

Chairman's Message



As we look ahead, our task is clear: to deliver an outstanding MRT system which puts commuters first and that can be the pride of Singapore.

In 2017, SMRT commemorated 30 years of train operations. Over the last three decades, we have journeyed to provide multi-modal public transport services. As we look ahead, our task is clear: to deliver an outstanding MRT system which puts commuters first and that can be the pride of Singapore.

Ensuring Reliability, Availability, Maintainability, Safety and Security

The SMRT team must deliver cost-effective public transport services that provide reliable, seamless and a pleasant travel experience for our community. There should be fewer disruptions; and with an ongoing preventive and predictive maintenance regime, our trains and road vehicles must spend less time in the workshop. Our system therefore needs to rise to and be sustained at the highest standards of reliability, availability, maintainability, safety and security (i.e. RAMSS).

An SMRT Readiness Inspection Team (READI) has been set up to enhance quality standards in rail maintenance and engineering. This is being led by an Assistant Chief Executive at SMRT Trains, who is also working closely with the Land Transport Authority (LTA) as Chief of Joint Readiness Inspection to audit standards in rail maintenance and operations at SMRT.

In addition, we are working on our multi-year rail renewal efforts, strengthening the operations and maintenance teams, and building robust engineering capabilities to enhance RAMSS. These initiatives aim to continually deliver desired rail performance over the entire life of our MRT system. SMRT will continue to collaborate with LTA and various stakeholders to keep the MRT network resilient and robust.

Ongoing Plans & Focus

We are pushing ahead to complete most of the renewal works on the North-South and East-West Lines by 2020. Later this year, we will scale up pre-opening preparations for the Thomson-East Coast Line, which opens progressively from 2019. We are also participating actively in the Rapid Transit System Link project that will connect Singapore and Johor Bahru to benefit the people of Singapore and Malaysia.

For our Bus business, we must keep pace with emerging trends as technology continues to transform the way public bus services are delivered. At the same time, our SMRT Commercial, SMRT Taxis, SMRT Services, SMRT International and corporate business teams should stay focused on making SMRT future-ready and support the push to offer best-in-class options in urban mobility.

Putting People First

At SMRT, our Common Purpose is to “build trust and bring on smiles, every day and in everyone who journeys with us”. When our commuters experience reliable and comfortable transport services, we gain their trust and confidence.

We must continue to develop and train our people and build a highly disciplined and competent organisation that performs to its fullest potential. This is critical especially as we quicken our pace to acquire new technology in rail engineering and boost our capabilities.

Our priority is to improve the work lives and workflows of our workforce, while ensuring a safe working environment for our staff. To nurture a disciplined workforce culture, we are implementing *Kaizen* company-wide. At SMRT, *Kaizen* embodies “Continuous Improvement” (改善 in Mandarin, *Peningkatan Berterusan* in Malay, or நீடித்த முன்னேற்றம் in Tamil). We are establishing more efficient workflows and processes in our depot workshops, allowing our workers to carry out tasks diligently with stronger accountability, ownership and discipline.

This should enable us to achieve higher overall productivity, with higher Mean Kilometres Between Failures per labour cost: a more motivated, disciplined and productive worker will lead to MRT trains travelling a longer distance before encountering a delay of more than five minutes.

We must push for higher standards of service to serve commuters as best we can. A strong Service Culture goes beyond friendly and courteous service. It is about putting commuters at the heart of everything we do at SMRT. We have therefore appointed a Chief Commuter Engagement Officer to focus on commuter feedback and to better understand their needs.

We have also enhanced our SMRTConnect mobile application, providing commuters with real-time train arrival timings. In addition, we have appointed a Chief Technology Officer, two Chief Maintenance Officers, a Chief Operating Officer, and a Chief Spokesperson to strengthen specific job functions. We hope these steps will deepen SMRT's capabilities to better serve our commuters.

Thank You

We thank our commuters for their patience and understanding as we work hard to provide safer, more reliable and customer-centric services.

At SMRT, we must all have the courage to undertake the task ahead of us. This is the only way to serve our commuters well and to build an outstanding MRT system we can all be proud of.

To the Board, I extend my deep appreciation for the support and guidance you provide to SMRT. I would also like to express my gratitude to the management, employees and union leaders for their continued diligence, discipline and passion. You have soldiered with us over the last 30 years. You have my unwavering and full support as we continue to work with key stakeholders to drive reliability and build trust by putting commuters first.

Seah Moon Ming
Chairman



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CEO's Message



We take our mission seriously, knowing that we touch the lives of millions of passengers because of their daily commute on our trains, buses and taxis.

Last year, we marked our 30th year of operations since the first MRT stations opened. Our journey continues, as we strive to be the people's choice by providing a world class public transport service and lifestyle experience that is safe, reliable and commuter-centric.

We take our mission seriously, knowing that we touch the lives of millions of passengers because of their daily commute on our trains, buses and taxis. Successive generations of Singaporeans have grown up with our stations and interchanges being part of their collective memories. At SMRT, we are committed to moving people, enhancing lives – serving with a common purpose to build trust and bring on smiles every day, and with everyone who journeys with us.

Journeying toward Rail Excellence

Key to that service excellence goal is our emphasis on improving rail reliability and availability. Our multi-year, multi-project effort to renew and improve the North-South and East-West Lines, our oldest lines, is one of the most ambitious rail transformation programmes undertaken on a live system anywhere in the world. Extended engineering hours afforded by early closure and late opening of the lines have enabled

rail maintenance and renewal works to be accelerated. With the replacement of all 188,000 wooden sleepers, change-out of the entire power (third) rail system, expansion of the power system and introduction of a new Communication-based Train Control signalling system, we are now seeing significantly improved reliability on the lines.

Last year, Mean Kilometres Between Failure (MKBF), a reliability indicator used by international metros, improved on the Circle Line to 523,000km, 129% better than in 2016. The North-South Line (NSL) and East-West Line (EWL) achieved 336,000km and 278,000km, improving by 115% and 92% respectively compared with the previous year. Early indications this year show promising results, and we expect to reach even closer to our goal of 1 million in MKBF.

We have overcome the initial teething issues faced with the new signalling system on the NSL, and look forward to smoother implementation on the EWL in the coming months. When the project is completed this year and with more new trains delivered, the improved train availability and shortened headways will increase overall passenger capacity, especially during peak hours.

Total journey time and train arrival punctuality are also important service quality measures, and are expected to improve with the stabilising of the new signalling system. In addition, we are harnessing technology as a key enabler to transform rail operations. A Future Systems Office has been set up to engender a knowledge-driven enterprise for operations and maintenance, with condition monitoring sensors and data analytics for predictive maintenance of our rail assets. A new integrated Maintenance Operations Centre will be established this year, further improving our ability to troubleshoot faults responsively. We launched an upgraded mobile application to aid commuters in journey planning, with relevant real-time information on train arrivals and station crowdedness.

Although much progress was made in rail reliability, public confidence was unfortunately shaken by a tunnel flood in October 2017 resulting from maintenance failure by the work team, and a train collision in November 2017 because of unexpected disabling of a protective feature on the affected train. Safety remains of paramount importance, and a comprehensive review was conducted to strengthen safety audits and procedures, control measures, and staff training to prevent future occurrence.

We continue to work closely with the Land Transport Authority to manage asset life cycle to achieve greater reliability, availability, maintainability, safety and security, under the new rail financing framework that was approved in 2016 and successfully implemented last year. Following the privatisation of SMRT from November 2016, we have also been addressing with our stakeholders the urgent resource demands for rail system sustainability over the long term.

Building People Competencies

With our eye on the future, we have been developing indigenous capabilities in rail engineering, procurement and construction, and our first locally refurbished trains will be fielded in the coming months. Our core of rail experts and technical staff have also been boosted, with engineering and technical manpower numbers growing more than 150% since 2013. We expect to raise our engineer numbers from 500 by another 40% over the next two years. 1,000 more staff will be added this year to our rail headcount to increase maintenance and engineering capability, strengthen commuter touchpoints, and prepare for the first phase of the Thomson-East Coast Line (TEL) in 2019.

We have been working in partnership with the National Transport Workers' Union to instil a culture of discipline and accountability amongst managers and staff. A milestone Memorandum of Understanding was signed to jointly create a future-ready workforce with life-long employability, increased productivity, enhanced professionalism and strong employee engagement.

Shaping the Future of Urban Mobility

With better tools for demand aggregation, we look forward to meeting commuters' needs in first- and last-mile transport connectivity. SMRT has been developing its Mobility-as-a-Service capabilities to provide customised solutions and a digital platform through which users can decide on their preferred travel mode based on time, cost and convenience. Nanyang Technological University's lush campus and CleanTech Park in Jurong Innovation District have been transformed into a live test-bed for the integration of multiple transportation options and new technologies.

SMRT Buses also launched its first Integrated Transport Hub at Bukit Panjang, dramatically improving the connectivity and travel experience for residents and visitors using bus services to the LRT system and Downtown MRT Line.

Expanding Our Operational Footprint

We are excited to have won the tender for the TEL which will add 43km and 31 new stations to our network when fully operational in 2024, improving accessibility for our commuters. We also accepted the offer by the Governments of Singapore and Malaysia to work jointly with Prasarana in the Johor Bahru-Singapore Rapid Transit System Link.

In 2017, SMRT Taxis successfully rolled out Singapore's first taxi sharing scheme, providing taxi partners more flexibility in managing their work schedule. We also entered an exclusive partnership with Grab for access to our current and future taxi and private-hire car fleet.

Overseas, our subsidiary Strides Transportation entered a joint venture with Toyota Tsusho Corporation and Myanmar's Alliance Urban Transport to establish limousine and car rental services in Myanmar. SMRT International also won consultancy contracts to assist local authorities in the upcoming Palembang and Jabodebek LRT projects in Indonesia, and with the Mauritius Government for their new LRT system.

Reaching Out to the Community

As part of our 30th anniversary commemoration, we launched The Gift of Mobility Fund with \$30 million in cash and contributions in kind, working with Community Chest to lend a helping hand to those with mobility needs. Together with the Ministry of Social and Family Development and NTUC Learning Hub, we initiated an inclusive service delivery programme to train frontline staff in supporting the elderly, visually impaired, and those with special mobility needs.

Students and community groups have been active on Learning Journeys at Kim Chuan Depot. Since introducing the Adopt-a-Station/Interchange project in 2014, over 1,500 students from more than 30 schools have become our ambassadors to serve the community while upholding themselves as gracious commuters. More community engagements are being planned around existing stations and along the TEL in the coming year.

Appreciation

Our appreciation goes to Mr Koh Yong Guan, who stepped down as Chairman in July 2017 after 11 years on the SMRT Board. We welcome Mr Seah Moon Ming as our new Chairman and look forward to his stewardship with the Board and Management as we forge ahead to the future.

I would like to thank my Management and staff for their incredible teamwork and dedication as they commit each day to do their best in providing safe, reliable and comfortable journeys for all our commuters. As our network expands to provide better accessibility and older lines are renewed to ensure higher reliability, we are confident that the quality of our public transport services will continue to improve. We appreciate the support and understanding of our commuters as we work through these many initiatives to bring about higher operational and service excellence.

Desmond Kuek

President & Group Chief Executive Officer

Strategy

Vision



Moving People, Enhancing Lives

Strategic Thrusts



Improving Operational Performance

We are committed to raising and sustaining reliability, availability, maintainability, safety and security (RAMSS) for superior service operations and asset management. We will ensure a safe and secure operating environment; this anchors the service that we provide to our commuters.



Strengthening Workforce Health

We hold our people to high standards of quality and accountability. We engage and empower each individual to serve with pride, proficiency and professionalism. We optimise our organisational systems and structures for effectiveness.

Highlights

45

new trains delivered for the North-South and East-West Lines for a better travel experience for commuters

1,400

SMRT frontline service professionals will have undergone Inclusive Service Delivery Programme by mid-2018



To be the people's choice by delivering a world-class transport service and lifestyle experience that is safe, reliable and customer-centric

Mission



Entrenching Organisational Excellence

We aim to engender a knowledge-driven and intelligent enterprise, with a focus on developing future systems capabilities for Operations & Maintenance, and enabling productivity and process innovation through infocommunications and supply chain transformation.



Winning Hearts and Minds

We are focused on delivering excellent customer experiences. We nurture partnerships with our community, to build the trust and confidence of the people of Singapore. We will sustain our corporate social responsibility efforts in enabling mobility and promoting environmental responsibility.



Driving Sustainable Growth

We continue to develop organic train engineering capabilities, while expanding our train and road operational footprint both locally and overseas. We are gearing up to lead the transformation of urban mobility in Singapore to be future-ready in a digital landscape.

Future Systems Office

set up to harness digital technology and data analytics for predictive maintenance

\$30m

Gift of Mobility Fund unveiled to aid those with mobility needs in our community

Thomson-East Coast Line

contract awarded for \$1.7b and set to open progressively from 2019

Leadership Board of Directors



Seah Moon Ming #@
Chairman, SMRT Corporation
and SMRT Trains



Desmond Kuek Bak Chye #@
President & Group Chief Executive
Officer, SMRT Corporation



Lee Ling Wee @
Chief Executive Officer,
SMRT Trains



Lee Fook Sun #



Lee Seow Hiang #



Moliyah Hashim @



Philip Nalliah Pillai #@



Quek Gim Pew @



Peter Tan Boon Heng #



Tan Ek Kia #@



William Tan Seng Koon @



Yap Kim Wah #@



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FOR BIOGRAPHIES**

Legend:

- # Board member of SMRT Corporation Ltd
- @ Board member of SMRT Trains Ltd.

Leadership
Group Senior Management



Desmond Kuek Bak Chye
 President & Group Chief Executive Officer



Cindy Lau Kee Mei
 Group Chief Financial Officer



Gerard Koh Keng Swee
 Chief Corporate Officer



Lee Ling Wee
 Chief Executive Officer, SMRT Trains



Ng Bor Kiat
 Chief Technology Officer and Senior Vice President, Future Systems



Tan Kian Heong
 Managing Director, SMRT Buses and Roads Services



Tony Heng Yew Teck
 Managing Director, SMRT Taxis & Private Hire Services



Dawn Low Kar Mun
 Managing Director, SMRT Commercial Business



Mario Favaiats
 Managing Director, Singapore Rail Engineering



Colin Lim Fung Wan
 Managing Director, SMRT Services and Vice President, Strategic Relations Office



Goh Eng Kiat
 Managing Director, SMRT International and Vice President, Business Development



Margaret Teo
 Vice President, Corporate Communications



Jacquelin Tay Gek Poh
 Vice President, Legal and Corporate Secretariat



Anson Lim
 Head, Safety & Inspectorate



Wong Kiew Kwong
 Head, Internal Audit



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