

GO WITH US. TAKE PUBLIC TRANSPORT

LAND TRANSPORT AUTHORITY
ANNUAL REPORT 2014/2015
A 20TH ANNIVERSARY PUBLICATION



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A people-centred land transport system.

MISSION

Connecting people and places,
enhancing travel experience.

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Bold Steps for Our Transport Future

Throughout LTA's 20 years, we have worked to create a robust public transport system and smooth flowing traffic so people can get to where they need to go. But we know that the ultimate success of our transport system is not limited to our train network and congestion-free roads—we measure our success in how transport improves our quality of life. And LTA's mission is to do just that, to connect people and places and truly enhance their travel experience.

To achieve this, we are working at a furious pace to expand the train network, doubling it to 360km by 2030 and at the same time fortifying its reliability. We have injected two thirds of the 1,000 buses promised under the Bus Service Enhancement Programme and are delivering the host of initiatives laid out in our Land Transport Master Plan 2013.

We pay tribute to the leadership of Minister Lui Tuck Yew, who since 2011 championed these and numerous transport advances for Singapore. He brought intelligence, keen analysis, energy and bold strokes to bear. He gave land transport his all and more and our progress is evidence of that commitment.

A Strategy for a Liveable Future

Even as we do all these things, we face the reality of physical limits. Already 12 percent of our land is used for transport infrastructure, versus 14 percent for housing. And while we have been successful in using pricing mechanisms to control vehicle growth, this has limits too. We need a new way of thinking about these constraints.

Thus, we have developed a strategy of sustainable mobility. The backbone of this strategy is to create

a public transport ecosystem so good that people will want to ride the bus or MRT over driving their car. Sustainable mobility is also about enabling alternative means of transportation like cycling, walking and using personal mobility devices, not merely for the last mile but even to replace short car trips.

Quality of Life Pursuits

When we prefer to take fast, accessible and reliable public transport to the office over driving and when more people choose to cycle or walk to work because it is comfortable, safe and healthy—then we will have achieved the quality of life options we want for Singapore.

We are already moving in the right direction and we will do more. We have a public whose high standards give us goals to shoot for. We have dedicated staff who work to deliver. And we are ably assisted by committed board members who generously commit their time and expertise to helping us achieve these goals. I would like to thank everyone for their countless contributions.

When LTA started our journey, we started with the needs of the public at the very heart of our plans. Our aim was to enable the public to enjoy reliable transport to achieve their goals and to allow them to dream of a better future. That has not changed. With the public always at the centre of what we do, we will succeed.

Michael Lim Choo San
Chairman





CHIEF EXECUTIVE'S MESSAGE

A Sustainable Mobility Revolution

When I joined the LTA in October 2014, I was struck by the energy and commitment of the staff and their constant desire to deliver the best land transport they can for Singapore. As this report illustrates, they have delivered 20 years of planning, designing and building transport for Singapore and we are looking forward to do what it takes to further transform our transport landscape for the future. I am excited to be with a team that is going all out to put Singapore at the forefront of what is known as sustainable mobility.

Sustainable mobility means giving our commuters an array of smart transport choices that includes not only rail, bus, cars and taxis, but makes sure that safe cycling and comfortable walking are part of the mix. It means taking advantage of technology, so we can make the best use of data, put real-time information in the hands of commuters and incorporate modes like autonomous vehicles (AVs) into our travel scape. Ultimately it means a robust transport environment that is so comprehensive and attractive that we are far less reliant on private vehicles.

How Will We Get There?

First, we continue what we laid out in our 2013 Land Transport Master Plan: we double the rail network in length to 360km by 2030. We continue to boost reliability through upgrades, signalling and sleepers and more rigorous maintenance. We finished the resleepers for the North-South Line and have begun works on the East-West Line. We are boosting capacity as evidenced in the last year, through the addition of seven new Circle Line trains and the opening of Marina South Pier Station. We are opening the second stage of the Downtown Line in December 2015, ahead of schedule.

We have sped up delivery of buses under the Bus Service Enhancement Programme, with 660—of what will be 1,000 new buses—already on the road,

and opened the seventh integrated transport hub in Bedok. We have made the first award under the Bus Contracting Model, which sees a new operator taking the lead on higher service standards for improved bus service. And at the same time, we continue to aggressively improve accessibility across the entire network.

Adopting Technology, Using Pedal Power and Wheels

We are working to make the entire transport network so useful and reliable that commuters will gravitate to it over cars. We will design our streets so they will be safer for pedestrians, for cyclists and for people using an array of personal mobility devices from wheelchairs to scooters. We are incorporating transport hubs that let us commute, shop, and relax as we travel in our neighbourhoods. We are embracing new technology, such as AVs and electric vehicles, and exploring new ideas like bus sharing and bus on demand, to fill the first and last mile needs, and even serve the needs of a full journey.

More importantly, we are making sure that our staff have the necessary tools to make all of this happen.

I would like to thank the Board, our partners and the public for their invaluable support. I would also like to thank our Minister for Transport, Lui Tuck Yew, who has led many of these initiatives and worked genuinely in the interests of what commuters need. Finally, I must sincerely thank our staff for pursuing innovative solutions to deliver an exciting transport future for Singapore.

Chew Men Leong
Chief Executive

BOARD MEMBERS



Michael Lim Choo San
Chairman

Mr Lim is also Chairman of Nomura Singapore Limited and a Director of Nomura Holdings Inc., Japan. In April 2013, he was appointed Chairman of the Singapore Accountancy Commission when the Commission was formed. He is also Chairman of the Accounting Standards Council since November 2011. A Chartered Accountant, he spent a large part of his career at PricewaterhouseCoopers Singapore, where he retired as Executive Chairman. He is a board member of Olam International Limited and also serves as a member of the Public Service Commission.



Richard Lim Cherng Yih

Mr Lim is Chairman of ST Logistics. He is a board member of National University Health System and Singapore Technologies Marine. Mr Lim chairs the National Maritime Safety at Sea Council. He is a Fellow of the Institution of Engineers and an adjunct professor at Nanyang Technological University.



Professor Yong Kwet Yew

Professor Yong is Professor of Civil and Environmental Engineering and Vice-President (Campus Infrastructure) at the National University of Singapore. He is Chairman of the Association of Geotechnical Societies in Southeast Asia and also chairs several government advisory committees and professional committees. He is a Fellow of the Institution of Engineers and an Accredited Adjudicator of the Singapore Mediation Centre. He has served as a consultant on over 150 major infrastructure projects in Singapore and the region. He is also Non-Executive Chairman of BBR Holdings (S) Ltd and Trittech Group Ltd.



Chew Men Leong

Mr Chew is the Chief Executive for the Land Transport Authority (LTA) and is also concurrently the Chairman of MSI Global Ltd, a wholly owned subsidiary of the LTA. He sits on the Board of Jurong Port Pte Ltd and the Urban Redevelopment Authority. Mr Chew has held appointments in the PUB, The National Water Agency as the Chief Executive, and the Singapore Armed Forces as the Chief of the Republic of Singapore Navy.



Wong Yew Meng

Mr Wong was a Certified Public Accountant and an audit partner at PricewaterhouseCoopers Singapore before he retired in June 2008. Currently, he serves on the statutory boards of the People's Association and Competition Commission of Singapore. He is also a director of Venture Corporation Limited, Singapore Deposit Insurance Corporation Limited and Kidney Dialysis Foundation, Singapore. He also serves as a trustee of the Nanyang Technological University.



Nick Chong Keng Cheen

Mr Chong is Global Vice President of Specialities for Royal Dutch Shell overseeing global business units for Bitumen and Sulphur. Business activities span across various countries in Europe, the Americas and Asia. Mr Chong has rich experiences in various roles across businesses in Royal Dutch Shell which include Operations, Engineering, HR, Distribution and Supply Chain. In his previous roles, Mr Chong was Vice President for Supply and Distribution, overseeing supply chain activities in Asia and the Middle East.

BOARD MEMBERS



Ellen Lee Geck Hoon

Ms Lee, PBM, is an Advocate and Solicitor of the Supreme Court of Singapore and she practises as a Consultant in M/s Belinda Ang Tang & Partners. She is also the Member of Parliament for Sembawang GRC, member of the Government Parliamentary Committee (GPC) for the Ministries of Defence, Foreign Affairs and Health. She is concurrently the Chairman of the Singapore-Europe Parliamentary Friendship Group and a member of the Commonwealth Parliamentary Association. Ms Lee is also the President of the Singapore Table Tennis Association, an ex-officio in Ngee Ann Kongsi, a Director of the Social Innovation Park Ltd and Honorary Legal Advisor of several non-governmental organisations and voluntary welfare organisations.



Arthur Lang Tao Yih

Mr Arthur Lang is the Group Chief Financial Officer of CapitaLand Limited. Prior to joining CapitaLand, he was at Morgan Stanley having been the co-head of the Southeast Asia investment banking division and the Chief Operating Officer for the Asia Pacific investment banking division. Apart from being a board member of the Land Transport Authority of Singapore, he is also on the board of Tiger Airways Holdings Limited, the National Kidney Foundation and the Advisory Board of the Lee Kong Chian School of Business, Singapore Management University. He has also been appointed as a member of CNBC's Global CFO Council.



Alwi Bin Abdul Hafiz

Mr Alwi has more than 20 years of experience in the professional services, consulting and infocommunications technology industries. His career includes stints at Booz-Allen & Hamilton Management Consultants, Hewlett-Packard and BSI Group. He is currently the Sustainability Advisor to Golden Veroleum Liberia. He also serves on the boards of MENDAKI and Nanyang Technological University.



Lim Eng Hwee

Mr Lim is the Chief Planner and Deputy Chief Executive Officer of the Urban Redevelopment Authority. He has extensive experience in urban planning, urban design, implementation of land use policies and development initiatives. He has also served in the Ministry of National Development and the Ministry of Trade and Industry, and currently sits on the Board of Science Centre Singapore and Singapore Cooperation Enterprise.



Patrick Tay Teck Guan

Mr Tay is a Member of Parliament and he is also Assistant Secretary-General of NTUC, Director of NTUC's Legal Services Department and Alignment Director for PME (Professionals, Managers and Executives) Unit. He holds the post of Executive Secretary, Adviser and Trustee at various unions. He is also NTUC's Supervising Lead for the Healthcare Cluster and the Financial & Business Services Cluster. In addition, he serves on various committees including the Government Parliamentary Committee for Health and Manpower and is Vice-Chairman of the Northwest CDC. An advocate and solicitor, he is also an Associate Mediator with the Singapore Mediation Centre and Fellow of the Singapore Institute of Arbitrators.



Chua Chim Kang

Mr Chua is the Managing Editor of Chinese Media Group, Singapore Press Holdings. He is a member of Board of Directors of SPH Magazines Pte Ltd, alternate director of The Seletar Mall Pte Ltd and Mindchamps Preschool Pte Ltd. He is a Young Global Leader of the World Economic Forum since 2006. Presently, he is a board member of SCCL (Singapore Centre for Chinese Language), member of SG50 steering committee, council member of SCCC (Singapore Chinese Chamber of Commerce & Industry), member of Political Films Consultative Committee, and member of the Training Committee of SCORE.

BOARD MEMBERS



Ngien Hoon Ping

Mr Ngien is the Deputy Secretary (Performance) in the Ministry of Finance. As DS (Performance), he drives Whole-of-Government excellence through effective and efficient use of resources, systems and processes in enhancing public sector performance and building a networked government. Prior to his appointment in the Ministry of Finance, Mr Ngien served as a Brigadier General in the Singapore Armed Forces. He is at present a member of the Singapore Examinations and Assessment Board (SEAB). Mr Ngien also served as a member of the Institute of Technical Education (ITE)'s Board of Governors from 2009 to 2013.



Tan Peng Yam

Mr Tan is the Chief Executive of the Defence Science and Technology Agency (DSTA). He also serves on the National Environment Agency Board and the Temasek Polytechnic Board of Governors. He chairs the Business School's Advisory Committee at Temasek Polytechnic and is a member of the Temasek Laboratories at the Nanyang Technological University and the Temasek Defence Systems Institute Management Board.

BOARD COMMITTEES

EXECUTIVE

Michael Lim Choo San
Chairman

Richard Lim Cherng Yih
Member

Prof Yong Kwet Yew
Member

Chew Men Leong
Member

Wong Yew Meng
Member

Nick Chong Keng Cheen
Member

Tang Pui Cheng
Secretary

AUDIT

Wong Yew Meng
Chairman

Patrick Tay Teck Guan
Member

Chua Chim Kang
Member

Jacqueline Liau
Secretary

LEADERSHIP, DEVELOPMENT & REMUNERATION

Michael Lim Choo San
Chairman

Richard Lim Cherng Yih
Member

Prof Yong Kwet Yew
Member

Chew Men Leong
Member

Ang Heng
Secretary

FINANCE & ESTABLISHMENT

Lim Eng Hwee
Chairman

Chew Men Leong
Member

Arthur Lang Tao Yih
Member

Koe Ing Ling
Secretary

RISK MANAGEMENT

Alwi Bin Abdul Hafiz
Chairman

Chew Men Leong
Member

Ellen Lee Geck Hoon
Member

Ngien Hoon Ping
Member

Samuel Teo
Secretary

INVESTMENT

Arthur Lang Tao Yih
Chairman

Chew Men Leong
Member

Tan Peng Yam
Member

Ooi Kai Ling
Secretary

SENIOR MANAGEMENT



L-R
Chew Men Leong
Chief Executive

Chua Chong Kheng
*Deputy Chief Executive
Infrastructure & Development*

Jeremy Yap
*Deputy Chief Executive
Public Transport, Policy & Planning*



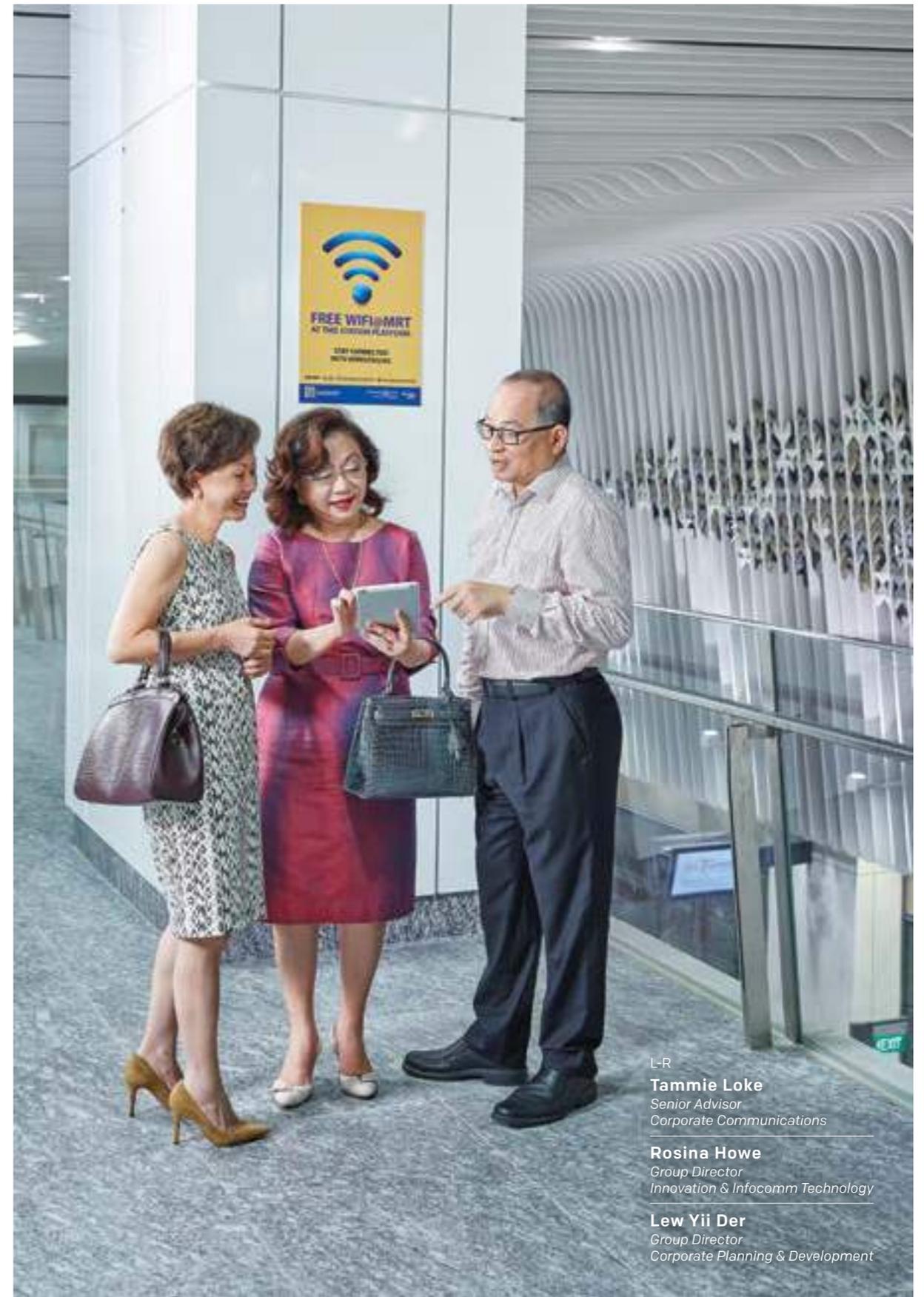
L-R

Leong Kwok Weng
Group Director
Systems & Rail Assets

Ng Kee Nam
Deputy Group Director
Rail (Civil)

Sim Wee Meng
Senior Group Director
Rail

Frederick Wong
Group Director
Safety & Contracts



L-R

Tammie Loke
Senior Advisor
Corporate Communications

Rosina Howe
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Innovation & Infocomm Technology

Lew Yii Der
Group Director
Corporate Planning & Development



L-R
Dr. Chin Kian Keong
 Group Director
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Paul Fok
 Group Director
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Lina Lim
 Group Director
 Policy & Planning



L-R
Yap Cheng Chwee
 Group Director
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Alison Tan
 Group Director
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Yao Chuan Sam
 Deputy Group Director
 Road Operations



Yeo Teck Guan
Group Director
Public Transport

Helen Lim
Acting Group Director
Corporate Communications

Tan Kim Hong
Deputy Group Director
Public Transport

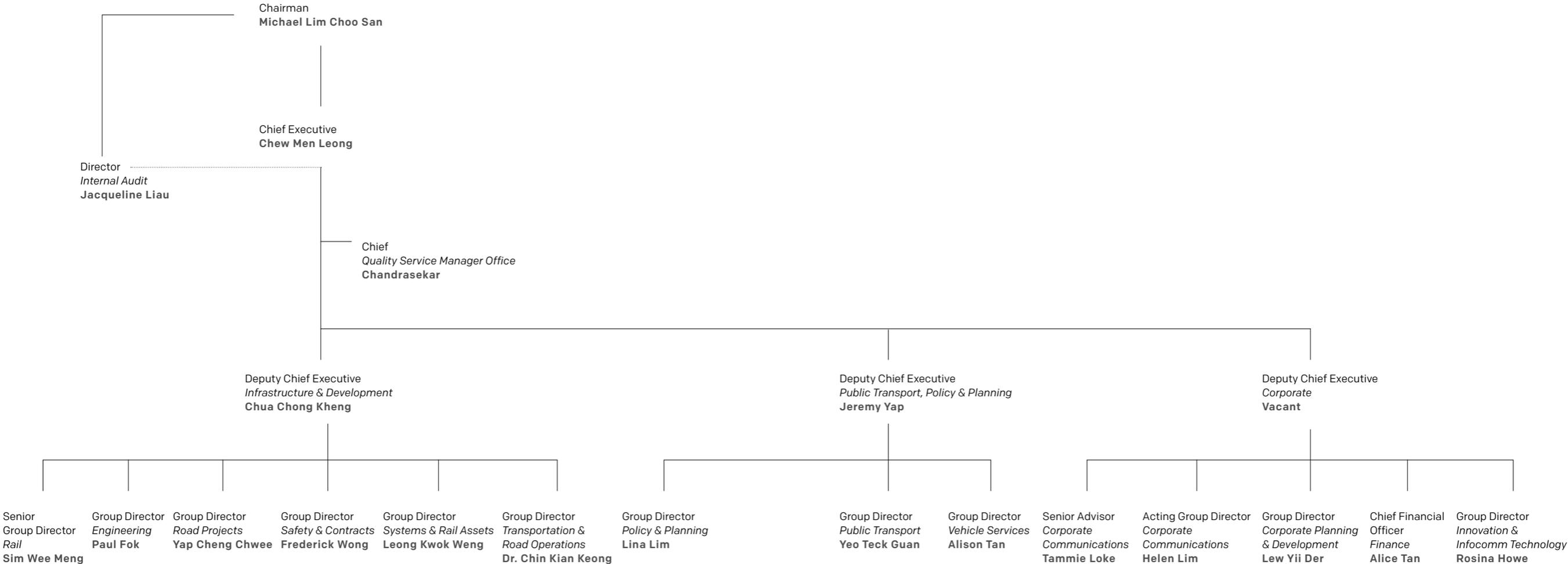


L-R
Alice Tan
Chief Financial Officer
Finance

Chandrasekar
Chief
Quality Service Manager Office

Neo Bian Hong
Deputy Group Director
Engineering

ORGANISATION STRUCTURE



**FROM
THE
WORD
GO**





Fuelled by the opportunity to approach land transport in a new way, staff with expertise from various areas of transport management came together with a vision to build an efficient and comprehensive transportation network for a growing Singapore.

In its first two decades, LTA completed the North East Line (NEL) and the Circle Line (CCL), delivered multiple expressways for smoother road travel, consolidated bus routes and deregulated the taxi industry, to name a few. By leveraging the growing capacity of information technology, LTA managed traffic flow for a smoother driving experience and efficient goods movement.

As the nation evolved and grew, LTA did too. In 2008, LTA rolled out its first master plan. Change was afoot. The expectation that public transport would meet most travel demand was clear. Most importantly, LTA committed—in no uncertain terms—that transport was a people-centred business.

“It is worth restating the rationale behind our decision to build the MRT. We have only a limited amount of land on which to house our people, build factories, hospitals, roads and schools, and train the SAF. Therefore, we decided to give top priority to investments in public transport, and to put private transport in second place. We do not have the land to allow an unlimited growth of private cars. This means that we must put the MRT to optimal use, and the bus services must dovetail and complement the MRT. We must also keep improving the bus and taxi services and keep the growth of cars to moderate levels.”

Lee Kuan Yew
Prime Minister

at the official opening of the Singapore MRT system on 12 March 1988

1995

“Frankly, at the beginning, it was not easy at all. The four organisations came in with very different backgrounds, perspectives and ways of doing things. But we introduced a vision that could be shared by all so that they could contribute.”

– **Fock Siew Wah**
first Chairman of the LTA

All for One LTA at 0

On 1 September, the Registry of Vehicles, the Mass Rapid Transit Corporation, the Roads and Transportation Division of the Public Works Department and the Land Transport Division of the Ministry of Communications joined forces to form LTA.

Time is of the Essence COE bidding goes electronic

November saw bidding for a Certificate of Entitlement made faster—it could be done electronically. If you were unsuccessful, you could get your deposits back faster. Time was on everyone’s side.

1996

It’s All on White Paper LTA’s blueprint published

LTA issued a White Paper with an all-encompassing vision for land transport in Singapore. A new focus was born for the improvement and expansion of the public transport network.

Into the Woods Opening of Woodlands Station

The MRT network increased by 16km with the official opening of the Woodlands MRT by then Prime Minister Goh Chok Tong. The MRT was now within easy reach of many residents staying in the northern parts of Singapore.

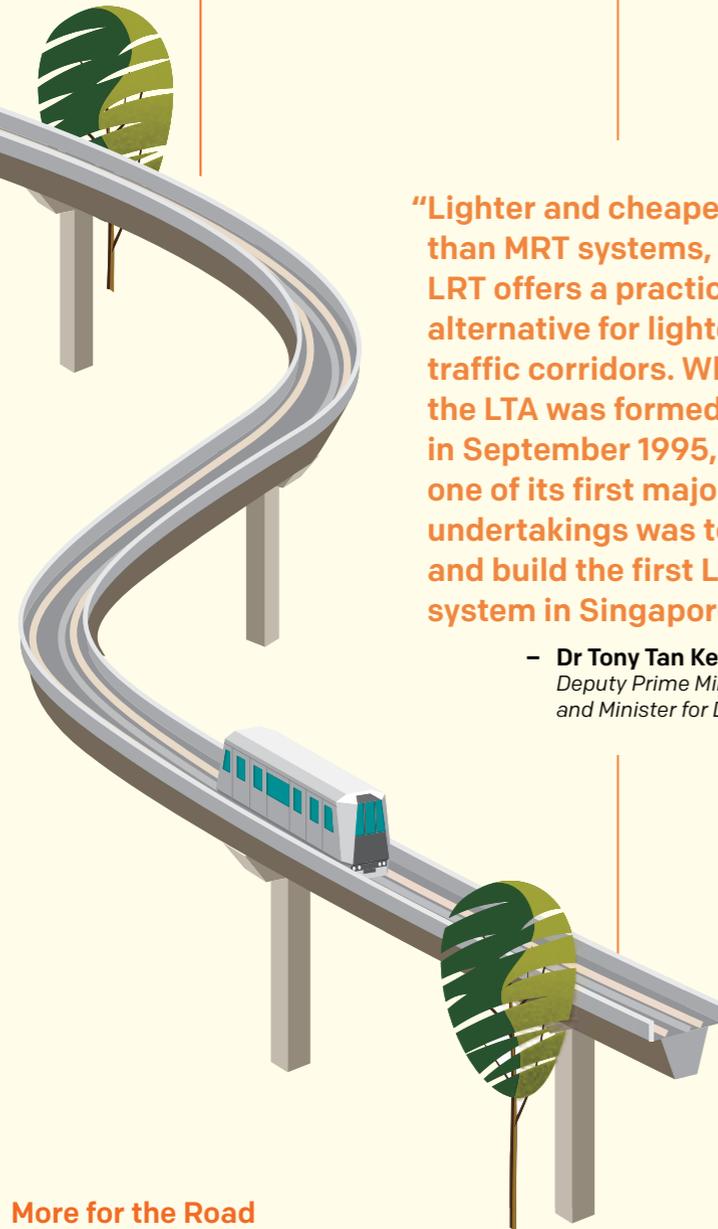
1997



A Dramatic Link Opening of Nicoll Highway Extension and Esplanade Bridge

The highway extension that spans 290-metres over Marina Bay, meant motorists could travel directly from Nicoll Highway to the city south of the Singapore River. The Esplanade Bridge lets motorists and pedestrians alike enjoy fast access to what would be a new hub of activity in the vicinity—the Esplanade Theatres on the Bay.

1998



More for the Road ERP launched

The ERP system made its way to different expressways with 33 ERP gantries after its launch on 1 April, replacing the earlier Area Licensing Scheme and Road Pricing Scheme. It was the first time congestion pricing was implemented on such a wide scale using such sophisticated equipment.

1999

“Lighter and cheaper than MRT systems, the LRT offers a practical alternative for lighter traffic corridors. When the LTA was formed in September 1995, one of its first major undertakings was to plan and build the first LRT system in Singapore.”

– **Dr Tony Tan Keng Yam**
Deputy Prime Minister and Minister for Defence

Northwestern LRT Singapore’s first LRT system

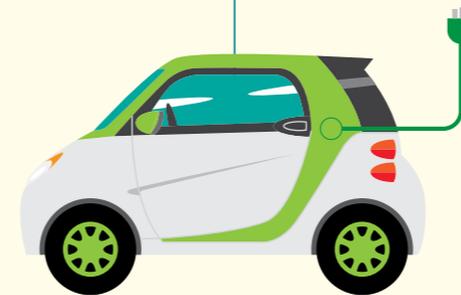
The first LRT system in Singapore, the Bukit Panjang LRT Line, set into motion in November with 14 stations. It connected residents in Bukit Panjang and Choa Chu Kang to the main line and also made possible for them to move between the two townships.

2000

Fine. Pay Online! ONE.MOTORING portal launched

No one had to pay road taxes and traffic fines in person after the launch of the ONE.MOTORING portal. This made things more convenient for motorists and vehicle owners.

2001



Green for the Win The Green Vehicle Rebate

Saving the earth and paying less tax in the process became a reality. Owners of electric or hybrid cars, as well as Compressed Natural Gas (CNG) cars, were given a 40 percent rebate of the vehicle’s Open Market Value to offset the taxes and fees payable. This, together with an annual road tax rebate of up to 20 percent. All kinds of win.

For the Students
Dover MRT Station opens
Dover MRT Station was the first to be built on an already operating line. It opened in October to serve the students of Singapore Polytechnic.

2002

“Toa Payoh was the first housing estate to sprout in Singapore in the late 1960s... it now has the honour of being the first to house this new generation of bus interchanges.”

– **Yeo Cheow Tong**
Minister for Transport



Contactless Movement
Launch of ez-link cards
The new contactless ez-link card was launched in April to speed up entry through the gates at MRT stations and when boarding buses.

Not the First Hub for No Reason
Air-conditioned bus interchange at Toa Payoh
The air-conditioned Toa Payoh bus interchange with an MRT station and retail outlets would become the model for the Integrated Transport Hub (ITH).

2003

“We have developed the NEL underground, because the Northeast corridor is already very built up. At the same time an underground system preserves our city and streetscape.”

– **Lee Hsien Loong**
Deputy Prime Minister

Asia’s 1st Driverless Underground Travel North East Line opens

The NEL was Asia’s first automated underground system and was opened in June.

Heartland Linked Residents to More
Sengkang LRT Line opens
The Sengkang LRT connected residents of the new town to the rest of Singapore through its link to the NEL.

2004

2005

2006

2007

2008

2009

“With this opening, we have taken yet another step to develop a comprehensive rail network for Singapore. Residents living in the northeastern part of Singapore can now enjoy fast and reliable travel on the integrated rail network.”

– Yeo Cheow Tong
Minister for Transport



Fare Thee Well

Automated bus fares

The Vehicle Location System was launched in August, letting the bus driver concentrate on driving and not worry about manually updating the fare stages. The system uses the Global Positioning System (GPS) to track the location of the bus at any time.

All Around Punggol Punggol LRT Line opens

Following Sengkang’s LRT system came the 15-station Punggol LRT system that opened in January. It is also connected to the NEL, giving residents of Punggol a quick way to get to the rest of Singapore.

Wheels on Board

Buses become wheelchair accessible

SBS Transit’s Service 21 was the first bus service to be wheelchair-accessible. It was carried out in consultation with Voluntary Welfare Organisations. From June onwards, 10 of these buses began to ply the Pasir Ris-St Michael’s route.

“Our population and economy are growing, and pressures on our transport system are increasing. Keeping Singapore ‘liveable’ means that we must make a decisive shift towards public transport.”

– Raymond Lim
Minister for Transport



Longest Underground Expressway in Southeast Asia

Opening of KPE

Kallang-Paya Lebar Expressway (KPE) is the longest underground expressway in Southeast Asia, stretching from the East Coast Parkway (ECP) to the Tampines Expressway (TPE).

All-Day Bus-iness

Full-day bus lane scheme extended

In April, the full day bus lane scheme extended beyond Orchard Road and evening bus lane hours were also extended on weekdays and Saturdays.

Plan It as We See It

Launch of the Land Transport Master Plan

The Land Transport Master Plan (LTMP) is the roadmap for land transport development over the next 10 to 15 years. It outlines the LTA’s vision of having a people-centred land transport system that would meet the diverse needs of an inclusive, liveable and vibrant global city.

Power for the People

Community Partnership Network set up

LTA rolled out a series of community outreach programmes to discuss land transport policies and plans with grassroots leaders so residents could play a part in making the changes a success. LTA could not do it alone.

“A completed Circle Line will have the effect of making Singapore seem a little smaller... things that used to be far away will seem nearer. Visiting friends and relatives will be that much easier and more pleasurable.”

– Michael Lim
Chairman of the LTA

Beginning Rounds

Circle Line Stage 3

The first segment of the CCL opened in May. The first five stations connect to the North-South Line (NSL) at Bishan and the NEL at Serangoon, giving commuters in the north and the northeastern part of Singapore more travel options.

2010

Circling On 11 Circle Line stations opens (Stages 1 and 2)

On 17 April, 11 more CCL stations opened: Tai Seng, MacPherson, Paya Lebar, Dakota, Mountbatten, Stadium, Nicoll Highway, Promenade, Esplanade, Bras Basah and Dhoby Ghaut.

As Fare as You Go Distance-based fare launched

A major change in the way fares are calculated took effect from July. Fares are calculated based on the total distance travelled, regardless of transfers.

2011

“This is of course an orbital line. It links up all the existing MRT lines, enabling commuters to enjoy shorter journeys as well as bypass busy interchanges like City Hall and Raffles Place.”

– Tharman Shanmugaratnam
Deputy Prime Minister

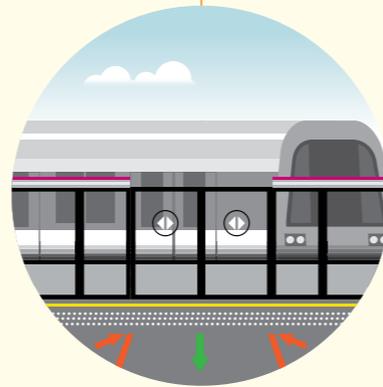
Final Round Circle Line fully opens

The final segment of the CCL opened in October. The 16.6km stretch connects to all the existing MRT lines. The CCL has six interchange stations: HarbourFront, Buona Vista, Bishan, Serangoon, Paya Lebar and Dhoby Ghaut.

E Place for All MyTransport.SG portal launched

The MyTransport.SG portal was launched on 28 November to provide a one-stop site for all existing and new land transport electronic and mobile services.

2012



Screened for Safety Platform screen doors installed on MRT platforms

The installation of half-height platform screen doors at Kranji Station in March marked the completion of the project to ensure that all aboveground MRT train platforms have screen doors for greater commuter safety.

Bus It Up Bus Service Enhancement Programme launched

The Government introduced the Bus Service Enhancement Programme (BSEP) in September, in conjunction with SBS Transit and SMRT to improve bus services and add 41 new bus services.

Circling the Bays Opening of Bayfront and Marina Bay MRT Stations

The Bayfront and Marina Bay MRT Stations on the new CCL extension opened on 14 January.

2013



Drive Under the Sea Marina Coastal Expressway opens

The 5km long Marina Coastal Expressway (MCE) was Singapore's first undersea road tunnel. The MCE goes under the Marina Bay Channel seabed for almost half a kilometre and connects the east to the west.

Longest Driverless MRT Line Downtown Line opens

The first phase of the Downtown Line (DTL) was officially opened on 22 December and is set to be completed in two more stages by 2017. The 42km DTL will be the world's longest driverless underground MRT line.

2014

“This new model will enable us to respond more speedily to changes in ridership patterns and provide better service to commuters. Potentially, more bus operating companies, including foreign ones, can enter our market and raise the level of competition.”

– Lui Tuck Yew
Minister for Transport

Under the Government New model for running public buses

The new Bus Contracting Model sees Government owning all bus infrastructure and operating assets and inviting operators to bid for packages of services. Commuters can expect better service delivery.

For the Up and Coming South Marina South Pier Station opens

Beyond serving cruise passengers and holiday-makers to nearby islands, this station also serves the many who come to Marina South on weekends to enjoy the beautiful Singapore skyline.

**GOING
THE
EXTRA
MILE**





As Singapore has grown, we feel a greater sense of urgency for more sustainable living practices. Our focus on making public transport the way to go is obvious and requires enormous commitments. Since announcing the \$60 billion investment to double the rail network to 360km in LTMP 2013, work has gone full steam ahead to do just that by 2030.

And though we often describe the rail network as the backbone of the system, it takes even more than the hundreds of kilometres of track to deliver a robust transport network. Buses are critical for going where rail does not and to plug the first and last mile of some trips. To that end, we've made a bold \$1.1 billion commitment to growing the bus fleet by 1000 buses by 2017. More than half are already on the roads as of 2014.

On top of that, we've initiated a new bus contracting model that will see government owning assets and making sure hired operators deliver. It's a model that's met with great success in some of the busiest cities in the world.

As in life, so it goes with transport: information is power. We've worked to not only make sure the entire network moves by and benefits from the latest data analytics, but we are putting that power into the hands of apps developers and commuter smart phones too, creating apps that empower commuters to plan journeys in advance and on the spot.

Finally, we're on track to hitting LTMP 2013 targets that will help deliver these three outcomes by 2030.

75%

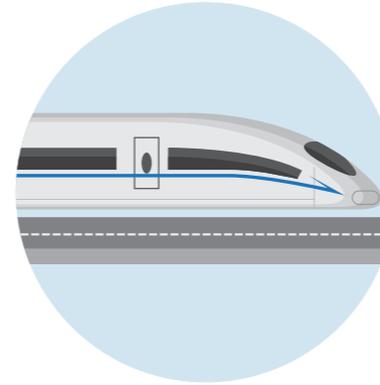
of all journeys in peak hours undertaken on public transport

85%

of public transport journeys of less than 20km completed within 60 mins

8 in 10

households are within 10 mins walk from a train station



Rail

Head East, West, North, South and Downtown

Expanding Singapore's rail network continues at an unprecedented pace. The second leg of the Downtown Line (DTL2) will open on 27 December 2015, ahead of schedule, enabling commuters to travel from Bukit Panjang straight to Bugis. By full completion in 2017, the 34-station DTL will be Singapore's fifth MRT Line and add 42km to our MRT network.



King Albert Park Station on the DTL2 opens in December 2015.



DTL Bugis Station—in the heart of the old Bugis district—opened in 2013.



Downtown Station is in the heart of the new financial centre.



The Art-in-Transit in DTL2's Bukit Panjang Station is larger than life.

Rail

A Better Ride

Well under way, the new Thomson-East Coast Line (TEL) will let commuters go from Woodlands to Marina South to Bedok on a single train. In all, the TEL is projected to boost capacity by an additional 60 percent along the North-South corridor.

The Tuas West Extension (TWE) will be a boon for commuters working in Tuas when it opens in 2016. Travel time will decrease by up to 35 minutes. The 7.5km TWE will have four above-ground stations and a depot. Its rail viaduct is stacked and integrated with a road viaduct along one stretch line for optimal land use.



Up to 81 three-car DTL trains will call the Gali Batu Depot home.



Marina Bay Station won the "Small Project Award" at the 2012 World Architecture Festival in Singapore.



Like the Central Business District itself, Marina Bay Station lights up at night.



Stroll over to the Marina Bay Cruise Centre from the Marina South Pier Station.



Marina South Pier Station was opened in November 2014.

The NSL will enjoy a new station in 2019, when the new Canberra MRT Station between Yishun and Sembawang Stations opens.

By 2025, the final segment of the CCL will open, making the line a complete circle. In the west, the 20km Jurong Region Line (JRL) will connect more of Jurong to the existing rail network by 2025. The Cross Island Line (CRL)—ready by 2030—will start at Jurong Industrial Park and end at Changi.

More Trains

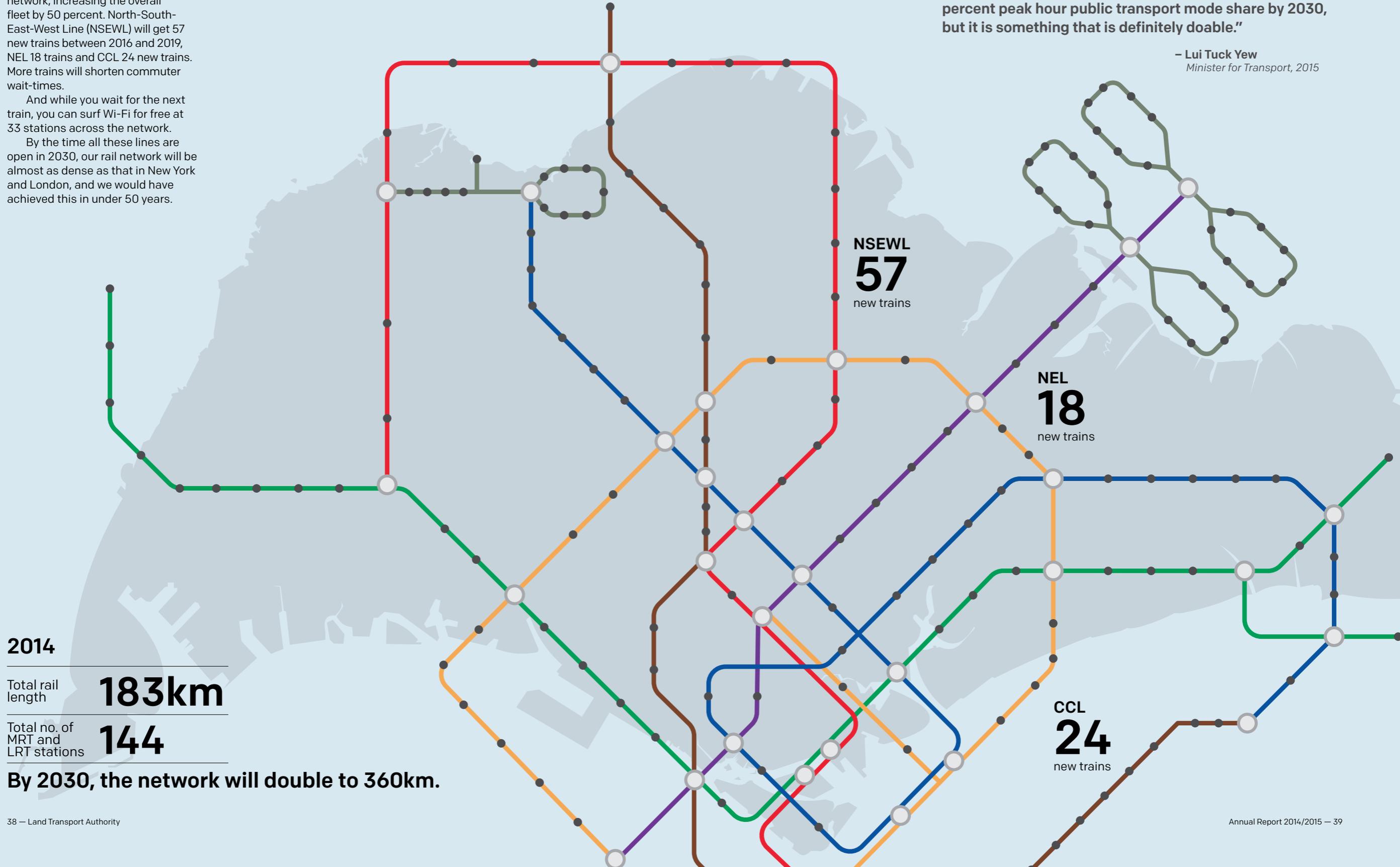
To boost capacity now, we are adding 99 more trains to the existing MRT network, increasing the overall fleet by 50 percent. North-South-East-West Line (NSEWL) will get 57 new trains between 2016 and 2019, NEL 18 trains and CCL 24 new trains. More trains will shorten commuter wait-times.

And while you wait for the next train, you can surf Wi-Fi for free at 33 stations across the network.

By the time all these lines are open in 2030, our rail network will be almost as dense as that in New York and London, and we would have achieved this in under 50 years.

"We are doing all of this to make public transport the choice commuting mode for all Singaporeans. At 66 percent now, we still have some way to go to achieve our target of 75 percent peak hour public transport mode share by 2030, but it is something that is definitely doable."

– Lui Tuck Yew
Minister for Transport, 2015



NSEWL
57
new trains

NEL
18
new trains

CCL
24
new trains

2014

Total rail length **183km**

Total no. of MRT and LRT stations **144**

By 2030, the network will double to 360km.

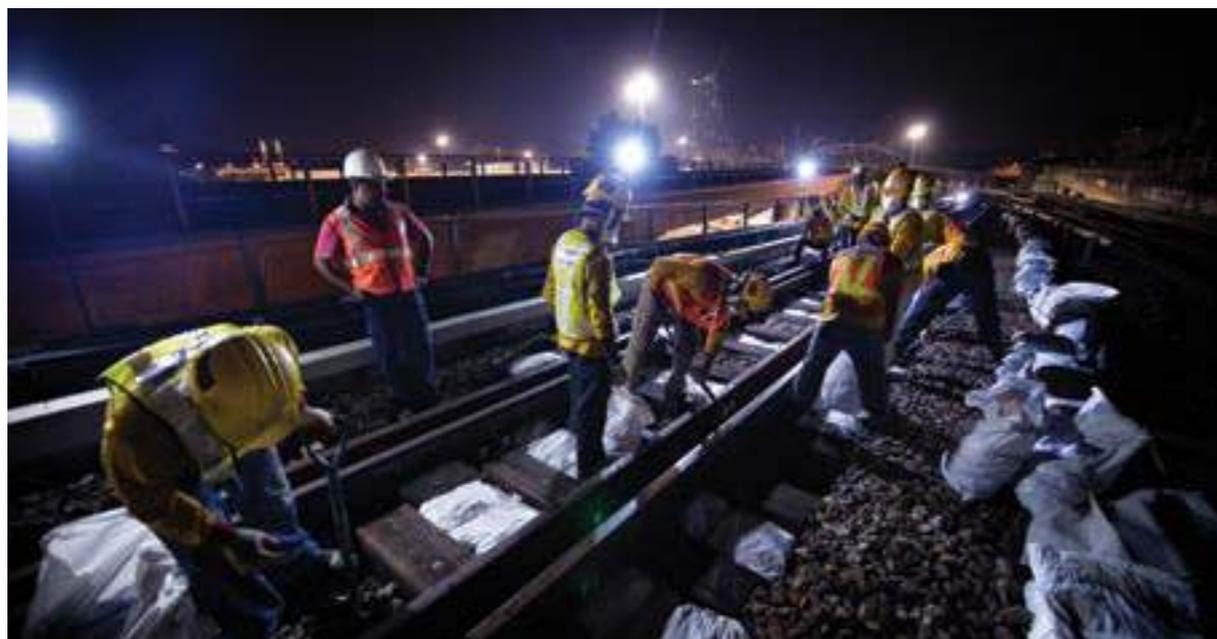
Rail

Upgrading Infrastructure

Signalling tells trains when it is safe to move. With the new signalling system, stations will be able to handle more trains during peak hours so commuters will have shorter waits. Signalling systems upgrading on the NSL is almost complete and will be completed on the East-West Line (EWL) by 2018. Ultimately, commuters can expect up to six trains every 10 minutes, instead of the current five, meaning a capacity increase of about 20 percent.



A quiet evening commute on a new NSL train.



Replacing 96,000 sleepers on the NSL while the city slept.



Snazzy new train cars on the Bukit Panjang LRT.

The third rail supplies power for the rail line. Design and type testing of third rail components has started with work on the NSEWL expected to be completed by 2017.

The Bukit Panjang LRT fleet capacity will increase by 70 percent with 13 new train-cars added by the end of 2015. Residents in Sengkang and Punggol can also look forward to 16 new train-cars in 2016.

We have finished replacing the NSL's wooden sleepers with concrete ones and expect to finish replacing the EWL's sleepers by the end of 2016.

For a better station experience, we completed upgrading the Clementi, Commonwealth and Queenstown stations with new station entrances, fare gates, ticketing machines and pedestrian link bridges in August 2015.



More fare gates means faster passage.

Commuter Experience

All Under One Roof

An Integrated Transport Hub (ITH) combines an MRT station and bus interchange with retail and lifestyle outlets under one roof for seamless travel. Bedok ITH became Singapore's 7th hub in November 2014. The upcoming hubs in Joo Koon, Bukit Panjang and Yishun are slated to open by 2015, 2017 and 2019 respectively.

The new MyTransport.SG mobile app shows colour-coded bus arrival times based on real-time information. Commuters know when the next bus will arrive and whether they'll sit or stand.

Free Pre-Peak Travel enables train travellers who tap out before 7.45am at selected city stations to travel for free. On top of that, we introduced the new adult Off-Peak Pass for commuters who can travel after 9am and avoid evening peak too. Travel Smart Rewards offers even more benefits for anyone travelling on public transport, especially when travelling off peak.



MyTransport.sg means my convenience: bus arrival times and capacity and even a shopping concierge.



The new Bedok ITH: travel, shop and grab a cuppa.



Bus

Here Comes the Bus!

Buses play a big part in our transport system and to make sure we have enough, the Government has invested \$1.1 billion to add a total of 1,000 new buses by 2017. Over 660 buses have already been added to the system. The BSEP has already shortened waiting times by three to seven minutes on more popular services and decreased crowding by as much as 90 percent. By 2017, we will see all popular bus services running at shorter intervals.

Under the Bus Contracting Model, operators will be paid to run the bus routes at higher service standards while the Government owns the buses and related infrastructure. Tower Transit Singapore won the first package of routes to start in 2016 in the Bulim area. To accommodate bus repair, maintenance and stabling, the Loyang Depot will open in 2015 and house 500 new buses. There is also a place for bus drivers to rest and recuperate.



BSEP's infusion of another 1,000 buses means a 35% increase in the total fleet. Included are 168 improved bus services and 41 new bus services.



Sustainable Mobility

Breezing Along: Cycle, Walk, Smile

Feel the wind in your hair as you cycle through the ever-expanding cycling path network. The paths enhance connectivity and safety for cyclists of all ages and skill levels, and make it possible for pedestrians and cyclists to have their own space. The cycling path at Pasir Ris officially opened in 2015. By the end of 2015, cycling paths in Yishun, Taman Jurong and Changi-Simei will spring to life. By 2030, there will be over 700km of cycling paths in Singapore.

Walking is great exercise and you don't need special equipment. LTA is doing a lot to improve the walking experience for all. Sheltered walkways for all-weather walking, an expanded Green Man + scheme for the elderly and disabled, more Silver Zones, more lifts at pedestrian overhead bridges, and Enhanced School Zone safety initiatives are just some of these projects.

No matter how you travel, the commute is always more pleasant when we give a thought for our fellow traveller. Five cartoon characters—Stand-Up Stacey, Give-Way Glenda, Move-In Martin, Bag-Down Benny and Hush-Hush Hannah—remind commuters that a little thoughtfulness goes a long way on public transport. Expect to see them around town in stations, on walkways and buildings and even online.



New cycling paths make first and last mile connections easy.



Look for the Graciousness Five in 3D island-wide.



LTA is exploring electric car sharing as a way to lower private car ownership.

Greener is Good

Even our vehicles can be greener. Aside from decreasing the need for cars overall, we are trying to make sure those on the road are cleaner. For example, the Carbon Emissions-Based Vehicle Scheme promotes greener cars. The Early Turnover Scheme encourages commercial vehicle owners to go for greener vehicles.

**THE
WAY
TO
GO**





Imagine a Singapore with transport that is so well connected—with so many ways to move around—that the idea of needing a car fades from memory. Sure, you might drive occasionally, but not for everyday travel.

Some days are straightforward: a round trip between home and work is easily navigated by bus, or a combination of cycling and dropping off your bike to get on the train, or maybe even walking under the sturdy protection of a covered linkway. Other days might involve errands here and there or a trip across town to see friends or family.

In Singapore, trains and buses handily do most of the legwork, but cycling and the use of other personal mobility devices have become real alternatives, with dedicated paths and places to stop and cool off. If you don't have your own bike, grab one from a shared pool and drop it off at another. Autonomous vehicles (AVs) are on call to fill in the first or last mile of travel around the island. Singapore's urban dwellers appreciate this well-planned city with well-thought out transport.

As we have developed, we care more about keeping the air clean and more land green, so we'll make do with existing roads and those in the pipeline to serve new developments. And since by 2030, the number of 60-year-olds among us will have tripled, we want to make sure transport is more accessible to all ages so more people can participate in a lively city. We call this sustainable mobility and it's the way to go.

“We will aim for a ‘Car-Lite Singapore’ by promoting and developing other modes of transport, making them convenient. We will provide more options for Singaporeans that are better than cars. Buses, more of course. Expanding the MRT network—that is happening every day—but also other modes of transport for example, cycling. It is something we have not made enough use of in Singapore but I think we can do more.”

Lee Hsien Loong
Prime Minister

at the official launch of Clean & Green Singapore on 8 November 2014

THE RIDE AHEAD

LTA is working now to make public transport and other mobility forms come alive so travellers of all ages will look forward to their daily journeys. We want to make daily travel a way of life that is healthier, greener and more sustainable. The possibilities abound. What if we all start to look at daily trips in a new light?



The Rail Thing

Rail travel grounds the public transport experience. Building nearly a kilometre of line a month, we're fast tracking the backbone of the system.

What if you plan to take the train for lunch outings?



Bus Service

Buses are a great way to go and eco-friendly too.

What if you took a trip one Saturday trying out a bus route you've never taken before? Adventure!



A Bicycle Built for More

A lot of commuters are happy to grab a bicycle when they need one. That's why we are making bicycle sharing a reality.

What if you promised yourself to run an errand in your neighbourhood by bike instead of car, just to get the hang of it?



A 3-in-1 Delight

In our city on the move, we can do more than merely get from A to B—we can travel, run errands and enjoy a cuppa all in one place: the ITH.

What if you planned to visit the hub nearest you and incorporate it into your weekend activities?



A Path for All

We're designing shared spaces so cyclists, pedestrians and users of other mobility devices know where they should be. Clear guidelines on who should go where will let everyone enjoy a safe ride or walk.

What if you took a staycation and travelled the island by bike?



Shelter from Sun and Rain

Sun and rain are much less of a deterrent from stepping out. We're expanding sheltered walkways by 200km so commuters can enjoy a cooler, drier walk between modes of transport and nearby amenities and homes.

What if you check out a new covered walkway near you to test it out?

THE RIDE AHEAD



Crossing the Street

Feeling confident at traffic crossings for those who need more time is what we want.

What if you could slow down and smell the roses?



Look Ma, No Hands

AVs will be ideal for providing that first and last mile connection. We're working to put AVs in the transport mix so an AV ride is an app away.

What if AVs become so available that you could ditch your car?



Shared Space Streetscapes

We'll introduce car-less precincts and position inclusive streets as a way of life.

What if you could chat with a friend and ride your bike at the same time, and cars could pass through without dominating the street?



Putting the Smart in Mobility

Putting to use data generated throughout the transport system means we can create smoother journeys, by bus, train and even on foot (traffic lights).

What if you could plan your journey for any transport mode while on the go? (Hint: you already can!)

A SNAPSHOT OF THEN AND NOW

GROWTH IN TRANSPORT NUMBERS, FACILITIES AND TECHNOLOGY

	1995	2014 (2030 targets)
Rail		
Daily ridership	740,000	2.9 mil
Rail length	67km	183km (360km)
MRT & LRT stations	42	144
Bus		
Daily ridership	3.01 mil	3.8 mil
Bus interchanges	13	21
Mandatory Give Way to Buses	-	330
Bus Lanes	-	203km
Commuter facilities		
Pedestrian overhead bridges	350	538
Covered linkways	-	35km (200km)
Cycling paths	-	240km (700km)
Bicycle lots	-	12,000
Integrated Transport Hubs	-	7 (13)
Silver Zones	-	1 (35)
Station WiFi	-	6
Vehicles / Roads		
Vehicle population	642,129	972,037
Road length	2,972km	3,496km
Technology		
One Motoring	-	19 mil monthly page views
MyTransport.SG	-	1 mil downloads

AWARDS WON IN FY14/15

UITP (International Association of Public Transport) Awards 2015

Singapore won the UITP Mobility Demand Management Award for the Travel Smart Programme at the UITP award ceremony this year. It was also one of the four finalists for the Smart Financing and Business Models' Award for its fare review mechanism and received a Special Recognition for another initiative, Project Planet.

Mob-EX Awards 2015

MyTransport.SG app won the Most Innovative Use of Mobile Gold award for its creative and successful out-of-the-box mobile campaign execution. It also won the Most Informative Use of Mobile Bronze award for its use of mobile to circulate product/service information.

National Infocomm Awards 2014

LTA clinched the top prize for the Most Innovative Use of Infocomm Technology in the Public Sector at the National Infocomm Awards 2014 for its use of Advanced Data Analytics for the Bus Service Enhancement Programme.

Asia Pacific Information and Communications Technology Alliance Award 2014

For innovative use of data analytics to improve bus services, LTA has emerged as the overall winner in the Government and Public Sector category at the Asia Pacific Information and Communications Technology Alliance Award 2014 ceremony.

Minister's Innovation Awards 2014

LTA received two Distinguished awards for its New On-Board Bus Equipment and Steel Slag for Green & Sustainable Road Pavement initiatives. It also received three Merit awards for Automated Stop & Go Sign, Breaking the Ice with the Public—The Public Transport Improvements Campaign and its E-Service Innovations.



MAJOR CONTRACTS AWARDED IN FY 14/15

RAIL PROJECTS

THOMSON-EAST COAST LINE

Contract No.	Contractor	Description
T215	RSEA Engineering Corporation Privatised 2009 - Eng Lee Engineering Pte Ltd - Wai Fong Construction Pte Ltd Joint Venture	Construction of Mount Pleasant Station and Tunnels for Thomson Line
T216	Daewoo Engineering & Construction Co., Ltd.	Construction of Stevens Station and Tunnels for Thomson Line
T218	KTC Civil Engineering & Construction Pte Ltd	Construction of Orchard Boulevard Station for Thomson Line
T219	Penta-Ocean Construction Co. Ltd - Bachy Soletanche Singapore Pte Ltd Joint Venture	Construction of Orchard Station and Tunnels for Thomson Line
T220	Tiong Seng Contractors (Pte) Ltd - Dongah Geological Engineering Co., Ltd (Singapore Branch)	Construction of Great World Station and Tunnels for Thomson Line
T222	Daelim Industrial Co. Ltd	Construction of Outram Park Station and Tunnels for Thomson Line
T223	Hock Lian Seng Infrastructure Pte Ltd	Construction of Maxwell Station for Thomson Line
T225	Shanghai Tunnel Engineering Co. Ltd	Construction of Shenton Way Station and Tunnels for Thomson Line
T227	Sinohydro Corporation Ltd. (Singapore Branch) - Sembcorp Design and Construction Pte Ltd Joint Venture	Construction of Marina South Station and Tunnels for Thomson Line
T228	Nishimatsu Construction Co., Ltd - Bachy Soletanche Singapore Pte Ltd Joint Venture	Construction of Gardens by the Bay Station and Tunnels for Thomson Line
T250	CTCI Corporation / CTCI Singapore Pte Ltd Consortium	Trackwork for Thomson Line
T251	Kawasaki Heavy Industries, Ltd. / CSR Qingdao Sifang Co., Ltd. / Kawasaki Heavy Industries (S) Pte Ltd	Trains for Thomson Line
T252	GE Singapore Pte Ltd / GE Transportation Systems S.p.A / GE Transportation France SNC / GE Transportation Systems Global Signaling LLC Consortium	Signalling System and Platform Screen Doors for Thomson Line
T253	Meiden Singapore Pte Ltd	Power Supply System for Thomson Line

Contract No.	Contractor	Description
T255	HollySys (Asia Pacific) Pte Ltd	Integrated Supervisory Control System for Thomson Line
T256	Singapore Technologies Electronics Limited	Maintenance Management System for Thomson Line
T260	Singapore Technologies Electronics Limited	Communications System for Thomson Line
T261	Singapore Technologies Electronics Limited	Facility for Commercial Info-Communication Services for Thomson Line
T268	Singapore Technologies Electronics Limited	Access Management System for Thomson Line
T271A	Otis Elevator Company (S) Pte Ltd	Design, Supply and Installation of Lifts for Thomson Line
T271B	Otis Elevator Company (S) Pte Ltd	Design, Supply and Installation of Escalators for Thomson Line
T273A	Gammon Pte Ltd	Supply and Installation of Mechanical Services for Mandai Depot
T281	Hitachi, Ltd	Depot Equipment for Thomson Line
T2307	GeoApplication Engineers Pte Ltd	Instrumentation and Monitoring for Contracts T211 and T215
T2806	Tritech Engineering & Testing (Singapore) Pte Ltd	Instrumentation and Monitoring for Contracts T218 and T219
T2807	Tritech Engineering & Testing (Singapore) Pte Ltd	Instrumentation and Monitoring for Contracts T220 and T221
T2148	Tritech Engineering & Testing (Singapore) Pte Ltd	Tunnelling and Excavation Monitoring System
T2901	CKM Consultants Pte Ltd	Appointment of Consultant for Supervision of Contracts T222 and T223
T2902	WorleyParsons Pte Ltd	Appointment of Consultant for Supervision of Contracts T225 and T226
T2903	Tritech Consultants Pte Ltd	Appointment of Consultant for Supervision of Contracts T227 and T228
T2906	Fosta Pte Ltd	Instrumentation and Monitoring of Contracts T222 and T223

MAJOR CONTRACTS AWARDED IN FY14/15

Contract No.	Contractor	Description
T2907	Tritech Engineering & Testing (Singapore) Pte Ltd	Instrumentation and Monitoring for Contracts T225 and T226
T2908	Soil Investigation Pte Ltd	Instrumentation and Monitoring for Contracts T227 and T228
T3003	Ed. Zublin AG, Singapore Branch	Advanced Sewer Diversion (Package 1), Newater Pipe and Effluent Outfall Pipe

CIRCLE LINE / DOWNTOWN LINE / CROSS ISLAND LINE

Contract No.	Contractor	Description
979D	GEMAC Engineering Machinery Co., Ltd.	General Maintenance Vehicles for Downtown Line
979E	Harsco Rail	Rail Grinding Vehicle for Downtown Line
8377	Singapore Technologies Electronics Limited	Communications and Control Systems Works
8805	Arup Singapore Pte Ltd	Mechanical and Electrical Consultancy Services for the Proposed Circle Line Stage 6 (CCL6) Mainline and Depot
9061	Hock Lian Seng Infrastructure Pte Ltd	Design and Construction of Stabling Yard at Gali Batu Depot
9068	KTC Civil Engineering & Construction Pte Ltd	Construction of Linkways to DTL2 Stations
9187	PQ Builders Pte Ltd	Architectural Fitting Out Works to Rail Facility
9318	Guthrie Engineering (S) Pte Ltd	Electrical & Mechanical (E&M) Services for Rail Facility
C1001	Environmental Resources Management (S) Pte Ltd	Environmental Impact Assessment (EIA) on Central Catchment Nature Reserve for the Proposed Cross Island Line (CRL)
C1002	Arup Singapore Pte Ltd	Engineering Feasibility Study for the Proposed Cross Island Line (CRL)
ER469	Arup Singapore Pte Ltd	Engineering Feasibility Study for the Proposed High Speed Rail (HSR)

RAIL ENHANCEMENT WORKS

Contract No.	Contractor	Description
1350C	Precise Development Pte Ltd	Flood Prevention Enhancement Works for Existing MRT Stations (Package 3)
1356	Yuan Mei Chen (S) Pte Ltd	Additions and Alteration Works to an Existing MRT Station
1362	C K T Thomas Pte Ltd	Implementation of Noise Barriers at Rail Viaduct
1395	Beth-El (Asia Pacific) Pte Ltd	Consultancy Services for the Enhancement Works to Communications Equipment Room
1682C	Phoenix Solar Pte Ltd	Design, Supply and Installation of Photovoltaic System
IT190	Singapore Telecommunications Limited	Provision of Wireless@SG at MRT Stations
Total Awarded Sum for Rail Projects		S\$5.4 billion

MAJOR CONTRACTS AWARDED IN FY14/15

ROAD PROJECTS ROAD CONSTRUCTION / DEVELOPMENT

Contract No.	Contractor	Description
4830	Jin Choon Civil Engineering Pte Ltd	New Road to Marina Coastal Expressway (MCE) Ventilation Building 1
ER421	Jin Choon Civil Engineering Pte Ltd	Widening of Pasir Panjang Road and West Coast Road Between South Buona Vista Road and West Coast Link
ER431	Feng Ming Construction Pte Ltd	Construction of Yishun Avenue 8 Between Yishun Avenue 6 and Yishun Avenue 7
ER432	Eng Lee Engineering Pte Ltd	Widening of Clementi Road and Improvement to Commonwealth Avenue West
ER433	Megastone Holdings Pte Ltd	Raising of Nicoll Drive and Changi Coast Road (PART)
ER458	Or Kim Peow Contractors (Pte) Ltd	Widening of Tanah Merah Coast Road
ER459	Samwoh Corporation Pte Ltd	Proposed New Road Between Tan Merah Coast Road and Aviation Park Road
ER465	Gim Tian Civil Engineering Pte Ltd	Implementation of Support Enhancement Measures for Tunnel Equipment and Fixtures in Road Tunnels
ER467	CPG Consultants Pte Ltd	Consultancy Services for Local Road Enhancement Projects
ER472	Chee Yam Contractor Pte Ltd	Junction Enhancements at Bukit Batok Road Between PIE and Bukit Batok West Avenue 3
ER475	The Builders (Hup Huat) Ltd	Extension of Jurong West Street 24
ER483A	Hwa Seng Builder Pte Ltd	Temporary Road at Punggol
ER487	Harford Engineering Pte Ltd	Roadworks at Jalan Anak Bukit/Upper Bukit Timah Road Junction and CTE
RD241A	Chan & Chan Engineering Pte Ltd	Upgrading of Vehicular Bridge at Woodlands Centre Road
RD283	Yew Ann Construction Pte Ltd	Bus Terminal at Changi Business Park
RD287	CCECC Singapore Pte Ltd	Passenger Facilities
RD288	KTC Civil Engineering & Construction Pte Ltd	Sewer Construction at Bulim Avenue

COMMUTERS FACILITIES ENHANCEMENT

Contract No.	Contractor	Description
ER436	C K T Thomas Private Limited	Proposed Lift Shafts to Existing Pedestrian Overhead Bridges
ER437	Tai Yong Construction Pte Ltd	Proposed Lift Shafts to Existing Pedestrian Overhead Bridges
ER440	Singapore Piling & Civil Engineering Pte Ltd - Shincon Industrial Pte Ltd Joint Venture	Walk2Ride Programme
ER441	Planar One & Associates Pte Ltd	Walk2Ride Programme
ER442	Or Kim Peow Contractors (Pte) Ltd	Walk2Ride Programme
ER443	Or Kim Peow Contractors (Pte) Ltd	Walk2Ride Programme
TR123	The Builders (Hup Huat) Ltd	Design and Construction of Cycling Path Network In Taman Jurong
TR125	The Builders (Hup Huat) Ltd	Design and Construction of Short Cycling Path Links
TR126	The Builders (Hup Huat) Ltd	Design and Construction of Cycling Path Network In Changi-Simei
TR129	HCJ Construction Pte Ltd	Design and Construction of Cycling Path Network in Punggol

MAJOR CONTRACTS AWARDED IN FY14/15

PUBLIC TRANSPORT

Contract No.	Contractor	Description
PT173A	Travel GSH Pte Ltd	Peak Period Short Services (Route 1, 2 and 4)
PT173B	Woodlands Transport Service Pte Ltd	Peak Period Short Services (Route 3)
PT173C	Loh Gim Chong Transport	Peak Period Short Services (Route 5)
PT181A	Bus-Plus Services Pte Ltd	Peak Period Short Services (Routes 1 to 4)
PT181B	Rui Feng Chartered Pte Ltd	Peak Period Short Services (Route 5)
PT186	Steria Asia Pte Ltd	Maintenance of Bus Arrival Panels and Interfaces

TRANSPORT OPERATION / TECHNOLOGY / ENFORCEMENT

Contract No.	Contractor	Description
TR111A	Yang Seng Engineering Pte Ltd	Supply and Installation of Street Lights for Zone A
TR111B	Fonda Global Engineering Pte Ltd	Supply and Installation of Street Lights for Zone B
TR115	ATT Systems (S'pore) Pte Ltd	Comprehensive Maintenance of Kallang Paya Lebar Expressway and Marina Coastal Expressway Communications System
TR117	ATT Systems (S'pore) Pte Ltd	Comprehensive Maintenance of Kallang Paya Lebar Expressway and Marina Coastal Expressway Integrated Traffic and Plant Management System (Front-End)
TR118	9G Elevator Pte Ltd	5-Year Term Contract for Maintenance and Overhaul of Escalators and Lifts
TR121	Vestar Iron Works Pte Ltd	Supply and Installation of Safety Bollards for Bus Stops in Industrial Area
TR122	Tyco Fire, Security & Services Pte Ltd	Comprehensive Maintenance of Glide System
TR132	Globotron (S) Pte Ltd	Maintenance of the Parking Guidance System (PGS)

Contract No.	Contractor	Description
TR136	ST Synthesis Pte Ltd	Comprehensive Maintenance of Kallang Paya Lebar Expressway and Marina Coastal Expressway E&M Services and the Ventilation Buildings
TR140	Certis CISCO Auxiliary Police Force Pte Ltd	Provision of Auxiliary Police Officers for Warrant of Arrest Operations
TR141	ATT Systems (S'pore) Pte Ltd	Comprehensive Maintenance of Traffic Collection System
TR146	Mitsubishi Heavy Industries Engine System Asia Pte. Ltd.	Comprehensive Maintenance of Electronic Road Pricing OutStations
TR148C	ATS Traffic Pte Ltd	5-Year Contract for the Maintenance and Installation of Traffic Signal System - Central Division
TR148E	Eng Hup Engineering Pte Ltd	5-Year Contract for the Maintenance and Installation of Traffic Signal System - East Division
TR148N	ATS Traffic Pte Ltd	5-Year Contract for the Maintenance and Installation of Traffic Signal System - North Division
TR148W	Eng Hup Engineering Pte Ltd	5-Year Contract for the Maintenance and Installation of Traffic Signal System - West Division
VS110A	Certis CISCO Security Pte Ltd/Certis CISCO Auxiliary Police Force Pte Ltd/Certis CISCO Protection Services Pte Ltd/Certis CISCO Aviation Security Pte Ltd/Certis CISCO Security Technology Pte Ltd Consortium	Provision of Security Services at Tuas Checkpoint for Land Transport Authority
VS110B	AETOS Security Management Pte Ltd	Provision of Security Services at Woodlands Checkpoint for Land Transport Authority
Total Awarded Sum for Road Projects		\$949 million

MAJOR CONTRACTS TO BE AWARDED IN FY 15/16

RAIL PROJECTS

Contract No.	Description
152B	Half Height Platform Screen Doors for Canberra Station
158	Design and Construction of Canberra Station
160A	Communications System for the Canberra Station
1396	Implementation of Support Enhancement Measures for Tunnel Equipment and Fixtures in Rail Tunnels
1668A	Train-borne Travel Information System for North-South / East-West Lines
1758	Advance Engineering Consultancy Services for the Expansion of Ulu Pandan Depot
8121	A&A Works for Ventilation to LRT Stations
8122	Addition and Alteration Works to Sengkang-Punggol Light Rapid Transit (SPLRT) Guideway
8123	Fixed Barriers for Light Rail Transit System
9062	Trackwork for Gali Batu Depot
9065	Appointment of Consultant for Supervision of Contract 9061
9093	Design, Construction, Operation and Maintenance of Tuas South Staging Ground
9095	Construction of Covered Linkways to Downtown Line 3 (DTL3) and Tuas West Extension (TWE) Stations
SR121	Condition Assessment of RTS Infrastructure
SR122	Condition Assessment of RTS Systems
T272B	Design, Supply, Install, Test and Commission of AFC Frontend System for Thomson East Coast Line
T272D	Provision of Contactless Transit Readers
T273B	Supply and Installation of Tunnel Ventilation and Environmental Control Systems for Thomson-East Coast Line Stages 1 and 2
T273C	Supply and Installation of Tunnel Ventilation and Environmental Control Systems for Thomson-East Coast Line Stage 3
T275A	Supply and Installation of Electrical Services for Mandai Depot
T275B	Supply and Installation of Electrical Services for Thomson-East Coast Line Stages 1 And 2
T275C	Supply and Installation of Electrical Services for Thomson-East Coast Line Stage 3
T278B	Supply and Installation of Fire Protection System for Thomson-East Coast Line Stages 1 and 2
T278C	Supply and Installation of Fire Protection System for Thomson-East Coast Line Stage 3
T301	Construction of 4-In-1 Rail and Bus Depot and Reception Tunnels for Thomson-East Coast Line

Contract No.	Description
T302	Construction of Facility Building and Tunnels for Thomson-East Coast Line
T303	Construction of Tanjong Rhu Station and Tunnels for Thomson-East Coast Line
T305	Construction of Katong Park Station and Tunnels for Thomson-East Coast Line
T306	Construction of Amber Station for Thomson-East Coast Line
T307	Construction of Marine Parade Station and Tunnels for Thomson-East Coast Line
T308	Construction of Marine Terrace Station and Tunnels for Thomson-East Coast Line
T309	Construction of Siglap Station for Thomson-East Coast Line
T310	Construction of Bayshore Station and Tunnels for Thomson-East Coast Line
T311	Construction of Bedok South Station and Tunnels for Thomson-East Coast Line
T312	Construction of Sungei Bedok Station and Tunnels for Thomson-East Coast Line
T313	Construction of Xilin Station and Tunnels for Downtown Line 3 Extension
T2155	Addition & Alteration Works on Communications, Control and Station Travel Information Systems to Existing Stations that Interchange with Thomson Line
T2185	Signage Design Consultancy Service for Public Transit
T3001	Common Utility Trench Along Marine Terrace and Marine Crescent
T3002	Advance Utility and Sewer Diversion at Tanjong Rhu and Katong Park Stations
T3005	Advance Sewer Diversions (Package 2)
T3006	Relocation of Building
T3007	Relocation of Substation and Common Services Trench at Upper Changi Road East
T3008	Advanced Work at Depot
T3009	Decking of Sungei Ketapang

MAJOR CONTRACTS TO BE AWARDED IN FY15/16

ROAD PROJECTS

Contract No.	Description
ER370	Extension of Sengkang West Way Between Jalan Kayu and Sengkang West Road
ER397	Expansion of KPE/TPE Interchange Including Link Road to Punggol Central
ER410A	Completion Contract ER410A - Widening of Lorong 6 Toa Payoh and Braddell Road Between Lorong 1 Toa Payoh and Braddell Flyover
ER438	Proposed Lift Shafts to Existing Pedestrian Overhead Bridges
ER449	Viaduct from TPE to PIE (Westbound) and Upper Changi Road East
ER457	Proposed Enhancement to Existing Commuter Infrastructure
ER468	Widening of Loyang Avenue Between Pasir Ris Drive 3 and Tampines Expressway
ER477	Proposed Infrastructure Under Existing Vehicular Bridge
ER478	Widening of Woodlands Road, Choa Chu Kang Link and Stagmont Ring
ER480	Upgrading of Upper Bukit Timah Road and Jalan Anak Bukit
ER481	Consultancy Services for Bus Depots
ER482	Consultancy Services for Bus Depots
ER485	Widening of Simei Street 3 (Part) and Other Road Works
ER490	Flyover from Seletar West Link to SLE
ER495	Roadworks at Upper Serangoon Road Between Hillside Drive and Lowland Road
ER499	Noise Barrier Trial at PIE
N1003	Reinstatement Works for North South Expressway
RD299	Proposed Sungei Seletar Bus Depot
RD300	Proposed Ulu Pandan Bus Depot
RD305	Expansion of Bus Interchanges
TR200	Regular Inspection of Road and Road Related Facilities Along Expressways and West Sector
TR201	Regular Inspection of Road and Road Facilities in Central and East Sector
TR211	Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes in West Sector
TR212	Term Contract for Road Related Facilities, Road Structures and Road Safety Schemes in East Sector
TR223	Regular Maintenance and Upgrading of Bridges

OTHER PROJECTS

Contract No.	Description
IT198	Hosting, Operations and Maintenance of One.Motoring, MyTransport Portals & Mobile and LTA Corporate Website
PT200	Bus Contracting - Bulim Bus Package
PT201	Bus Contracting - Loyang Bus Package
PT221	City Direct Bus Services
TR127	Design and Construction of Cycling Path Network in Bedok
TR128	Design and Construction of Cycling Path Network in Jurong Lake
TR143	Supply and Installation of Traffic Signage
TR147	Upgrading of Directional Signs
TR150	Next Generation Electronic Road Pricing System
TR193	Engineering Consultancy Services for the Design of Cycling Path Network
TR199	Operation and Maintenance of the EPS Central Computer System (EPSCCS) and EPS e-Service (EPS CEPAS Hub)
TR216	Expansion of Closed-Circuit Television Enforcement Camera System for Illegal Parking (Central-East)
TR217	Expansion of Closed-Circuit Television Enforcement Camera System for Illegal Parking (North-West)
TR220	Maintenance and Enhancement of Junction Electronic Eyes (J-Eyes)
TR226	Proposed Silver Zones at Yishun and Bedok North
TR230	Green Man + Expansion
VS116	Operations and Maintenance Services for Vehicle Registration and Licensing System (VRLS)

FY14/15 FINANCIAL HIGHLIGHTS

STATEMENT OF COMPREHENSIVE INCOME

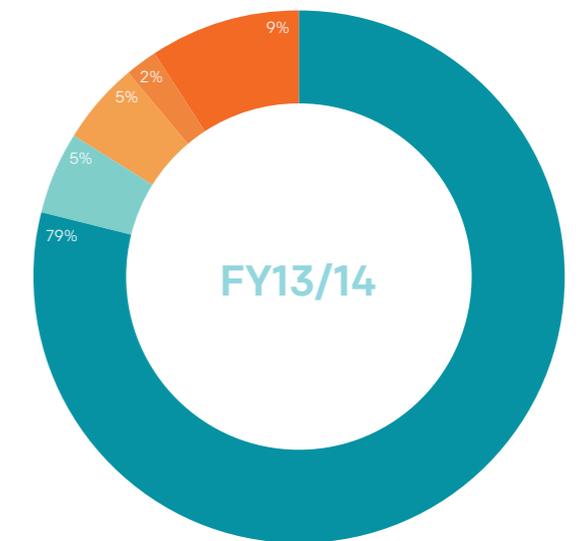
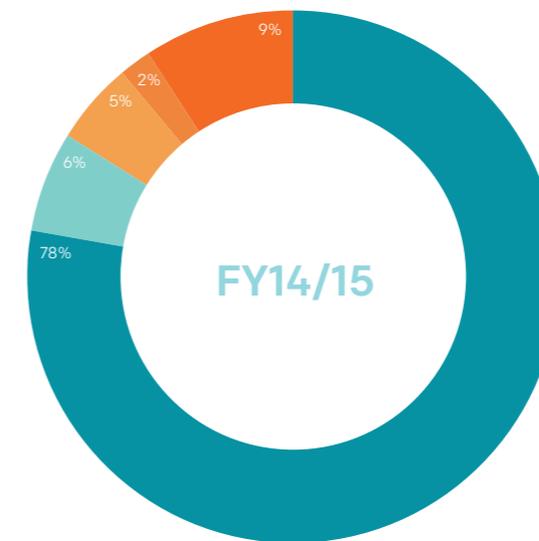
For FY14/15, the Authority recorded a net deficit of \$27m, after netting off government grants. Total comprehensive loss amount to \$42m after taking into account cash flow hedges of (\$15m).

	FY14/15	FY13/14	Increase/ (Decrease)
	\$'M	\$'M	\$'M
Operating Income	629	583	46
Operating Expenditure	(1,301)	(1,147)	154
Operating Deficit	(672)	(564)	108
Other Gains - Net	11	3	8
Deficit before Government Grants	(661)	(561)	100
Government Grants	634	560	74
Deficit before Contribution to Consolidated Fund	(27)	(1)	26
Contribution to Consolidated Fund	0	0	0
Net Deficit	(27)	(1)	26
Other Comprehensive Income: Cash Flow Hedges	(15)	35	(50)
Total Comprehensive (Loss)/Income	(42)	34	(76)

OPERATING INCOME

The Authority's total operating income of \$629m in FY14/15 is an increase of \$46m (8%) over FY13/14's income of \$583m, contributed mainly from increase in Management Fee from Government. Management Fee from Government remains the Authority's main source of income, contributing to 78% of total income in FY14/15.

	FY14/15		FY13/14	
	\$'M	%	\$'M	%
Management Fee from Government	493	78	462	79
Vehicle Transit Licensing Fees	35	6	26	5
Composition Fines	31	5	31	5
Sale of In-Vehicle Units	12	2	10	2
Others	58	9	54	9
Total	629	100	583	100

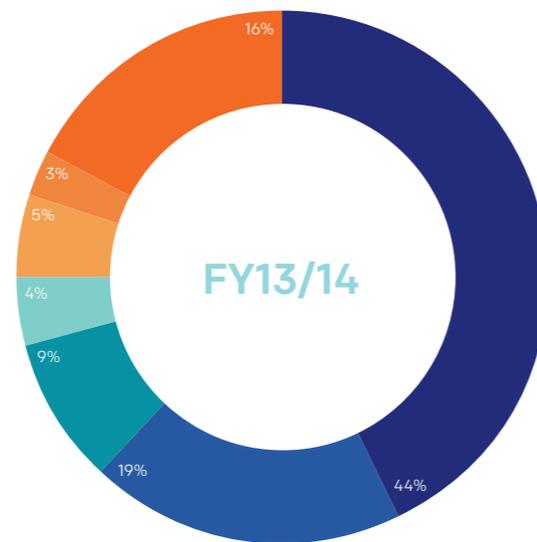
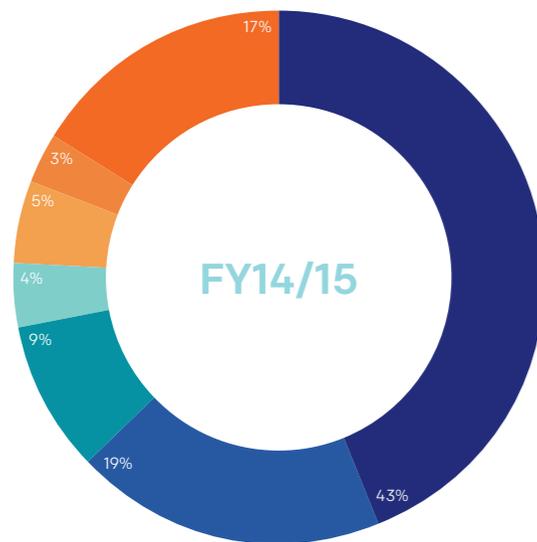


FY14/15 FINANCIAL HIGHLIGHTS

OPERATING EXPENDITURE

The Authority incurred total operating expenditure of \$1,301m in FY14/15, an increase of \$154m (13%) over FY13/14's expenditure of \$1,147m. The increase of \$154m is mainly contributed by increase in Depreciation of Property, Plant and Equipment arising from capitalisation of completed rail development projects such as the Downtown Line Stage 1 project, North-South Line Extension project, etc. FY14/15's operating expenditure composition remains relatively the same as FY13/14's, with Depreciation of Property, Plant and Equipment forming 43% of the expenditure.

	FY14/15		FY13/14	
	\$'M	%	\$'M	%
Depreciation of Property, Plant & Equipment	558	43	503	44
Employee Compensation	250	19	223	19
Maintenance and Upkeep	118	9	103	9
Bond Interest	52	4	51	4
Utilities	56	5	53	5
Agency Fees	44	3	36	3
Others	223	17	178	16
Total	1,301	100	1,147	100

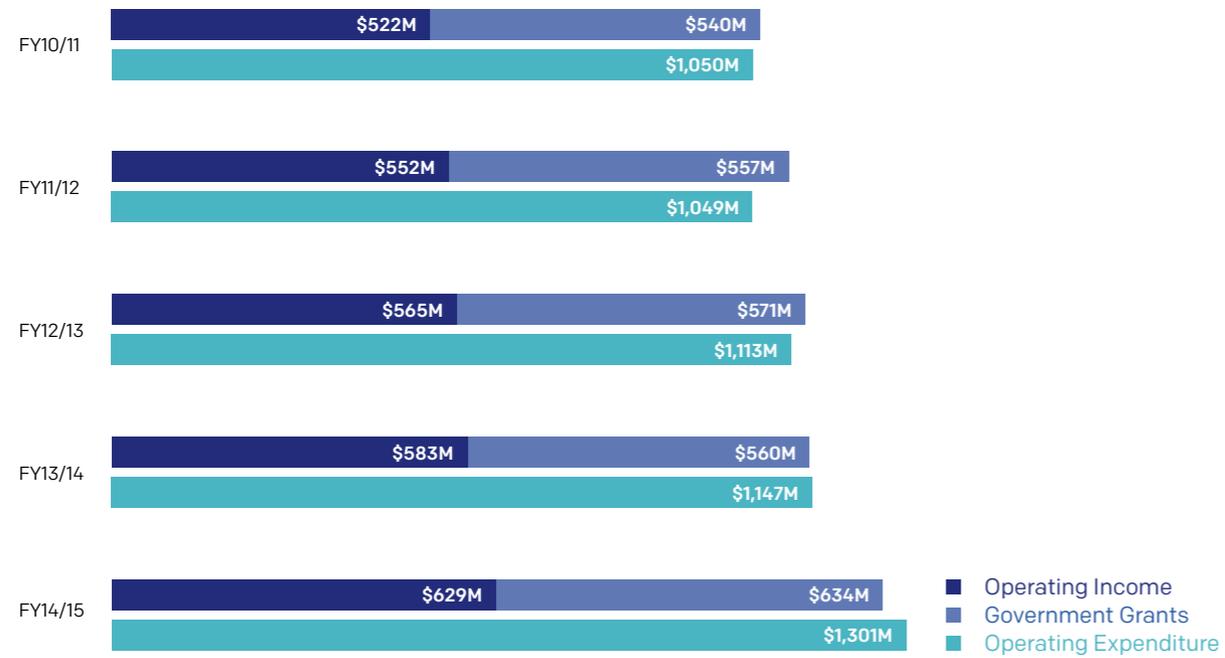


BALANCE SHEET

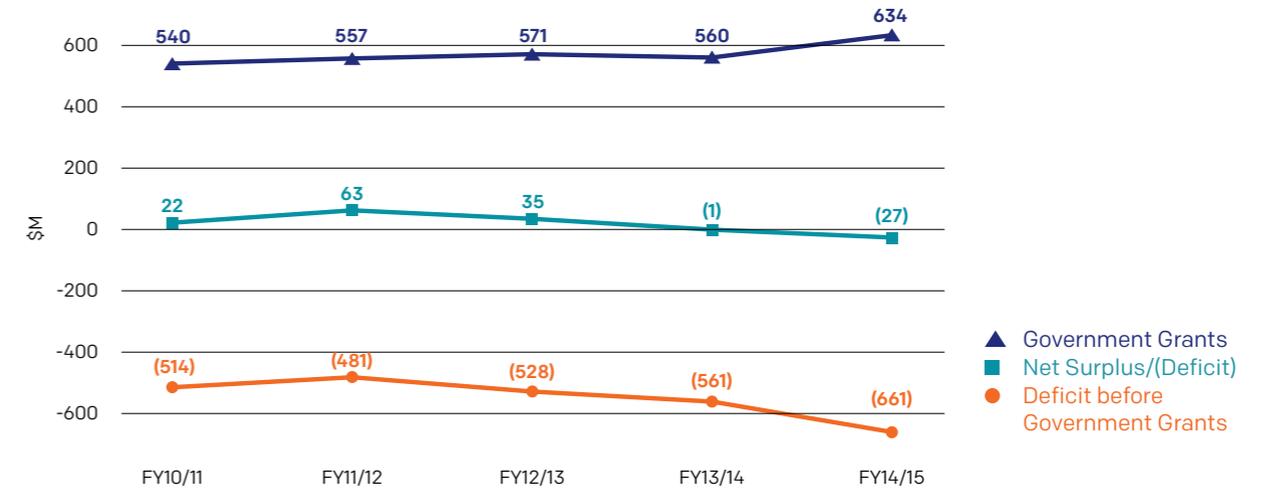
	FY14/15	FY13/14	Increase/ (Decrease)
	\$'M	\$'M	\$'M
Property, Plant & Equipment	32,277	28,725	3,552
Other Non-Current Assets	36	40	(4)
Current Assets	2,874	2,927	(53)
Assets	35,187	31,692	3,495
Equity	931	958	(27)
Deferred Capital Grants	30,420	26,779	3,641
Borrowings (Non-Current)	1,475	1,775	(300)
Other Non-Current Liabilities	1,026	830	196
Current Liabilities	1,335	1,350	(15)
Equity & Liabilities	35,187	31,692	3,495

FY14/15 FINANCIAL HIGHLIGHTS

5-YEAR FINANCIAL SUMMARY OPERATING INCOME, GOVERNMENT GRANTS & EXPENDITURE



NET SURPLUS/(DEFICIT)





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