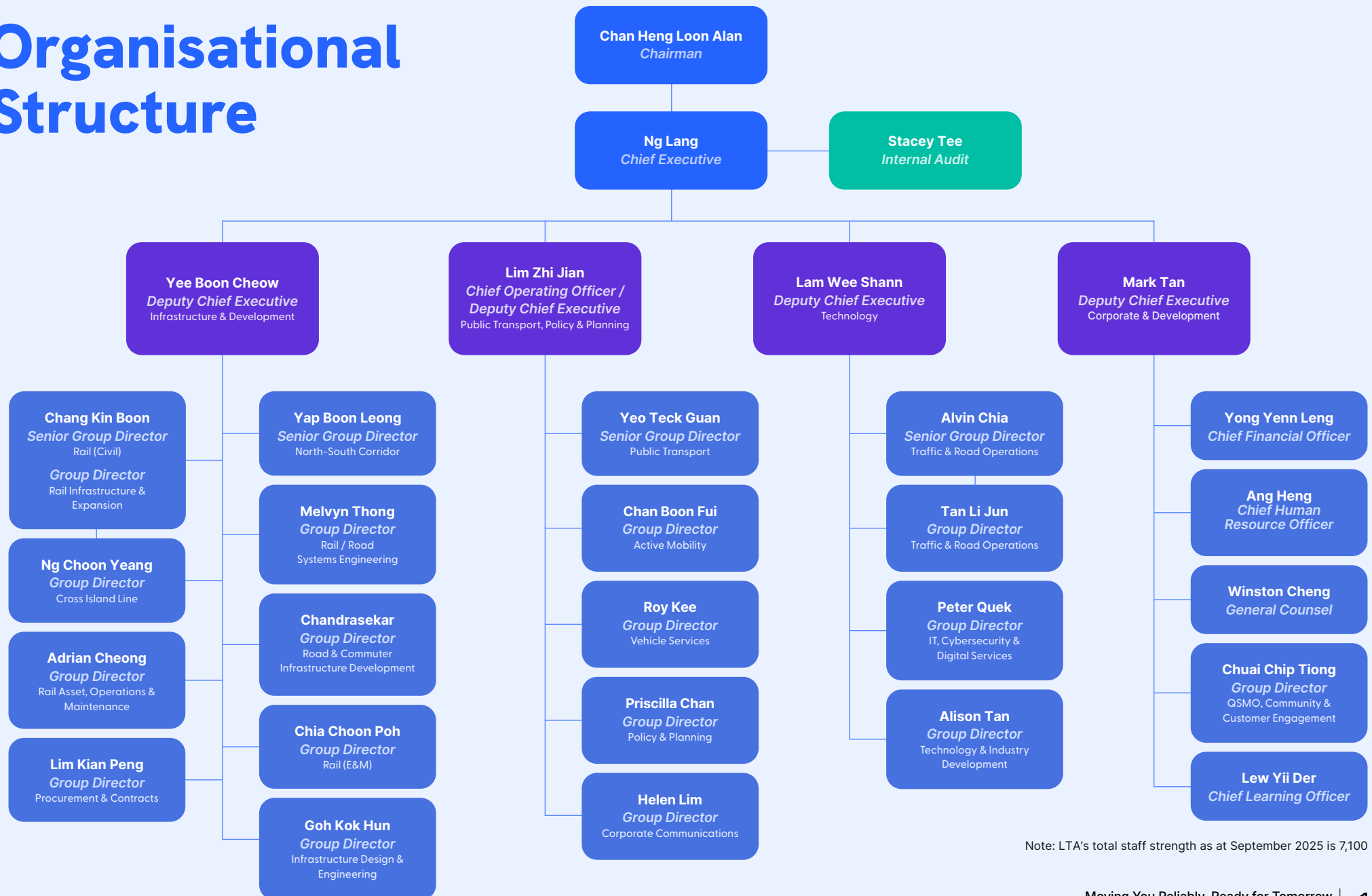


**Roy Kee**  
**Group Director**  
Vehicle Services



**Lew Yii Der**  
**Chief Learning Officer**

# Organisational Structure



Note: LTA's total staff strength as at September 2025 is 7,100

## LAND TRANSPORT MASTER PLAN (LTMP) REFRESH

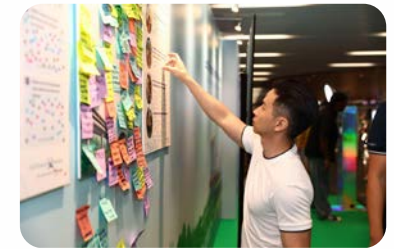
# Looking Ahead

The Land Transport Master Plan (LTMP) charts our long-term vision for the next phase of development for Singapore's land transport system.

With changing demographics, emerging technologies and climate change, we are refreshing our LTMP to ensure we continually meet evolving mobility needs of our diverse commuters through their life stages.

## Co-creating a shared vision with Singaporeans

Placing community voices at the heart of this planning process to collectively build a transport system Singaporeans love.



Over 7,000 members of the public engaged through online responses, focus group discussions (FGDs), youth engagements and community outreach events

## Three priorities have emerged from these conversations:

### Connected

Faster public transport to more destinations, with better first-and-last-mile options.

### Comfortable

Safer neighbourhoods with slower traffic, better accessibility for vulnerable users and wider, segregated and sheltered paths.

### Community

A kinder commuting culture, gracious use of shared spaces, and transport nodes as community hubs.



We will continue our conversation with Singaporeans through various activities and platforms. These engagement insights will shape our plans and strategies as we develop the refreshed LTMP.

Find out more about our engagements and how you can be part of this process.



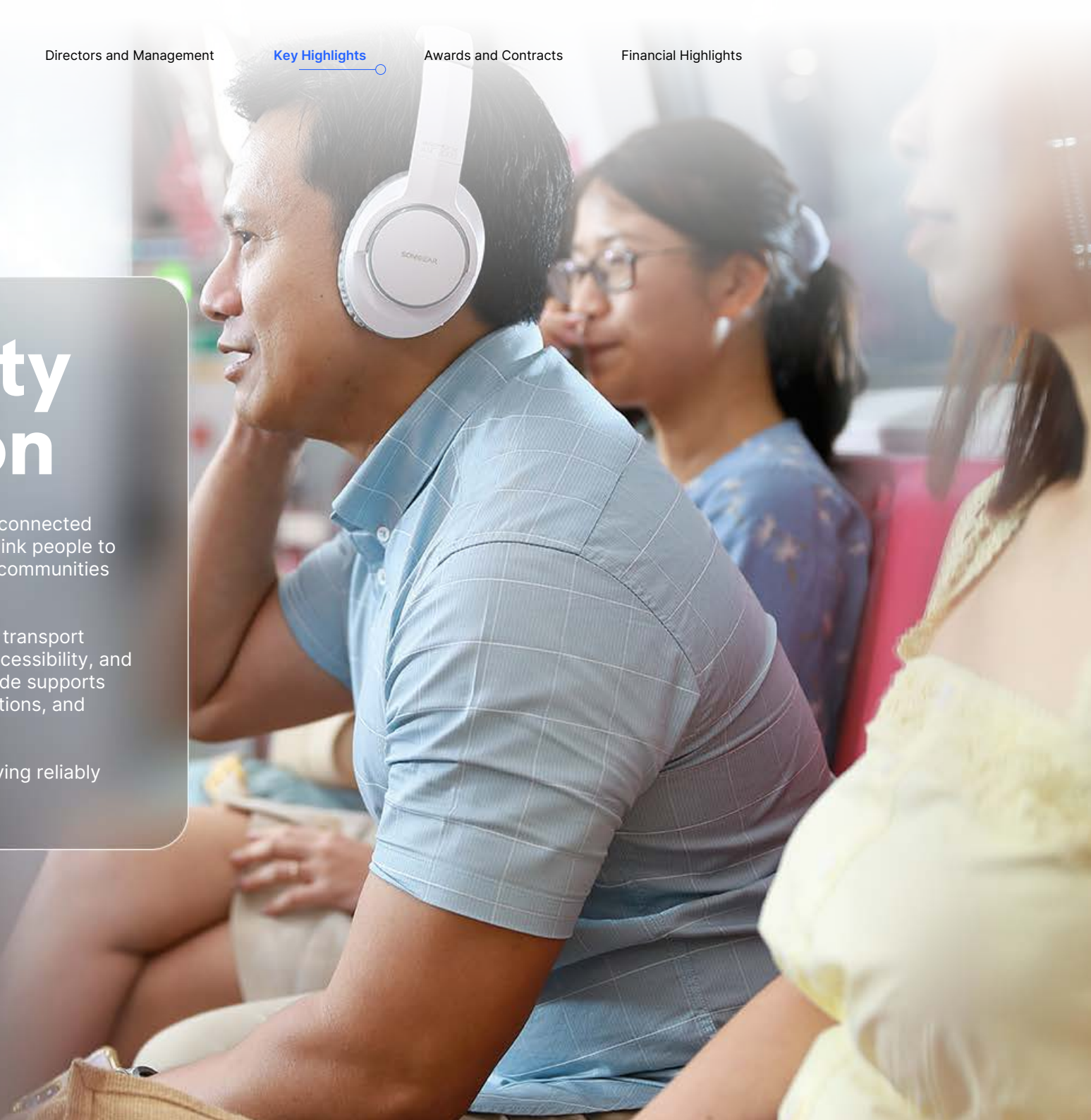
## CHAPTER 1

# Reliability In Motion

Public transport keeps Singapore connected every day. Rail and bus networks link people to homes, workplaces, schools, and communities across the island.

As we expand and strengthen the transport network, we improve reliability, accessibility, and safety for commuters. Each upgrade supports smoother journeys, better connections, and easier access to opportunities.

These efforts keep Singapore moving reliably today and into the future.

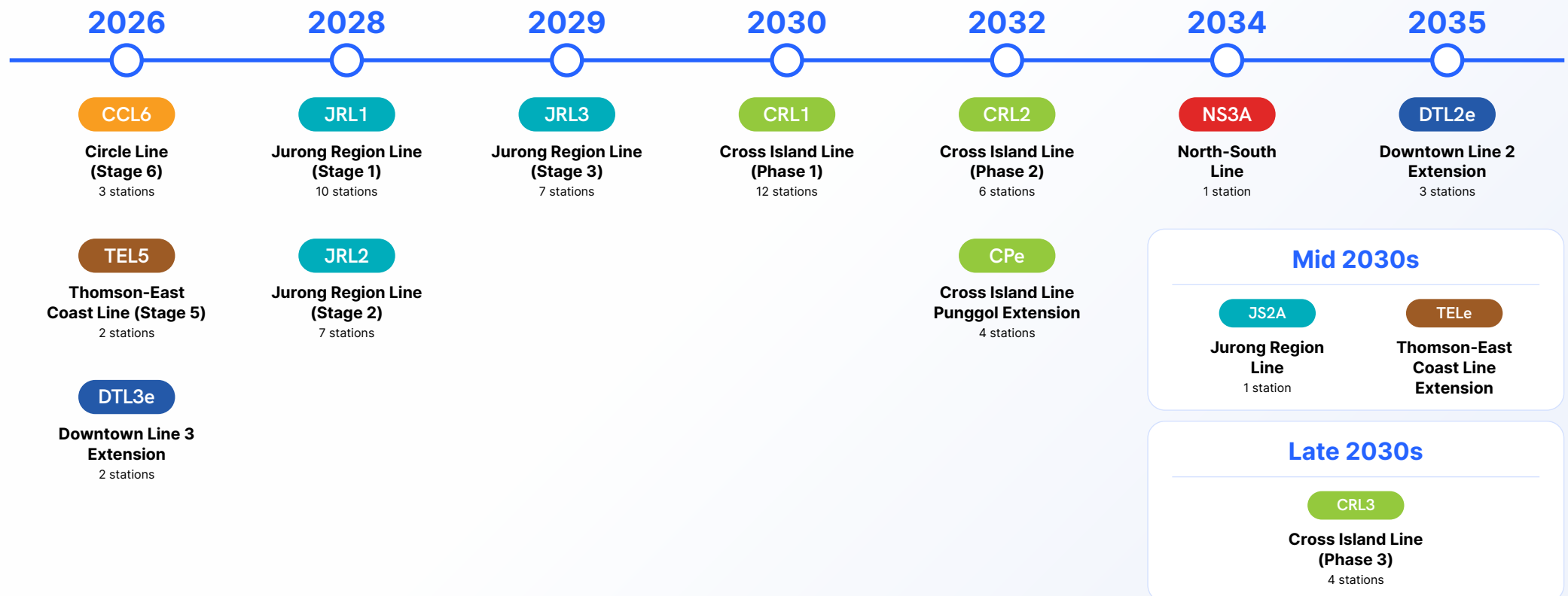


## RELIABILITY IN MOTION

# Expanding the Rail Network

As we continue to serve around 3.7 million daily rides, our rail network is expanding with improved reliability, safety, and more connected infrastructure. This supports the Land Transport Master Plan 2040 goals of bringing 8 in 10 homes within a 10-minute walk of a train station, as well as a car-lite Singapore.

## Opening of Upcoming Lines and Stations



## RELIABILITY IN MOTION

# On Track with Rail Reliability

Following rail disruptions in the third quarter of 2025, LTA set up the Rail Reliability Taskforce (RRTF) to develop and implement solutions to improve rail reliability and responses to train service disruptions. The RRTF's recommendations were accepted by the Ministry of Transport in Feb 2026.

## Rail Reliability Taskforce

### Chaired by

LTA Chief Executive

### Members

CEOs of SMRT and SBS Transit

Technical and Operational specialists across the rail sector

### Supported by

Independent Advisory Panel of five international experts

The panel reviewed the RRTF's findings in Nov 2025 and advised on further improvements

### Enhancing Asset Management



#### Prioritising renewal of core systems

Renewal of power systems, signalling equipment and trains



#### Enhancing spares management

To improve the availability of spares and speed up incident resolution



#### Smarter maintenance

More comprehensive condition monitoring and greater use of robotics and automation

### Deepening Workforce Capabilities



#### Harmonise and raise workforce standards

Expand mandate of the Singapore Rail Academy to prepare the workforce for more digital and knowledge-intensive roles



#### Deepen expertise

More structured and frequent staff rotations between LTA and train operators



#### Expanding professional certification

Target 20% of rail operations and maintenance workforce to form core pool of master practitioners to mentor wider workforce

### Improving Service Recovery and Commuter Management



#### Faster response of bridging buses

Ready to deploy when needed



#### Real-time commuter alerts and guidance

Faster and more tailored information dissemination



#### Better station wayfinding and support

To better help affected commuters continue their journeys on alternative routes

### Keeping Commuters Informed

LTA now publishes more indicators of rail reliability, and more frequently, to give commuters a more comprehensive view of our rail network's performance over time

### Monthly rail reports from Oct 2025 (previously quarterly)

#### Reports include

Mean Kilometres Between Failure (MKBF)

NEW

Train Service Delivery

NEW

Train Punctuality

### MyTransport.SG/trainstatus

#### Colour-coded live status



Green  
No delay

Yellow  
Minor delay

<30 min

Orange  
Major delay

>30 min

Dec 2025  
Launched online

Jan 2026  
Pilot trial of enhanced wayfinding provisions at Serangoon interchange

## RELIABILITY IN MOTION

# The Circle Line Comes Full Circle

The much-anticipated Circle Line Stage 6 opened on 12 Jul 2026, completing the full circle. The new Keppel, Cantonment and Prince Edward Road stations closed the gap between HarbourFront and Marina Bay, allowing commuters to travel seamlessly across the network without changing lines.



## Completed Circle Line

**39km**
**33**  
stations

**12**  
interchange stations

Connects commuters to all existing MRT lines

Reduces travel times between western and eastern areas, saving around 10 minutes

## Milestones


**Aug 2025**

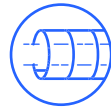
Integrated Supervisory Control System installed to manage power supply, communications and station systems across the line


**Jan 2026**

23 new trains delivered to SMRT, increasing the fleet from 64 to 87 trains

New trains feature refreshed exteriors and interiors, updated route maps and real-time condition monitoring

First new train entered passenger service on 13 Apr 2026


**Jan-Apr 2026**

Tunnel strengthening work completed between Mountbatten and Paya Lebar stations

Robotic arms and steel plates were used to reinforce the tunnels, with work rehearsed on a full-sized model to ensure smooth execution


**Apr-May 2026**

Final system integration testing conducted



## RELIABILITY IN MOTION

# Journeying Further East with the Thomson-East Coast Line

When the Thomson-East Coast Line (TEL) Stage 5 opens in the second half of 2026, the rail line will extend from Woodlands North to Sungei Bedok station.



2

new stations

Bedok South  
Sungei Bedok



2H 2026  
target opening

## Connecting to the World

The TEL Extension (TELe) will extend 14km from Sungei Bedok station to the TEL – CRL interchange station at Changi Terminal 5, and connect to Tanah Merah station via the converted East-West Line stretch between Changi Airport and Tanah Merah stations. Scheduled for completion in the mid-2030s, the TEL will span around 57km, making it one of Singapore's longest rail lines and directly connecting the airport, city centre and other major hubs.

## Reduced travel time from Changi Airport



Travel time from Changi Airport to Marina Bay reduced to about 45 minutes, up to 10 minutes shorter than today



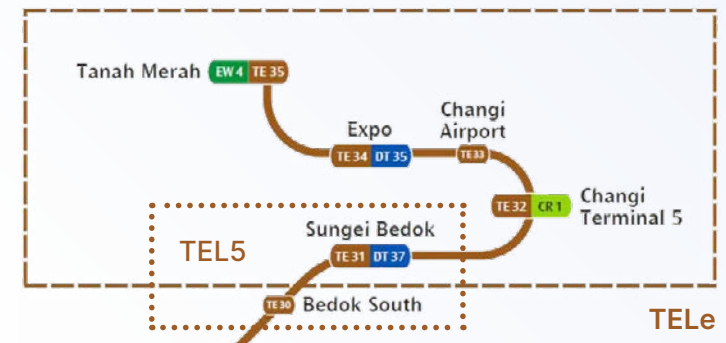
Seamless connections to Orchard, Maxwell and Gardens by the Bay, and the Johor Bahru – Singapore Rapid Transit System Link (RTS Link) at Woodlands North

Projected Daily  
Ridership

>1,000,000  
in the longer term



## Connects to the Future Changi Airport Terminal 5



Tanah Merah, Expo and Changi Airport stations will be converted from EWL to TEL stations. Once integrated, these stations will operate as part of the TEL for a better connected and more seamless journey

## RELIABILITY IN MOTION

# Extending the Downtown Line



**3**  
stations

DE1

Underground station along Sungei Kadut Avenue

NS6 / DE2

New DTL terminus and underground interchange station (DE2), connected to a new aboveground NSL station (NS6) between Yew Tee and Kranji stations

Twin bored tunnels, about 1.8km in length each, will be built beneath Woodlands Road and existing infrastructure, including the KJE flyover, within a limited workspace near Bukit Panjang station.

To minimise impact on existing rail structures and DTL commuters, sensitive works will be carried out during non-operating hours. Real-time monitoring and safety measures will also be implemented throughout construction.



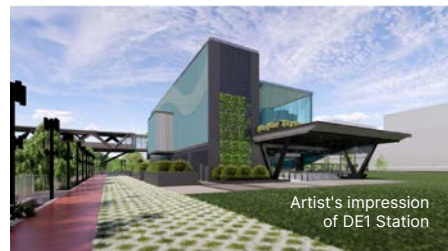
Construction begins  
**2H 2026**



Target opening  
**2035**

## New connections with DTL2e

- ✓ Reduce commute time for those travelling to and from the north and north-western areas
- ✓ New vehicular bridge to extend Choa Chu Kang North 7 and a pedestrian link-bridge over Pang Sua Canal to enhance connectivity between Yew Tee, the underground station, and the Rail Corridor



Artist's impression  
of DE1 Station



Artist's impression of NS6/  
DE2 Interchange Station



## Downtown Line 3 Extension (DTL3e)



**2**  
stations

Xilin  
Sungei Bedok



Target opening  
**2H 2026**

## More travel options with DTL3e

- ✓ Better access to Changi Business Park and Expo
- ✓ Direct access to the CBD and city centre

## RELIABILITY IN MOTION

# Refreshing the North-South and East-West Lines



## New Fleet Renewal



2020

### 40 additional trains

Additional new trains ordered to replace the Siemens and Kawasaki Nippon Sharyo (KNS) trains



Sep 2025

We bid farewell to the last original Kawasaki Heavy Industries (KHI) train, which had carried Singaporeans on the MRT since 1987



By end 2026

All 106 new trains arrived and running

## 1 New station between Choa Chu Kang and Bukit Gombak on the North-South Line



Targeted opening  
**2034**

- ✓ Third station built on an existing elevated rail line, after Canberra and Dover stations
- ✓ Temporary protective enclosure over tracks, new connecting viaducts and crossovers to keep train services running during construction
- ✓ Connecting commuters
  - Keat Hong Estate
  - Bukit Batok West
  - Pavilion Estate
  - Brickland District
  - Swiss Cottage Secondary School
  - ITE College West
  - St. Anthony's Primary School

## 2 Platform Screen Door Upgrade

After 30 years of service



Progressively replaced at all **15 underground** North-South and East-West Line (NSEWL) stations



Works began Aug 2025  
Target completion **Q1 2027**

## RELIABILITY IN MOTION

# Strengthening the North East Line

Residents can look forward to more reliable and comfortable commutes with power and fleet upgrades, as well as more affordable and flexible travel with free morning rides and rebates.

## HarbourFront

## Punggol Coast



## Power Supply Renewal

 North East Line (NEL) Sengkang Depot power intake upgrade

 New Traction Power Sub-stations for NEL and Sengkang-Punggol LRT (SPLRT)

 Transformer replacements

 In the longer-term, LTA will also explore building a new higher-capacity power intake as a dedicated back-up power intake for the NEL

## Train Mid-life Upgrade

**25**  
Upgraded NEL trains re-entered passenger service

  
**2022**  
start



  
**Feb 2026**  
completed

## Free Morning Off-Peak Rail Rides and Travel Smart Journeys (TSJ)



**From 27 Dec 2025**



Tap in at eligible NEL and SPLRT stations before 7:30 AM, or between 9:00 AM and 9:45 AM on weekdays, to get your first rail trip free

**No registration needed**

Registered TSJ participants can earn rebates of 80% for connecting bus rides by travelling during off-peak hours or switching to express bus alternatives

## Eligible New Bus Services

- City Direct Services 673, 675 - 683 — Hougang, Sengkang, and Punggol to CBD and Orchard
- Services 457 and 458 — Hougang and Sengkang to Tai Seng MRT



**~9%**  
of NEL commuters have shifted off the peak hour



**~2,100**  
commuters benefitted daily



**~31,100**  
as at Mar 2026  
(~14,800 increase)  
TSJ participants



**up to \$2.57**  
saved per journey

## RELIABILITY IN MOTION

# Connecting the West with the Jurong Region Line



**25**  
Stations



**24km**  
total length



Residents can save up to **20 minutes** travelling to the city when West Coast Extension opens

## JRL1 COMPLETION TARGET

**Mid-2028**

Timeline revised due to challenges of carrying out construction safely in built-up areas



**JRL viaduct works over the PIE**  
Permitted only during approved overnight road closures



**More comprehensive ground improvement works than originally planned to ensure structural stability**  
For example, construction of JRL viaduct over a 25-m wide canal



**Interim shuttle bus services**  
Available from 2H2027

## NEW JS2A STATION



Serving future demand in Tengah when ready

## ARRIVAL OF FIRST JRL TRAINS



**Sep 2025**



**Three-car trains**



**Wider doors**  
For smoother boarding and alighting



**Full fleet: 62 trains**  
Progressive delivery until 2028

## FUTURE WEST COAST EXTENSION

**2026**

Ongoing studies for West Coast Extension (WCE)

**Phase 1 (By late 2030s)**

Extend JRL from JE7 station to CR18 West Coast station



**West Coast**

**Phase 2 (By early 2040s)**

Further extend and connect with the Circle Line

**West Coast**

**Circle Line**

## RELIABILITY IN MOTION

# Moving Across the Island on Cross Island Line

The Cross Island Line (CRL) will be Singapore's longest fully underground MRT line, running east-west from Changi to Jurong, with a branch to Punggol. As the second orbital line, it will link all existing radial MRT lines, making cross-island travel easier without passing through the city centre.

## CRL AT A GLANCE



8th

MRT line



27

stations



~67km

length



&gt;600,000

projected daily rides

## Building Deeper, Greener and Better

CRL2 combines innovation with environmental stewardship, featuring Singapore's deepest MRT station at King Albert Park (50m underground) and a 5km twin-track tunnel bored in a single pass beneath the Central Catchment Nature Reserve. The project adopts lower-carbon construction methods and measures to protect nearby nature areas and wildlife, and reduces potential environmental impact.

## CRL PHASE 1

29km  
length12  
stations2030  
target opening>100,000  
Households served

Changi East Depot, CRL's control and maintenance centre, will be fitted with solar panels



## Tunnelling progress

- Works are advancing well under existing buildings and active MRT tunnels
- Section near Defu and Hougang completed in 2025

## CRL PHASE 2

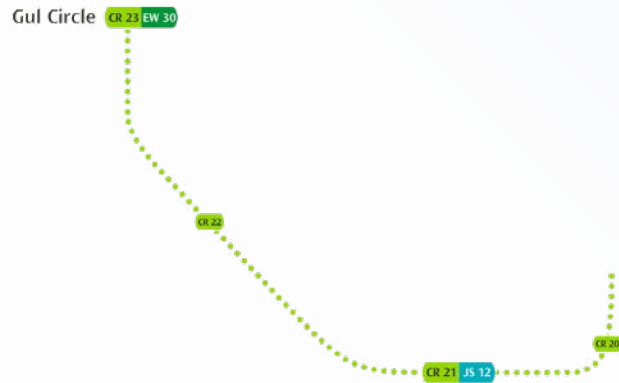
2032  
target openingWorks began  
Jul 202515km  
length6  
stations2 interchanges  
King Albert Park (DTL)  
Clementi (EWL)Up to  
40 mins saved  
West Coast to Ang Mo Kio  
Industrial Park

## CRL-Punggol Extension (CPe) will provide a direct link between the east and north-east

7.3km  
length4  
stations2032  
target opening

Stations will use greener steel and concrete with lower carbon emissions

Electric construction equipment trial to cut noise and pollution

**CRL PHASE 3**

10km  
length



4  
new stations

CRL depot at  
former Raffles  
Country Club site



Gazetted  
Jul 2026

**2 interchange stations**

CR 21 JR 12 CR 23 EW 30



Work to start  
**2027**

**Extends CRL further west**

From the Jurong Lake District to Gul Circle

**More direct routes**

From the north and north-east to the west



Target completion  
**Late-2030s**

**CONNECTING TO THE AIRPORT**

5.8km  
length



Target completion  
**Mid-2030s**



Links CRL to  
Changi Terminal 5



Reduce travel  
time from Ang  
Mo Kio to Changi  
Airport by up to 15  
minutes



# Future Lines: Seletar Line and Tengah Line

Engineering studies for the Seletar Line and Tengah Line commenced in 2026. The studies will take into consideration the possibility of linking both lines into a single rail line at the Greater Southern Waterfront.

**SELETAR LINE**

Could serve areas such as Woodlands, Sembawang, Sengkang West, Serangoon North, Whampoa, Kallang and the Greater Southern Waterfront

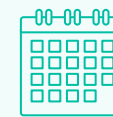
**TENGAH LINE**

Could serve areas such as Tengah, Bukit Batok, Queensway and Bukit Merah



**>400,000**

Households estimated  
to be served



**2040s**

Completion in phases  
if project is feasible

## RELIABILITY IN MOTION

# East Coast Integrated Depot

The East Coast Integrated Depot (ECID) is the world's first facility to house three rail lines — the EWL, TEL and DTL — alongside a bus depot on one site. It marks a new way to manage public transport operations and keep services running smoothly for commuters.



**Opening in 2026**

The world's first  
**4-in-1 depot**

**Tampines Bus Package\***

First bus package at East Coast Bus Depot

## INTEGRATION PROCESS

**7 TO 10 DEC 2024 | PHASE 1**

**To connect existing tracks to the ECID**

- ✓ EWL train service suspended between Tanah Merah and Tampines MRT stations
- ✓ Simei station closed

**NOV 2025 | PHASE 2**

10 intensive days of engineering works scheduled

**Track connections from EWL to ECID**

 **4.8km**  
length

 **12**  
locations

 Integrate new tracks, sleepers and third rail, followed by reinstatement of power cables, and testing of power and communications systems

- ✓ Train service suspended between Bedok and Tampines, and between Tanah Merah and Expo
- ✓ Shuttle trains and buses deployed, with support from over 880 staff and contractors and 280 crowd marshals daily
- ✓ New platform added at Tanah Merah station

Work was completed one day ahead of schedule. From 9 Dec 2025, EWL trains could be launched and withdrawn from the ECID.

**MAR 2026 | PHASE 3**

**Disconnecting from Changi Depot**



**4-day**

service suspension between Tanah Merah and Expo for final works



Works completed on  
**16 Mar 2026**



Changi Depot served the EWL since its opening and was decommissioned in  
**Mar 2026**

\*Details on Page 30

## RELIABILITY IN MOTION

# Strengthening the LRT System

## Bukit Panjang LRT (BPLRT) Upgrades

### Communication-based train control system

- Same technology as used on the MRT
- More precise speed control and reliable timing



Completed  
4Q 2025

### Operations control centre

- Final system migration to refurbished operations control centre on 25 Jan 2026



Completed  
1Q 2026

### Modular power rail brackets and joints

- Easier to maintain



Target to complete in  
end 2026

### Lift upgrades

- Tilted floor indicators, rear wall mirrors, larger lift buttons and energy-saving motors



Target completion  
1Q 2027

### Fleet Renewal Light Rail Vehicle (LRV)

**19 new**

Third-generation LRVs

**13 upgraded**

Second-generation LRVs



All first-generation BPLRT trains have been retired in 3Q 2025

## Sengkang-Punggol LRT (SPLRT) Depot Expansion



**Three times larger to support a bigger fleet**

From 3.5ha to 11.1ha

### New

- Two reception tracks
- Maintenance building, stabling tracks, and other ancillary facilities
- Three traction power substations

Advanced by RRTF



Target completion  
**2027**

### Connecting the new depot tracks to the main SPLRT network

- Sengkang West Inner Loop closed for 6 months
- Sengkang West Outer Loop running at maximum capacity
- Shuttle bus services on weekday peak hours during Sengkang West Inner Loop closure



Began  
**Apr 2026**



Target completion  
**Oct 2026**

### Fleet Renewal Light Rail Vehicle (LRV)

**25 new**

two-car LRVs to replace original one-car LRVs

**33**

two-car LRVs when fully deployed



- More capacity and better commuter experience
- Refreshed interiors with ergonomic seats, new air-conditioning, brighter lighting, inter-car doors and door-close warning strips

All first-generation SPLRT trains will be retired by 2030

## RELIABILITY IN MOTION

# Beyond Our Borders with the Johor Bahru – Singapore Rapid Transit System Link

The Johor Bahru – Singapore Rapid Transit System Link (RTS Link) will carry passengers between Bukit Chagar and Woodlands North in just five minutes.



Johor Bahru ↔ Singapore | 5 mins

**End 2024**

Access granted to RTS Link Operator into Singapore's infrastructure

**Jun 2025**

RTS Link train unveiled at Singapore Rail Test Centre

**Feb 2026**

Train arrived in Woodlands North station for scheduled train demonstration

**What to Expect**

Four-car trains

Fully driverless and automated

System is designed for 10,000 passengers per hour per direction

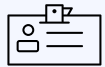
**Achieved Temporary Occupation Permit (TOP) for RTS Link Woodlands North Station in Sep 2026**

## RELIABILITY IN MOTION

# Keeping Rail Safe

## Exercise Greyhound 2026

The 11th annual rail emergency exercise was held at Serangoon station in Jan 2026, simulating a stalled train between Kovan and Serangoon, compounded by a period of planned service adjustment for the Circle Line. It tested the coordination between LTA, public transport operators and emergency agencies during a major disruption, including the activation of bridging buses, passenger flow management at a busy interchange and new wayfinding tools.



~170

personnel from LTA, SBS Transit, SMRT, SPF and SCDF



~130

observers

## Exercise Station Guard 2025

LTA and SBS Transit conducted a joint emergency preparedness exercise at Bukit Panjang MRT station on the Downtown Line on 12 Dec 2025 to strengthen response readiness, inter-agency coordination and community resilience.

## Keeping Our Public Transport Network Safe and Secure



A Safer Ride for Everyone



Protecting Your Journey



## CHAPTER 2

# Journeys That Work

Roads, paths, and streets support how people move through Singapore each day. We continue to improve walkways, cycling paths, and road infrastructure to provide safer and smoother travel for all users.

Through regular maintenance, better traffic management, and upgraded connections, we improve accessibility and reduce travel friction across neighbourhoods.

Every improvement supports more comfortable journeys and greater confidence on the move.



## JOURNEYS THAT WORK

# Bus Connectivity Enhancement Programme

Launched in Jul 2024, the Bus Connectivity Enhancement Programme (BCEP) improves bus services, linking residents closer to train services, and offers alternative travel options for crowded rail lines.

**36**

new or extended services  
by Jul 2026

**71**

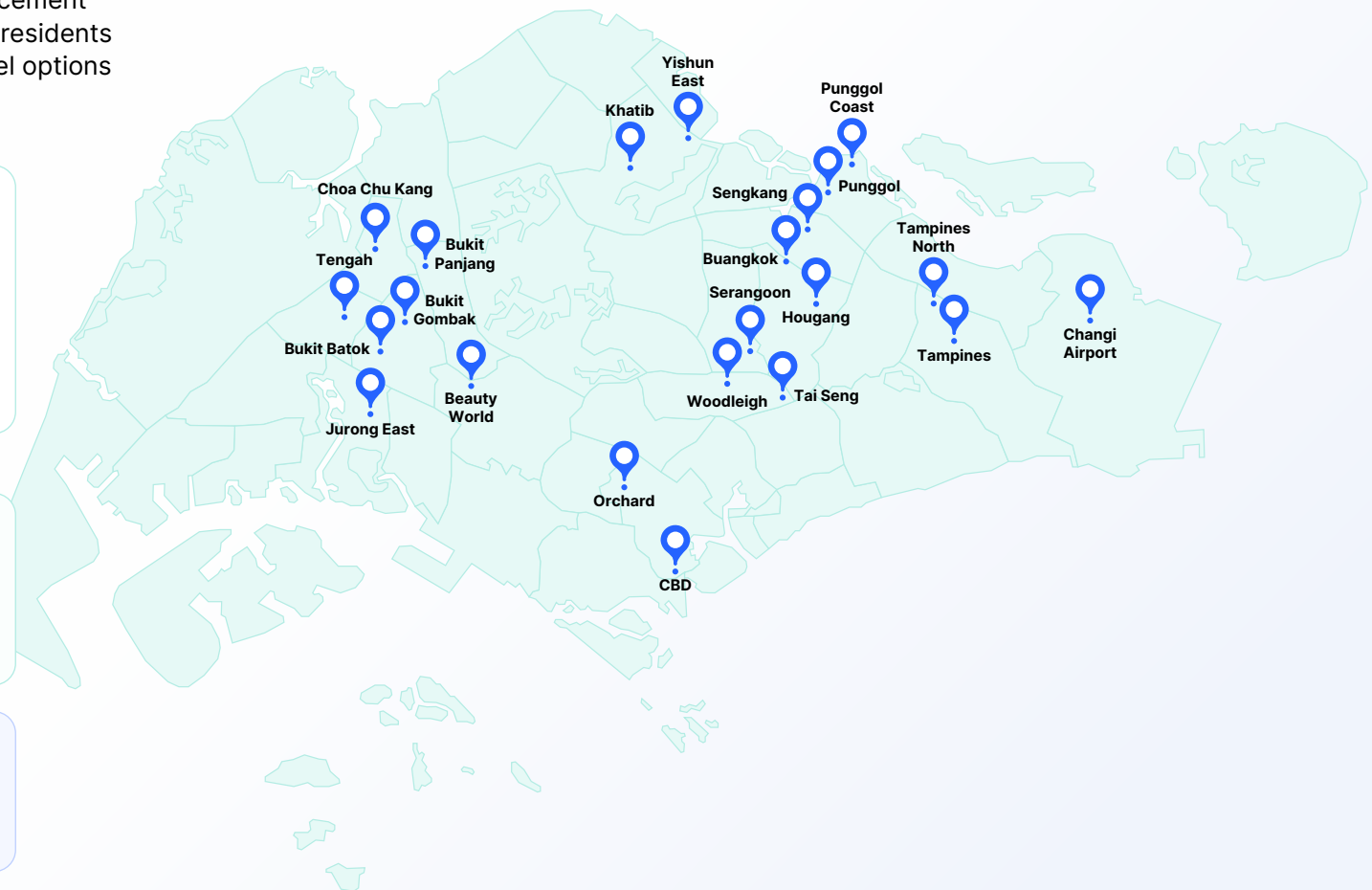
enhanced services  
as of end Jul 2026

**Up to 250,000**

commuters benefitting daily  
(Jun 2026 data)

**Up to \$900 million**

budget over 8 years



## JOURNEYS THAT WORK

# Improving Infrastructure and Operations



## New Integrated Transport Hubs (ITHs)

| ITH Name             | Opening Date | Features                                                                                                                                                                                          |
|----------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Woodleigh</b>     | Apr 2025     | <ul style="list-style-type: none"> <li>Barrier-free</li> <li>Priority queue zone</li> <li>Accessible toilet</li> <li>Baby care room</li> <li>Commuter care room</li> <li>Energy-saving</li> </ul> |
| <b>Pasir Ris</b>     | Apr 2025     |                                                                                                                                                                                                   |
| <b>Punggol Coast</b> | Jun 2025     |                                                                                                                                                                                                   |

**15<sup>th</sup> ITH**

**Woodleigh:** Integrates with Woodleigh station

**Pasir Ris:** Adjacent to Pasir Ris station, integrates with mall and polyclinic

**Punggol Coast:** Integrates with Punggol Coast station, and mall

## Total 15 ITHs

## 7 ITHs Undergoing Upgrading

|               |           |           |           |
|---------------|-----------|-----------|-----------|
| Ang Mo Kio    | Bedok     | Boon Lay  | Buangkok  |
| Bukit Panjang | Clementi  | Joo Koon  | Pasir Ris |
| Punggol Coast | Sengkang  | Serangoon | Toa Payoh |
| Woodlands     | Woodleigh | Yishun    |           |

SEP 2025

## Tampines Bus Package

Awarded to  
*Go-Ahead Singapore*



**~\$646M**  
5-year contract



**Jul 2026**  
contract begins



**29**  
bus routes



**4**  
bus interchanges and terminals to manage

## Sengkang West Bus Depot

Opened Jan 2025



**500 buses**  
capacity for parking and maintenance



**240 electric vehicle charging stations (EVCS)**  
for e-buses



**230 beds**

## Gali Batu Bus Depot

Opened Oct 2025



**500 buses**  
capacity for parking and maintenance



**240 electric vehicle charging stations (EVCS)**  
for e-buses



**230 beds**

## New Cloud Based ETA system

LTA is upgrading the Expected Time of Arrival (ETA) system that provides bus arrival timings for all public buses at all bus stops. The new version will be deployed by end 2027 and will be hosted in the Cloud to provide more resilience.



# Bus Safety and Operations

Safe, reliable bus services depend on strong partnerships, empowered workers and continual improvements that support both commuters and those who keep the network running.

## Key Bus Safety Tripartite Taskforce Recommendations

We worked with tripartite partners and stakeholders to progressively implement recommendations to support bus captains and improve bus safety.

### Equipping Bus Captains with the Right Tools

- Pilot audio safety announcements on 11 bus services
- New electric buses equipped with anti-fatigue systems, 360-degree collision warning cameras and improved torque to reduce sudden movements

### Improving Internal Processes and Practices

- Scaling up "BC Drive Safe" refresher programme from 3 to 4 sessions per week
- Extending minimum meal breaks for bus captains to 30 minutes
- Introducing a tiered safe-driving incentive in 2026

### Improving Road Environment

- AI detection of bus lanes and illegal parking offences with bus camera footage
- Expanding public education and engagement efforts through bus safety talks at Active Ageing Centres and the inaugural Bus Safety Roadshow in Aug 2025

NOV 2025

Advertisement spaces on buses and in bus interchanges are now managed by a single operator, Moove+ Pte. Ltd., for operational efficiency.



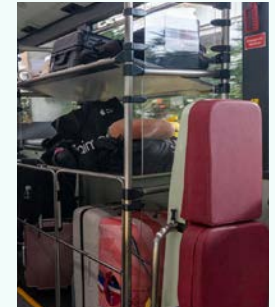
~6,000  
buses



30  
bus interchanges\*

\*Inclusive of new bus interchanges added upon concession commencement.

AUG 2025

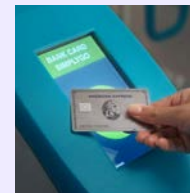


## Luggage Rack Trial

## Bus Service 36 (airport-bound)



6 large  
suitcases



### SimplyGo

AMEX can be used to pay for public transport, giving commuters more choices and convenience.

AUG 2025

## Public Transport Safety and Security Awards 2025

*Exemplary vigilance, ideas and actions recognised*

### Strong Safety Performance

**7** public transport operators

### Special Commendation Award

**58** public transport workers

### Star Award

**250** recipients for safety and security innovations

### Safety Champion

**81** appointments including 25 from Point-to-Point (P2P) sector (first time)

### Challenge Shield (NEW)

Inspiring operators to strive for operational and safety excellence

## National Enforcement Effort

LTA and public transport operators are empowered under the Tobacco and Vapourisers Control Act (TVCA) to take enforcement actions, including issuing offence notices and seizing e-vaporisers from individuals caught vaping or found in possession of e-vaporisers.

**STRONGER PENALTIES OF UP TO \$10,000 FINE**



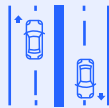
## JOURNEYS THAT WORK

# Enhancing Road Connectivity and Safety

As our urban landscape evolves, LTA continues to enhance road connectivity, explore new possibilities for road spaces, and keep journeys smooth and safe for motorists, cyclists and pedestrians.

## Road Projects

Opened Jun 2025



**Realigned 8km of Lim Chu Kang Road**  
into a dual-carriageway for Tengah Air Base expansion

Jul 2025  
Ground preparation works began



**Extension of Tuas Road Viaduct and road widening in Pioneer**  
for future port and industrial growth

Progressive completion from 2030

**Changi Northern Corridor**

**Three-tier road interchange of Loyang Viaduct** to manage future traffic from Pasir Ris, Loyang and Changi North

Apr 2024 Foundation works began

Sep 2025 Slip ramp from TPE(SLE) to Loyang Ave opened to traffic

One lane reduction along Loyang Ave (Southbound) until **3Q 2027**

Overall completion by 2030

**Changi Southern Corridor**



Improves traffic flow between Changi Airport and ECP/PIE and the future Changi Airport T5

Second civil contract called

Jan 2026 Realignment of slip road from Changi Airport T4 to ECP(City)

Overall completion by 2034

## Pedestrian Infrastructure

More covered linkways



As of Jul 2026

**~300km of covered linkways** islandwide

We build covered linkways within 400m of all MRT stations, 200m of LRT stations and bus interchanges, and 800m of MRT stations connecting to Friendly Streets

Singapore's First

**3D-printed concrete bridge** to connect Jurong West and Tengah

Targeted opening  
**2028**



Reduce labour needs and construction time, while allowing more complex designs

## AWARDED

**Cavenagh Bridge earns heritage recognition**

Singapore's oldest bridge has received the Engineering Heritage Award from the Institute of Mechanical Engineers. Built in 1869, it is the world's only complete example of the rare Ordish-Lefeuve design.



To preserve this national monument, it is carefully and regularly maintained to keep it in pristine condition.

## Maintenance and Innovation

Ongoing

**AI-powered Road Maintenance Management System (RMMS)**

integrates road inspections and maintenance system with video analytics, GPS, and map-based management

Prioritises road defect repairs by severity

Started Oct 2025

**Trial markings to indicate temporary road surfaces**

while awaiting permanent reinstatement after underground utility works

Ongoing

**Over 4,200 road signs to be checked and replaced**

based on age, legibility and reflectivity to keep them clear for road users

Replacement cycle approx. every 10 years

## JOURNEYS THAT WORK

# Road Regulations and Enforcement

LTA continues to update regulations and strengthen enforcement to support safer roads, fairer usage and more responsible vehicle ownership.

## Vehicle Enforcement Highlights

LTA carried out several targeted operations including joint enforcement with partner agencies. The figures below highlight some reported operations.

### Parking enforcement



3-day operation in Dec 2025

**187** violations detected

### Heavy vehicles violations



Operation in Nov 2025

>140 heavy vehicles caught for offences such as overloading and travelling on expressways without the required permits

### Illegal modification

May/June 2025

141 vehicles booked in several targeted enforcement operations

Dec 2025

125 vehicles booked in an enforcement operation

Feb 2026

Penalties raised for illegal vehicle modifications



**26**

workshops charged in court since 2021

Individuals

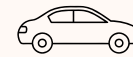
1st time offence  
**up to \$20,000 fine  
and/or two years jail**

Workshops

1st time offence  
**up to \$40,000 fine  
and/or two years jail**

## Revised Vehicle Entry Permit (VEP) and Goods Vehicle Permit (GVP) Fees

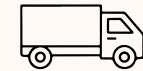
From 1 Jan 2027, the VEP fee for foreign-registered cars and motorcycles, and GVP fee for foreign-registered goods vehicles entering Singapore, will be increased to better reflect the costs of ownership and usage here.



**\$35 to \$50 per day**



**\$4 to \$7 per day**



**\$40 to \$70 per month**

Mondays to Fridays Only  
(excluding Singapore Public Holidays)

## Two-Year Trial of Trailer VPC Suspension

**6 Feb 2026 to 5 Feb 2028**



As part of efforts to keep regulations relevant and reduce unnecessary compliance burden, LTA launched a two-year trial to suspend the Vehicle Parking Certificate (VPC) requirement for trailers. The trial, supported by continued enforcement against indiscriminate parking, has enabled the conversion of unused trailer lots to heavy vehicle lots while maintaining low levels of parking violations.

## Anti-lock Brakes for All New Motorcycles

From Apr 2027, all new motorcycles registered in Singapore must have Anti-lock Braking System (ABS).

ABS helps riders stay in control during hard braking by preventing wheels from locking up. International studies show motorcycles with ABS have a **37% lower fatal crash rate**.

Existing motorcycles without ABS do not need to be retrofitted.



**First in ASEAN**  
to require ABS

## JOURNEYS THAT WORK

# Strengthening Point-to-Point (P2P) Transport Services

Across the Point-to-Point transport sector, LTA is expanding commuter choices through new operator licences, shared P2P stops and improved cross-border arrangements with Malaysia, while streamlining processes for elderly vocational drivers and strengthening enforcement against illegal ride-hailing.

## Point-to-Point Services

APR 2025

### New and upgraded licences

#### Street-hail Service Operator Licence (SSOL)

LTA awarded GrabCab a 10-year SSOL, introducing a new taxi operator, adding at least an additional 800 taxis over the next three years to provide drivers and commuters with more choices.



DEC 2025

### Full ride-hail licences granted

#### Ride-Hail Service Operator Licences

Geolah and Trans-Cab's provisional licences were converted to three-year full licences, valid until end 2027.

In Singapore

**7 fully-licensed ride-hail operators**  
**6 fully-licensed street-hail operators**

## Shared Pick-up and Drop-off Points

FEB 2026



**9 shared P2P stops**  
**in the CBD**



Nine taxi stops in the CBD were converted into shared P2P stops for taxis and private-hire cars, giving drivers and commuters more convenient pick-up and drop-off options in the city.

## Streamlined medical process for elderly vocational drivers

From 2 Feb 2026, Vocational Licence (VL) drivers aged 65 and older will receive one notification letter per year from either the Traffic Police or LTA. Medical practitioners will submit examination results directly to both authorities via a new digital Harmonised Medical Examination Report, simplifying the process for elderly VL drivers.



**One notification**



**One medical report**



**Shared with two agencies**

## Cross-Border Services

### Improving Singapore-Malaysia cross-border rides

Singapore and Malaysia agreed on improvements to cross-border taxi and bus services, giving commuters more flexible and reliable travel options. The enhancements were implemented on 4 May 2026.

#### Key improvements include:

Foreign taxis can drop passengers off anywhere in the other country, not only at designated points

More pick-up points for app-based taxi bookings

A new regulatory framework for cross-border ride-hail platforms

Better insurance coverage for cross-border taxis

Clearer identification of cross-border taxis with livery, tamper-proof vehicle plate with predefined prefix and topper to facilitate enforcement

Aligned cross-border bus regulations between both countries



Licensed cross-border taxi quota increased from

**200 to 300**  
per country

### Enforcement against illegal ride-hailing

LTA worked with industry partners and other agencies to curb illegal cross-border ride-hailing services operating without proper licences or insurance, protecting passengers and licensed drivers.



**3,200+**  
vehicles checked since  
Jul 2025

*As of Mar 2026*



**180+**  
drivers caught and  
vehicles impounded since  
Jul 2025

*As of Mar 2026*



**Up to \$3,000**  
fine and/or up to six  
months' jail for individuals  
caught

## JOURNEYS THAT WORK

# Improving Traffic Management with ERP 2

## What is ERP 2?



Uses Global Navigation Satellite System (GNSS)



Replaces the gantry-based ERP system



Provides more features, beyond ERP charging

## Latest On-Board Unit (OBU) Features



**Flash flood alerts** ahead of affected roads



**Real-time traffic alerts** for accidents, jams and road works



**Speed limit reminders** on key roads



**Payment of missed ERP charges** within grace period



ERP 2 starts on

**1 Jan 2027**

## Preparing Vehicles for ERP 2

**All SG-registered vehicles must install an OBU before 2027**

**>96%**

of vehicles have an OBU installed as of July 2026



## Testing new visual cues for motorists

LTA conducted trials to test the road signs and markings that will replace the gantries, with safety and visibility assessments conducted.

### PHASE 1 (MAR 2026)



Small-scale trial at Bayshore Drive

### PHASE 2 (JUN-JUL 2026)



Tested five combinations across five expressways and arterial roads, incorporating refinements from Phase 1 findings

## CHAPTER 3

# Places That Connect Us

Our streets and neighbourhoods are safer, more welcoming and easier to navigate. Initiatives such as Friendly Streets and the North-South Corridor, along with an expanding cycling network, mean everyone can walk, cycle and get around with greater ease. Clearer rules on shared paths and stronger regulations for active mobility devices also make these journeys safer for all.

But gracious transport goes beyond infrastructure. Initiatives such as the Helping Hand Card, Caring Commuter Week and the Thoughtful Bunch reflect a vision of inclusive and enjoyable commuting, where the network is designed around people, not only movement.



## PLACES THAT CONNECT US

# Safer Streets, Greener Choices

## Friendly Streets

Developed with the community, Friendly Streets builds on LTA's earlier work in Silver Zones and School Zones to redesign residential roads into safer, more welcoming spaces in areas with high pedestrian flows. These improvements make everyday journeys easier for all road users, especially for seniors, families and people with mobility challenges.



Lower speed limit of 40km/h\*

More barrier-free crossings

Shorter waiting time and longer green-man crossing time

Road calming measures

\*From 1 Jan 2026, higher penalties for those who break traffic rules within Friendly Streets

## COMPLETED

**9** Friendly Streets

Ang Mo Kio  
Bukit Batok West  
Bukit Panjang  
Pek Kio  
Sembawang  
Tampines  
Tiong Bahru-Havelock  
Toa Payoh  
West Coast

**9 in 10 surveyed**

agreed that walking experience had improved

## UPCOMING

**21** more locations

|               |                     |               |
|---------------|---------------------|---------------|
| Bedok         | Holland/Buona Vista | Simei         |
| Boon Lay      | Jurong East         | Tanjong Pagar |
| Buangkok      | Jurong West         | Telok Blangah |
| Bukit Timah   | Opera Estate        | Thomson       |
| Choa Chu Kang | Pasir Ris           | Woodlands     |
| Fengshan      | Punggol             | Yew Tee       |
| Geylang       | Queenstown          | Yishun        |

At least one Friendly Street per town

**by 2030**

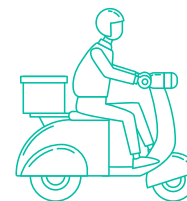


## Slow Down at School Zones

From 1 Jan 2026, a lower 40km/h speed limit for Enhanced School Zones applies all day, instead of specific periods, such as school arrival and dismissal times.

## E-guide on the Rules & Best Practices for Delivery Riders to make safer and easier deliveries

- Map layer on OneMap showing the location of delivery waiting bays
- Toolkit for building owners, including floor stickers to mark delivery waiting areas



## Month-long celebration in conjunction with World Car-Free Day

SEP 2025

LTA, government agencies, organisations and public transport operators hosted a series of activities connected with sustainable travel, health, heritage and discovery.

The campaign, themed Refresh Your Journey, encouraged people to consider more sustainable ways to travel.



# Expanding Our Cycling Network

LTA aims to grow the cycling network to 1,300km by 2030, putting more than 9 in 10 HDB residents within easy reach of a cycling path. This will enable more residents to conveniently cycle to nearby amenities and transport nodes within and beyond their towns while supporting active and healthy lifestyles. To advance sustainability objectives, LTA has begun using lower-carbon concrete in cycling path construction.

## Key Cycling Path Milestones

### OCT 2025

- Completed >10km of cycling paths in Toa Payoh

### DEC 2025

- Completed >50km of cycling paths across eastern and north-eastern areas

### FEB 2026

- Completed beam launch for cycling bridge across the Tampines Expressway, a key milestone towards delivering a seamless cycling link between Tampines and Pasir Ris from around 2027

### MAR 2026

- Completed 19km in Central Area. Improved safety and comfort through bus stop bypass paths and new zebra crossings

### UPCOMING WORKS

- About 30km of new cycling paths will be completed across western areas by 2026 including Bukit Batok, Clementi, Jurong West and Queenstown
- More new cycling paths will be progressively completed islandwide from 2026 onwards
- Completion of the first cycling underpass across Pan Island Expressway, to seamlessly link Tampines and Simei around 2028



# Safeguarding Our Shared Paths

## Active Mobility Enforcement (FY 2025/26)

**119,000**

enforcement operations

**1,100**

devices seized

**6**

retailers caught



New speed measurement device developed with Temasek Polytechnic  
Deployed to detect illegally modified devices

## Pedestrian-Only Paths

Adjacent to dedicated cycling paths, these protect seniors and children from faster-moving devices

### FROM 1 JUL 2025

**Enforcement started for converted Pedestrian-Only Paths**

### JUN 2025

**Stay on Track campaign** helps path users understand the rules



## Tighter Rules for Personal Mobility Aids

### FROM JUN 2026



Retailers may only display, advertise or sell registered mobility scooters whitelisted with LTA



Mobility scooter users must obtain a certificate of medical need from a doctor or occupational therapist, unless exempted



PMA's cannot go above 6km/h and must meet size limits

### FROM JAN 2029

All mobility scooters used on public paths must be registered. Registration of existing mobility scooters will commence in mid 2027

## PLACES THAT CONNECT US

# Redefining Journeys with the North-South Corridor

The North-South Corridor (NSC) is a multi-modal transport corridor designed to strengthen connections between the northern region and the city.

As more traffic shifts to the NSC expressway (viaduct and tunnel), surface streets across residential neighbourhoods, commercial areas, and historic districts will be reimaged to better serve pedestrians, cyclists, public transport users, and the wider community. When completed, the NSC will feature seamless cycling and walking paths, new public spaces, and greenery, all well-integrated to create a unique travel experience.

## Reaching Out via Ambassadors

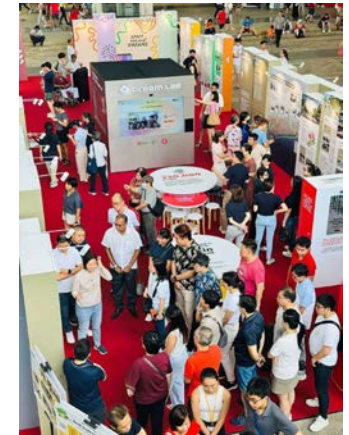
LTA invited members of the public to sign up as NSC Ambassadors, attracting volunteers who were passionate about their community. Most were residents living along the NSC and they played an important role in extending the reach of public engagement efforts.



## Involving the Community

From Aug to Oct 2025, LTA brought roving exhibitions to Toa Payoh Hub, Causeway Point, Northpoint, Ang Mo Kio Town Centre, Tan Tock Seng Hospital and Kampong Gelam, encouraging conversations about the future of the NSC.

LTA also worked with subject matter experts, including the Singapore Association of the Visually Handicapped and precinct associations, and organised walking and cycling workshops to gather feedback on the ground.



## Shaping Plans

Feedback and ideas from stakeholders are helping to refine the NSC Surface Streets Master Plan.



## PLACES THAT CONNECT US

# Deepening our Caring Commuter Culture

## Helping Hand Card



The card allows any commuter to quietly signal that they might need a little extra support, such as a reminder for their stop, help tapping their fare card, or assistance if they get lost.

They are free and available at MRT and bus interchange Passenger Service Centres, as well as selected SimplyGo ticket offices.

**>27,300**  
distributed  
as of Mar 2026

## Caring Commuter Week



NOV 2025

An annual event to raise awareness of vulnerable commuters' needs and recognise exemplary acts of care on public transport.

- Interactive exhibition on vulnerable commuters
- Awards recognising caring commuters
- *A Brand New Way to Ride* theme song
- Young ChangeMakers – Caring SG Commuters Grant

## Gracious Commuting



The Thoughtful Bunch continued to spread their message of gracious commuting and mutual respect through collaborations that championed a more inclusive commuter culture.

### Partnership with Starbucks

Starbucks vouchers inspired by the five Thoughtful Bunch characters

### Collaboration with Republic Polytechnic

LTA X RP students explored what gracious commuting means to Singaporeans

## Hello Kitty's Move Lite Adventure



A month-long campaign to encourage more people to walk, cycle and ride.

- Daily Quest
- Virtual Walk and Run
- Digital Stamp Rally

**>35,000**  
participants

**>54,000**  
digital stamp check-in

**~478,000km\***  
travelled together

\*that's ~12X around earth!

## PLACES THAT CONNECT US

# A Vibrant Network

To celebrate LTA's 30<sup>th</sup> Anniversary, the Art in Transit programme will be expanded to existing stations to inject more vibrancy and improve commuter experience in everyday commutes.



*Seeing History Through the Bamboo Forest*  
by Yeo Siak Goon



**40**  
existing stations  
getting artwork

Permanent commissioned artworks will be introduced at North-South and East-West Line stations, starting with Bugis, Novena and Outram Park by 2026.



### Explore Art in Transit with Bloomberg Connects

Scan the QR codes at each artwork to access stories, tours and students' curated trail.



### LTA's 30<sup>th</sup> Anniversary Commemorative artwork at NEL Little India Station

*Seeing History Through the Bamboo Forest* by Yeo Siak Goon honours Little India's Heritage, LTA's Hampshire Campus and Singapore's transport journey.



### Community partnerships and artist collaborations

Partnerships with the Singapore Art Museum, National Arts Council, Art Outreach, MINDS Towner Gardens School, School of the Arts and artists such as Nur Aida and Nur Aisha Sa'ad bring art into stations and public transport spaces.

JAN 2026

*Next Stop: Together!* is an Art in Transit project co-presented by LTA and NAC in collaboration with ART:DIS that transformed eight stations and one train into an artistic platform, engaging commuters island-wide during Singapore Art Week.



### Retired Trains With New Purpose

Decommissioned North-South and East-West Line trains were repurposed into new spaces, reducing waste and supporting Singapore Green Plan 2030 goals.



CDL EcoTrain @ City Square Mall,  
a climate education hub

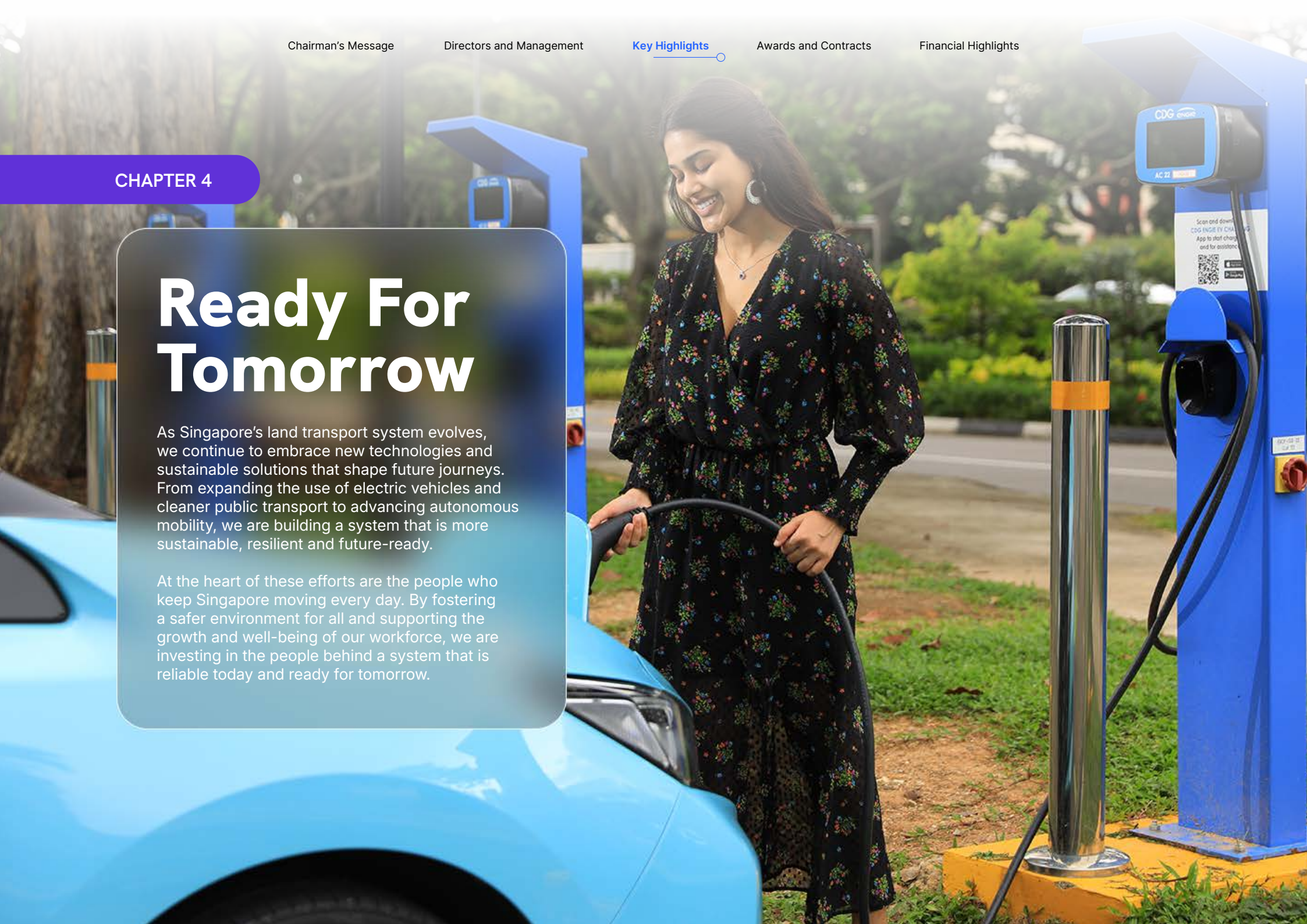
LTA donated one train car to ITE College West for educational purposes, and another train car to City Developments Limited for the CDL EcoTrain, a climate education hub at City Square Mall.

## CHAPTER 4

# Ready For Tomorrow

As Singapore's land transport system evolves, we continue to embrace new technologies and sustainable solutions that shape future journeys. From expanding the use of electric vehicles and cleaner public transport to advancing autonomous mobility, we are building a system that is more sustainable, resilient and future-ready.

At the heart of these efforts are the people who keep Singapore moving every day. By fostering a safer environment for all and supporting the growth and well-being of our workforce, we are investing in the people behind a system that is reliable today and ready for tomorrow.



READY FOR TOMORROW

# Powering Green Mobility

Singapore's shift to cleaner vehicles is gaining pace, supported by incentives, more chargers and updated standards for a growing electric vehicle (EV) population.

## New national EV charging standard (SS722)

From Apr 2026, SS722 introduced higher standards for EV charger design, operation and maintenance, while covering emerging technologies such as wireless charging and battery swapping.

### Acceleration of EV uptake

EV adoption continued to grow in 2026. In Mar 2026, fully electric cars made up around 61% of new registrations.

**>57,000 EVs**  
Supported by  
government incentives  
since 2021

**94%** of new cars and taxis  
registered in Mar 2026 were  
cleaner energy vehicles  
~60% of these were fully electric

**65%**  
of new light goods  
vehicles registered in  
Mar 2026 were electric

### Incentives to help buyers choose EVs

#### Two schemes continue to support the switch to EVs:

- The Vehicular Emissions Scheme (VES) has been extended to end 2027, with rebates now only for EVs. More polluting vehicles face higher surcharges
- The EV Early Adoption Incentive (EEAI) has been extended to end 2026, with rebates capped at \$7,500

The \$0 Additional  
Registration Fee floor for  
electric cars and taxis will  
remain until end 2027.

**Up to \$30,000**  
Combined cost savings for EV  
buyers in 2026

**Up to \$20,000**  
Combined savings  
in 2027

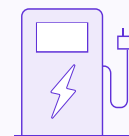
Vision to have  
**100% cleaner**  
energy vehicles by 2040

### EV charging network grows

Singapore's EV charging network continues to expand across public and private spaces, with more HDB carparks EV-ready and grants supporting chargers in private homes and heavy vehicle sites.

**~30,500** chargers nationwide  
as of Mar 2026  
~12,100 public charging points

**>90%** HDB carparks  
EV-ready



#### EV Common Charger Grant (ECCG)

From 2021 to 2026

2,300 chargers installed in  
private homes, with 1,200  
more targeted by 2026

#### Electric Heavy Vehicle Charger Grant (EHVCG)

Up to \$30,000  
per charger from 2026  
to 2028, supporting  
500 chargers

#### Heavy Vehicle Zero Emissions Scheme (HVZES)

Up to \$40,000 incentive  
for owners who register  
a zero-tailpipe emissions  
heavy goods

### EV license plates

LTA and SCDF are studying the implementation of differentiated licence plates for EVs, including plug-in hybrid EVs (PHEVs) to provide a clear and immediate visual identifier to support emergency response.

SCDF and LTA have commenced stakeholder engagements to gather feedback on the proposed design and implementation approach.

# Electric Buses and Infrastructure

LTA is expanding cleaner bus fleets and greener supporting infrastructure.

## More electric buses on the way

LTA has procured 660 electric buses to replace older diesel buses reaching the end of their lifespan. This is Singapore's largest single electric bus procurement to date and its first large-scale purchase of electric double-deck buses.

**660**  
new electric buses

**360**  
single-deck

**300**  
double-deck



**End 2026**  
Progressive  
deployment  
begins



**50% electric  
bus fleet**  
By 2030



**100% cleaner  
energy buses**  
By 2040

- Anti-fatigue monitoring for drivers
- 360-degree collision warning systems with AI assistance
- Camera mirror systems
- Three doors and two staircases on double-deckers for smoother boarding and alighting



## Bus charging infrastructure

High-power depot chargers and pantograph chargers at bus interchanges

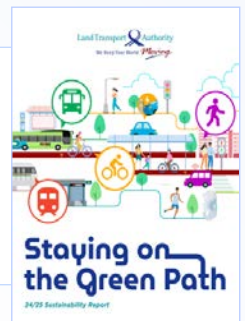
## Solar deployment on public transport infrastructure



As of 2025, 23 MWp of solar capacity has been installed across public transport infrastructure including rail and bus depots/terminals, putting us on track to achieve our 2030 target of 25 MWp.

## Sustainability Report 2024/2025

Download our Sustainability Report 2024/2025 [here](#) to learn how we are building a world-class transport system with sustainability at its core.



READY FOR TOMORROW

# Autonomous Vehicles: Taking the Next Step

We are progressively introducing autonomous vehicles (AVs) through carefully-managed pilots and phased deployments. The Punggol shuttle services show how self-driving vehicles may enhance Singapore's future land transport system.

## Autonomous Shuttles

Three fixed-route autonomous shuttle services connecting passengers



From Jan 2026

By-invite rides began

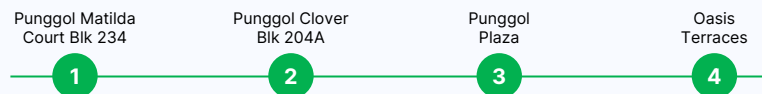
From 1 Apr 2026

Public rides launched

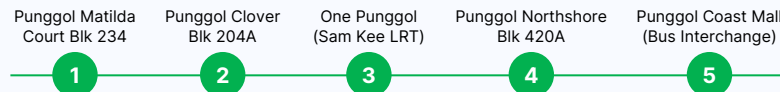


Trained safety officer on board

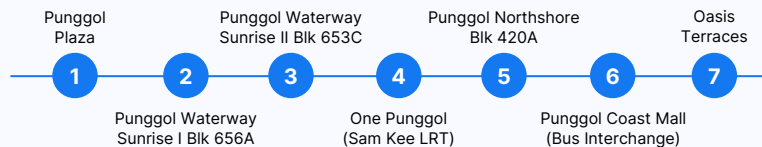
### Punggol West to East (Route 1 operated by Grab)



### Punggol West to North (Route 3 operated by Grab)



### Punggol East to North (Route 2 operated by ComfortDelGro)



### Operated by

Grab and  
ComfortDelGro

Up to 15 mins saved  
per shuttle journey

LTA has been working closely with AV operators to raise public awareness and engagement, while keeping safety a key priority. AV rides on fixed shuttle routes were launched in early 2026. We will progressively improve the services, with plans for on-demand, direct routes and more pick-up and drop-off points across Punggol. New points will be added based on residents' feedback.

READY FOR TOMORROW

# Safer Workplaces, Safer Journeys

Our partners play a vital role in the safe delivery of land transport infrastructure. With this year's theme, *Owning and Leading Safety Together*, the Annual Safety, Health and Environmental Awards Convention (ASAC) recognised organisations that are raising industry standards through excellence in workplace safety, health, environmental management and innovation.

## 27<sup>th</sup> Annual Safety, Health and Environmental Awards Convention

**80** awards

**17** categories



**51**  
organisations  
recognised



**Top Award**

LTA Contractors  
Champion Shield was  
awarded to Hwa Seng  
Builder Pte Ltd for the  
design and construction  
of JW5 Station and Jurong  
Region Line viaduct

## Keeping Our Workforce Safe



### From Jan 2027

Workers can no longer be ferried in caged lorries due to added risks, such as trapping workers if the gate of the cage is latched or locked from the outside.

These vehicles can still be used to transport goods and equipment.

**Companies that do not  
comply will face penalties.**

# Awards

## Minister's Value for Money Achievement Award 2025 (Distinguished Award)



CRL Contract CR112 adopted an innovative approach to alternate Bored Tunnelling strategy. The project team omitted the intermediate launching shaft and integrated the launching shaft with the station. This approach eliminated complex advance works and streamlined tunnelling operations. These adjustments saved land space and achieved \$21.1 million in cost savings.

## Minister's Innovation Award 2025 (Distinguished Award)



LTA evolved its earlier *Guardians of the Roads* social media series into *Goodnight Singapore*, a comprehensive multi-platform digital campaign featuring emotionally resonant storytelling.

With 200 content pieces generating 13.96 million impressions, the campaign substantially expanded reach, drawing in more women, attracting a larger pool of new viewers, and broadening public understanding and appreciation of LTA's road and traffic management efforts.

## Minister's Value for Money Achievement Award 2025 (Distinguished Award)



This award recognises the strategic construction approach for North-South Corridor tunnels. The team optimised the foundation design to protect operational CCL tunnels below, while robust control measures allowed engineers to reposition underground cross-walls closer to the live tunnels to maintain safety and structural integrity. This action reduced excavation exposure, engineering risks, and construction joints.

The approach improved efficiency, delivered significant time and cost savings, and established best practices for future underground projects.

## Minister's Innovation Award 2025 (Distinguished Award)



LTA introduced Steel Fibre Reinforced Concrete (SFRC) and Polymer Fibre Reinforced Concrete (PFRC) for transport infrastructure to reduce steel congestion and improve construction productivity.

Adding fibres into concrete mixes reduces manually installed steel reinforcement to deliver efficient construction. In underground applications, SFRC saved \$360,000 and 1,250 man-days per station. PFRC delivered \$1.9 million in cost avoidance and improved productivity by 30% across planned cycling paths.

## Minister's Innovation Award 2025 (Distinguished Award) and ESRI GeoInnovation Award



AskIgnite is an AI-powered geospatial assistant developed in-house by LTA that allows officers to query and analyse complex spatial data using plain language, eliminating manual processing. By combining generative AI with enterprise geospatial systems, it delivers faster, more accurate insights to support transport planning, operations, and decision-making — while strengthening collaboration across government agencies.

# Awards

## Minister's Value for Money Achievement Award 2025 (Merit Award)



LTA has improved the energy efficiency of underground rail stations by 67% from the North-South Line to the Thomson-East Coast Line (Stages 4 and 5). The key innovation is a hybrid cooling system that combines air-conditioning with circulating fans, allowing the cooling temperature to be raised from 25°C to 27°C while maintaining commuters' comfort. This reduces cooling load, lowers energy consumption, and cuts carbon emissions in support of Singapore's sustainability goals.

## Minister's Innovation Award 2025 (Merit Award)



iDELTA Mall is an in-house GIS platform developed by LTA to consolidate engineering data that was previously scattered across fragmented systems. Engineers can now access, compare, and share datasets from multiple disciplines in one place, overlaying data layers and performing spatial analysis to uncover insights that support infrastructure planning. The result is faster decision-making, better collaboration across government, and significant time savings.

## Minister's Innovation Award 2025 (Merit Award)



This award recognised LTA's success in integrating AI tools with human creativity to reimagine the content-creation workflow and deliver relatable stories on Singapore's land transport development to build deeper connections with audiences.

The campaign garnered over 2 million views and 27,000 engagements, demonstrating AI's potential in enhancing content production and emotionally engaging storytelling that is not only resource-efficient but also maximises reach and impact.

## Minister's Innovation Award 2025 (Merit Award)



Tunnel Boring Machines (TBMs) typically require large surface shafts to launch, which is challenging in land-scarce Singapore. LTA addressed this by refining the design of compact, peanut-shaped launching shafts, adding underground side chambers to expand working space below ground. A compact TBM with a circular thrust frame was also deployed to enable full tunnelling from the point of launch. Together, these innovations improve tunnelling efficiency while significantly reducing the surface land needed.

# Awards

## IES Prestigious Engineering Achievement Award 2025 & ASEAN Outstanding Engineering Achievement Award (Project Category)



LTA has become the world's first transport agency to implement a remote control and monitoring system across 120,000 LED streetlights nationwide. The system enables real-time monitoring, automated fault alerts, and sensor-driven data adjustments during bad weather to maintain visibility. This improves maintenance efficiency while reducing energy consumption and carbon emissions across Singapore's road network.

## IES Prestigious Engineering Achievement Award 2025



LTA conducted large-scale fire tests to better understand the risks posed by electric vehicle/bus battery caused by thermal runaway, resulting in intense, hard-to-suppress fires. The research examined fire behaviour, tested suppression systems, and assessed the readiness of road tunnels and bus infrastructure. The findings will inform safer infrastructure planning and support Singapore's long-term transition to electric public transport.

## IES Prestigious Engineering Achievement Award 2025



TEL4 involved building seven underground stations from Tanjong Rhu to Bayshore through challenging ground conditions and dense utilities. The project adopted digital tools including Building Information Modelling (BIM) and Virtual Design and Construction (VDC) to improve coordination and constructability, and introduced sustainable features including hybrid cooling and green infrastructure. The result was a safer, more efficient construction process with minimal disruption to surrounding communities.

## MDDI Comms Excellence Awards 2025 & UITP 2025 Special Recognition Award



Move Lite encourages greener ways of commuting, including walking, cycling and taking public transport. In 2024, the *Reasons to Move Lite* campaign was introduced to invite Singaporeans to share their personal reasons for choosing more sustainable travel options. From the stories submitted, 24 were curated and brought to life through creative visuals across the public transport network.

Through light-hearted humour and relatable everyday moments, the campaign raised awareness of sustainable commuting and showed how small changes in the way we travel can contribute to a more connected and liveable Singapore.

# Awards

## Municipal Service Awards 2025 (Certificate of Commendation)



LTA worked closely with NParks, PUB, and Tanjong Pagar Town Council to improve pedestrian access near Block 5 Farrer Road. Taking stakeholders' feedback that the earlier ramp proposals would result in longer walking distances to nearby bus stops and Farrer Road MRT station, the Team revised the plan and built a new footpath in front of the block, providing a more direct and safer route for residents. Through close inter-agency coordination, the project was completed in October 2024.

## Municipal Service Awards 2025 (Certificate of Commendation)



A new covered linkway now connects Block 52 Owen Road to Pek Kio Market and Food Centre and provides sheltered access to nearby bus stops, Pek Kio Community Centre, Farrer Park MRT, and the medical facilities in the vicinity of the MRT station. The project, which came after many years of requests, involved grassroots leaders from two constituencies, two Town Councils and LTA, delivering one high sheltered linkway across Owen Road and two standard linkways connecting to Kent Ville and Pek Kio HDB precincts.

## Municipal Services Awards 2025 (Team)



Through a multi-agency collaboration and community-engaged design, 98 metres of road space along Yung Sheng Road and Choa Chu Kang Terrace were transformed into vibrant pedestrian areas featuring covered linkways, barrier-free access, and green spaces — improving safety and accessibility for the local community.

## PMI Project of the Year 2025 Category A (Project value above 200 million SGD)



TEL4 Contract E1003 delivered the detailed design and management of five underground stations, connecting tunnels, station entrances, and associated structures. The works spanned Founder's Memorial, Tanjong Rhu, Katong Park, Tanjong Katong, and Marine Parade stations.

# Awards

## Public Sector Transformation Awards 2025 (*Dare to Do Award*)



The T316 project constructed two kilometres of twin-bored tunnels beneath Changi Airport, overcoming complex geotechnical and operational constraints as any ground movement could disrupt airport operations. Engineers resolved these challenges by using specialised cutting tools, targetless monitoring, and micro-tremor surveys for precise soil mapping. Continuous trials and careful management ensured successful tunnelling beneath one of the world's busiest airports.

## Public Sector Transformation Awards 2025 (*Exemplary Leader Award*)



Mr Ng Kee Nam helped shape Singapore's rail construction over a 40-year career. He delivered seven MRT projects and played a pivotal role in developing local rail construction expertise. Leading an all-local management team on the Downtown Line 2, he introduced Building Information Modelling, digital construction records, and sustainable practices — strengthening safety, reducing labour dependency, and improving project efficiency.

This award was presented to Mr Ng by former Head of Civil Service Leo Yip.

## The Asset Triple A Treasuries Awards 2025 (Best Solution, Payments and Collections)



In collaboration with OCBC, a blockchain-enabled payment solution was developed that improves transparency and accountability for contractors' mobilisation advance payment. The solution has earned multiple international awards, including The Asset Triple A Treasuries Awards 2025 and recognition from Adam Smith Asia Award 2025, Global Finance, and OpenGov Asia.

## The MARKies Awards Singapore 2026



LTA's *The Travel Guardians* campaign was also recognised at the 2026 MARKies Awards Singapore, which celebrates innovative, creative, and effective campaigns across the marketing services industry.

Developed with Media360 and Joy Communications, the campaign received six awards across creative and media categories: Silver for Most Creative – Digital, Most Creative – Integrated Media and Most Creative – Interactive Storytelling, and Bronze for Most Creative – Communications/Public Relations, Most Creative – Customer Engagement and Most Creative – Video.

The wins affirmed LTA's continued efforts to engage commuters through accessible, audience-centred communications that make public transport messages more relatable, memorable, and impactful.

# Contracts

## for FY25/26

| CONTRACT                                                     | CONTRACTOR/CONSULTANT                                                                                                        | DESCRIPTION                                                                                                                                             |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DOWNTOWN LINE 2 EXTENSION</b>                             |                                                                                                                              |                                                                                                                                                         |
| 990                                                          | Samwoh Corporation Pte. Ltd. – China Communications Construction Company Limited (Singapore Branch) Joint Venture            | Design and Construction of DE2 and NS6 Interchange Station and Tunnels for Downtown Line 2 Extension and North South Line                               |
| 991                                                          | Woh Hup Engineering Pte. Ltd. – Underground Technology Engineering Construction Pte. Ltd. Joint Venture                      | Design and Construction of Tunnels for Downtown Line 2 Extension and Associated Additions & Alterations Works to Gali Batu Depot                        |
| 9911                                                         | GeoAlliance Consultants Pte. Ltd.                                                                                            | Appointment of Qualified Person (Supervision) Including Qualified Site Supervisors for Contract 991                                                     |
| 992                                                          | Woh Hup Engineering Pte. Ltd.                                                                                                | Design and Construction of DE1 Station for Downtown Line 2 Extension                                                                                    |
| 993                                                          | China Railway Tunnel Group Co., Ltd (Singapore Branch)                                                                       | Design and Construction of Tunnels to DE1 Station for Downtown Line 2 Extension                                                                         |
| <b>CROSS ISLAND LINE / THOMSON-EAST COAST LINE EXTENSION</b> |                                                                                                                              |                                                                                                                                                         |
| CR171A                                                       | Otis Elevator Company (S) Pte Ltd                                                                                            | Provision of Lifts for Cross Island Line Phase 1 and Cross Island Line – Punggol Extension                                                              |
| CR171B                                                       | Otis Elevator Company (S) Pte Ltd                                                                                            | Provision of Escalators for Cross Island Line Phase 1 and Cross Island Line – Punggol Extension                                                         |
| CR173B                                                       | Shinryo Corporation                                                                                                          | Supply and Installation of Tunnel Ventilation and Environmental Control Systems for Cross Island Line Phase 1 and Cross Island Line – Punggol Extension |
| CR175B                                                       | Sanli M&E Engineering Pte. Ltd. - China Railway Electrification Engineering Group Co., Ltd. (Singapore Branch) Joint Venture | Supply and Installation of Electrical Services for Cross Island Line Phase 1 and Cross Island Line – Punggol Extension                                  |
| CR178B                                                       | Deluge Fire Protection (S.E.A) Pte Ltd                                                                                       | Supply and Installation of Fire Protection System for Cross Island Line Phase 1 and Cross Island Line – Punggol Extension                               |
| CR1805                                                       | Amxon Constructors Pte. Ltd.                                                                                                 | Design and Construction of Passenger Service Centre and Station Master's Room for Cross Island Line Stations                                            |
| CR3028                                                       | Samkang Construction Pte Ltd.                                                                                                | Geophysical Survey, Detection of Cavity and Grouting Works                                                                                              |
| T2169                                                        | Arup Singapore Private Limited - Farm Architects Pte Ltd Consortium                                                          | Architectural and Engineering Design Services for Transport Infrastructure                                                                              |
| T2330                                                        | Certis Integrated Facilities Management Pte. Ltd.                                                                            | Integrated Facilities Management Operator Rapid Transit Systems (RTS) Link Facility                                                                     |

# Contracts

for FY25/26

| CONTRACT                                                     | CONTRACTOR/CONSULTANT                                                          | DESCRIPTION                                                                                                              |
|--------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>CROSS ISLAND LINE / THOMSON-EAST COAST LINE EXTENSION</b> |                                                                                |                                                                                                                          |
| T253C                                                        | China Railway Electrification Engineering Group Co., Ltd. (Singapore Branch)   | Power Supply System for Changi Airport Line Conversion                                                                   |
| T3206                                                        | Chiu Teng Construction Co. Pte. Ltd.                                           | Addition and Alteration to Changi Airport Line                                                                           |
| T32061                                                       | JIB Specialist Consultants Pte. Ltd.                                           | Appointment of Qualified Person (Supervision) Including Supervision Team for Contract T3206                              |
| T255A                                                        | HollySys (Asia Pacific) Pte. Ltd                                               | Integrated Supervisory Control System for Thomson-East Coast Line Extension and associated Addition and Alteration Works |
| T252A                                                        | Alstom Transport (S) Pte Ltd and ST Engineering Urban Solutions Ltd Consortium | Signalling System and Platform Screen Doors for Thomson-East Coast Line Extension (TELe)                                 |
| T260A                                                        | ST Engineering Urban Solutions Ltd.                                            | Communications System and Access Management System for Thomson East Coast Line Extension                                 |
| <b>RAIL ENHANCEMENT</b>                                      |                                                                                |                                                                                                                          |
| 115                                                          | Obayashi Corporation                                                           | Design and Construction of NS3A Station and Viaduct on the Existing North-South Line                                     |
| 1151                                                         | GCS Engineers Pte Ltd                                                          | Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for the Supervision of Contract 115   |
| 1368                                                         | China Railway First Group Co., Ltd. Singapore Branch                           | Trackwork for A&A Works of North-South East-West Line                                                                    |
| 19061                                                        | RCY Pte. Ltd.                                                                  | Appointment of Qualified Person (Supervision) for Contract 1906                                                          |
| R1029                                                        | Top Pave Pte Ltd                                                               | Ceiling Renewal Works at Existing North-South East-West Line (NSEW) Line Stations (Package B)                            |
| R1035                                                        | China Communications Construction Company Limited (Singapore Branch)           | Bearing Replacement at North-South East-West Line (NSEWL) – Phase 1                                                      |
| R10351                                                       | Alliance Consulting Engineers Pte. Ltd.                                        | Appointment of Qualified Person (Supervision) for Contracts R1029 and R1035                                              |
| RS816                                                        | Accenture Pte Ltd                                                              | Automatic Fare Collection Cloud Transformation (ACT)                                                                     |
| <b>TOTAL SUM AWARDED FOR RAIL PROJECTS</b>                   |                                                                                | <b>\$4.1 BILLION</b>                                                                                                     |

# Contracts

## for FY25/26

| CONTRACT                                | CONTRACTOR/CONSULTANT                                               | DESCRIPTION                                                                                                              |
|-----------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| ROAD CONSTRUCTION / COMMUTER FACILITIES |                                                                     |                                                                                                                          |
| AM205                                   | Or Kim Peow Contractors (Private) Limited                           | Design and Construction of Cycling Paths for East Region                                                                 |
| AM207                                   | Chye Joo Construction Pte Ltd                                       | Design and Construction of Cycling Paths for Central Region                                                              |
| CF208                                   | CES_SDC Pte. Ltd. - Chan & Chan Engineering Pte. Ltd. Joint Venture | Road and Commuter Infrastructure Works                                                                                   |
| CF210                                   | Or Kim Peow Contractors (Private) Limited                           | Commuter Infrastructure Enhancement                                                                                      |
| DE1511                                  | JIB Specialist Consultants Pte. Ltd.                                | Appointment of Qualified Person (Supervision) for Contract DE151                                                         |
| DE1701A                                 | CKMbT International Pte. Ltd.                                       | Appointment of Qualified Person (Supervision) for Road Infrastructure Works                                              |
| DE1821                                  | JIB Specialist Consultants Pte. Ltd.                                | Appointment of Qualified Person (Supervision) for Contract DE182                                                         |
| ID809                                   | LeapThought Asia Pte. Ltd.                                          | Provision of Insight Licences and Application Maintenance Services                                                       |
| ID111A                                  | Surbana Jurong Consultants Pte. Ltd.                                | Architectural and Engineering Design Services for Road and Commuter Infrastructure (Civil & Structural Discipline)       |
| ID111B                                  | SAA Architects Pte Ltd                                              | Architectural and Engineering Design Services for Road and Commuter Infrastructure (Architectural Discipline)            |
| N1506                                   | Top Pave Pte Ltd                                                    | Provision of Fire-Rated and Non Fire-Rated Doors with Ironmongery and Accessories for Tunnels and Facility Buildings     |
| N1809                                   | ZG Lighting Singapore Pte Limited                                   | Tunnel Lighting System for North-South Corridor                                                                          |
| PD218                                   | Rich Construction Company Pte. Ltd.                                 | Design and Construction of Office Building                                                                               |
| PD2181                                  | GeoAlliance Consultants Pte. Ltd.                                   | Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for the Supervision of Contract PD218 |
| PD401                                   | Shinryo Corporation                                                 | Design and Build of Mechanical and Electrical (M&E) Services for Building Works                                          |
| PD402                                   | Kone Pte Ltd                                                        | Provision of Lifts and Escalators for Building Works                                                                     |
| RC207                                   | Chye Joo Construction Pte Ltd                                       | Infrastructure Enhancement Works in Tuas and Pioneer Area                                                                |

# Contracts

## for FY25/26

| CONTRACT                                               | CONTRACTOR/CONSULTANT                                                                              | DESCRIPTION                                                                                                                                                       |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ROAD MAINTENANCE / TRAFFIC &amp; ROAD OPERATION</b> |                                                                                                    |                                                                                                                                                                   |
| RM106A                                                 | CMP Consultants Private Limited                                                                    | Regular Inspection of Minor Road Structures and Commuter Facilities – Package A                                                                                   |
| RM106B                                                 | Novaars International Pte. Ltd.                                                                    | Regular Inspection of Minor Road Structures and Commuter Facilities – Package B                                                                                   |
| RM209A                                                 | Ley Choon Constructions and Engineering Pte Ltd - Gim Tian Civil Engineering Pte Ltd Joint Venture | Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes for East Sector                                                                |
| RM209B                                                 | United E & P Pte. Ltd.                                                                             | Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes for West Sector                                                                |
| RM210                                                  | Highway International Private Limited                                                              | Roadworks at City Centre                                                                                                                                          |
| TR411C&N                                               | ATS Traffic Pte Ltd                                                                                | 6-Year Term Contract for Maintenance and Installation of Traffic Lights System for Central & North Divisions                                                      |
| TR411E&W                                               | Eng Hup Engineering Pte Ltd                                                                        | 6-Year Term Contract for Maintenance and Installation of Traffic Lights System for East & West Divisions                                                          |
| TR412C                                                 | Guthrie Engineering (S) Pte Ltd                                                                    | 6-Year Term Contract for The Installation and Maintenance of Street Lighting and Commuter Facilities Equipment for Central Zone                                   |
| TR412E                                                 | ATS Traffic Pte Ltd                                                                                | 6-Year Term Contract for The Installation and Maintenance of Street Lighting and Commuter Facilities Equipment for East Zone                                      |
| TR412N&W                                               | Sing Moh Electrical Engineering Pte Ltd                                                            | 6-Year Term Contract for The Installation and Maintenance of Street Lighting and Commuter Facilities Equipment for North & West Zones                             |
| TR413                                                  | Willowglen Services Pte Ltd                                                                        | Replacement of Traffic and Communications System for Kallang-Paya Lebar Expressway and Marina Coastal Expressway                                                  |
| TR415                                                  | CPG Facilities Management Pte Ltd                                                                  | Comprehensive Maintenance of E&M Systems for Central Expressway (CTE) Tunnel, Fort Canning Tunnel (FCT), Woodsville Tunnel (WVT) and Sentosa Gateway Tunnel (SGT) |
| TR417A&B                                               | ATT Systems (S'pore) Pte Ltd                                                                       | Maintenance of KPE / MCE Tunnel Systems (Package A - Traffic Management System & Package B - Communications System)                                               |
| TR419                                                  | ST Engineering Urban Solutions Ltd.                                                                | Enhancement and Maintenance of Traffic Monitoring Camera System                                                                                                   |
| TR809A                                                 | Certis CISCO Auxiliary Police Force Pte. Ltd.                                                      | Provision of Parking Wardens Services                                                                                                                             |

# Contracts

for FY25/26

| CONTRACT                                     | CONTRACTOR/CONSULTANT                                                                                             | DESCRIPTION                                                                   |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| ROAD MAINTENANCE / TRAFFIC & ROAD OPERATION  |                                                                                                                   |                                                                               |
| TR810                                        | Eng Hup Engineering Pte Ltd                                                                                       | Maintenance of Arterial Traffic Management System                             |
| TR811                                        | ST Engineering Urban Solutions Ltd.                                                                               | Enhancement of KPE-MCE Integrated Traffic and Plant Management System (ITPMS) |
| TT402                                        | ST Engineering Urban Solutions Ltd.                                                                               | Maintenance of Expressway Monitoring and Advisory System (EMAS)               |
| PUBLIC TRANSPORT                             |                                                                                                                   |                                                                               |
| PT602A&B                                     | ST Engineering Mobility Services Pte. Ltd.                                                                        | Procurement of Electric Buses (eSDs & eDDs)                                   |
| PT602C&D                                     | BYD (Singapore) Pte. Ltd.                                                                                         | Procurement of Electric Buses (eSDs & eDDs)                                   |
| PT602E                                       | Yutong International Trade Pte. Ltd. – Yutong Bus Co., Ltd Consortium                                             | Procurement of Electric Buses (eSDs)                                          |
| PT602F                                       | Cycle & Carriage Automotive Pte Limited                                                                           | Procurement of Electric Buses (eDDs)                                          |
| BD202                                        | KTC Civil Engineering & Construction Pte Ltd                                                                      | Proposed Multi-Storey Bus Depot at Simpang                                    |
| BD2011                                       | TERS Consulting Pte. Ltd.                                                                                         | Appointment of Qualified Person (Supervision) for Contracts BD201 and BD202   |
| PT832                                        | MKX Technologies Pte. Ltd. / Zhidao Network Technology (Beijing) Co., Ltd. / BYD (Singapore) Pte. Ltd. Consortium | Pilot Deployment of Autonomous Buses on Public Bus Services                   |
| PT220                                        | The Go-Ahead Group Limited                                                                                        | Bus Contracting-Tampines Bus Package                                          |
| PT831A                                       | Concorde Security Pte. Ltd.                                                                                       | Period Contract for Security Officers                                         |
| PT831B                                       | Triple 'S' Protection Private Limited                                                                             |                                                                               |
| PT831C                                       | AETOS Guard Services Pte. Ltd.                                                                                    |                                                                               |
| TOTAL SUM AWARDED FOR ROADS & OTHER PROJECTS |                                                                                                                   | \$4.0 BILLION                                                                 |

FY2025

# Financial Highlights

## Statement of Comprehensive Income

The Authority incurred expenditure of \$5,716M in FY2025 (\$5,308M in FY2024) to plan, design, build and maintain Singapore's land transport infrastructure and systems. To carry out these activities, the Government provided funds through Grants and Management Fees of \$4,500M in FY2025 (\$3,979M in FY2024).

|                             | FY2025       |                      |                        |            | FY2024       |                      |                        |            |
|-----------------------------|--------------|----------------------|------------------------|------------|--------------|----------------------|------------------------|------------|
|                             | General Fund | Railway Sinking Fund | Bus & Rail Contracting | Total      | General Fund | Railway Sinking Fund | Bus & Rail Contracting | Total      |
|                             | \$'M         | \$'M                 | \$'M                   | \$'M       | \$'M         | \$'M                 | \$'M                   | \$'M       |
| Operating Income            | 1,434        | 36                   | 1,253                  | 2,723      | 1,206        | 28                   | 1,145                  | 2,379      |
| Operating Expenditure       | 2,930        | 177                  | 2,609                  | 5,716      | 2,714        | 144                  | 2,450                  | 5,308      |
| Operating Deficit           | (1,496)      | (141)                | (1,356)                | (2,993)    | (1,508)      | (116)                | (1,305)                | (2,929)    |
| Other Gains - Net           | 50           | 141                  | 18                     | 209        | 90           | 177                  | 25                     | 292        |
| Government Grants           | 1,790        | 169                  | 1,377                  | 3,336      | 1,626        | 51                   | 1,316                  | 2,993      |
| Contribution to Consol Fund | (58)         | (29)                 | (7)                    | (94)       | (15)         | -                    | (2)                    | (17)       |
| <b>Net Surplus</b>          | <b>286</b>   | <b>140</b>           | <b>32</b>              | <b>458</b> | <b>193</b>   | <b>112</b>           | <b>34</b>              | <b>339</b> |

\* The full Financial Statements are available at [https://www.lta.gov.sg/content/ltagov/en/who\\_we\\_are/statistics\\_and\\_publications/reports.html](https://www.lta.gov.sg/content/ltagov/en/who_we_are/statistics_and_publications/reports.html)

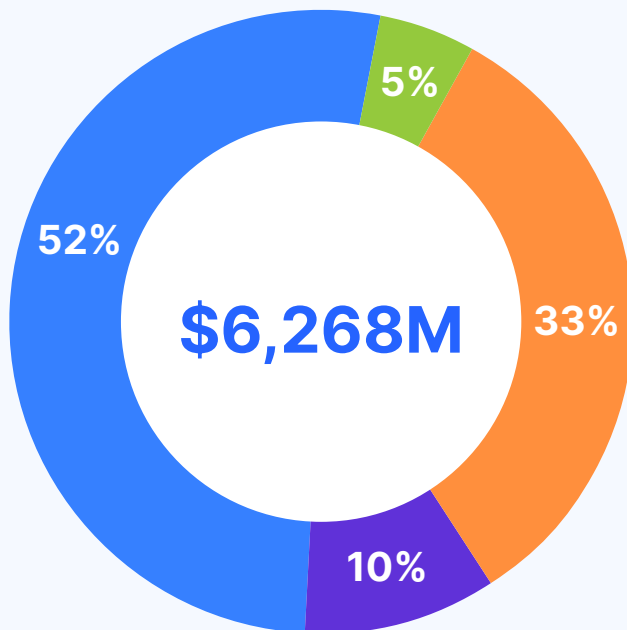
FY2025

# Financial Highlights

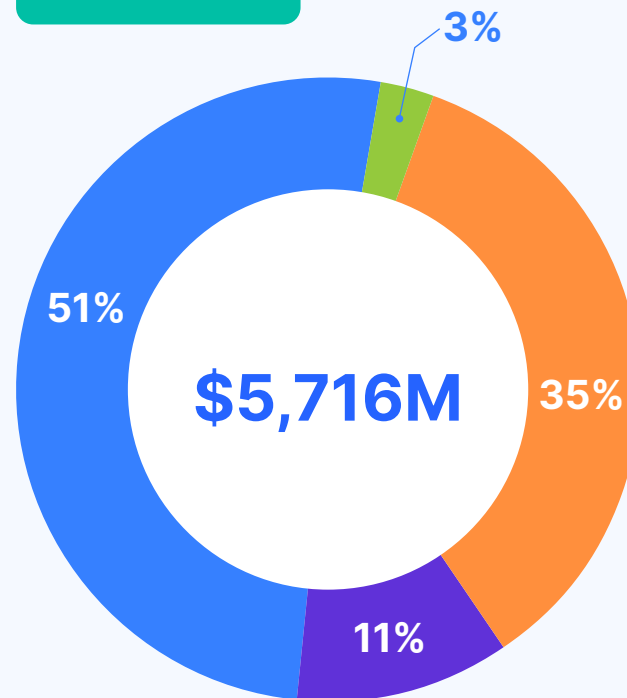
## Government Grants, Income and Expenditure

The Authority recognised total grants and income amounting to \$6,268M and incurred expenditure amounting to \$5,716M.

Grants and Income



Expenditure



|                                        | GRANTS AND INCOME | EXPENDITURE |
|----------------------------------------|-------------------|-------------|
| General Fund                           | \$3,274M          | \$2,930M    |
| Restricted Fund – Railway Sinking Fund | \$346M            | \$177M      |
| Restricted Fund – Bus Contracting      | \$2,044M          | \$2,005M    |
| Restricted Fund – Rail Contracting     | \$604M            | \$604M      |

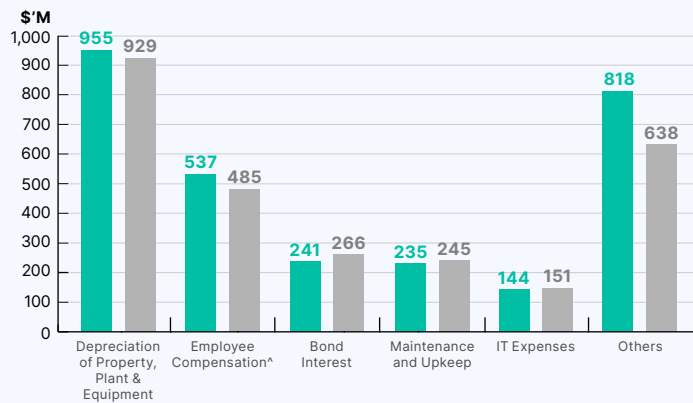
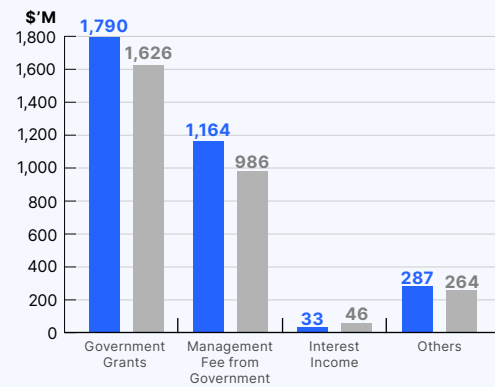
FY2025

# Financial Highlights

## Government Grants, Income and Expenditure

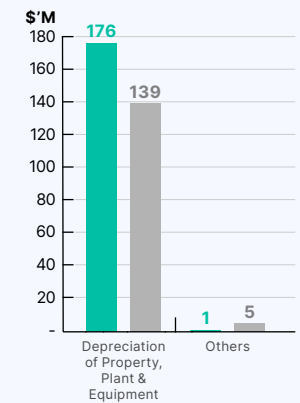
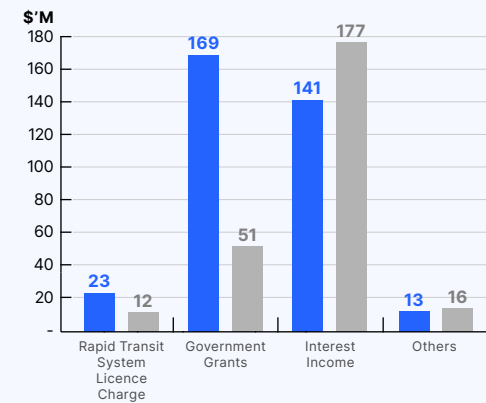
FY2025  
 ■ Grants and Income  
 ■ Expenditure  
 ■ FY2024

### General Fund

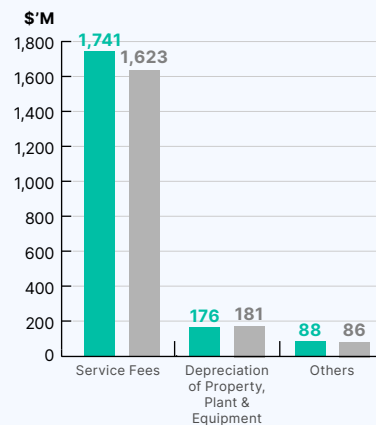
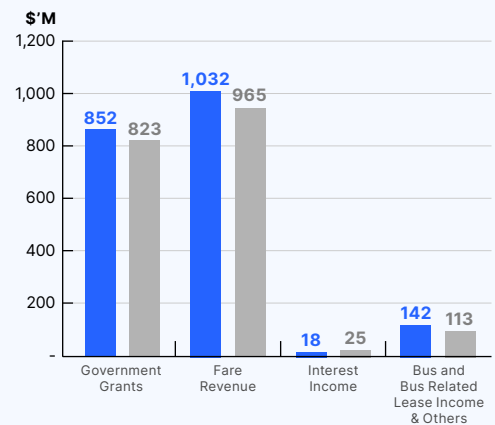


^Employee Compensation is net of amounts capitalised in property, plant and equipment.

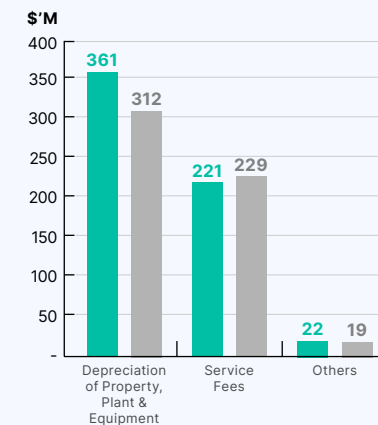
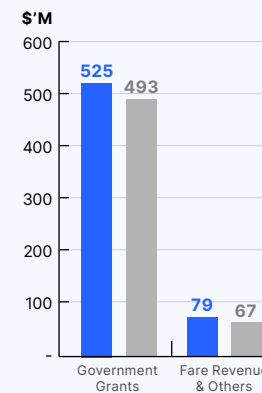
### Restricted Fund – Railway Sinking Fund



### Restricted Fund – Bus Contracting



### Restricted Fund – Rail Contracting



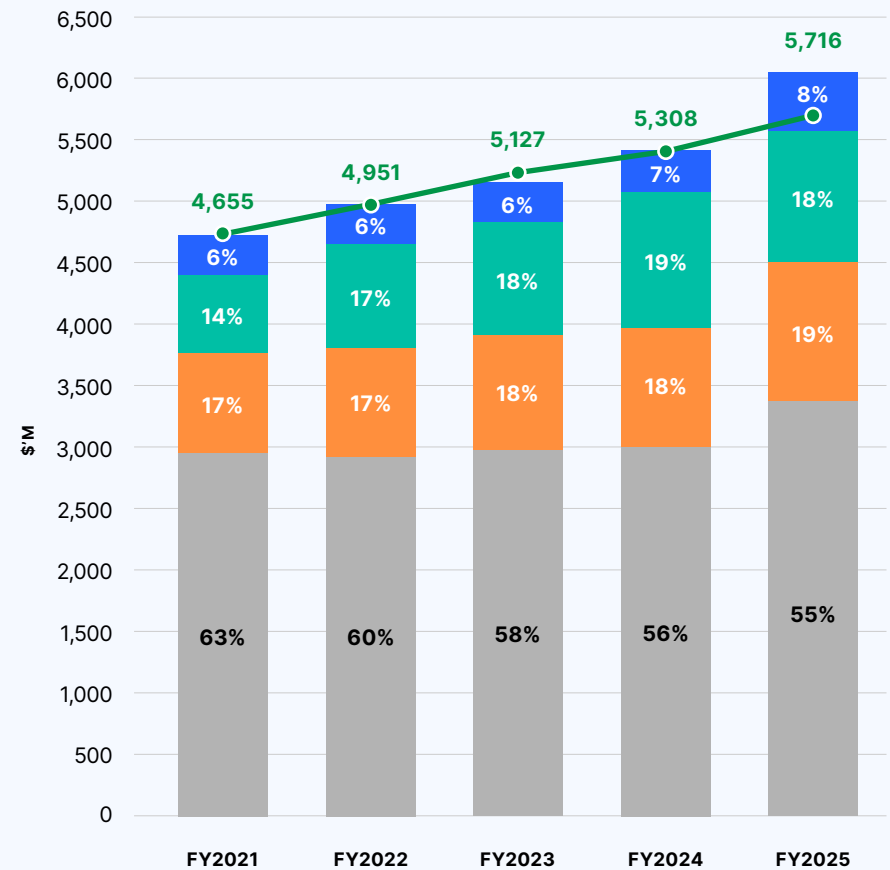
FY2025

# Financial Highlights

## Balance Sheet

|                                    | FY2025<br>\$'M | FY2024<br>\$'M | Change<br>\$'M |
|------------------------------------|----------------|----------------|----------------|
| Property, Plant & Equipment        | 67,951         | 66,019         | 1,932          |
| Other Assets                       | 26,697         | 23,862         | 2,835          |
| <b>Total Assets</b>                | <b>94,648</b>  | <b>89,881</b>  | <b>4,767</b>   |
| Deferred Government Capital Grants | 66,296         | 64,101         | 2,195          |
| Other Liabilities                  | 21,994         | 19,631         | 2,363          |
| <b>Total Liabilities</b>           | <b>88,290</b>  | <b>83,732</b>  | <b>4,558</b>   |
| <b>Total Equity</b>                | <b>6,358</b>   | <b>6,149</b>   | <b>209</b>     |

## 5-Year Financial Summary



■ Government Grants
 ■ Management Fee from Government
 ■ Fare Revenue
 ■ Other Operating Income
 —●— Operating Expenditure



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