



LTA Annual Report
2023/24

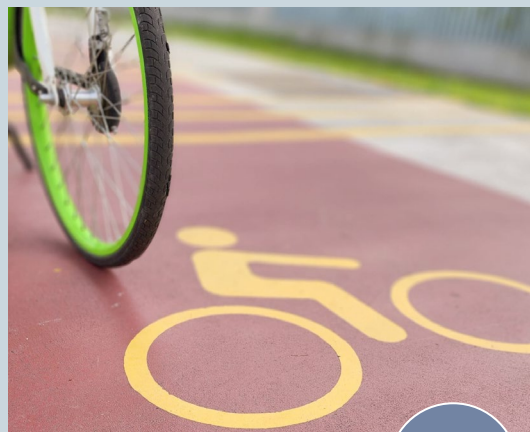
Moving Lite Towards a Greener Tomorrow

Contents



Chapter 1

12



Chapter 2

23



Chapter 3

30



Chapter 4

34

Chairman's Message.....	3
Board of Directors.....	5
Board Committees.....	7
Senior Management.....	8
Organisation Structure.....	11

Chapter 1: Moving Lite on Public Transport.....	12
Chapter 2: Living Lite with Reimagined Streets.....	23
Chapter 3: Building Lite for a Sustainable Network.....	30
Chapter 4: Partnering for a Lite Future.....	34
Awards.....	37
Contracts Awarded in FY2023.....	39
FY2023 Financial Highlights.....	44



CHAN HENG LOON ALAN
Chairman

Moving Lite Towards a Greener Tomorrow

LTA seeks to deliver dependable and efficient land transport services for Singapore. Beyond infrastructure, we are creating liveable spaces with cleaner air and nurturing healthier and active lifestyles. We aim to provide a welcoming environment with safe networks, paths and public spaces for everyone to enjoy.

Building Connections

Public transport is at the heart of our car-lite and move-lite ambitions.

We recently expanded our rail network with the opening of the Thomson-East Coast Line 4 (TEL4) in June 2024, adding seven new stations and bringing 180,000 households closer to an MRT station. 380,000 excited visitors showed up for the Public Preview event to celebrate this milestone.

Works on the Jurong Region Line (JRL) and Cross Island Line (CRL) are progressing well, and we are on track to “close the loop” of the Circle Line (CCL) by 2026. The upcoming Punggol Coast MRT station on the North East Line extension will reduce

travel time for the residents to the city by some 15 minutes. The Bukit Panjang LRT (BPLRT) is also undergoing upgrading and renewal to replace its first-generation light rail vehicles. The Teck Lee LRT station newly-opened in August, located on the Punggol West loop of the Sengkang-Punggol LRT (SPLRT), will enhance connectivity to the Singapore Institute of Technology and Punggol Digital District.

We celebrated the completion of the renewal of the North-South and East-West Lines’ (NSEWL) six core component systems in October 2023. This will boost reliability for many years to come.

The Johor Bahru–Singapore Rapid Transit System Link is progressing on schedule. When completed, it will take just five minutes to travel between the two countries!

Buses complement our rail network, including for first-and-last-mile connections. The Jurong Town Hall Bus Interchange which opened in November 2023, improves intra-town connectivity. To maintain high service standards, 630 buses are being refurbished,

while 360 electric buses will progressively replace diesel buses.

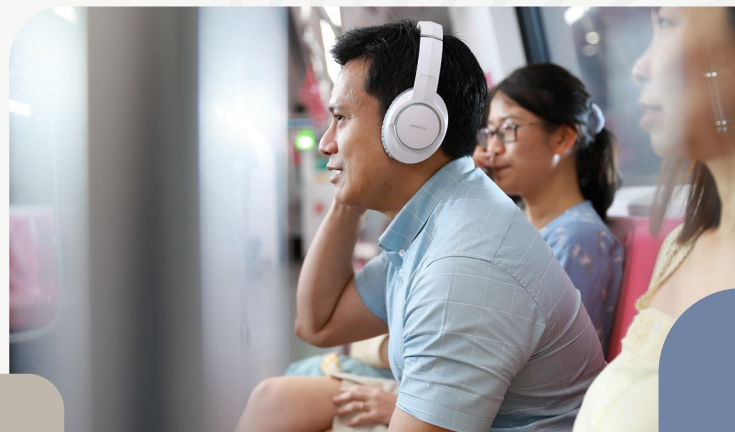
While we make improvements to our rail network, we are also making adjustments to our bus network. The recently announced Bus Connectivity Enhancement Programme will see up to \$900 million invested over the next eight years to improve bus services, and provide residents with alternative travel options. As new developments are completed and travel patterns evolve, we will review and adjust the bus network.

Nurturing Inclusive Communities

An additional \$1 billion will be channelled over the next decade to create safer and more inclusive streets for everyone, including those with mobility challenges. These include bus stops with more senior-friendly features, covered linkways connecting MRT stations to Friendly Streets, and pedestrian overhead bridges with elevators for barrier-free access.

We completed our first Friendly Streets pilot in Ang Mo Kio in July 2024, and work is progressing well in other pilot towns like Bukit Batok West, Tampines, Toa Payoh and West Coast. With strong community support, we plan to expand Friendly Streets to 10 more towns.

The upcoming North-South Corridor's surface streets will feature more space for walk, cycle and ride activities and community uses. As construction progresses, we are working with NParks



We aim to provide a welcoming environment with safe networks, paths and public spaces for everyone to enjoy.

and stakeholders on what they would like to have in these surface spaces. LTA is also seeking a design team to develop a Master Plan for these surface streets.

Most residents will progressively have access to cycling paths in their town. By 2030, we will expand the network from 600km of cycling paths to 1,300km with new routes in areas like Bukit Merah, Kallang and Clementi. At the same time, we have stepped up regulations and enforcement to promote safety for all path users.

Shrinking Our Carbon Footprint

To encourage the adoption of greener vehicles, we have deployed around 6,000 electric vehicle (EV) charging points across Singapore, including more than a third of HDB carparks. By end 2025, all HDB carparks will be equipped with EV chargers. In addition, 120 fast chargers are being progressively installed at about 60

carparks in HDB commercial buildings and town centres.

We have extended EV adoption incentives and enacted an EV Charging Act to regulate safe charging practices.

Beyond EVs, we have reduced energy consumption through the SWITCHOFF initiative, which turns off lights at selected bus stops, covered walkways and EMAS electronic displays during early morning hours, saving around 47,000kWh each month.

As part of our commitment to sustainability, LTA established a Green Bond Framework (GBF) in July 2024 to facilitate the issuance of green bonds for funding new and existing projects with environmental benefits. This framework is aligned with the Green Bond Principles (GBP) set by the International Capital Market Association (ICMA).

Innovating for the Future

Gearing up for the future, LTA is streamlining processes to make it easier for businesses and the public to engage with our services, such as digitalising processes for vehicle registration. We are collaborating with local and international partners to explore new technologies, and upskilling workers to meet the evolving needs of the industry.

I wish to express my deepest appreciation to all our dedicated land transport workers, public transport operators, partners, unions and LTA colleagues. Their commitment, passion and expertise have been instrumental to the success of our initiatives and projects. They ensure our transport system runs smoothly today and prepare us for the future.

Our journey is an ongoing endeavour. LTA will continue to push boundaries, embrace innovation, and actively engage with our citizens to ensure that our transport system remains responsive, inclusive and sustainable. We are committed to build, adjust and innovate as technology and environmental conditions evolve to meet the needs of commuters.

Board of Directors



Mr Chan Heng Loon Alan
Chairman
Land Transport Authority



Mr Richard Lim Cherng Yih
Deputy Chairman
Land Transport Authority
Chairman
Synapse Pte Ltd
Chairman
Energy Market Authority



Mr Ng Lang
Chief Executive
Land Transport Authority



Mr Mohd Sa'at Bin Abdul Rahman
President
Islamic Religious Council of Singapore (Muis)
***Consultant**
Berita Harian, SPH Media Trust



Mdm Zuraidah Abdullah
Chief Executive Officer
Yayasan MENDAKI



Dr Bicky Bhangu
President SE Asia, Pacific & South Korea
Rolls-Royce Singapore Pte Ltd



Mr Cheng Hsing Yao
Group Chief Executive Officer
GuocoLand Limited



Mr Cheong Chee Hoo
Chief Executive Officer
DSO National Laboratories

*Accurate as at 29 August 2024.

Board of Directors



**Mr Frederick Chew
Chih Chiang**
Chief Executive Officer
Agency for Science, Technology
and Research

Chief
Public Sector Science &
Technology Policy & Plans Office



Mr Michael Chin Yong Kok
**President for Projects
Development**
Mandai Wildlife Group



Ms Deborah Ho
**Country Head of Singapore
& Regional Head of
Southeast Asia**
BlackRock (Singapore) Limited



Ms Hwang Yu-Ning
Chief Executive Officer
National Parks Board



Mr Lim Zhi Jian
**Deputy Secretary
(Land & Communications)**
Ministry of Transport



Mr Nagaraj Sivaram
Chartered Accountant



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



Ms Elaine Tay
Partner
M/s Rajah & Tann
Singapore LLP



Mr Melvin Yong Yik Chye
**Assistant
Secretary-General**
National Trades Union Congress

Board Committees

SENIOR TENDER BOARD (STB)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Chan Heng Loon Alan	Mr Richard Lim Cherng Yih Mr Ng Lang Mr Cheong Chee Hoo Mr Michael Chin Yong Kok Mr Nagaraj Sivaram Mr Mohd Sa'at Bin Abdul Rahman Er. Prof. Tan Thiam Soon	Ms Chee Huey Mien Director, Procurement

LEADERSHIP, DEVELOPMENT & REMUNERATION COMMITTEE (LDRC)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Chan Heng Loon Alan	Mr Richard Lim Cherng Yih Mr Ng Lang Mr Frederick Chew Mr Lim Zhi Jian	Mr Ang Heng Chief Human Resource Officer

AUDIT COMMITTEE (AC)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Nagaraj Sivaram	Mr Mohd Sa'at Bin Abdul Rahman Ms Elaine Tay Mdm Zuraidah Abdullah	Ms Stacey Tee Hwee Teng Director, Internal Audit

FINANCE & INVESTMENT COMMITTEE* (FIC)

CHAIRMAN	MEMBERS	SECRETARIAT
Ms Hwang Yu-Ning	Mr Ng Lang Mr Cheng Hsing Yao Ms Deborah Ho Mr Lim Zhi Jian	Ms Yong Yenn Leng Chief Financial Officer

RISK & SAFETY GOVERNANCE COMMITTEE* (RSGC)

CHAIRMAN	MEMBERS	SECRETARIAT
Er. Prof. Tan Thiam Soon	Mr Ng Lang Dr Bicky Bhangu Ms Elaine Tay Mr Melvin Yong Yik Chye	Ms Sim Phei Sunn Director, Transformation Officer
DEPUTY CHAIRMAN		
Mr Michael Chin Yong Kok		

CYBERSECURITY AND SYSTEM RESILIENCE ADVISORY COMMITTEE (CSRAC)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Cheong Chee Hoo	Mr Ng Lang Mr Frederick Chew Mr Melvin Yong Yik Chye	Mr Peter Quek Group Director, Information Technology, Cybersecurity & Digital Services

ASSET MANAGEMENT GOVERNANCE COMMITTEE (AMGC)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Richard Lim Cherng Yih	Mr Ng Lang Dr Bicky Bhangu Ms Deborah Ho Mdm Zuraidah Abdullah	Mr Adrian Cheong Wah Onn Group Director, Rail Asset, Operations & Maintenance

PLANNING COMMITTEE (PC)

CHAIRMAN	MEMBERS	SECRETARIAT
Mr Chan Heng Loon Alan	Mr Richard Lim Cherng Yih Mr Ng Lang Mr Cheng Hsing Yao Ms Hwang Yu-Ning Mr Lim Zhi Jian Er. Prof. Tan Thiam Soon	Ms Lina Lim Group Director, Policy & Planning

*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



Goh Teck Seng
Deputy Chief Executive
Corporate & Development



Yee Boon Cheow
Deputy Chief Executive
Infrastructure & Development



Jeremy Yap Weng Lock
Deputy Chief Executive
Public Transport, Policy
& Planning



Lam Wee Shann
Deputy Chief Executive
Technology



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



Ng Kee Nam
Senior Group Director
Thomson-East Coast &
Cross Island Lines



Alvin Chia Beng Teck
Senior Group Director
Traffic & Road Operations

Senior Management



Chan Boon Fui
Group Director
Active Mobility



Helen Lim Kwee Kee
Group Director
Corporate Communications



Yong Yenn Leng
Chief Financial Officer



Ang Heng
Chief Human Resource Officer



Alison Tan Sor Luan
Chief Learning Officer



Winston Cheng Howe Ming
General Counsel



Peter Quek Ser Hwee
Group Director
Information Technology,
Cybersecurity & Digital Services



Dr Goh Kok Hun
Group Director
Infrastructure Design
& Engineering



Lina Lim
Group Director
Policy & Planning



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

Senior Management



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



Chia Choon Poh
Group Director
Rail (Electrical & Mechanical)



Dr Samuel Chan Wai
Group Director
Rail / Road Systems
Engineering



Low Yii Der
Group Director
Safety & Contracts



Mark Tan Kiak Yang
Group Director
Technology & Industry
Development



Roy Kee Jiu Hwai
Group Director
Vehicle Services



**Chandrasekar s/o
Palanisamy**
Group Director
Road & Commuter
Infrastructure Development
Chief Engineer
Road & Traffic

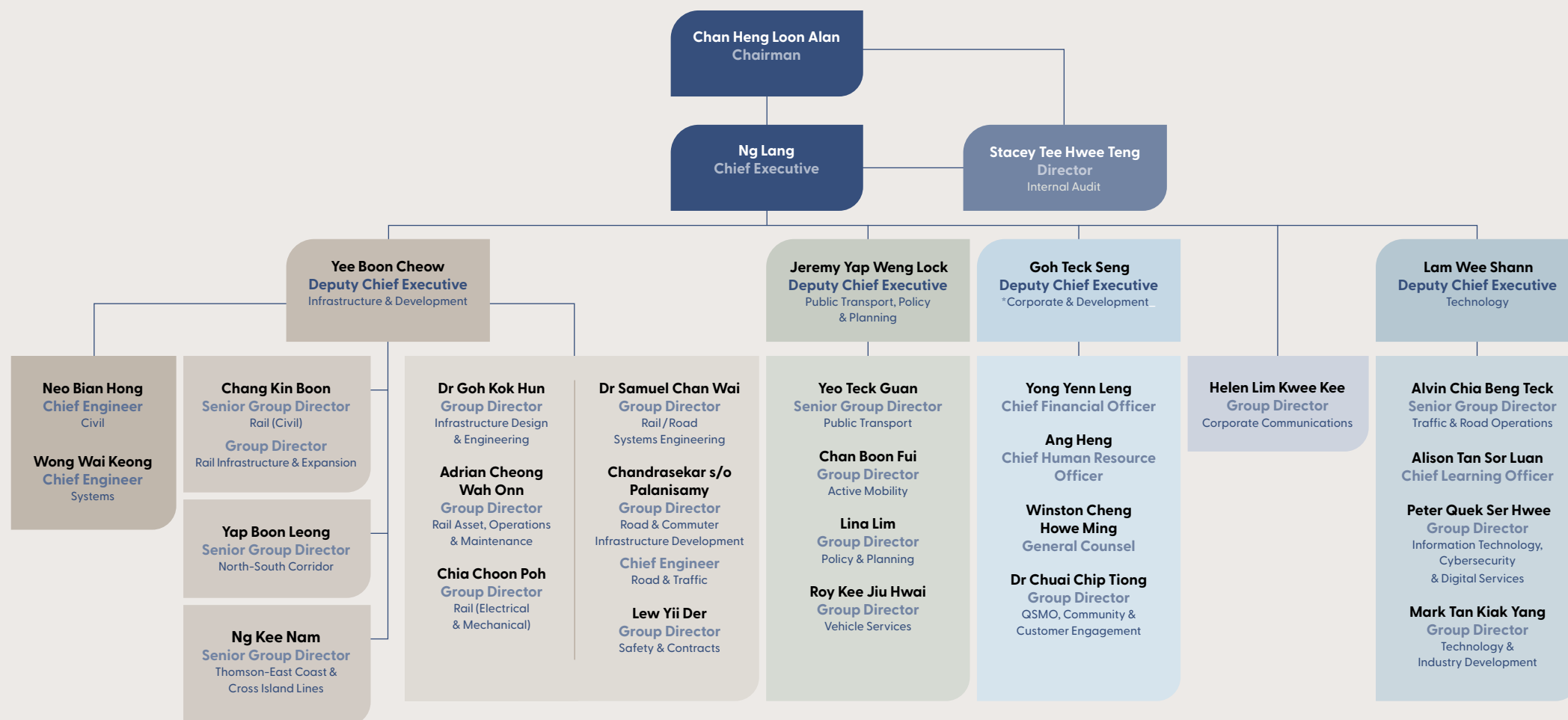


Neo Bian Hong
Chief Engineer
Civil



Wong Wai Keong
Chief Engineer
Systems

Organisational Structure



Note: Accurate as at September 2024.
* Includes Customer Experience Office and Transformation Office.

Chapter 1

Moving Lite on Public Transport

They say small acts leave the biggest impact. This is especially true when it comes to adopting lighter, greener modes of transport. A simple decision like switching to walking, cycling, or riding public transport can help transform our city and planet.

This is why LTA continues to expand and improve our public transport system, to serve the evolving needs of commuters. Aside from being a greener option for daily journeys, public transport gets us to where we need to go conveniently and efficiently. It is reliable, safe and efficient, helping us to travel with ease and peace of mind.



Expanding Our Rail Network

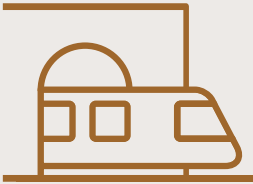
Each day, Singapore’s rail network serves over three million rides! And that number is set to grow as our rail network expands.

Going Eastwards with the Thomson-East Coast Line

The highly anticipated Thomson-East Coast Line 4 (TEL4) opened for passenger service on 23 June 2024 with seven new stations.

7 New Stations

Tanjong Rhu • Katong Park • Tanjong Katong • Marine Parade • Marine Terrace • Siglap • Bayshore



Additional **10.8KM** in length



Increased train frequency during peak hours from every 5 minutes to 3 minutes.

50% Travel time saved
It now takes 20 minutes to get from Marine Parade to Shenton Way as compared to 40 minutes prior to TEL4!



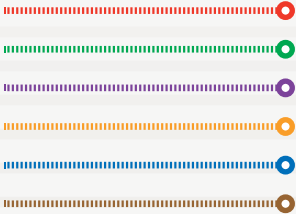
More than 50,000 additional households will be within a **10-minute walk** of a Thomson-East Coast Line station.

2026

TEL5 opening:



6 Rail Lines



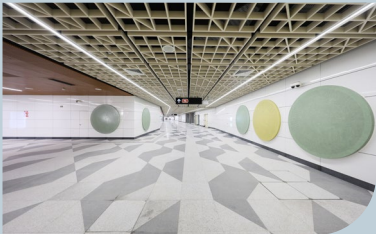
We are on track to achieve the target of 8 in 10 households within a 10-minute walk of a train station by 2030s!

Commissioned artworks under the Art in Transit programme, and artworks developed with the community, transform our transit nodes into vibrant spaces, enhancing the commuting experience for all.

Check out some of these artworks located at our recently opened TEL4 stations!



TE24: Katong Park station
Community Placemaking –
Katong Park Chronicles
In collaboration with
Dunman High School and
Mountbatten CCC



TE23: Tanjong Rhu station
Art in Transit –
telinga ekologi kita
By bani haykal

The Circle Line is Coming Full Circle

When we “close the loop” by 2026, the completed Circle Line will link to all existing rail lines, giving commuters more alternative routes that **bypass the busier interchanges at City Hall and Raffles Place.**

3 New Stations

Keppel • Cantonment • Prince Edward Road

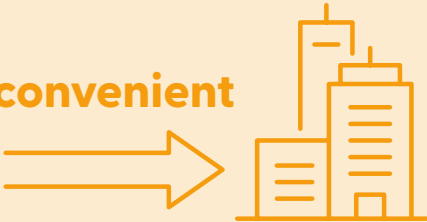


23 New Trains

Two are being tested and commissioned, and will hit the tracks soon!



More direct and convenient routes to the city



Up and Coming! Explore the New Stations on the Downtown Line

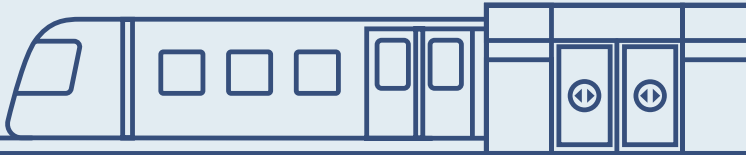
The 2.2km Downtown Line 3 extension (DTLe) is on track.



Hume Station
New Station on DTL2



Connecting Stations
Expo will connect to Xilin and Sungei Bedok
Connecting TEL & DTL
via Sungei Bedok interchange



Enriching Commuter Travel with the Cross Island Line

The upcoming Cross Island Line (CRL) is Singapore’s eighth MRT line and longest fully underground rail line. By connecting the eastern, western and north-eastern areas of the country, it will serve existing and future developments in these areas, linking major hubs such as Jurong Lake District, Punggol Digital District, and the Changi region.

Plus, with almost half its stations connected to existing rail lines, you can expect more travel routes popping up soon! Construction is being carried out in three phases.

Project Milestones

2023

2 contracts awarded for the provision of 4 key systems: **Signalling, Platform Screen Doors (PSD), Integrated Supervisory Control System (ISCS) and Communications**

Contract awarded for 44 new six-car trains that includes an **option to procure up to 11 additional trains**

Groundbreaking ceremony for CRL-Punggol extension (CPe) on 10 Oct 2023

2027

44 new six-car trains will arrive progressively

Phase 1
Expected Completion

2030

29KM



Phase 2
Expected Completion

2032

15KM



CRL-Punggol extension (CPe)

7.3KM



Phase 3

Engineering studies are ongoing and more details will be announced after these studies are completed

Did You Know?

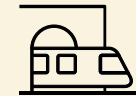


CPe stations are built “lite” with the environment in mind! There are:



• Active energy-saving features such as **solar photovoltaic panels** on entrance structures

• Hybrid **cooling systems** for public areas, such as using fans in tandem with air-conditioning, which helps reduce overall energy consumption



• Station structures **built with low-carbon concrete**

Benefits **more than 100,000** households

Benefits **more than 40,000** households in the West, especially for those living at Sunset Way and West Coast (currently not served by an MRT line)


CPe will benefit **another over 40,000 households** with CPe Pasir Ris station connecting to the East-West Line, CPe Punggol station connecting to the North East Line and CPe Riviera station to the Punggol LRT

Connecting the West with the Jurong Region Line


The Jurong Region Line (JRL) will connect the west of Singapore and support the development of Jurong, which is slated to be the largest commercial hub outside the Central Business District.

Making Progress on Constructing the JRL!


2023



Groundbreaking Ceremony
for JRL on 13 Jan 2023



2024




Ongoing construction of all JRL stations

Ongoing viaduct laying

Offshore testing and commissioning of trains

2025



Arrival of the first of 62 three-car trains



Phase 1 Expected Completion	Phase 2 Expected Completion	Phase 3 Expected Completion
2027 	2028 	2029 
10 stations from Choa Chu Kang to Boon Lay and Lorong Tawas	7 stations from Tengah to Pandan Reservoir	7 stations extending into NTU and towards Jurong Pier

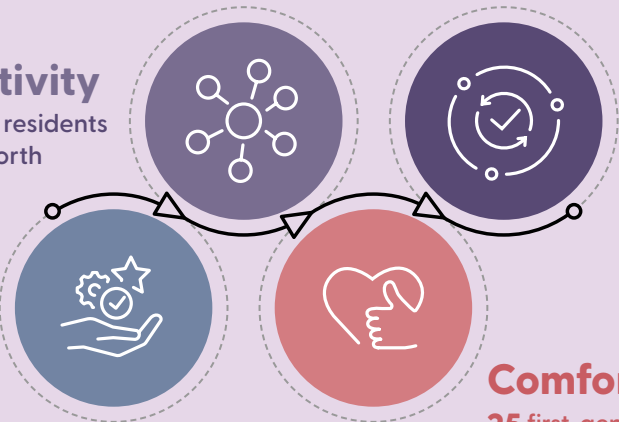


Easier Journeys with the North East Line

The North East Line (NEL) is expanding its connectivity and boosting its fleet! **Punggol Coast station on the North East Line Extension (NELe) is on track to open at the end of 2024.**

Connectivity

Improved for residents in Punggol North



Calibration

- Expansion of NEL fleet from **43 to 49 trains** from 28 Jul 2023
- **Enhanced service reliability and maintenance** with condition-monitoring systems
- Automatic Track Inspection (ATI) ensures **more timely maintenance**

Convenience

Easy access to the Punggol Digital District and Singapore Institute of Technology Punggol campus

Comfort

- 25** first-generation trains are progressively being upgraded
- New interior condition-monitoring capabilities
 - Better air-conditioning
 - Better ventilation



Smoother Travels on the LRTs

Sengkang LRT station is undergoing enhancement works to improve the flow of commuters. Bukit Panjang LRT (BPLRT) is also undergoing renewal and upgrading works.

Bukit Panjang LRT

Completion: End 2026

19 New vehicles
will replace first-generation light rail vehicles

- ➔ **2 vehicles** began passenger service in **Aug 2024**
- ➔ **17 vehicles** will be delivered progressively

>>> [Click here to watch the video on the arrival of BPLRT new train!](#)



Sengkang-Punggol LRT

25 New two-car trains

- | | | |
|----------------------|--|--|
| Replace older trains | Boost Capacity with double the number of two-car trains | Deliver progressively from 2024 |
|----------------------|--|--|

Sengkang Station

Completion: End 2024

Dedicated boarding location for each of the four routes

New signs & queue markings to easily identify routes

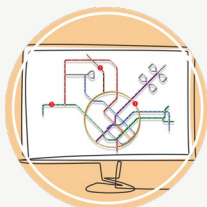
Revitalising the North-South and East-West Lines

The North-South and East-West Lines (NSEWL) are the oldest and most heavily utilised rail lines in the MRT network, having served commuters for over three decades now. The renewal of the NSEWL six core systems was finally completed in October 2023!

Let's look at how the improvements will benefit our commuters.

New Improvements

Completed Oct 2023

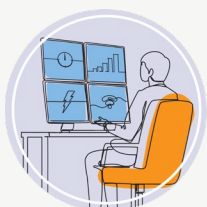


Track Circuit System
>1,100 track circuits replaced for faster fault recovery



Replacement of Trains
106 first, second and third-generation trains replaced

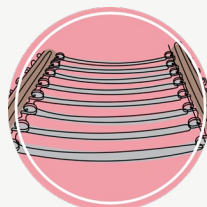
Includes built-in condition monitoring capabilities and diagnostic systems to detect faults early



Power Supply System

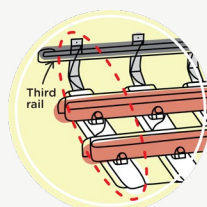
Enhanced features for real-time monitoring to improve fault detection and prediction

Replaced 1,300km of power cables, 250km of fibre-optic cables, 206 power transformers, 172 switchboards, and various equipment in 171 substations

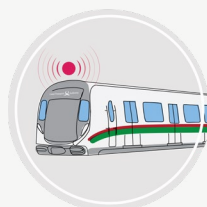


Completed Improvements

Replacement of Sleepers
188,000 timber sleepers were replaced with concrete ones
Completed in 2016



Third Rail System
180KM of rail was replaced, improving reliability of power supply
Completed in 2017



Signalling System

New Communications-based Train Control (CBTC) signalling system allows trains to run more closely to each other and shorten waiting times
Completed in 2018

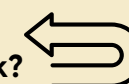


New NS3A station

Located between Choa Chu Kang and Bukit Gombak stations on the existing North-South Line, the new station will benefit residents in Keat Hong, Bukit Batok West, Pavilion Park and Tengah town's Brickland district.



Heard about the Pasir Ris Rail Turnback?



The completed railway turnback in April 2024 allows trains to cross over faster and for the East-West Line to run at a shorter train frequency, when necessary.

Ramping Up on Reliability with the Singapore Rail Test Centre!

The first train testing facility in Southeast Asia is expected to be completed by 2025. It will strengthen the reliability of the rail network and free up limited engineering hours on operational lines for maintenance and system renewal.

The first phase of construction of the high-speed test track was completed in November 2023.

3 Test Tracks



High Speed



Performance and Integration



Endurance

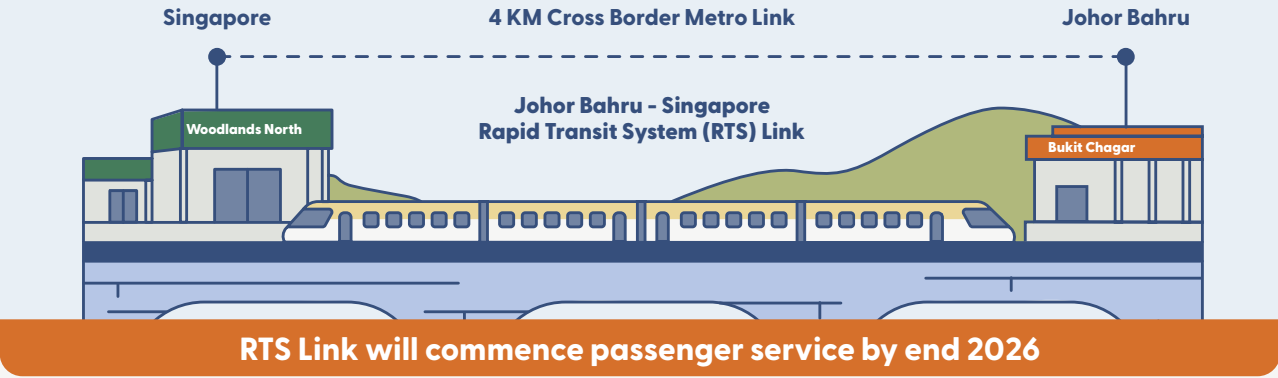


Comprehensive testing platforms for multiple railway systems

Johor Bahru will be Minutes Away with the RTS Link!

Johor Bahru – Singapore Rapid Transit System (RTS) Link is a **4km cross-border metro link** between Singapore’s Woodlands North station and Johor Bahru’s Bukit Chagar station.

2/3 of the RTS Link Infrastructure (Singapore’s side) **completed**



Making a Difference to Serve Passengers Better



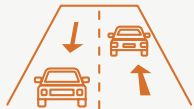
Shortens travel time to around 5 minutes between the 2 stations



Co-located Customs, Immigration and Quarantine (CIQ) Facilities (passengers only need to clear both countries’ immigration authorities once, at the point of departure)



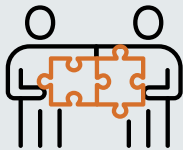
Serves up to 10,000 passengers per hour, per direction at peak capacity



Eases congestion along the Causeway and improves connectivity between Singapore and Johor Bahru

Smoother Journeys with SimplyGo

In June 2023, EZ-Link and Transit Link’s transit and travel card-related services were consolidated under the SimplyGo brand, seamlessly connecting physical and digital touchpoints.



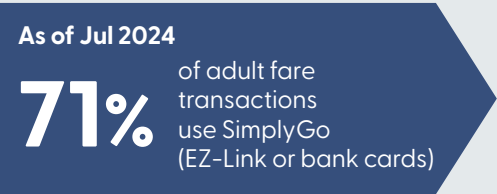
In response to public feedback, the adult Card-Based Ticketing (CBT) system was extended and will continue to operate in parallel with SimplyGo until at least 2030.

Student Concession cards can be converted to SimplyGo Concession cards from Sep 2024


Primary


Secondary


**Junior College/
Millennia Institute**



Commuters now have these available payment options!

Card-Based Ticketing (CBT)

- ✓ EZ-Link card
- ✓ NETS FlashPay card

SimplyGo-compatible cards

- ✓ Bank card
- ✓ SimplyGo EZ-Link card
- ✓ NETS Prepaid card

How does SimplyGo benefit commuters?



Ease
Check fare deductions and apply for refunds anytime, anywhere



Convenience
Top up your cards using your mobile phone



Security
Block lost cards remotely to prevent unauthorised transactions



Leading the Way to Safer Rides

Each year, LTA runs exercises to ensure our public transport operators are prepared for emergency scenarios.

	Exercise Station Guard	Exercise GREYHOUND
WHAT	Emergency preparedness exercise to build resilience against security threats	Simulation of a multi-line train service disruption
WHERE	Woodlands MRT station	Outram Park MRT Station
WHEN	November 2023	October 2023
WHO	Organised by LTA and SMRT Trains. Included staff and commuters	Organised by LTA, SBS Transit and SMRT Trains. Over 300 personnel participated

Enhancing Our Bus Infrastructure

Buses are another form of sustainable commuting, and a convenient option for first-and-last-mile connectivity to your home. Beyond adjustments to bus services to address commuter travel patterns, supporting infrastructure and amenities enhance the commuter experience.

Elevating the Bus Experience

#1 New Bus Interchange Improves Connectivity

Jurong Town Hall Bus Interchange (JTHBI) opened on 26 November 2023. JTHBI complements Jurong East Bus Interchange to support bus services serving the region. JTHBI is connected to covered linkways and a pedestrian overhead bridge to provide convenience and comfort to commuters.

It includes **family-friendly facilities** (e.g. Baby Care Room, Commuter Care Room, Family Washroom) with barrier-free design to enhance accessibility for families with young children, seniors and those with mobility challenges. There are also **dedicated amenities for staff**.



#2 New Bus Stops Enhance Accessibility

Taking the bus should be easy and accessible for people from all walks of life.

- Under the Bus Stop Infrastructure Enhancement Programme, bus stops are being enhanced to be **barrier-free and senior-friendly**, featuring additional seats with arms and back rests as well as ensuring wheelchair accessibility.



#3 Refurbished Public Buses Bring Greater Comfort

Newer buses mean cleaner, more reliable rides for all.

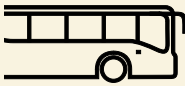
- Around **630 public buses** are to undergo **midlife refurbishment** between 2024 to 2026
- This includes replacement of their seat upholsteries, floor covers, windows or windshield sealants and door system components

#4 New Bus Signage Improves Visibility

A **new electronic display sign** format shows bus numbers in a larger font, to help the elderly and those with visual impairment identify bus services.

Did You Know?

≈ **350** bus services cover



≈ **3.5** million trips per day

Boosting Point-to-Point Services

Taxis and Private Hire Cars (PHC) complement the rail and bus networks. Here are **three ways LTA is enhancing Point-to-Point (P2P) services** to make this mode of transport more reliable and inclusive!



1. Updating Regulatory Regime for Taxis and PHCs

- Statutory lifespan of taxis: Increased from 8 to 10 years so vehicle cost is spread out over a longer period
- Taxis under 3 years old: Inspection frequency reduced from once in 6 months to once a year
- Chauffeured PHCs over 10 years old: Inspection frequency increased from once a year to once every 6 months
- Retained call-booking requirement for larger taxi operators

2. Increasing Reliability

- Introduced baseline standards for operational disruptions
- Doubled the notification period for P2P operators exiting the market to minimise service disruptions

3. Increasing Inclusivity

- Improved matching of commuter needs to appropriate service types (e.g. wheelchair users and families with young children)



How Does One Become a P2P Driver?

These licences ensure P2P drivers have the skills and knowledge to deliver safe and reliable services!

What is the difference between TDVL and PDVL?

Taxi Driver's Vocational Licence (TDVL)

Drive both taxis and private hire cars

VS Private Hire Car Driver's Vocational Licence (PDVL)

Drive only a private hire car

The **TDVL training curriculum** will be streamlined to reduce efforts and costs needed to qualify.

Safeguarding the Interests of P2P Users

We have stepped up enforcement to ensure P2P riders' rights are protected. This includes more frequent checks and reinforcing awareness of the penalties of infringements to drivers.

Taxi drivers are not allowed to

- Charge above the metered fare
- Refuse to pick up and ferry passengers without valid reasons

Private hire car drivers are not allowed to

- Provide car-pooling arrangements through informal non-business mediums or chatgroups
- Provide cross-border chauffeur services between Singapore and Malaysia



Enforcement actions will be taken

Chapter 2

Living Lite with Reimagined Streets

LTA puts people first when planning, building and evolving our streetscape to make walking, cycling and riding public transport the most attractive and logical lifestyle choice for everyone!

Discover how we are reimagining our streets with people at the centre, for a more sustainable and vibrant community!

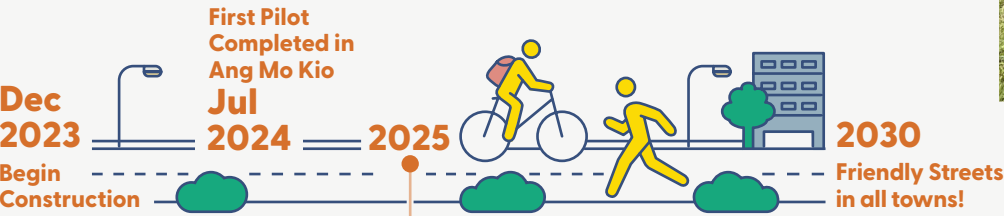


Friendly Streets: Creating Safer, More Inclusive and Gracious Neighbourhoods

LTA has set aside \$1 billion over the next decade to enhance infrastructure to improve first-and-last-mile connectivity.

The Friendly Streets initiative aims to make walking and cycling in neighbourhoods safer, more convenient and comfortable. Look out for pedestrian-friendly features such as barrier-free crossings, wider and more accessible footpaths, reduced traffic speeds and signalised crossings with pedestrian-priority.

Visual cues throughout the zone will provide a signal to motorists to slow down and be mindful of other road users, making it friendlier for those travelling by foot!



5 Friendly Streets pilots

- Ang Mo Kio
- Bukit Batok West
- Tampines
- Toa Payoh
- West Coast

10 more coming

- Bedok
- Buangkok
- Bukit Panjang
- Choa Chu Kang
- Jurong East
- Pek Kio
- Punggol
- Holland/Buona Vista
- Sembawang
- Tiong Bahru/Havelock



Coming Soon to Spaces Near You!

We're enhancing our commuter infrastructure to improve barrier-free access and make **walking to key public transport nodes more convenient and comfortable.**



More Covered Linkways
800m radius from MRT stations to Friendly Streets and key amenities.

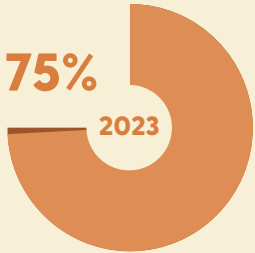
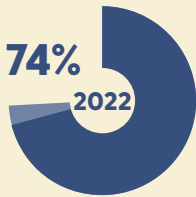
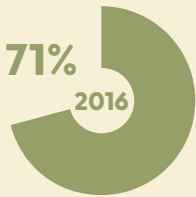
89 Pedestrian Overhead Bridges (POBs)

near major transport nodes and healthcare institutions retrofitted with lifts and more to come in the next decade.



Did you know?

The number of people choosing Walk Cycle Ride (WCR) modes of transport during peak hour is **increasing every year!**



Repurposing More Spaces for the Community

By repurposing roads to create pedestrianised streets and community spaces, LTA aims to create a more livable and inclusive environment by ensuring greater safety and convenience for cyclists and pedestrians of all ages.

Aug 2023

**Pedestrianisation** of Eng Hoon Street

Completed

**Widening of footpath** along Seng Poh Road and Lim Liak Street

End 2024

Pedestrianisation of Choa Chu Kang Terrace and Yung Sheng Road

2026

Widening of footpaths, new cycling paths and sheltered connectivity for Zion Road and Sims Place



Street-Level Wayfinding System Pilot

Our goal is to simplify navigation for pedestrians and cyclists.


35 of these signs

can be found in the central area and Yishun. If the pilot is successful, this will potentially set out the guidelines for street-level wayfinding signage design and placement.




Reinventing Innovative Spaces for the Tanah Merah MRT Viaduct

Nov 2023



LTA invited the public to submit creative ideas on how to repurpose the viaduct and turn it into a green and active mobility corridor.

Mar 2024



Shortlisted participants were invited to an ideation workshop to collaborate and develop the selected ideas.

Explore these hidden gems along your commute!

“Friendlier Roads, Happier Commutes” Exhibition

An interactive exhibition at Singapore Mobility Gallery to educate the public on how roads are transforming to meet commuters’ needs.

Art on the Go

In January 2024, National Arts Council (NAC) and LTA announced a collaboration for a three-year partnership to display works by Singapore artists and arts organisations at land transport spaces.

This includes themed trains and stations as well as displaying artwork at under-utilised spaces below viaducts.

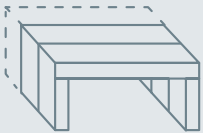
Transforming the Streets with the North-South Corridor

We’re taking a people-first approach to building the North-South Corridor (NSC), a multi-modal transportation corridor comprising an expressway along its tunnel and viaduct, which will enhance connectivity from the northern region to the city, serving towns such as Sembawang, Yishun, Ang Mo Kio, Toa Payoh, Novena and Rochor.

As Singapore’s longest transit priority corridor, the NSC’s surface streets freed up will be repurposed into spaces for walking, cycling, public transport and the community, promoting greener travel modes.




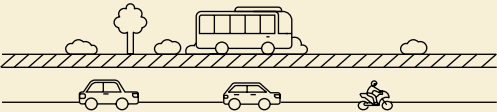
Works along the 21.5km stretch are in progress



More than **60%** of the foundations have been completed

Foundation works are expected to complete in 2025.

 Did you know?



Compared to our other expressways, the NSC will have the **longest underground road tunnel!**

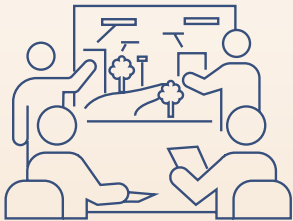
Step 1 Engaging the people

Between July 2023 and January 2024, LTA and NParks conducted a series of **visioning workshops** involving residents, stakeholders and members of public to gather ideas and feedback on **transforming the NSC’s surface streets** into inclusive and accessible spaces.



Step 2 Appointing a design team

In October 2023, LTA launched a Request for Proposal to appoint a multi-disciplinary Design Team to **develop the Master Plan** for NSC’s surface streets.



Step 3 Developing and executing the master plan

The appointed Design Team will work with LTA and the community to **envision and co-create** the surface streets.



Stepping up Active Mobility

Active mobility is key to living a healthier, more enjoyable lifestyle. To Live Lite is to make our city a more inclusive, safe and pleasant place for all to walk, cycle and scoot. Our latest initiatives will provide more inter- and intra-town connectivity, and contribute to a more healthy, sustainable future.

Calling All Cyclists!

LTA has called new tenders for cycling paths across the island from Bukit Merah to Telok Blangah, Kallang and the city, Clementi, Bukit Batok and Jurong West.

By the **end of 2024**, most residents can expect some **cycling paths in their town!**

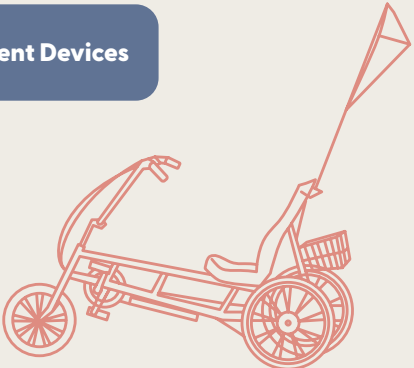
What is the Latest Development on our Cycling Paths?



Safeguarding Our Shared Paths for Everyone

Three-Wheeled Pedal Cycles and Recumbent Devices

Since March 2024, manual three-wheeled pedal cycles and recumbent devices are allowed on footpaths, cycling paths and roads, subject to their respective device criteria.



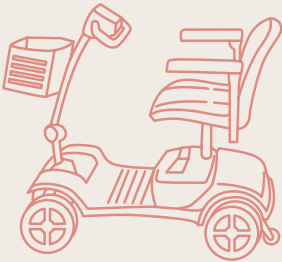
Footpaths and Cycling Paths		Roads	
≤70cm width	≤20kg unladen weight	≤130cm width	≤260cm length
At least one working handbrake (footbrakes allowed for recumbents)			
		Bright coloured flag displayed on a pole (only for recumbents)	

All other active mobility devices allowed on roads (i.e. bicycles and PABs) are also subject to the **130cm width and 260cm length limits**.

Motorised three-wheeled pedal cycles and recumbent devices remain disallowed. The Government will review this again when recognised international standards are available.

Personal Mobility Aids

Recommendations from Active Mobility Advisory Panel (AMAP) have been accepted!



- Certification of medical need is required for users of mobility scooters
- Speed limit lowered from **10km/h to 6km/h**
- Size limits for PMAs ridden on paths are aligned with those travelling by public transport

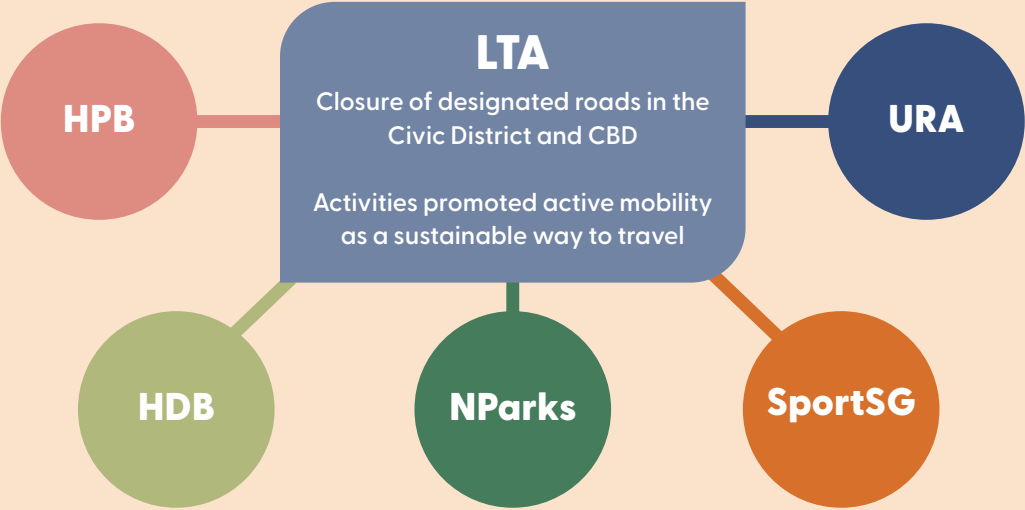
Regulations will take effect by end 2025.

Car-Lite Events



Car-Free Sunday 2024

Organised by the Land Transport Authority, Health Promotion Board, Housing & Development Board, National Parks Board, Sport Singapore and Urban Redevelopment Authority



OneEarth Challenge (OEC)

An outreach programme using virtual gamification was launched for primary school students to encourage a car-lite lifestyle from young.



Official launch of OEC, with over 6500 students participating across 15 schools



A mass tree-planting event held for participants

Safer and More Enjoyable Paths

Building paths is one aspect of making walking and cycling more practical. The other is nurturing a culture of safe and considerate path-sharing to ensure everyone can enjoy our spaces together.



Path Safety Programme

A school programme comprising activities such as an assembly talk, game booth and the Confidence on Wheels Programme to educate students



Move Happy Graciousness Campaign

An annual campaign featuring videos and outdoor publicity for members of public



Active Mobility Enforcement Officers and Community Ambassadors

Ground engagement to educate best practices



S.T.A.R Path Champion

To recognise and reward users who displayed positive path-sharing behaviours

As our population ages and active mobility grows in popularity for first-and-last-mile journeys, LTA is doing more to keep our paths safe, especially for seniors and young children.

We will continue to educate path users on the rules and encourage safe path-sharing behaviours.



All Aboard for Inclusive Travel

Inclusive and commuter-friendly features transform our streets into inviting areas for walking and cycling. Here are some developments over the last year!



Promoting a Gracious and Caring Commuting Culture

As of March 2024, **16,000 people** completed **Caring Commuter training** to learn how to assist fellow commuters in need.

Partnerships with corporations, schools and social services have also expanded to increase awareness of caring commuting through engagements and co-creation projects.



4 Barrier-Free Features to make Pedestrian Crossings More Inclusive and Safe



Silver Zones

Implemented at residential areas with high proportions of seniors, these zones have **traffic-calming features** and **reduced speed limits** to make it **safer** for senior pedestrians.



36 Silver Zones completed

50 Silver Zones islandwide



Green Man+

This feature gives elderly and persons with disabilities up to **12 additional seconds** to cross the road depending on the length of the crossing.



By 2027 **1,500** more pedestrian crossings with Green Man+



Improved Tactile Tiles Layout

LTA engaged the Singapore Association of the Visually Handicapped (SAVH) and Guide Dogs Association to explore an **alternative layout of tactile tiles**.

This helps to **mitigate slip risk**, making streets **safer** for pedestrians.



Touchless Pedestrian Sensor

LTA has launched a six-month trial at four pedestrian crossings to test the use of **microwave sensors** to activate the green man signal.

With these sensors, pedestrians can **call for the green man by waving their hands**, instead of pushing a button.

Chapter 3

Building Lite for a Sustainable Network

From construction to operations and maintenance activities, we're Building Lite with more environmentally friendly efforts. It also means improving roads, embracing green technology, and dialling up on digital solutions. LTA's goal? To minimise impact on the Earth and maximise benefit to commuters!

Explore our Build Lite achievements over the last year.



Going Green and Treading Lite

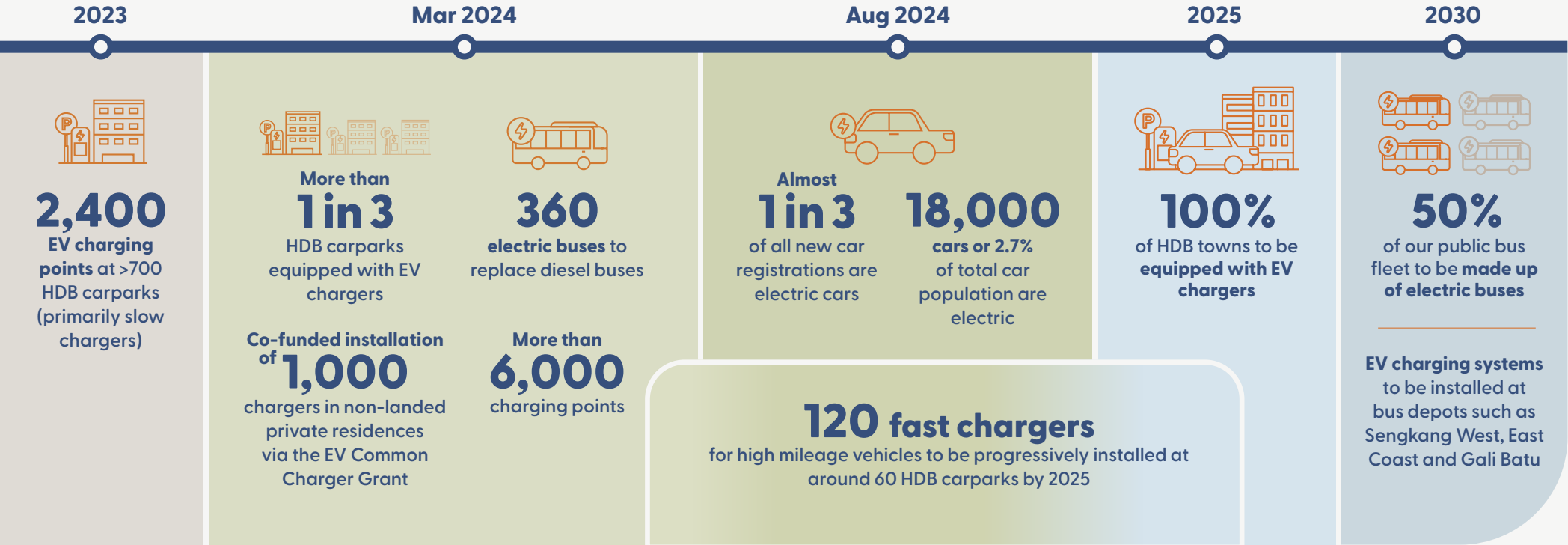
From charging up the Electric Vehicle (EV) scene to launching our first Sustainability Report, LTA is committed to greening our land transport system and reducing emissions in support of Singapore’s net-zero goal.

We’re proud to announce we’ve made significant progress by ramping up electric charger infrastructure to support motorists towards a future of EVs.



Download our first ever Sustainability Report 22/23 here!

Powering Forward to Electrify Singapore





Encouraging Vehicle Electrification for Greener Transport



Extension of \$0 Additional Registration Fee (ARF) Floor for fully electric cars and taxis until December 2024



Extension of Electric Vehicle Early Adoption Incentive (EEAI) until December 2025



Newly registered fully electric cars and taxis from 1 January 2024 to 31 December 2024 receive **45% rebate off ARF**, capped at \$15,000

\$0 ARF + EEA + Enhanced Vehicular Emissions Scheme (VES)

Cost Savings Up to \$40,000 off ARF



EV Common Charger Grant

Co-funds the installation cost of chargers, **by 50% or at a cap of \$4,000 per charger** for non-landed private residential premises

Available for **up to 2,000 EV chargers** or until 31 December 2025



Citizen Engagement Workshop on Good EV Charging Experience

Organised by LTA's National Electric Vehicle Centre, over 40 members of the EV community attended the workshop to exchange perspectives on EVs and discuss potential recommendations to cultivate good charging behaviour.



Progressing on Energy Efficiency



Switching to LED Street Lights

>110,000 street lighting changed to LED technology

SAVINGS

>25 million kWh in energy consumption per year



SWITCHOFF Initiative

Lights off from 1am to 5am daily at 4,300 bus stops and 35km of covered walkways

SAVINGS

Around **47,000** kWh of electricity per month



Did you know?

Under the Electric Vehicles Charging Act 2022:

- ✓ EV chargers must be:
 - Type-approved by LTA
 - Registered before use
- ✓ EV charging operators require a licence
- ✓ EV charging infrastructure must be provided in developments undergoing specified building or electrical works

EV Charging Technology

LTA is facilitating **two new sandboxes focused on Electric Vehicle Charging Systems (EVCS)**. These will give us a safe space to develop and trial new charging technology that is not within the scope of current standards and regulations!

Enhancing Road Journeys

From commuter facilities and enhanced roads to the introduction of ERP 2.0, here are things to look out for on the roads that will make your commutes smoother!

Road Enhancements to Smoothen Traffic Flow

1 Seletar Link Flyover

1.05km flyover



Opened on 22 Jan 2024

Alternative route Punggol Town to SLE or CTE

Improved connectivity to

New developments in Punggol Town

Industrial developments in Pulau Punggol Timor

Developments in Sengkang New Town when the new Sengkang West Drive is completed

2 Braddell-Upper Serangoon-Bartley Road Junction


Enhanced configuration of


Upper Serangoon Road

Braddell Road

Bartley Road Junction

into a normal cross junction


More seamless traffic flow


Simplified junction by removing traffic islands makes it safer for motorists



All You Need to Know about ERP 2.0

What are the changes?

ERP 2.0 replaces the current ERP system that is reaching end of life.

- Tapping on Global Navigation Satellite System (GNSS) technology, ERP 2.0 enables more flexible congestion management without physical gantries

How does this benefit motorists?

- Improves traffic flow
- Enhances the driving experience by providing useful information like real-time traffic incident and road safety alerts
- Improves driver awareness with notifications on bus lanes and speed cameras, to encourage safer driving
- Facilitates seamless payments for roadside parking, usage licenses and checkpoint tolls

Has the change started?

Yes! Since the roll-out of installations in November 2023, over 100,000 vehicles have been fitted with the On-Board Unit (OBU). More motorists will be progressively notified for installation. They can also combine installation with their regular servicing appointment by contacting an authorised workshop.

Chapter 4

Partnering for a Lite Future

Bringing our future of lite land transport plans to fruition will rest on smart investment in our people and in new technology. Partnering with others in the industry will challenge us to be at the forefront of our game.

We recognise the contributions of all our public transport workers, and steadily build capabilities in our workforce to develop a strong foundation of talent.



Innovating for Future Capabilities

To make public transport smarter, we're collaborating with agencies and operators as well as partnering with educational institutions to drive impactful change and progress. We aim to ramp up on innovation and nurture the next generation of public transport workers to ensure they are skilled with capabilities for the future.

LTA isn't just making public transport smoother, but also **smarter!**

1. More Collaborations for Greater Innovation



In January 2024, the **Rail Excellence Advisory Panel (REAP)**, comprising experts from Singapore and abroad, came together to brainstorm on **how to sustain our rail reliability performance**.



We signed a Memorandum of Understanding (MOU) with Taipei Rapid Transit Corporation (TRTC), SMRT Trains and SBS Transit.

This formalised the collaboration with good partners in the region, allowing us to

- **continue exchanging best practices**
- **explore innovative solutions for public transport**

2. Strengthening Our Workforce Capabilities

Inaugural Singapore RailTech Grand Challenge held in conjunction with 3rd Singapore BusTech Grand Challenge



Raise the professional image and recognise the skills and standards of public transport technical workforce in Singapore



Attract potential candidates to join the public transport industry, and **promote transport engineering**



Launched the National EV Specialist Safety Bus Programme to train bus technicians for the transition to electric buses to encourage further **capability-building for the future**



Did you know?

LTA provides Research and Innovation funds for collaborations with the industry to drive innovation in the land transport sector.

\$25 million has been set aside since 2018 for the Land Transport Innovation Fund (LTIF) to spur innovation and collaborative projects with industry partners.



Pro-Enterprise Efforts to Make Vehicle Processes Easier!

The vehicle registration process is now fully digital! Vehicle owners can now authorise registration transactions online with their Singpass/Corppass.

14 vehicle undercarriage inspection devices (VIDs) have been commissioned. These VIDs were developed in collaboration with Temasek Polytechnic and make it both easier and safer for enforcement officers to check for illegal modifications.

Celebrating Those Working Behind the Scenes

Where would Singapore's public transport be without the people on the ground working tirelessly to keep the system running smoothly? Here's how we've shown our appreciation for the public transport workers and partners who keep our land transport ecosystem safe, reliable and efficient.

Public Transport Workers' Appreciation Day

Themed "Caring for our Public Transport Workers and Commuters", the event was organised to show appreciation to **approximately 22,000 public transport workers** who make our daily commute safe, smooth and reliable.



A carnival ran in conjunction with Caring Commuter Week on 4 November 2023.

12 representatives received tokens of appreciation in recognition of the collective hard work and dedication of the public transport workforce

Public transport operators introduced **rail virtual reality and bus simulators** for an immersive experience explaining their work

Depot Tours were also held for students to gain insights into the roles and responsibilities of public transport workers

Public Transport Safety and Security Awards

September 2023

179 public transport workers recognised

6 Awards given to **4 operators** **Operator Category**

For rail, bus and point-to-point transport operators with the best safety records, and who have demonstrated strong commitment to commuter and workplace safety

2 Individuals
24 Groups **Star Awards**

Recognised for their initiatives to create a safer and more secure workplace

28 Awards **Special Commendation**

Recognised public transport workers for their timely actions and quick thinking in preventing potential safety or security incidents

96 Safety Champions

Recognised public transport workers for their efforts in mentoring their colleagues and promoting workplace safety and security

25th Annual Safety, Health and Environmental Awards Convention

42 Organisations

recognised for outstanding workplace safety, health and environmental management practices



New category introduced **Good Housekeeping Award**

Awards

Minister's Value-for-Money Achievement Award 2023 (Distinguished Award)



Due to COVID-19 delays, LTA faced a challenge in developing the Changi East Industrial Zone (CEIZ). The CEIZ foundation construction may damage the newly operating CRL1 tunnels.

To mitigate this risk, LTA adopted a whole-of-government approach, advancing the installation of the CEIZ pile external casing to guide future developers and prevent impact on the CRL1 rail tunnels.

Minister's Value-for-Money Achievement Award 2023 (Distinguished Award)



In response to the need for an optimised launch shaft design, LTA collaborated with the contractor to implement an Obround-shaped launch shaft.

This innovative design enhanced structural integrity and control of wall and ground movements, is cost-effective and aligns with LTA's sustainability goals of reducing concrete and steel usage.

Minister's Value-for-Money Achievement Award 2023 (Merit Award)



This award recognised LTA's engineering expertise and innovation in constructing the Johor Bahru – Singapore Rapid Transit System (RTS) Link.

LTA successfully constructed tunnels underneath Admiralty Road West without disruption to the road or utilities, while achieving cost savings and keeping to the tight construction schedule.

Minister's Innovation Award 2023 (Merit Award)



In celebration of the Thomson-East Coast Line 3 (TEL3) Opening Event in 2022, LTA hosted interactive streams on Facebook Live to engage the public and curated an original #TEL3PortAway audio to creatively feature our iconic MRT train door closing chime on TikTok.

LTA was the first government agency to partner Klook to incorporate gamification into our digital campaign. There was a physical turnout of 600,000 visitors at TEL3 Opening Event, and a series of online content also reached about seven million people.

Minister's Innovation Award 2023 (Merit Award)



This award recognised the novel approach in showcasing LTA's diverse range of work, from train testing to arrivals and harnessing the edu-training nature of TikTok to provide behind-the-scenes insights into the challenges of road construction and maintenance.

Over 1.5 million views were garnered within two months, placing the LTA TikTok channel as the 4th most popular among Singapore government agency TikTok accounts and earning praise from netizens who appreciate what goes into building and maintaining one of the world's best land transport systems.

Awards

The President's Certificate of Commendation 2023 (COVID-19)



This award recognised LTA's role and contributions to Singapore's COVID-19 response. It was presented to LTA Chief Executive, Mr Ng Lang, by then-President Halimah Yacob during the Investiture of National Awards (COVID-19) on 18 June 2023.

Inaugural Institution of Engineers, Singapore (IES) Sustainability Awards 2023



LTA was recognised for its outstanding efforts in implementing steel slag porous asphalt pavement to reduce traffic noise along expressways and using warm mix asphalt to lower emissions and smoke during paving.

These contributed to sustainable road construction practices.

Special Achievement in GIS Award (SAG) 2023



LTA created Ignite, a geospatial platform that facilitates data discovery and access to geospatial data, analytics, and map-based applications for staff.

The Ignite platform also empowers staff to create spatial data, maps, applications, and dashboards without the need for extensive coding skills.

Jacobs Award 2023



Katherine Cai Xuefen received the Jacobs Award for Most Innovative Use of Data at the European Transport Conference for her research paper, "An Integrated Framework of Social Media Opinion Mining and Category System to Analyse Public Opinion Towards Transportation technology and Services".

It involved using an unsupervised machine learning model to mine Twitter data and provide insights into public sentiment towards autonomous vehicles.

Contracts Awarded in FY2023



CONTRACT	CONTRACTOR/CONSULTANT	DESCRIPTION
CROSS ISLAND LINE		
CR205	China Communications Construction Company Limited (Singapore Branch)	Design and Construction of King Albert Park Interchange Station for Cross Island Line
CR2051	Bureau Veritas Buildings & Infrastructure Pte. Ltd.	Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for CR205
CR2052A	Cast Laboratories Pte Ltd	Supply, Installation and Monitoring of Instruments for Contract CR205
CR2052B	Ryobi Geotechnique International Pte Ltd	Supply, Installation and Monitoring of Instruments for Contract CR206
CR2053A	AECOM Singapore Pte Ltd	Accredited Checking Services for Cross Island Line Civil Contracts CR205, CR208 and CR209
CR2053B	AECOM Singapore Pte. Ltd.	Accredited Checking Services For Cross Island Line Civil Contract CR206
CR206	KTC Civil Engineering & Construction Pte Ltd	Design and Construction of Maju Station and Tunnels for Cross Island Line
CR2061	ECAS Consultants Pte. Ltd.	Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for Contract CR206
CR208	China Communications Construction Company Limited (Singapore Branch) - Sinohydro Corporation Limited (Singapore Branch) Joint Venture	Design and Construction of Clementi Interchange Station and Associated Additions & Alterations Works for Cross Island Line
CR2081	ECAS Consultants Pte. Ltd.	Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for Contract CR208
CR2082A	Ryobi Geotechnique International Pte Ltd	Supply, Installation and Monitoring of Instruments for Contract CR208
CR2082B	Fugro Singapore Land Pte Ltd	Supply, Installation and Monitoring of Instruments for Contract CR209
CR209	Gamuda Berhad Singapore Branch	Design and Construction of West Coast Station and Tunnels for Cross Island Line
CR2091	GCS Engineers Pte. Ltd.	Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for Contract CR209
CR151	CRRC Qingdao Sifang Co., Ltd./ Singapore CRRC Sifang Railway Vehicles Service Pte. Ltd. Consortium	Trains for Cross Island Line
CR177	CRRC Zhuzhou Locomotive Co., Ltd.	Locomotives for Cross Island Line
CR168	Willowglen Services Pte Ltd	Access Management System for Cross Island Line & Fence Intrusion Detection System for Cross Island Line and East Coast Integrated Depot
CR181	Hitachi Plant Construction Ltd. Singapore Branch	Depot Equipment for Changi East Depot
CR1120	Shinryo Corporation	A&A Works to NorthEast Line (NEL) Stations and Depot

Contracts Awarded in FY2023

CONTRACT	CONTRACTOR/CONSULTANT	DESCRIPTION
CROSS ISLAND LINE		
P1021	GWC Consulting Pte. Ltd.	Appointment of Qualified Person (Supervision) including Qualified Site Supervisors for the Supervision of CRL – Punggol Extension Contract P102
P1022	Ryobi Geotechnique International Pte Ltd	Supply, Installation and Monitoring of Instruments for CRL-Punggol Extension Contract P102
JURONG REGION LINE		
J1050	Chuan Lim Construction Pte Ltd	Design and Construction of Noise Barriers
J1305	Ancon Anda Pte Ltd	Design and Construction of Passenger Service Centre and Station Master's Room for Jurong Region Line Stations
J171A	Kone Pte Ltd	Provision of Lifts for Jurong Region Line
J171B	Constructions Industrielles De La Mediterranee – CNIM Singapore Private Limited	Provision of Escalators for Jurong Region Line
J173C	Kandenko Co Ltd	Supply and Installation of Mechanical Services for Jurong Region Line Stage 2
J175C	Powen Electrical Engineering Pte Ltd	Supply and Installation of Electrical Services for Jurong Region Line Stage 2
RAIL ENHANCEMENT		
1150	Jin Choon Civil Engineering Pte Ltd	Services Diversion and its Associated Works along Bukit Batok Road, Brickland Road, Bukit Batok West Avenue 5 and 7
1379	CCECC Singapore Pte Ltd	Design And Build of Enhancement Works to Existing MRT Stations And Associated Commuter Facilities
1420	C K T Thomas Private Limited	Design and Build of Enhancement Works to Existing NSEWL, DTL MRT Stations, CCL Depot
R1020	PAL Consultancy Pte Ltd. – H&T Consulting Engineers Pte Ltd. Consortium	Consultancy Services for NSEWL Viaduct Bearing Replacement
R1028	Top Pave Pte Ltd	Ceiling Renewal Works at Existing North-South East-West (NSEW) Line Stations
R10281	RCY Pte. Ltd.	Qualified Person (Supervision) for Contract R1028, Contract 1420 & Contract 1379
R152A	Fangda Innotech Co., Ltd.	Supply and Replacement of Components for North-South and East-West Line Full Height Platform Screen Door System
RS148	ST Engineering Urban Solutions Ltd.	Replacement and Provision of Passenger Service Machine (PSM) and Station Computer (SC)
ID102	Arup Singapore Private Limited – Gensler Singapore Pte. Ltd./ YWL Engineering Pte Ltd	Advance Architecture and Engineering Services for Repurposing of MRT Viaduct & Associated Space
TOTAL SUM AWARDED FOR RAIL PROJECTS		\$3.7 BILLION

Contracts Awarded in FY2023




CONTRACT	CONTRACTOR/CONSULTANT	DESCRIPTION
NORTH-SOUTH CORRIDOR		
N153	Smitech Engineering Pte Ltd	Power Supply System for North-South Corridor
N173	Shinryo Corporation	Environmental Control System & Tunnel Ventilation System for North-South Corridor
N175	Kandenko Co Ltd	Electrical Services for North-South Corridor
N178B	APP Engineering Pte Ltd	Fire Protection System for North-South Corridor
ROADS / COMMUTER FACILITIES		
AM106	CCECC Singapore Pte Ltd	Design and Construction of Cycling Infrastructure
AM120	Or Kim Peow Contractors (Private) Limited	Construction of Cycling Path Network
AM201	Or Kim Peow Contractors (Private) Limited	Construction of Cycling Path Network (Central)
DE178	Quek & Quek Civil Engineering Pte Ltd	Proposed New Road Interchange at PIE / Jurong Canal Drive and Road Enhancement Works
DE187	WSP Consultancy Pte. Ltd.	Architectural and Engineering Design Services For Commuter Infrastructure
DE188	Harford Engineering Pte Ltd	Commuter and Road Infrastructure Works
DE189	Chiong Construction Pte. Ltd.	Enhancement Works to Existing Bus Infrastructure
ID103	Aurecon Singapore (Pte) Ltd	Engineering Investigation Study at Tuas
RC201	United E & P Pte. Ltd.	Road Works at City Centre
TR383	Shincon Industrial Pte Ltd	Replacement of Roofs of Covered Linkways and Sheltered Pedestrian Overhead Bridges
TR401	Eng Lam Contractors Co (Pte) Ltd	Footpath Renewal Contract
TRAFFIC OPERATION / ROAD MAINTENANCE		
RM101	Novaars International Pte. Ltd.	Regular Inspection of Major Road Structures
RM201A	Jupiter Builder Pte Ltd	Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes for East Sector
RM201B	Eng Lam Contractor Co (Pte) Ltd	Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes for West Sector

Contracts Awarded in FY2023



CONTRACT	CONTRACTOR/CONSULTANT	DESCRIPTION
TRAFFIC OPERATION / ROAD MAINTENANCE		
RM202	Eng Lam Contractor Co (Pte) Ltd	Upgrading of Road Signs
RM203	Gim Tian Civil Engineering Pte Ltd	Upgrading of Road Signs for Expressways
RM206	Highway-Avenue Consortium	Road Maintenance Contract for North-East Sector
TR403	CMP Consultants Private Limited	Safety Inspection for Roads and Road-Related Facilities for East Sector
TR405	YJP Surveyors Pte Ltd / CMP Consultants Private Limited Consortium	Safety Inspection for Roads and Road-Related Facilities for West Sector
TR805A	TTS Group Pte. Ltd.	Term Contract for Technology - Enabled Survey Services
TR805B	Oneberry Technologies Pte. Ltd.	Term Contract for Technology - Enabled Survey Services
TR806	Wilson Parking (Singapore) Pte. Ltd.	Provision of Traffic Warden Enforcement Duty
VS803	P-Serv Pte Ltd	Provision of Services for Vehicle Entry Permit (VEP)/Toll Operations
PUBLIC TRANSPORT		
BD401A	Busways Pte Ltd / Shell Singapore Pte Ltd Consortium	Electric Vehicles Charging System for Electric Buses for Package A
BD401B	Presico Engineering Pte Ltd	Electric Vehicles Charging System for Electric Buses for Package B
PT218A	SBS Transit Ltd	Bus Contracting - Bukit Merah Bus Package
PT218B	SMRT Buses Ltd	Bus Contracting - Jurong West Package
PT601A	BYD (Singapore) Pte Ltd	Procurement of Single Deck Electric Buses
PT601B	Cycle & Carriage Automotive Pte Limited	Procurement of Single Deck Electric Buses
PT805A	Wah Sheng Motor Supply Co. (Pte.) Ltd.	Mid-Life Refurbishment for Buses
PT805B	Comfortdelgro Engineering Pte. Ltd.	Mid-Life Refurbishment for Buses
PT809	TNT Surveillance Pte. Ltd.	Replacement of Closed-Circuit Television (CCTV) Systems on Buses
PT811	ST Engineering Urban Solutions Ltd. / Trapeze Group Singapore Pte Ltd Consortium	Procurement of Bus Fleet Management System

Contracts Awarded in FY2023



CONTRACT	CONTRACTOR/CONSULTANT	DESCRIPTION
PUBLIC TRANSPORT		
PT812	ST Engineering Urban Solutions Ltd.	Supply, Installation and Implementation of Bus Transmitter System
PT813	ST Engineering Urban Solutions Ltd.	Supply and Installation of Bus Central Junction Box
PT815	NetE2 Asia Pte Ltd	Development and Maintenance of Command, Control and Communication (C3) System
RS701	Deluge Fire Protection (S.E.A) Pte Ltd	Fire Tests with Suppression Systems on Electric Bus
RS802	ST Engineering Urban Solutions Ltd.	Procurement of Bus Fare Collection Equipment
RS803	RFNet Technologies Pte Ltd & Nera Telecommunications Ltd Consortium	Procurement of Bus Ticketing Depot System
TOTAL SUM AWARDED FOR ROADS & OTHER PROJECTS		\$2.9 BILLION

FY2023

Financial Highlights

Statement of Comprehensive Income

The Authority recorded a net surplus of \$186M in FY2023. Operating income was \$2,138M, an increase of \$151M (7.6%) from FY2022. Operating expenditure was \$5,127M, an increase of \$176M (3.6%) from FY2022. Government Grants was \$2,971M, an increase of \$48M (1.6%) from FY2022.

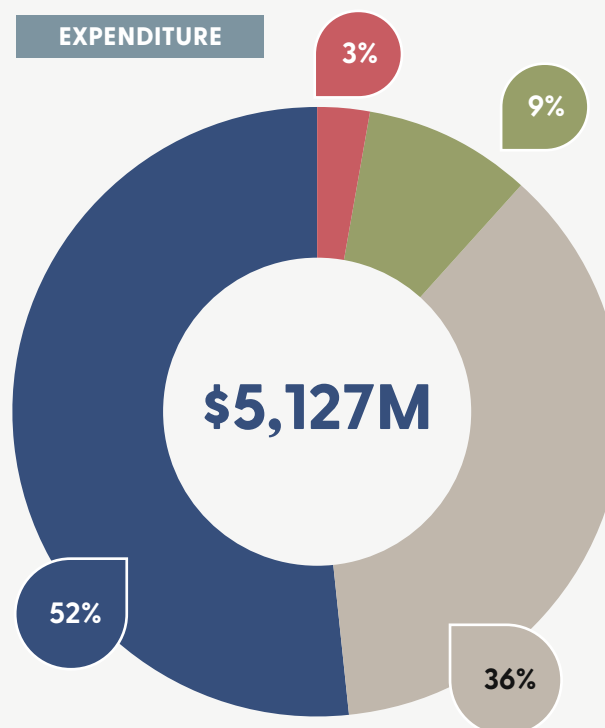
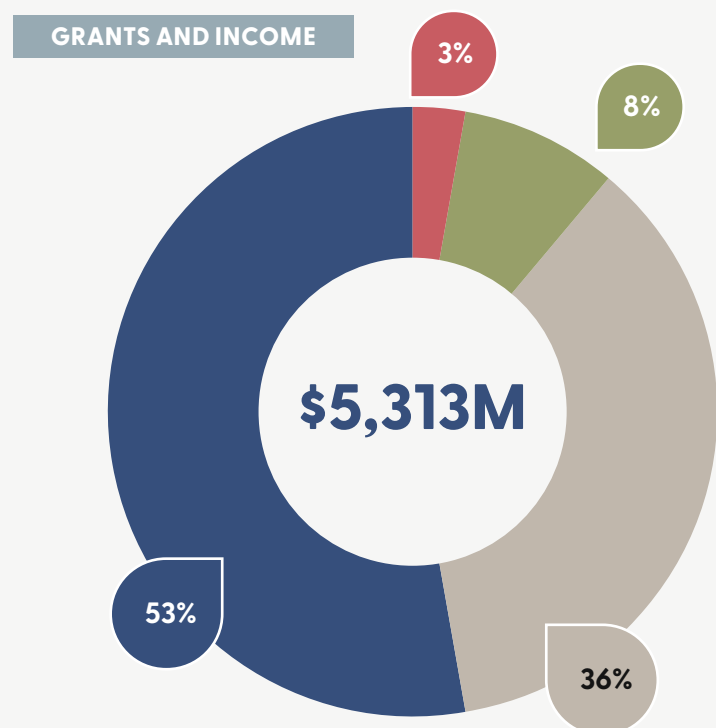
FY2023					FY2022				
	General Fund	Railway Sinking Fund	Bus & Rail Contracting	Total	General Fund	Railway Sinking Fund	Bus & Rail Contracting	Total	
	\$'M	\$'M	\$'M	\$'M	\$'M	\$'M	\$'M	\$'M	
Management Fee from Government	902	-	-	902	849	-	-	849	
Fare Revenue	-	-	941	941	-	-	841	841	
Rail Transit System Licence Charge	-	1	-	1	-	1	-	1	
Other Operating Income	186	-	108	294	183	-	113	296	
Operating Income	1,088	1	1,049	2,138	1,032	1	954	1,987	
Operating Expenditure	(2,674)	(129)	(2,324)	(5,127)	(2,490)	(114)	(2,347)	(4,951)	
Other Gains - Net	45	136	23	204	18	26	9	53	
(Deficit)/Surplus before Government Grants	(1,541)	8	(1,252)	(2,785)	(1,440)	(87)	(1,384)	(2,911)	
Government Grants	1,651	32	1,288	2,971	1,489	25	1,409	2,923	
Net Surplus/(Deficit)	110	40	36	186	49	(62)	25	12	

* The full Financial Statements are available at https://www.lta.gov.sg/content/ltagov/en/who_we_are/statistics_and_publications/reports.html

FY2023 Financial Highlights

Government Grants, Income and Expenditure

The Authority recognised total grants and income amounting to \$5,313M and incurred expenditure amounting to \$5,127M.

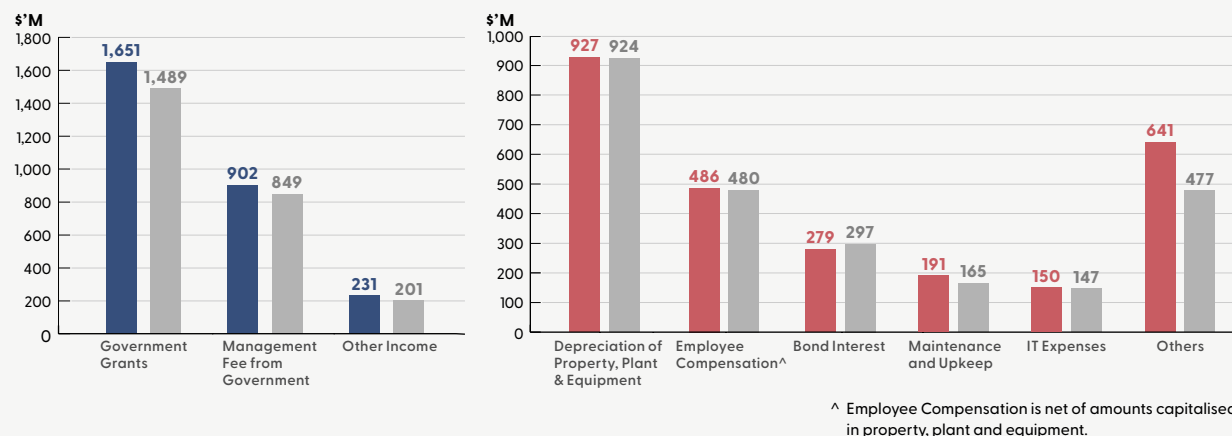


	GRANTS AND INCOME	EXPENDITURE
General Fund	\$2,784M	\$2,674M
Restricted Fund – Railway Sinking Fund	\$169M	\$129M
Restricted Fund – Bus Contracting	\$1,914M	\$1,878M
Restricted Fund – Rail Contracting	\$446M	\$446M

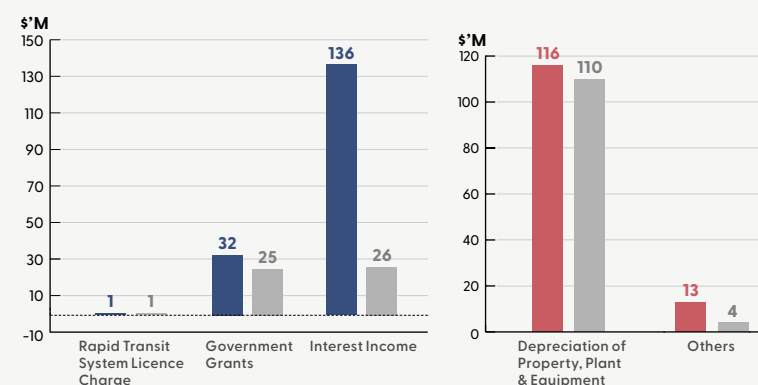
FY2023 Financial Highlights

Government Grants, Income and Expenditure

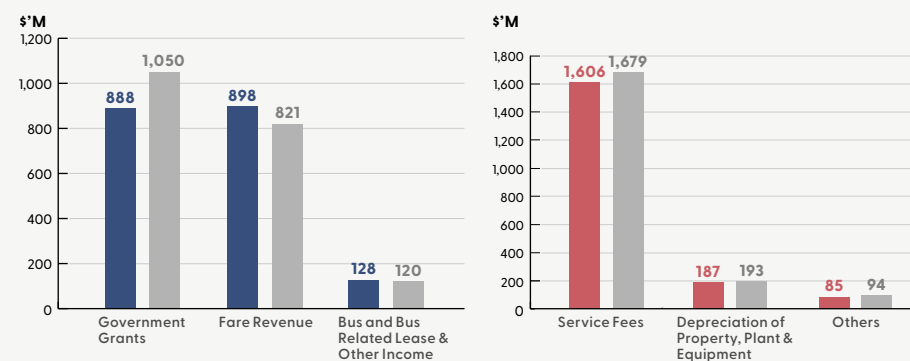
General Fund



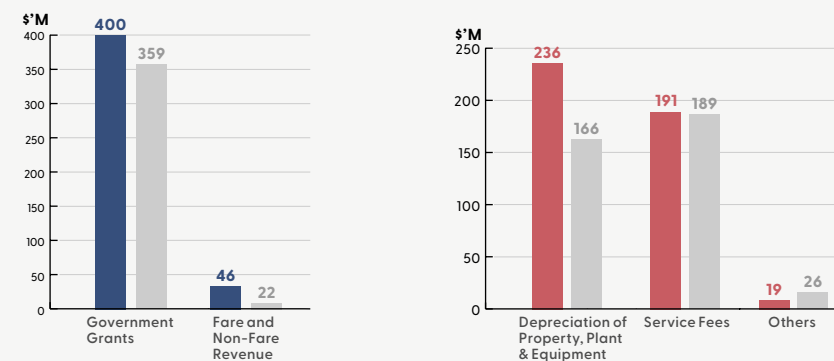
Restricted Fund – Railway Sinking Fund



Restricted Fund – Bus Contracting



Restricted Fund – Rail Contracting

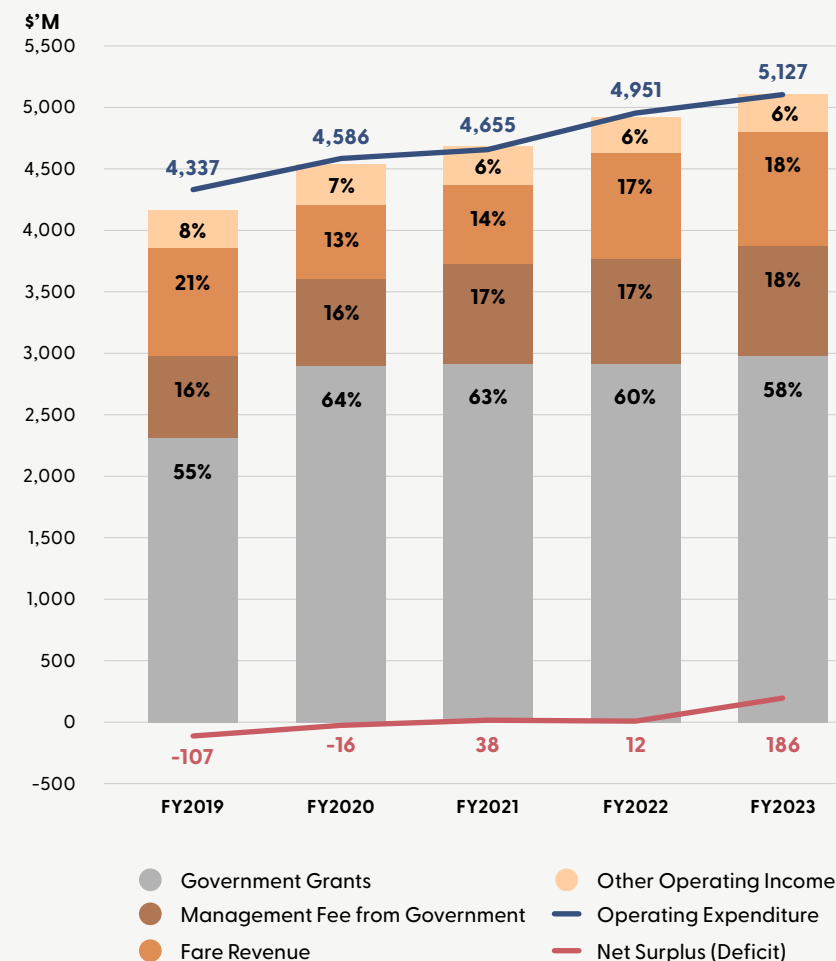


FY2023 Financial Highlights

Balance Sheet

	FY2023 \$'M	FY2022 \$'M	Variance \$'M
Property, Plant & Equipment	63,782	61,809	1,973
- Rail Viaducts and Tunnels	13,452	13,560	(108)
- Stations, Buildings and Structures	18,578	18,773	(195)
- Rail Rolling Stock	3,135	2,978	157
- Buses & Bus Related Assets	935	1,046	(111)
- Construction-In-Progress	18,769	16,469	2,300
- Others	8,913	8,983	(70)
Non-Current Assets	6,595	6,362	233
Current Assets	14,461	12,935	1,526
Assets	84,838	81,106	3,732
Equity	5,717	5,511	206
Deferred Government Capital Grants	61,784	59,461	2,323
Long-Term Borrowings	8,650	8,650	-
Non-Current Liabilities	530	529	1
Current Liabilities	8,157	6,955	1,202
Equity & Liabilities	84,838	81,106	3,732

5-Year Financial Summary





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