Moving You Reliably, Ready for Tomorrow

LTA Annual Report 2025/26

AI-generated and human-edited cover illustration. 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

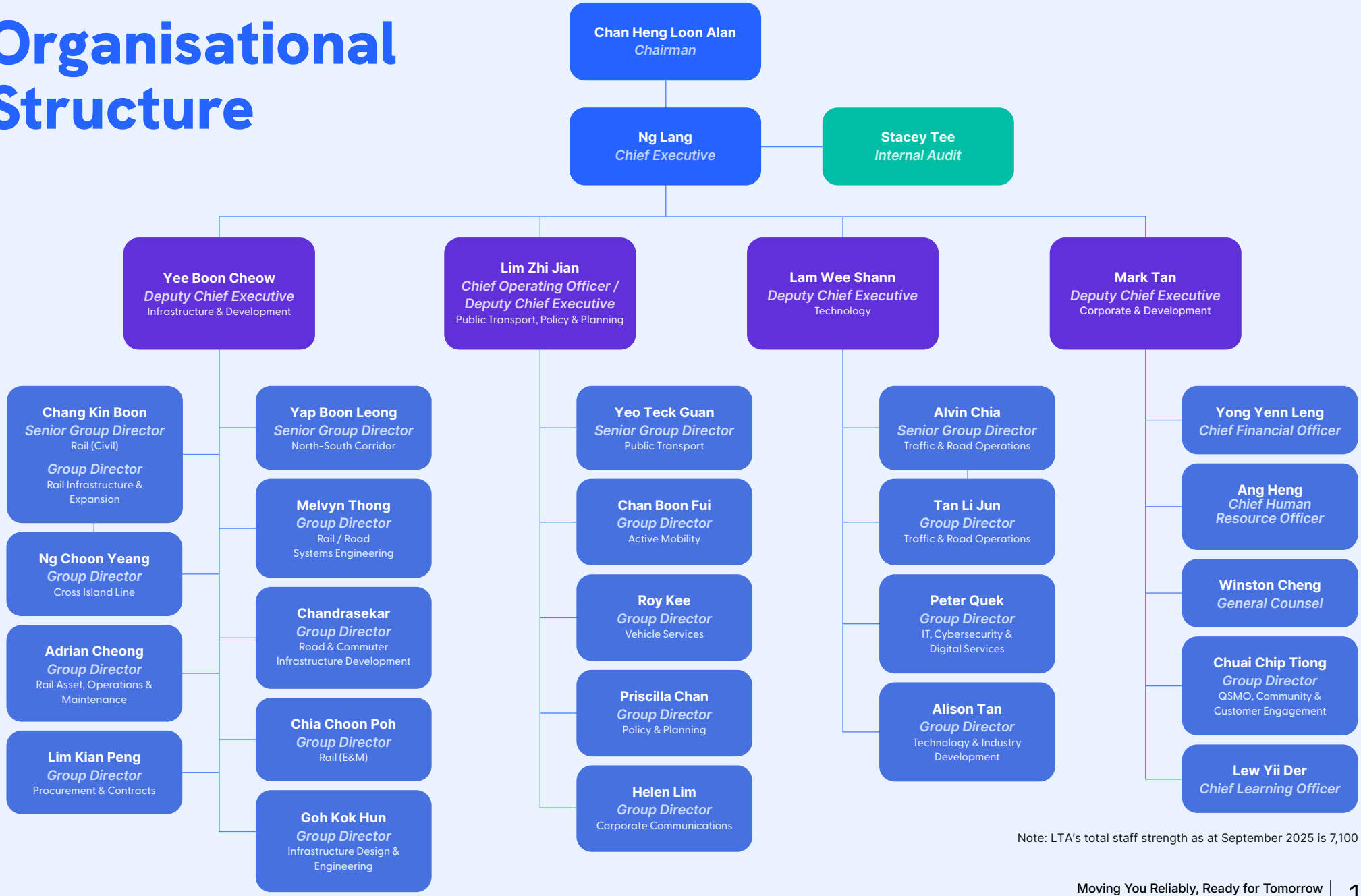
Alison Tan
Group Director
Technology & Industry Development

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

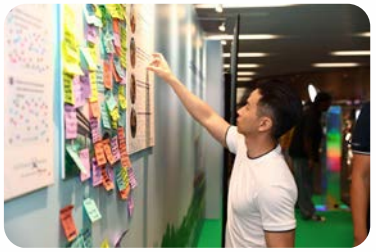
Looking Ahead

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.

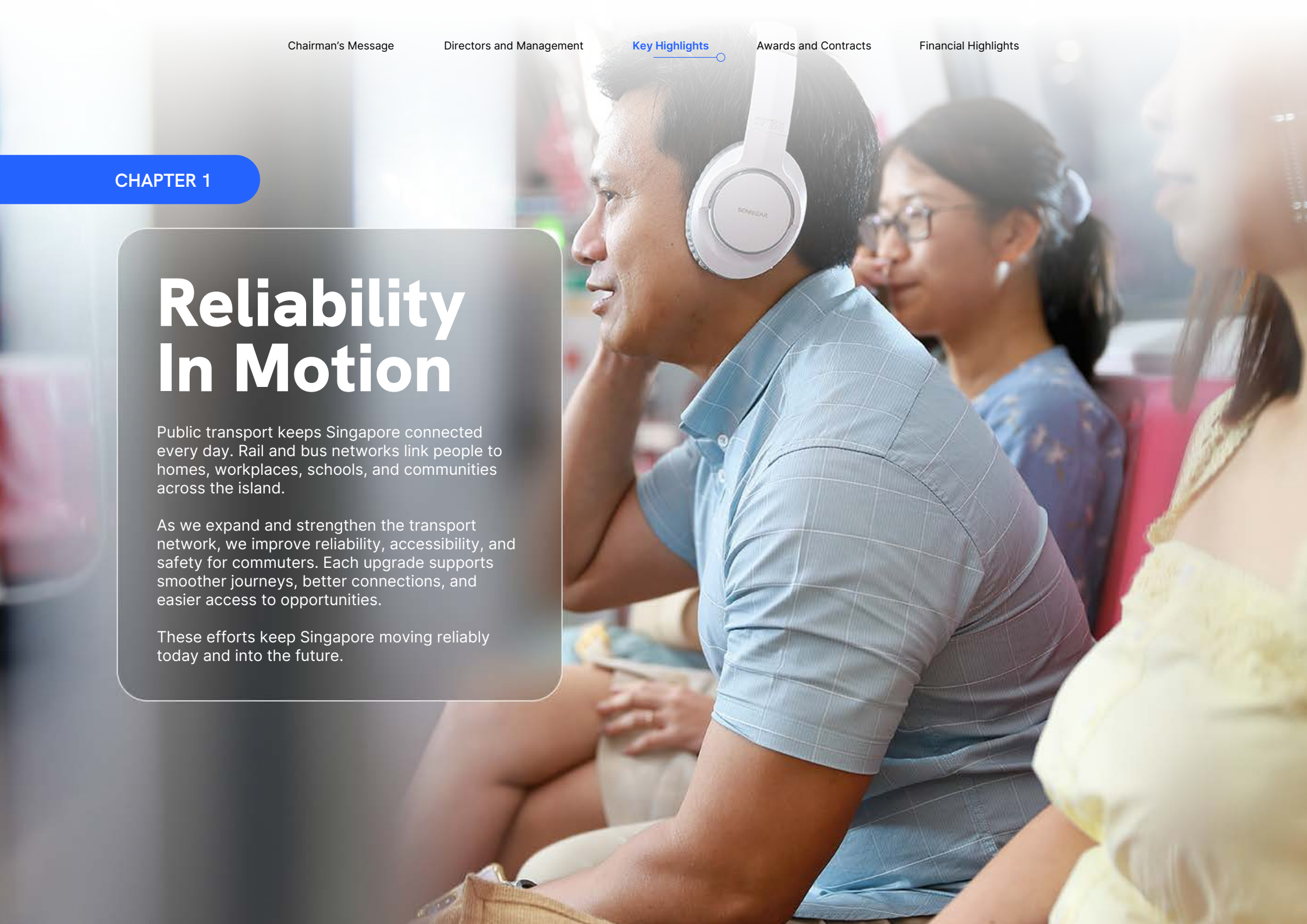
CHAPTER 1

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

2026

CCL6
Circle Line (Stage 6)
3 stations

TEL5
Thomson-East Coast Line (Stage 5)
2 stations

DTL3e
Downtown Line 3 Extension
2 stations

2028

JRL1
Jurong Region Line (Stage 1)
10 stations

JRL2
Jurong Region Line (Stage 2)
7 stations

2029

JRL3
Jurong Region Line (Stage 3)
7 stations

2030

CRL1
Cross Island Line (Phase 1)
12 stations

2032

CRL2
Cross Island Line (Phase 2)
6 stations

CPe
Cross Island Line Punggol Extension
4 stations

2034

NS3A
North-South Line
1 station

2035

DTL2e
Downtown Line 2 Extension
3 stations

Future Lines
(Ongoing Studies)

- JRL West Coast Extension
- Seletar Line
- Tengah Line

Mid 2030s

JS2A
Jurong Region Line
1 station

TELe
Thomson-East Coast Line Extension

Late 2030s

CRL3
Cross Island Line (Phase 3)
4 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

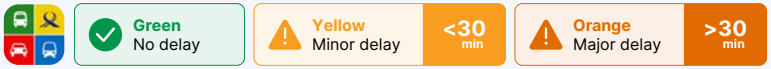
Monthly rail reports from Oct 2025 (previously quarterly)

Reports include
Mean Kilometres Between Failure (MKBF)

NEW Train Service Delivery

NEW Train Punctuality

MyTransport.SG/trainstatus Colour-coded live status



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

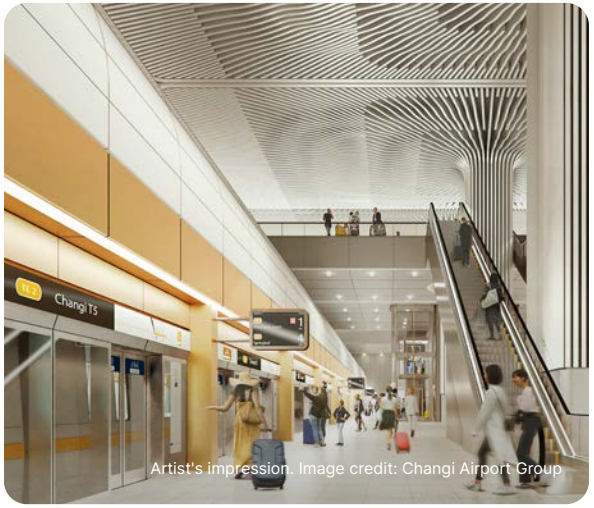
Connecting to the World

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

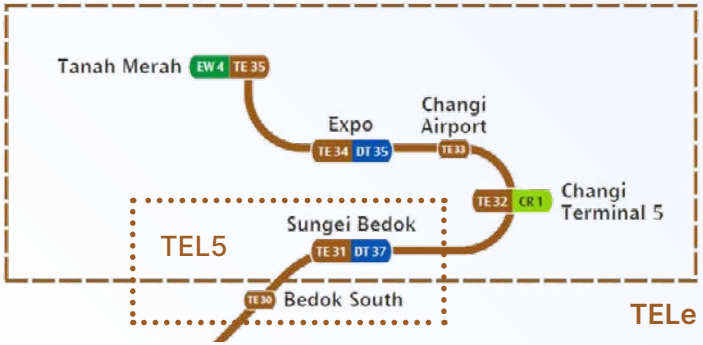
- Travel time from Changi Airport to Marina Bay reduced to about 45 minutes, up to 10 minutes shorter than today
- Seamless connections to Orchard, Maxwell and Gardens by the Bay, and the Johor Bahru – Singapore Rapid Transit System Link (RTS Link) at Woodlands North

Projected Daily Ridership: **>1,000,000** in the longer term



Artist's impression. Image credit: Changi Airport Group

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 NSLstation (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.

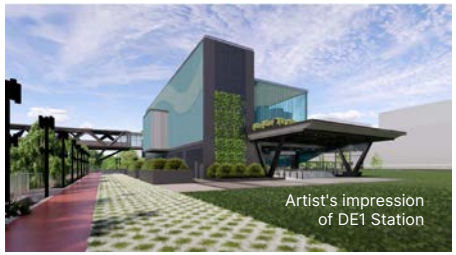
To minimise impact on existing rail structures and DTL commuters, sensitive works will be carried out during non-operating hours. Real-time monitoring and safety measures will also be implemented throughout construction.

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

JS2
JS2A
JS3

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

JE7 — 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

>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 length

12 stations

2030 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 opening

Works began **Jul 2025**

Up to **40 mins saved** West Coast to Ang Mo Kio Industrial Park

15km length

6 stations

2 interchanges King Albert Park (DTL) Clementi (EWL)

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

7.3km length

4 stations

2032 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
CR21 JR12 CR23 EW30

Extends CRL further west
From the Jurong Lake District to Gul Circle

More direct routes
From the north and north-east to the west

Work to start **2027**

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

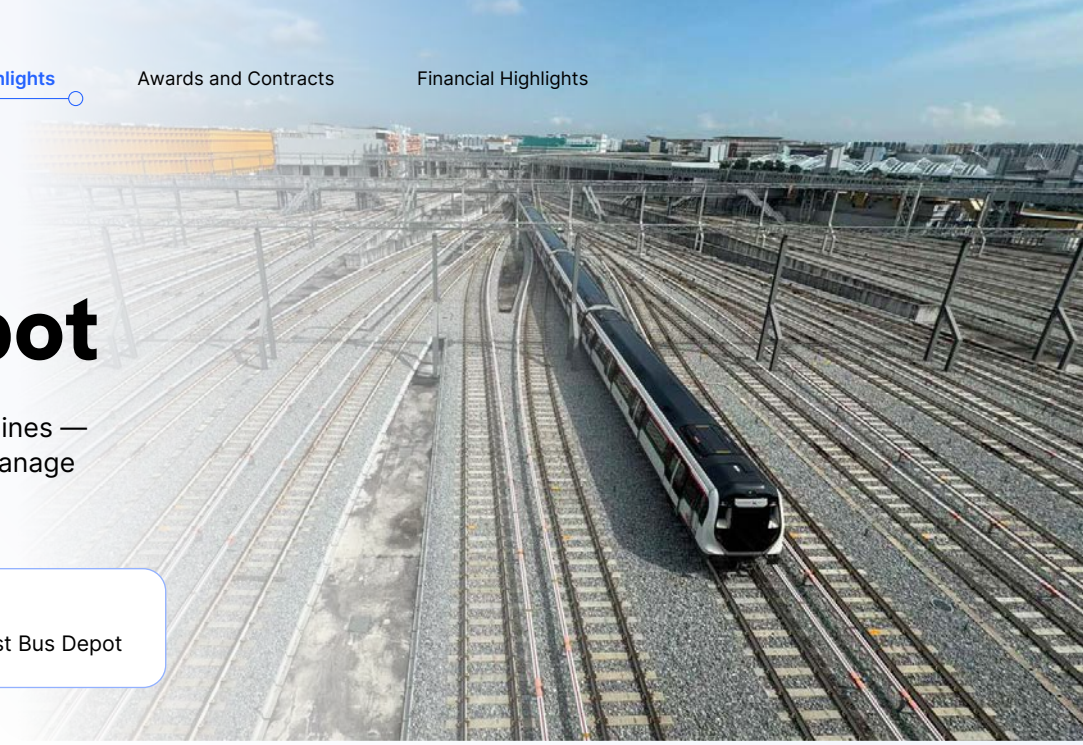
Could serve areas such as Tengah, Bukit Batok, Queensway and Bukit Merah

>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
All stations

- 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

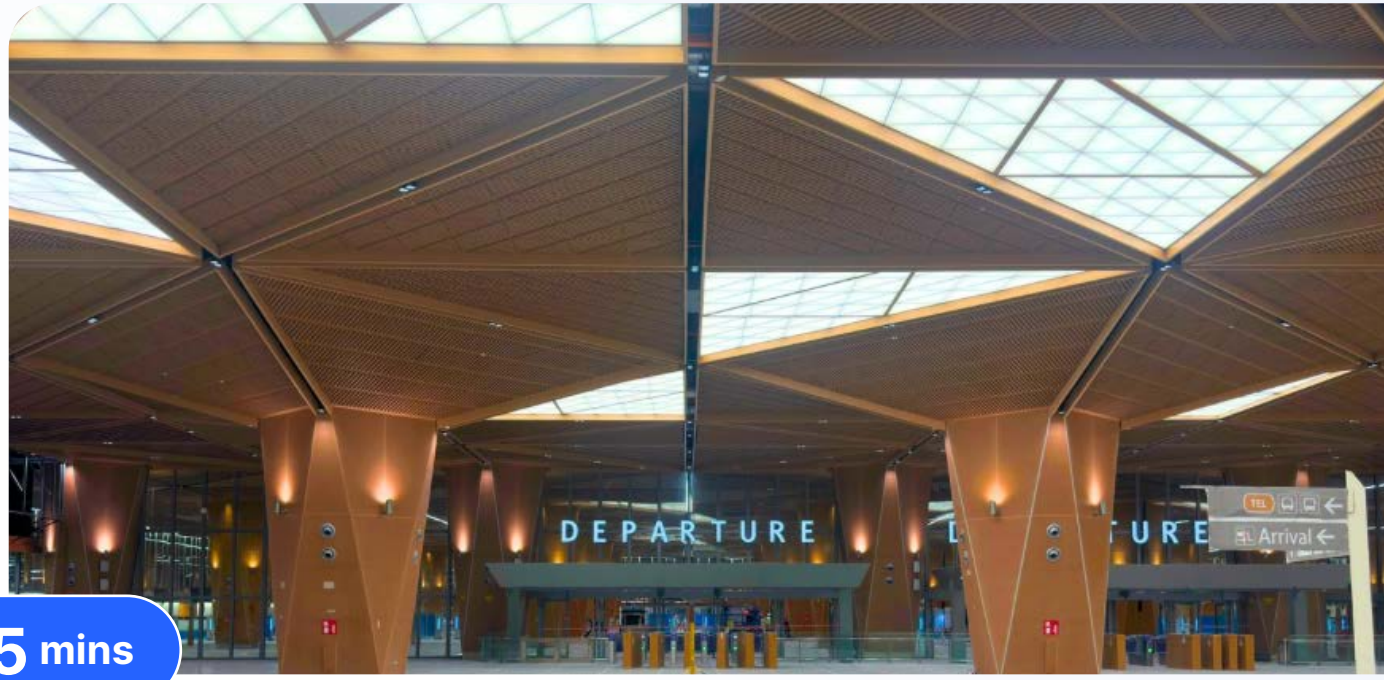
- More capacity and better commuter experience
- Refreshed interiors with ergonomic seats, new air-conditioning, brighter lighting, inter-car doors and door-close warning strips

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

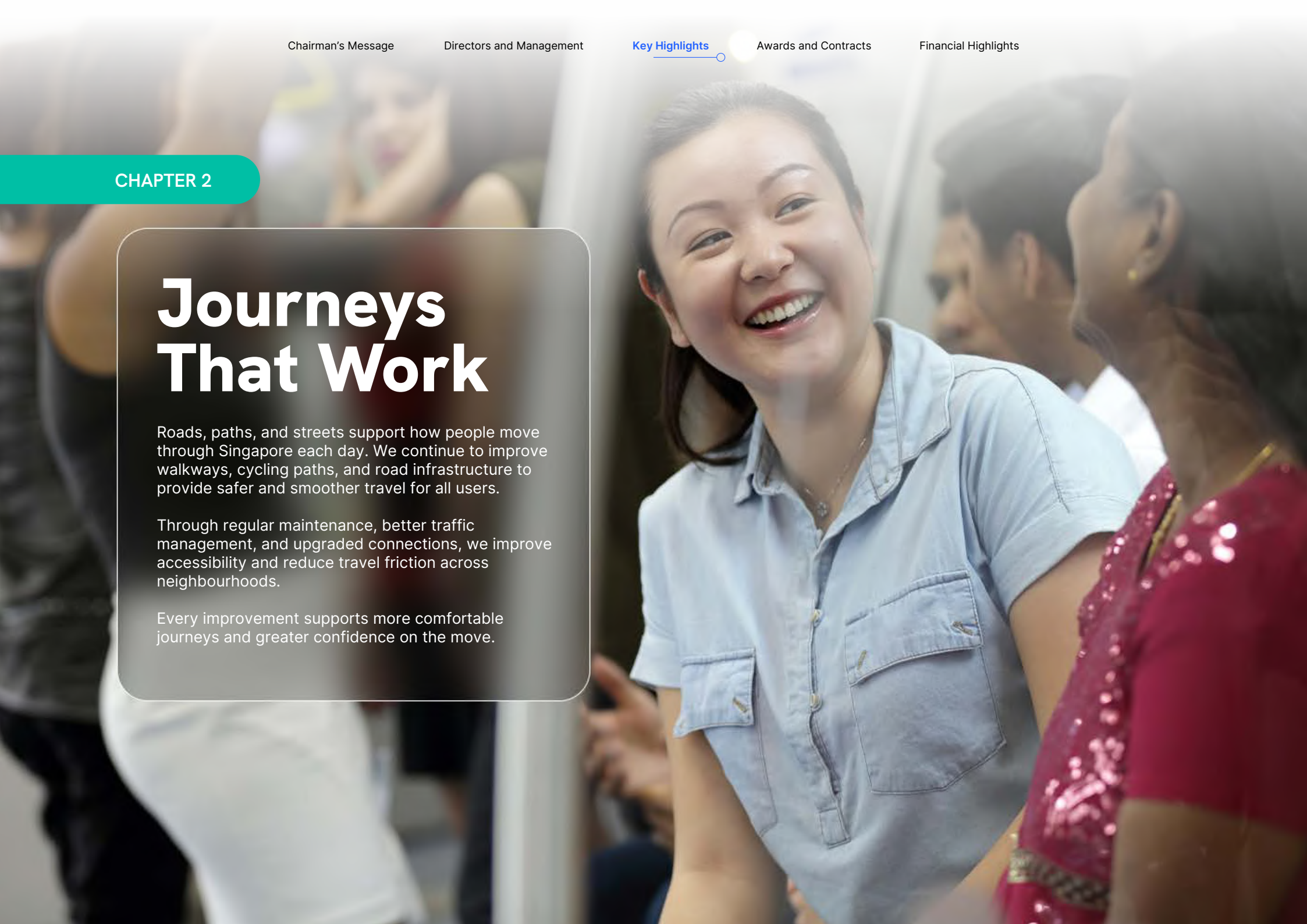
CHAPTER 2

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

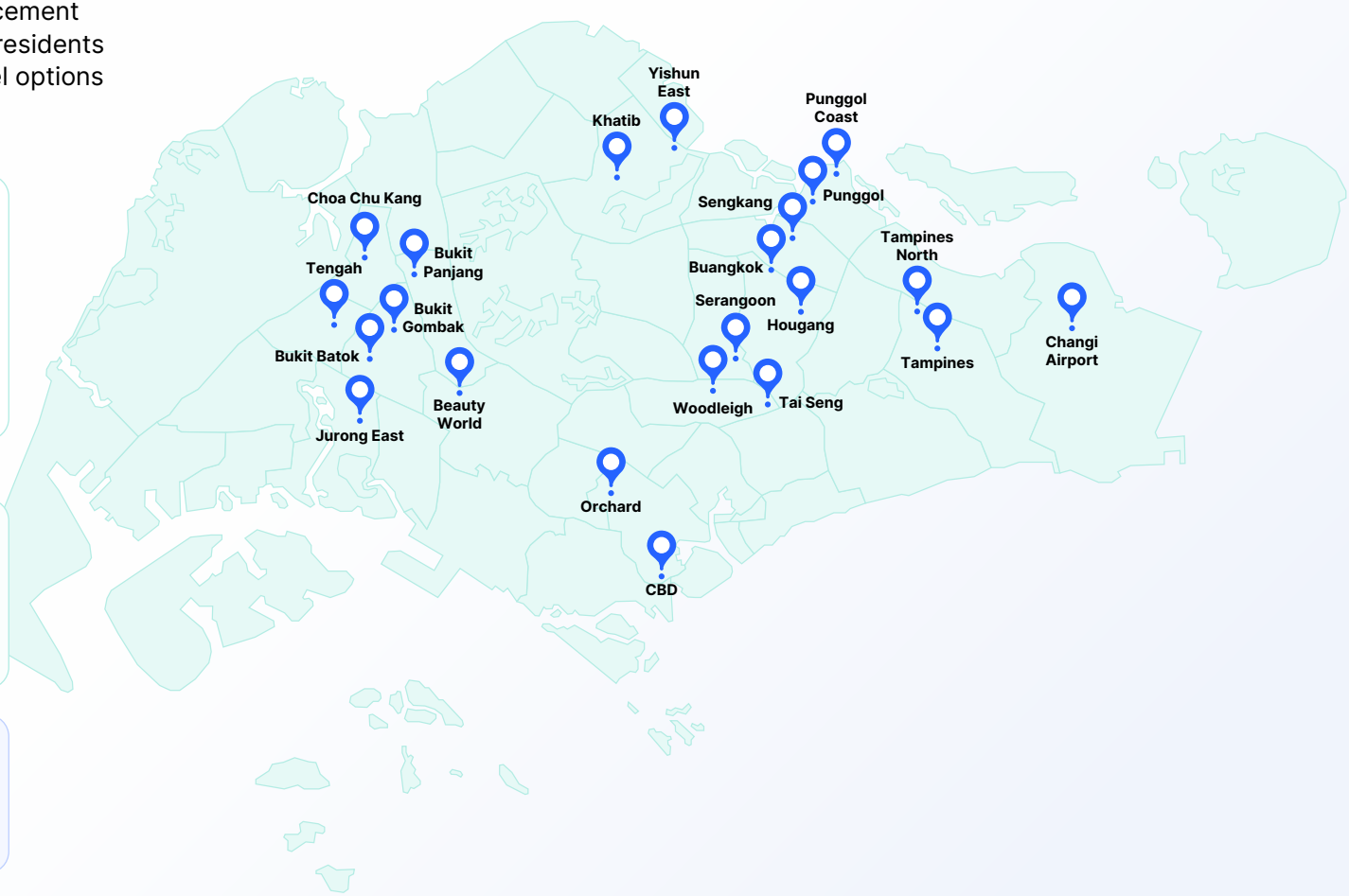
Launched in Jul 2024, the Bus Connectivity Enhancement Programme (BCEP) improves bus services, linking residents closer to train services, and offers alternative travel options for crowded rail lines.

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)

Apr 2025 — **Woodleigh**
Integrates with Woodleigh station

Apr 2025 — **Pasir Ris**
Adjacent to Pasir Ris station, integrates with mall and polyclinic

Jun 2025 — **Punggol Coast**
Integrates with Punggol Coast station, and mall

15th ITH

Features

- Barrier-free
- Priority queue zone
- Accessible toilet
- Baby care room
- Commuter care room
- Energy-saving

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.

Gali Batu Bus Depot

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

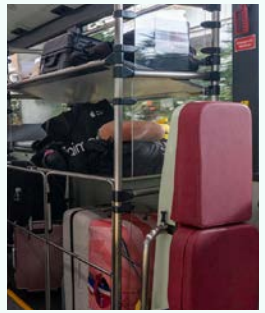
30 bus interchanges*

*Inclusive of new bus interchanges added upon concession commencement.

SimplyGo

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

AUG 2025



Luggage Rack Trial

Bus Service 36 (airport-bound)

6 large suitcases

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 Vaporisers 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

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

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-Lefeuvre design.

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

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/Jun 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

	1st time offence		1st time offence
Individuals	up to $20,000 fine and/or two years jail	Workshops	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)

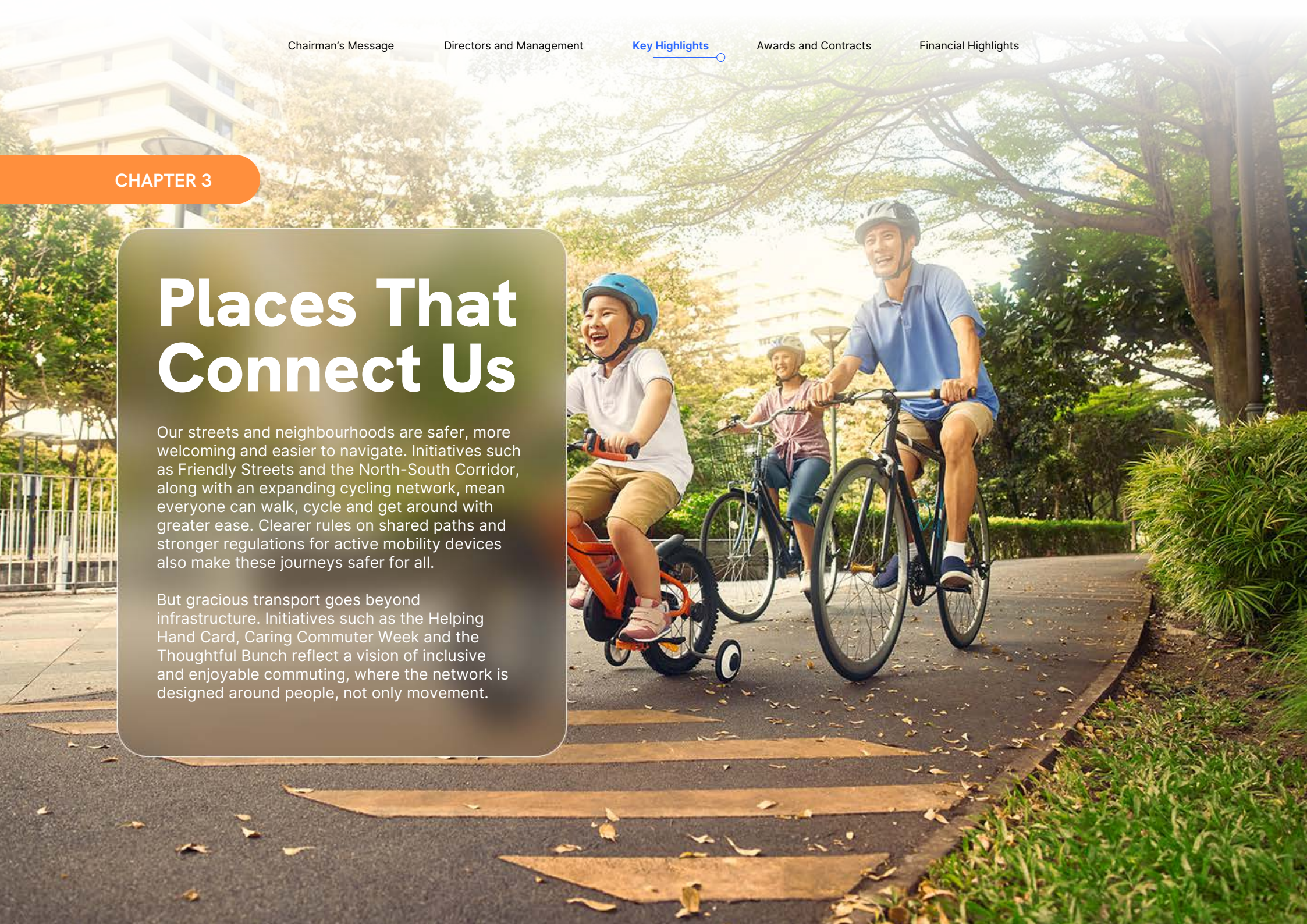
Tested five combinations across five expressways and arterial roads, incorporating refinements from Phase 1 findings

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

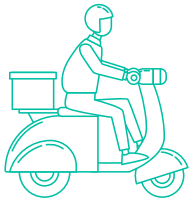
At least one Friendly Street per town
by 2030

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	1,100	6
enforcement operations	devices seized	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

6 PMAs 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 reimagined 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 30th 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 30th 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

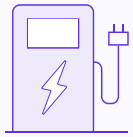
Singapore's EV charging network continues to expand across public and private spaces, with more HDB carparks EV-ready and grants supporting chargers in private homes and heavy vehicle sites.

~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

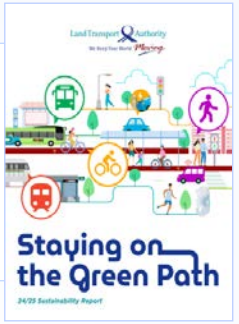
High-power depot chargers and pantograph chargers at bus interchanges

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)

1. Punggol Matilda Court Blk 234
2. Punggol Clover Blk 204A
3. Punggol Plaza
4. Oasis Terraces

Punggol West to North (Route 3 operated by Grab)

1. Punggol Matilda Court Blk 234
2. Punggol Clover Blk 204A
3. One Punggol (Sam Kee LRT)
4. Punggol Northshore Blk 420A
5. Punggol Coast Mall (Bus Interchange)

Punggol East to North (Route 2 operated by ComfortDelGro)

1. Punggol Plaza
2. Punggol Waterway Sunrise I Blk 656A
3. Punggol Waterway Sunrise II Blk 653C
4. One Punggol (Sam Kee LRT)
5. Punggol Northshore Blk 420A
6. Punggol Coast Mall (Bus Interchange)
7. Oasis Terraces

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.

27th 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
DOWNTOWN LINE 2 EXTENSION		
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
CROSS ISLAND LINE / THOMSON-EAST COAST LINE EXTENSION		
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
CROSS ISLAND LINE / THOMSON-EAST COAST LINE EXTENSION		
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 Supverisory 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
RAIL ENHANCEMENT		
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)
	TOTAL SUM AWARDED FOR RAIL PROJECTS	**$4.1 BILLION**

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
ROAD MAINTENANCE / TRAFFIC & ROAD OPERATION		
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)
Net Surplus	**286**	**140**	**32**	**458**	**193**	**112**	**34**	**339**

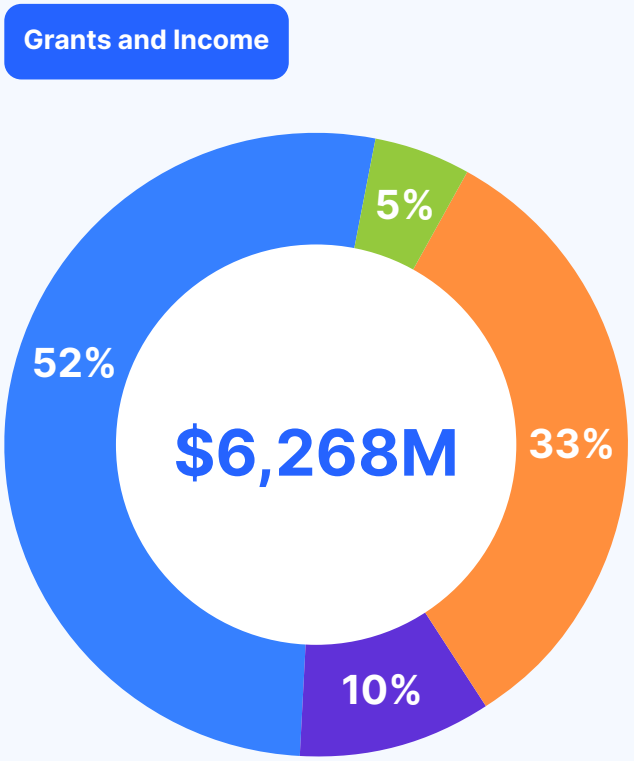
* The full Financial Statements are available at https://www.lta.gov.sg/content/ltagov/en/who_we_are/statistics_and_publications/reports.html

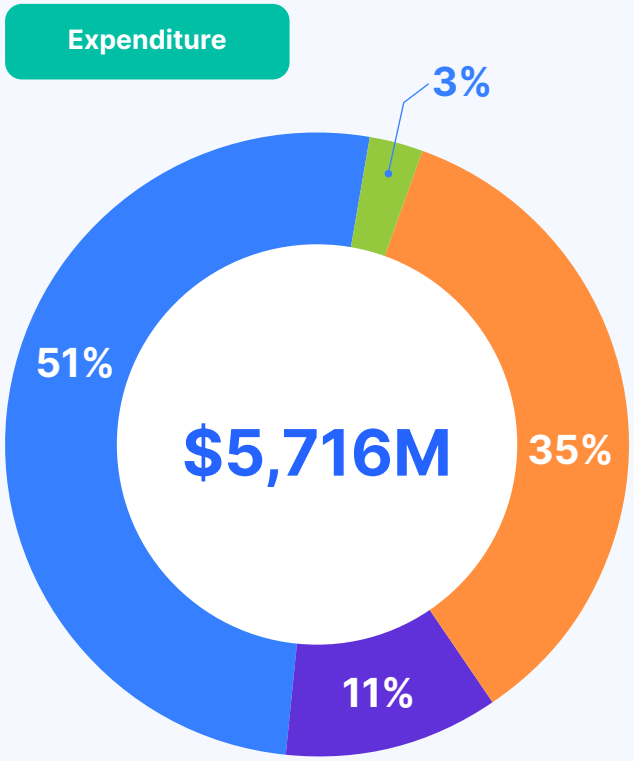
FY2025

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.





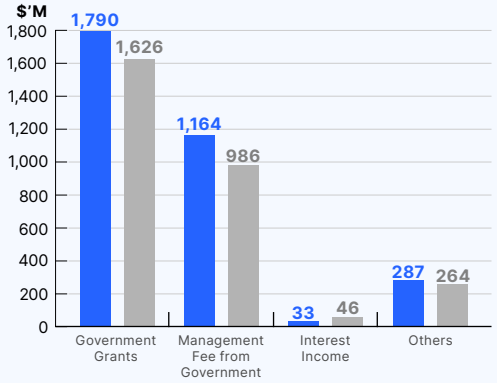
	GRANTS AND INCOME	EXPENDITURE
General Fund	$3,274M	$2,930M
Restricted Fund – Railway Sinking Fund	$346M	$177M
Restricted Fund – Bus Contracting	$2,044M	$2,005M
Restricted Fund – Rail Contracting	$604M	$604M

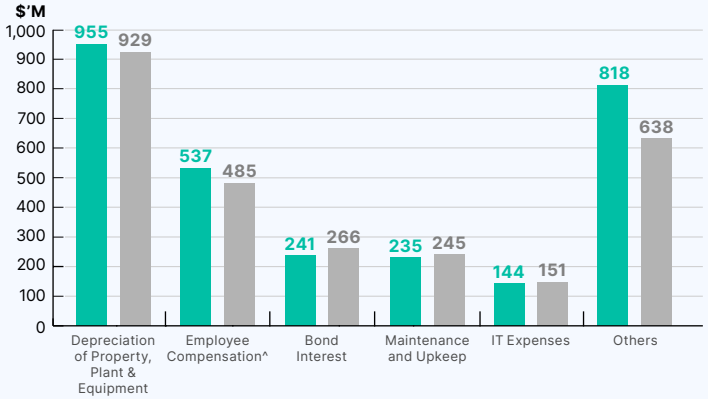
FY2025

Financial Highlights

Government Grants, Income and Expenditure

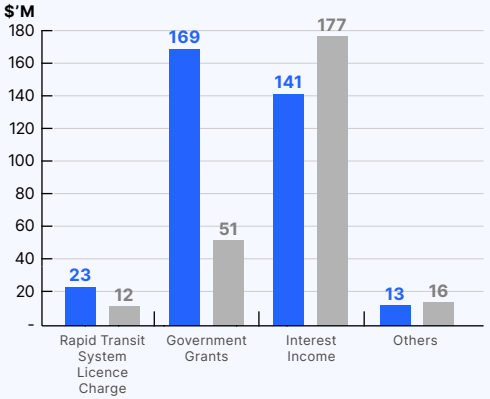
General Fund

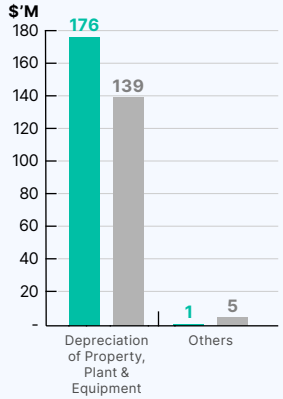




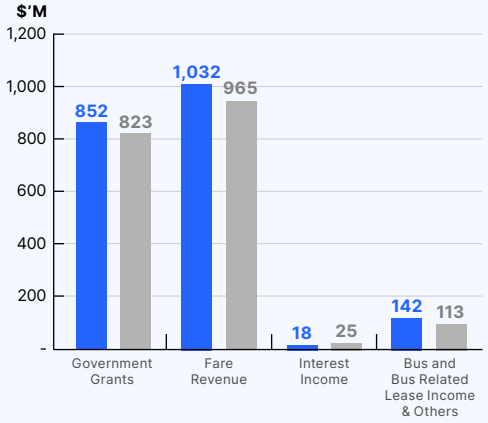
^Employee Compensation is net of amounts capitalised in property, plant and equipment.

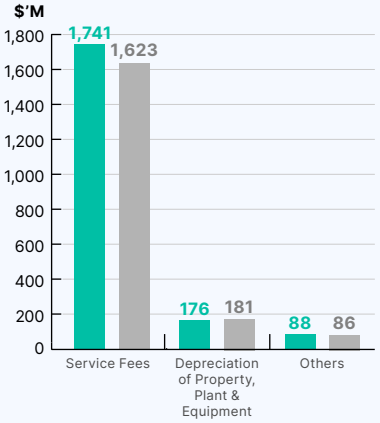
Restricted Fund – Railway Sinking Fund



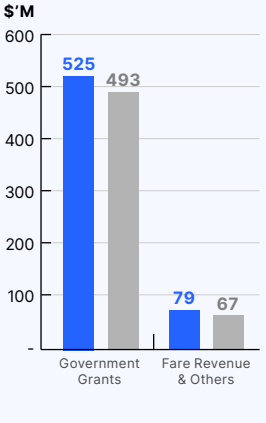


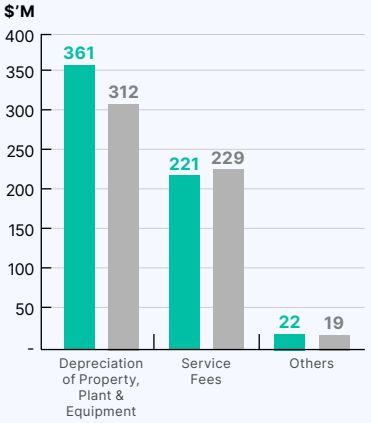
Restricted Fund – Bus Contracting





Restricted Fund – Rail Contracting





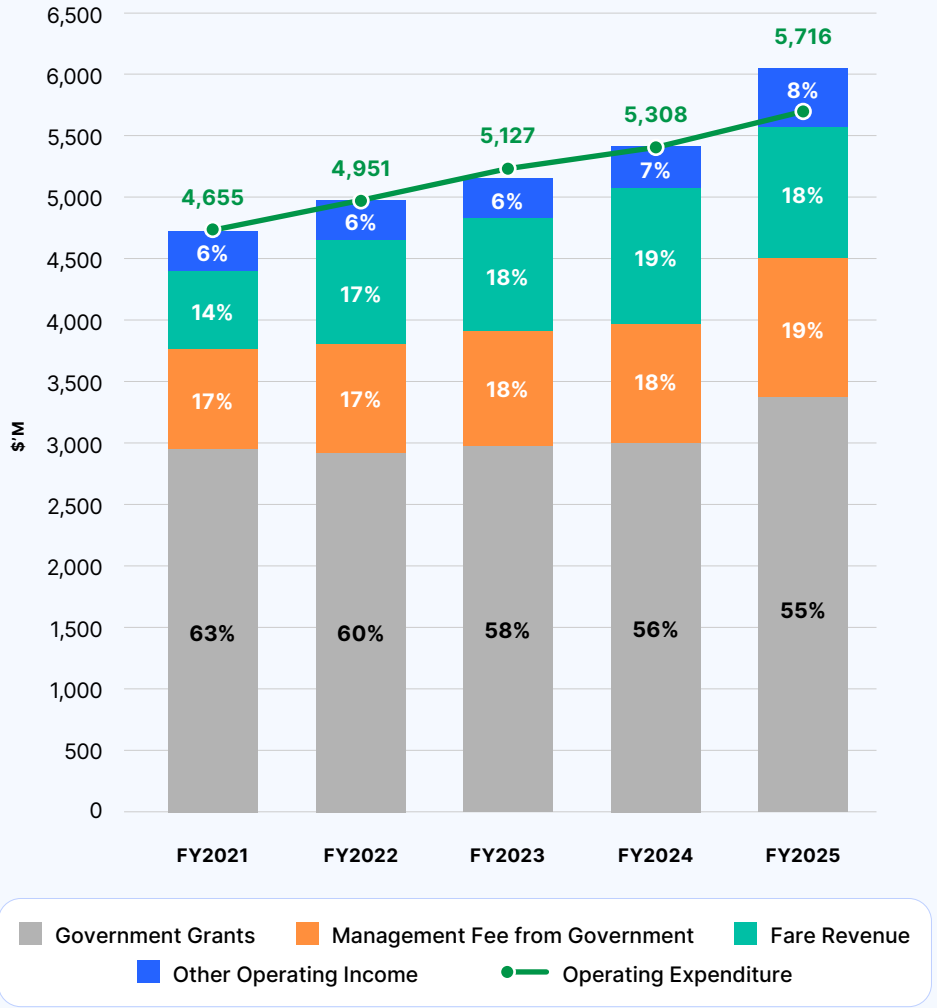
FY2025

Financial Highlights

Balance Sheet

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

5-Year Financial Summary



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