



Chinatown  
Arrived  
5 mins

King Albert Park (DT6)

கிங் ஆல்பர்ட்  
பார்க்

Downtown Line  
Platform B  
King Albert Park  
South Avenue  
Tao Koh See  
Bouquet Gardens  
Meydan  
Chinatown 12

阿尔柏王园

King Albert Pa

# JOURNEY TOWARDS A MORE INCLUSIVE PUBLIC TRANSPORT

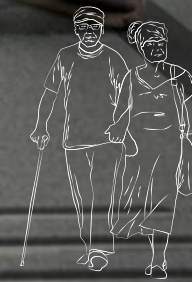
ANNUAL REPORT 2016/2017

**PUBLIC TRANSPORT COUNCIL**

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#12-03, SLF Building,  
Singapore 298135

[www.ptc.gov.sg](http://www.ptc.gov.sg)

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# HIGHLIGHTS OF THE YEAR

## ADVISORY ROLE

- Signed Memorandum of Understanding with Singapore University of Technology and Design (SUTD) and Singapore Management University (SMU)
- Conducted Roundtable discussion with international public transport experts
- Released PTC's inaugural Advisory Report "Commuters @ Heart of Singapore's Public Transport System based on the four main themes of Inclusivity, Design, Information Provision, and Good Neighbours on Public Transport
- Completed comparative studies with Tokyo and Seoul transport institutes
- Ongoing engagements with commuters and other stakeholders from the Government, public transport operators, and industry stakeholders

## REGULATING PUBLIC TRANSPORT FARES

- Simplified the rail fare structure, by lowering the fares for the fully-underground rail lines to the fare level of above-ground rail lines, and adopting a distance-based approach to calculate rail fares based on the shortest path
- Approved an overall fare reduction of 4.2% which translated to the following savings for commuters:
  - > Granted 1 to 27 cents reduction in adult card fares
  - > Granted 1 to 7 cents reduction in senior citizen card fares
  - > Granted 1 cent reduction in student card fares
- Approved applications to renew the fare pricing policy for 285 non-public bus services
- Renewed the ticket payment service licence for EZ-Link Pte Ltd and Transit Link Pte Ltd

## DETECTING FARE EVASION

- Worked with new bus operators under the bus contracting model to implement the penalty fee system
- Handled 3,452 bus and train fare evasion appeal cases and 402 taxi fare evasion cases in FY2016/2017

## CONNECTING WITH COMMUTERS

- Addressed a total of 485 public feedback and media queries
- Issued 7 press releases





## MESSAGE FROM CHAIRMAN



The Bus Contracting Model and the New Rail Financing Framework continue to be in progress. The Tuas West Extension commenced operations with Downtown Line 3 opening from 21 October 2017. There is both urgency and reasonable rapidity in building up network capacity while simultaneously targeting better reliability of operations for the sake of the commuters.

The achievements in the year in review are the results from the untiring support of our commuters, public transport operators, other stakeholders and Council members. Public transport is a critical social capital. We need to give it space and time to grow well.

**Mr Richard Magnus**  
Chairman



The year in review saw several significant initiatives against the backdrop of our evolving public transport to benefit our commuters. The Government continued to invest heavily on bus service enhancements and rail network expansion. The Bus Contracting Model and the New Rail Financing Framework continue to be in progress. The Tuas West Extension commenced operations with Downtown Line 3 opening from 21 October 2017. There is both urgency

and reasonable rapidity in building up network capacity while simultaneously targeting better reliability of operations for the sake of the commuters.

Rail network expansion over the past decade resulted in more underground lines. Yet there was fare differential between travelling on the underground and above-ground rail lines. The Council remedied this by simplifying the fare structure by lowering the fares of the North East and Circle and

Downtown Lines to the same fare level as the North-South, East-West and LRT lines. With the expanded public transport network, the Council also adopted a purely distance-based approach to calculate fares based on the shortest travel path.

In total, the Council also granted a substantial fare reduction of 4.2%, one of the largest in the history of our fare review exercises.

We will be reviewing the public transport fare adjustment formula and mechanism. With the expiration of the current fare formula by the end of 2017, there will be consultation with the public at large, at constituency ground levels, as well as with the material stakeholders as part of the review. There have been several developments in the bus and rail industry, including the changing operating cost structure and network service improvements. The Council's recommendations will be announced by the first quarter of 2018.

On 8 January 2016, PTC was given an additional statutory remit – that of an independent advisor to the Minister for Transport. PTC by design has a broad and diverse representation from society, which includes academia, labour union, industry and the people sector. This make-up is invaluable as it allows PTC to objectively weigh the considerations of commuters, the Government, public transport operators, and to provide balanced recommendations on how public transport can be improved.

In its new mandate, PTC produced an inaugural advisory report. We consulted our commuters widely through 44 in-depth interviews, 51 focus group discussions and a survey of over 2,000 commuters. The consultations were conducted across various commuter groups in English and other languages including local dialects. We also monitored mainstream and social media to take in the views and comments of more than 500,000 sentiments on public transport matters.

The Council's inaugural report was issued on 1 August 2016. The Minister for Transport supported the 17 recommendations which are being implemented by LTA progressively. These recommendations included meeting the needs of our vulnerable commuters: the elderly, the mothers with their baby's strollers, and the physically challenged.

The Public Transport Customer Satisfaction Survey, conducted in October 2016, showed commuters' satisfaction with public transport. According to the survey results, satisfaction level for public transport went up by 4 percentage points from 2015. In terms of mean satisfaction score, respondents gave public transport 7.6 out of 10, an improvement from 7.2 in 2015.

The Singapore University of Social Sciences undertook a comparison study of rail fares between Singapore and 35 major cities as part of the Council's exercise to benchmark our

fares. The study found that rail fares in Singapore are among the lowest compared to cities around the world. The benchmark report was released on the 28 December 2016.

At the time of writing this foreword, the Senior Minister of State for Transport, Dr Lam Pin Min has established an advisory panel to look into family-friendly initiatives on public transport, with Co-chairman Mr Sitoh Yih Pin. Work is in progress and I will have more details in the next Annual Report.

The achievements in the year in review are the results from the untiring support of our commuters, public transport operators, other stakeholders and Council members. On behalf of the Council, I would also like to thank the outgoing Chief Executive, Alvin Chia, for his service to PTC and welcome Tan Kim Hong on board as our new Chief Executive and member of the Public Transport Council, as we continue the journey towards a more inclusive and socially optimal public transport system.

Public transport is a critical social capital. We need to give it space and time to grow well.

# MESSAGE FROM CHIEF EXECUTIVE

“ It is our hope to continue to engage commuters widely to develop a good understanding of their needs, and at the same time, be able to explain the financial considerations for the need to adjust fares. It is certainly not an easy task. With time and building of trust, we believe we will be able to build an efficient, affordable, sustainable and more inclusive public transport system for Singapore.

The past year, being PTC's first as a body corporate, has borne significant transformations and achievements in the organization. PTC has strengthened its establishment and network to develop skills, knowledge and expertise, both local and international. This is important as it undertakes the new responsibility as an independent advisor on public transport matters to the Minister for Transport.

On the Research and Advisory front, we have established Memoranda of Understanding with several local universities to collaborate on various public transport related studies to improve the travel experiences of commuters. Internationally, we have collaborated with our counterparts in Japan and South Korea to compare service indicators and learn from peer evaluation and assessment of our respective public transport systems. We have also successfully conducted the annual Public Transport (covering bus and rail services) and Point-to-Point (covering taxi and private-hire car services) Customer Satisfaction Surveys. It is heartening to see the results of both surveys improving.

More importantly, these surveys provide a quantitative and objective set of measurements on our customers' experiences in using our public transport systems. The results are useful for stocktake, ground sensing and formulation of recommendations for service improvements.

On fare regulation, our work in balancing commuters' interests and ensuring financial sustainability of the public transport system continue to remain as a high priority. The 2016 Fare Review Exercise affirmed the Council's commitment to keep fares affordable for commuters. In a significant move, the fare structure was simplified to standardise fares for fully underground and above-ground rail lines. With the change, commuters are able to enjoy the flexibility of travelling on any of our rail lines at the same fare for equivalent distances.

Let me further highlight some of our other significant achievements in the year.

## PTC's Inaugural Advisory Report

The inaugural Advisory Report entitled "Commuters at the Heart

” **Mr Alvin Chia**  
Chief Executive

of Singapore's Public Transport System" was launched on 1 August 2016. The report is the fruit of an expansive consultation process with key stakeholders from all walks of life to understand their travel experience and expectations. In-depth interviews, focus group discussions, a survey of commuters and monitoring of online sentiments were undertaken over an intense period of six months to prepare for the report.

A raft of recommendations were made in the report to propose improvements to various aspects of commuters' travel experiences. Some examples of the recommendations included allowing baby strollers to remain open on board buses, providing nursing rooms and adjusting the speed of escalators at train stations for elderly commuters. The recommendations were all accepted and have been implemented progressively to improve the travel experiences of our commuters.

## Fare Simplification and Fare Review Exercise

In addition to the simplified fare structure, calculation of fares was

also shifted from a time-based to a distance-based approach. Previously, train fares were calculated based on the distance of the fastest path between the origin-destination pairs of train stations, which may not always be the travel path of the shortest distance. With the simplified fare structure, commuters enjoy more flexibility in choosing their preferred and most convenient travel path, without having to pay more. This approach also ensures that commuters pay lower fares for their travel.

During the year, PTC approved an overall reduction in bus and train fares of 4.2%, resulting in all card paying commuters enjoying lower fares. Effective 30 December 2016, adult commuters' card fares were reduced by 1 to 27 cents per journey, depending on the distance travelled. The concessionary card fares for senior citizens were also reduced by 1 to 7 cents while the student concessionary card fares were reduced by 1 cent. Affordability of public transport fares improved with the lower fares across-the-board.

## Deterring Fare Evasion on Public Transport

As part of PTC's aim to ensure that the penalty framework remains relevant and effective in deterring fare evasion, PTC introduced various measures in 2016 to deter fare evasion on our public buses, trains and taxis. These measures included the implementation of a more rigorous enforcement approach as well as higher penalty fee amounts. The penalties for taxi fare evasion were stepped up to better protect taxi drivers as non-payment of fares would adversely impact their livelihood.

The penalty fee framework was also extended to new bus operators as the bus industry transited from a privatised model to that of a government bus contracting model. Such a framework provided the necessary safeguards to prevent fare leakage which help to keep the public transport system sustainable.

## In Closing

It has been a hard but rewarding year. I would like to thank all our stakeholders and partners for their unwavering support and collaboration. Special thanks to Chairman and my fellow Council Members, who have spent much of their personal time to provide excellent guidance and leadership to help steer the organization towards its goals.

The journey ahead is exciting. The public transport industry will continue to evolve with new technologies and challenges. With expansion of the rail network, greater commitments to improve service reliability and higher bus and rail service standards, PTC will need to pay much attention to ensure the financial sustainability of the public transport system. It is our hope to continue to engage commuters widely to develop a good understanding of their needs, and at the same time, be able to explain the financial considerations for the need to adjust fares. It is certainly not an easy task. With time and building of trust, we believe we will be able to build an efficient, affordable, sustainable and more inclusive public transport system for Singapore.





# COUNCIL MEMBERS



**Mr Richard Magnus**  
Chairman

Mr Magnus was reappointed as Chairman of Public Transport Council (PTC) on 1 May 2016. He had served on the Council since February 2012 and led the Fare Review Mechanism Committee (FRMC) which undertook a review of the public transport fare review mechanism and fare concessionary framework. The recommendations of the FRMC were accepted by the Government in November 2013 and had been implemented progressively thereafter. The fare review mechanism clinched the esteemed International Association of Public Transport's (UITP's) "Smart Financing and Business Model" finalist award at the 61st UITP World Congress & Exhibition in Milan.

Under the leadership of Mr Magnus, PTC was re-constituted as a body corporate in January 2016 and also assumed a new role as an Advisor to the Minister for Transport. PTC's inaugural Advisory Report, which was presented to the Minister in August 2016, was well received by both the Government and members of the public. The recommendations had helped to enhance the travel experience of public transport users.

Prior to joining PTC, Mr Magnus was Board Director of the Land Transport Authority. He also chaired the Downtown Line's Financing Committee whose proposals were accepted for implementation. On 17 October 2016, Mr Magnus was appointed as the Chairman of UITP Asia Pacific Organising Authority Platform.

Mr Magnus is also Chairman and Board Director of several private companies and bodies. He is Singapore's First Representative to the ASEAN Inter-Governmental Commission on Human Rights; and Vice-Chairman of UNESCO's International Bioethics Committee as well as a Member of the Public Service Commission and the Ministry of Home Affairs' Independent Review Panel. For his contributions to Public Service, he was conferred the Public Administration Medal (Gold) (Bar) in 2003, the Meritorious Service Medal in 2009 and the Public Service Star Medal in 2015. Mr Magnus is also Adjunct Professor for the School of Law, Singapore University of Social Sciences.

**Mr Alvin Chia**

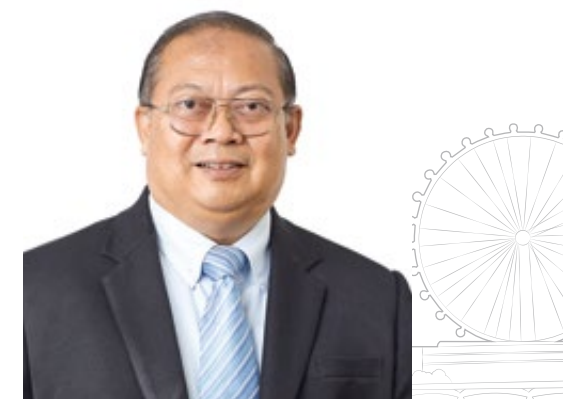
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Mr Chia is the Chief Executive of the Public Transport Council (PTC). He played an instrumental role in helping the Fare Review Mechanism Committee (FRMC) complete its review in 2013. Mr Chia also led the 2013, 2014, 2015 and 2016 Fare Review Exercises and spearheaded PTC's first Advisory Report to the Minister for Transport, recommending a raft of service improvements on public transport. Under his leadership, Mr Chia steered efforts to ensure fare review exercises were conducted with thoughtful planning to take into consideration the interests of various commuter groups while meeting the rising cost pressures on the public transport operators. Mr Chia has more than 20 years of working experience in the land transport industry, with specialisation in land transport policies, public transport fares and bus service regulation. He holds a first class honours degree in Economics from the University of Calgary, Canada.



**Mr Abdullah Shafie Bin Mohamed Sidik**

Mr Abdullah Shafie is Chairman of Siglap South Community Centre Management Committee, and Vice-Chairman of Joo Chiat Citizens' Consultative Committee and Joo Chiat Community Club Management Committee. Mr Abdullah Shafie is also President of SATS Workers Union and a member of the Advisory Committee of the Reformatory Training Centre. He is active in community and grassroots work. For his service to the community, Mr Abdullah Shafie was awarded the Public Service Star (BBM) in 2005.



**Mr Arasu s/o Duraisamy**

Mr Arasu is General Secretary of Singapore Port Workers Union and a Member on NTUC Central Committee. He pursued the OTC Institute-UniSIM Diploma in Employment Relations (DER) and was awarded the Seah Mui Kok Award for Top Unionist in the DER programme.





### Associate Professor Vincent Chua Cheng Huat

Associate Professor Chua is Head (Research) in the Office of the President at Singapore University of Social Sciences (SUSS). He obtained his PhD in Economics from the University of Chicago in 1989. His strong academic background and ground experience in public transport enable him to offer professional and valuable inputs to the Council. Associate Professor Chua was awarded the Public Service Medal (PBM) in 2007 and the Public Service Star (BBM) in 2015 in recognition of his contributions to the Council since 1999.



### Ms Chua Lee Hoong

Ms Chua is Senior Director of the Resilience Policy and Research Centre, and Senior Director of the National Security Research Centre, in the Prime Minister's Office. Prior to that, she was with the Straits Times for 17 years, including two years as Features Editor, six years as Review Editor and four years as Political Editor. She was a Member of the Board of Directors of the Land Transport Authority from 2008-2014, and had served previously on the REACH Supervisory Panel, the Promote Mandarin Council, the Committee on Ageing Issues and the Bilingualism Fund Publicity and Outreach Committee.



### Ms Anne Chua Tai Hua

Ms Chua is Head of Finance at CapitaLand Commercial Trust. She is a finance professional with more than 30 years of experience in the finance and treasury functions with local and multinational organisations. She also sits on the Valuation Review Board of the Ministry of Finance. Ms Chua has a Master's Degree of Professional Accounting from the Singapore Management University and a Master of Applied Finance Degree from MacQuarie University.

### Mr Gopinath Menon

Mr Menon is a freelance transportation engineering consultant who is also a Senior Research Fellow at the Centre for Infrastructure Systems at Nanyang Technological University. He has vast experience in the transport field, specialising in traffic management, road pricing and bus priority schemes. In recognition of his contributions, Mr Menon was awarded the Public Service Star (BBM) in 2010.



### Mr Karmjit Singh

Mr Singh is Chairman of the Chartered Institute of Logistics and Transport Singapore (CILT) where he is actively involved in logistics professional development for over 15 years. Previously, he had served as a Member on the Board of The Logistics Institute - Asia Pacific, National University of Singapore for several years. He is an Independent Board Director of the Keppel Telecommunications and Transportation Ltd, a subsidiary of Keppel Corporation. He was Chairman of the Advisory Council for e-commerce for Singapore Post Limited. Mr Singh also participated in the General Agreement in Trade and Services deliberations on air transport services in 1991.



### Ms Lee Huay Leng

Huay Leng heads the Chinese Media Group of Singapore Press Holdings, which includes Lianhe Zaobao, Lianhe Wanbao, Shin Min Daily, the digital platform Zaobao.sg and radio UFM100.3. She started her journalistic career in Lianhe Zaobao in 1994 upon graduation. She was with the paper for 20 years in different roles as sports reporter, political reporter, Hong Kong correspondent, Beijing Bureau Chief, China Editor, News Editor and Deputy Editor. For public service, Huay Leng serves as a member of Founders' Memorial Committee and Lifelong Learning Council. She is also Board Director of the National Kidney Foundation and Governor of Singapore International Foundation. She is also an active alumna of her alma mater.





### Mr Sng Chern Wei

Mr Sng is Deputy Director-General of Education (Curriculum) at the Ministry of Education. He holds a Master's Degree from Harvard University. He also has a Professional Qualification in Leaders in Education Programme from the National Institute of Education. Mr Sng received the Public Administration Medal (Silver) in 2010.



### Associate Professor Patricia Tan Mui Siang

Associate Professor Tan is Head of the Division of Accounting at Nanyang Business School, NTU. She has a PhD Degree in Accounting from the University of British Columbia, and is a Chartered Accountant of Singapore. Prior to joining academia, Associate Professor Tan worked as an external auditor in one of the international audit firms. Her research interests are in financial reporting issues and sustainability reporting. Her research has been published in both professional accounting and top academic journals in the field, and she has presented her research findings at numerous international conferences. She has also jointly conducted various financial reporting consultancy projects and currently serves on various committees in the accounting profession. She has taught courses at many levels, including undergraduate, MBA and Nanyang Fellows.



### Mdm Tan Seow Peer

Mdm Tan is a practising lawyer with Jing Quee & Chin Joo. She is active in community work and is Chairperson of Tiong Bahru Community Centre Management Committee. For her contributions, Mdm Tan received the Public Service Star (BBM) Award in 2011.

### Mr Yeo Teck Guan

Mr Yeo is Group Director, Public Transport at the Land Transport Authority. He joined the Authority in 1998 and was Director, Public Transport Regulation from 2007 to 2012. He brings to the Council his extensive experience in the regulation of public transport services, and the transition of the public bus industry to a bus contracting model.



### Mr Adrian Chua

Mr Adrian Chua is Deputy Secretary (Administration) at the Ministry of Defence. He oversees the defence budget, manpower, information technology and legal issues.

Prior to his current post, Mr Chua was Divisional Director (Manpower Planning and Policy Division) at the Ministry of Manpower, Executive Director (Strategic Planning and Communications Department) and Executive Director (Prudential Policy Department) at the Monetary Authority of Singapore (MAS). He also served as a member of the Executive Board of the International Monetary Fund from 2008 to 2010, during the global financial crisis.

Mr Chua graduated from Harvard University with a Master in Public Policy under a MAS Postgraduate Scholarship.



### Mr Fang Chin Poh

Mr Fang is General Secretary of the National Transport Workers Union and has been active in union work for 33 years. He was a member of the NTUC Central Committee from 2007 to 2011 and is currently serving as a Grassroots Leader and member of the Woodlands Citizen Consultative Committee. He is also a member of the Public Transport Tripartite Committee. Mr Fang received the Comrade of Labour Award and the Comrade of Labour (Star) Award in 2005 and 2015 respectively, as well as the Public Service Medal (PBM) in 2008.







### Dr Kwoh Chee Keong

Dr Kwoh is Vice-Chairman of Keat Hong Citizens' Consultative Committee and a committee member of the South West Community Development Council. He is an active grassroots volunteer for the past 20 years and was awarded the Public Service Medal (PBM) in 2008. Dr Kwoh is an Associate Professor at the School of Computer Science and Engineering, Nanyang Technological University.



### Mr Chan Boon Fui

(stepped down with effect from 1 May 2016)

Mr Chan is Senior Director (Leadership Development and HR Policy) of the Public Service Division. He had previously held various appointments in the People's Association, Ministry of Trade and Industry, Ministry of Transport and Ministry of Defence. Mr Chan holds a Master of Science in Management from Stanford University.



### Mr Toh Hock Poh

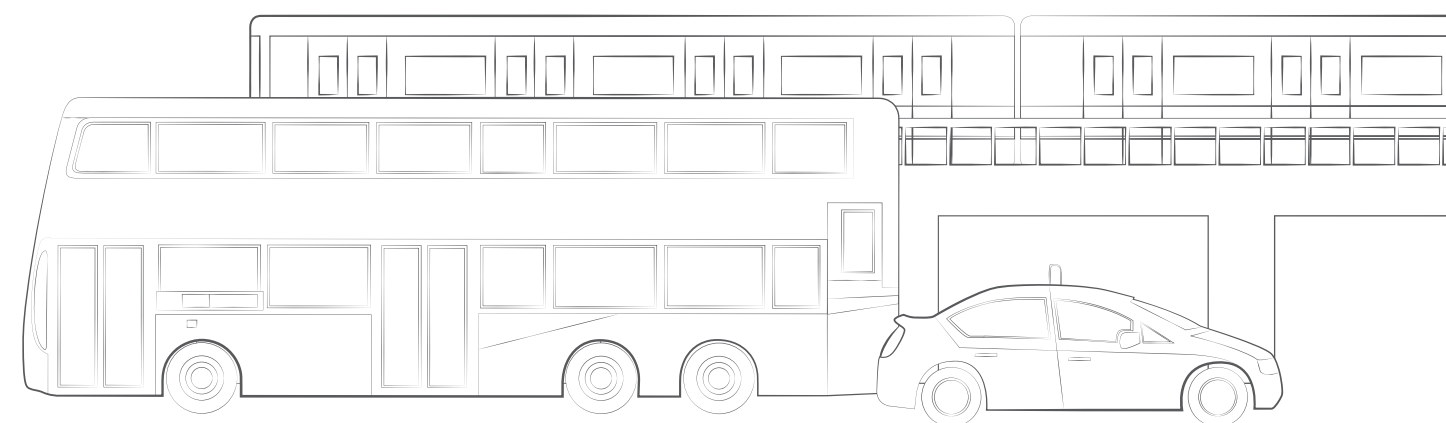
(stepped down with effect from 1 May 2016)

Mr Toh is President of Metal Industries Workers' Union, and is an active unionist with more than 30 years of service in unions. He is also a Board Member of NTUC Learning Hub, Trustee of the NTUC Education and Training Fund, and NTUC Central Committee Member. Mr Toh received the Comrade of Labour Award at May Day Awards in 1998 and Public Service Medal (PBM) in 2009.

### Mr Tay Bok Hock Louis

(stepped down with effect from 1 May 2016)

Mr Tay is Chairman of Bukit Panjang Community Sports Club, Vice-Chairman of Bukit Panjang Citizens' Consultative Committee and Resource Person of the North West Community Development Council. He was awarded the Efficiency Medal, Public Service Medal, Public Service Medal Star, and Public Service Star (Bar) in 1997, 2000, 2005 and 2015 respectively. Mr Tay is currently holding the position of Head, Technical (BIM) Department in Lian Soon Construction Pte Ltd.





# ABOUT PUBLIC TRANSPORT COUNCIL

The Public Transport Council (PTC) regulates public transport fares and ticket payment services. It also undertakes the role of an advisor to the Minister for Transport on public transport matters. Established in 1987 under the Public Transport Council Act (Cap 259B), PTC operates within the jurisdictions of the Public Transport Council Act and in accordance with overarching public transport policies.

The 17-member Council, by design, has a broad and diverse representation from the society, which includes academia, labour union, industry and the people sector. Many of the Council members commute regularly by public transport for work and leisure, thus they share many of the views and concerns of commuters themselves. The multiplicity of representation and experience of the Council members allows PTC to objectively weigh the considerations of commuters, the Government and public transport operators, so as to provide balanced recommendations to improve the public transport system.

The key statutory powers of PTC include:

- Regulating bus and train fares (taxi fares had been deregulated since 1 September 1998);
- Regulating ticket payment services for buses and trains;
- Regulating penalty fees to deter fare evasion; and
- Advising the Minister for Transport on public transport matters

PTC strives to keep public transport fares affordable for commuters while ensuring the sustainability of the public transport system. It also endeavours to enhance the travel experience of commuters by providing objective and evidence-based advice to the Minister for Transport. It works closely with the public transport industry players and Government agencies such as the Ministry of Transport and the Land Transport Authority.

Regulating bus and train fares  
(taxi fares had been deregulated  
since 1 September 1998)



Regulating ticket payment  
services for buses and trains



Regulating penalty fees to  
deter fare evasion



Advising the Minister for  
Transport on public transport  
matters



# CORPORATE IDENTITY

## VISION

A sustainable public transport system, the preferred choice for all.

## MISSION

To work in collaboration with commuters, transport operators and government agencies to improve our public transport system by:

- Keeping public transport fares affordable while ensuring the sustainability of the public transport system; and
- Providing objective, evidence-based advice to the Government to improve the service quality of public transport and commuters' travelling experience

## CORE VALUES

**Professionalism**

Strive for service excellence in what we do and how we do it

**Integrity**

Uphold high standards of moral and ethical principles

**Objectivity**

Be fair and open to differing views with the aim to achieving an optimal balance

**Innovation**

Seek new ways to improve public transport

## CORPORATE LOGO

1. The single dot above each letter of P, T and C adds a human touch, which emphasises the Council's people-centric approach to soliciting feedback and views from stakeholders through open communication.
2. 'P' stands for Public Transport Council; 'T' represents (Public) Transport Operators; and 'C' refers to Commuters. The three letters depict that PTC, public transport operators and commuters are working closely together towards better rides, affordable fares and sustainable public transport.
3. The 3 lines represent the three modes of public transport, namely bus, MRT and taxi. The lines converge on the right side to symbolise that the 3 modes are moving towards seamless travel on public transport.
4. Below the logo is our tagline 'Better Rides. Affordable Fares. Sustainable Public Transport' which addresses our core purpose and explains what we do.





# ORGANISATION STRUCTURE



Chairman  
**Mr Richard Magnus**



Chief Executive  
**Mr Alvin Chia**



Director  
Corporate Services  
**Cheryl Ng**



Director  
Policy & Regulation  
**Daniel Lau**



Director  
Research & Advisory  
**Heng Ju-Li**



Director  
Communications  
& Public Engagement  
**Janice Ng**

# MILESTONES

## FY 1987/1988

- Formation of PTC
- New MRT fares for launch of partial MRT system

## FY 1989/1990

- Revision of taxi fares
- Introduction of common magnetic farecard
- Introduction of first shuttle bus to MRT station

## FY 1991/1992

- Introduction of fuel equalisation fund
- Commissioning of bus-MRT integration exercise

## FY 1993/1994

- Commissioning of bus-MRT integration exercise

## FY 1995/1996

- Tightening of basic bus service standards and specifications
- Introduction of premier taxis scheme
- Launch of White Paper on A World Class Land Transport System

## FY 1988/1989

- Fares for complete MRT system
- Revision of taxi fares

## FY 1990/1991

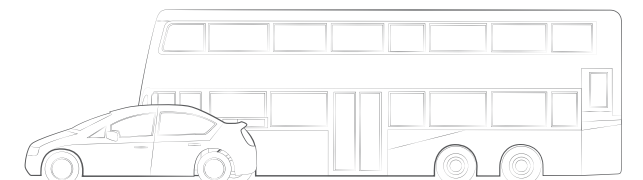
- Commissioning of bus-MRT integration exercise
- Fare review exercise
- Introduction of transfer rebates

## FY 1992/1993

- Commissioning of bus-MRT integration exercise

## FY 1994/1995

- Introduction of new basic bus service standards and specifications
- Introduction of Bus-Plus scheme
- Fare review exercise





#### FY 1997/1998

- Tightening of basic bus service standards and specifications
- Fare review exercise
- Introduction of new CPI + X fare cap

#### FY 1999/2000

- New fares for Bukit Panjang LRT
- PTC Act amendment
- Introduction of night bus scheme
- Tender for Jurong Island bus service

#### FY 2001/2002

- Introduction of feeder bus fare alignment

#### FY 2003/2004

- Introduction of differential fares for NEL
- Commissioning of bus-NEL integration exercise
- Tender for Jurong Island bus service
- Conducted bus passenger satisfaction survey

#### FY 2005/2006

- PTC Act amendment
- Introduction of Fast Forward bus services
- Conducted bus passenger satisfaction survey
- Fare review exercise

#### FY 1996/1997

- Introduction of intra-town bus service scheme
- Introduction of express bus scheme
- Implementation of taxi surcharges to taxi fares

#### FY 1998/1999

- Deregulation of taxi fares
- Introduction of Tourist Day farecard
- Introduction of rebates for farecard top-ups and concessions

#### FY 2000/2001

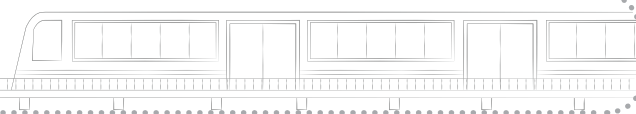
- LRT single trip fare adjustment
- Conducted comprehensive bus service audit

#### FY 2002/2003

- Launch of contactless smart card
- New fares for Sengkang LRT
- Stepping down of public transport operators from Council
- Introduction of feeder bus competition framework
- Fare review exercise

#### FY 2004/2005

- Introduction of new fare review mechanism
- New fares for Punggol LRT
- Conducted bus passenger satisfaction survey



-4.2%

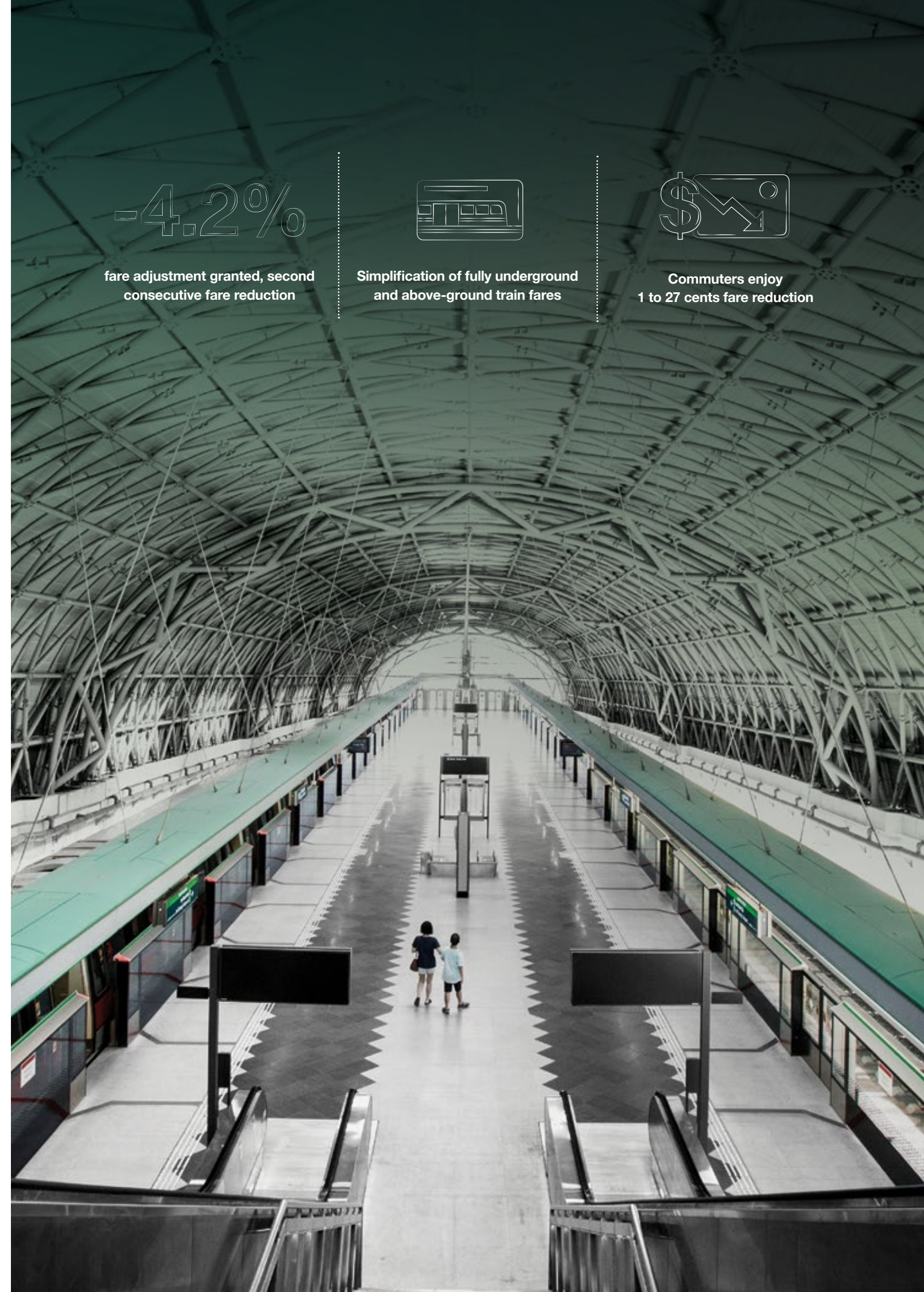
fare adjustment granted, second consecutive fare reduction



Simplification of fully underground and above-ground train fares



Commuters enjoy 1 to 27 cents fare reduction





**FY 2007/2008**

- Tightening of QoS standards on scheduled headways and provision of timetables at bus stops
- Introduction of QoS penalty framework
- Launch of Land Transport Master Plan 2008
- Fare review exercise

**FY 2009/2010**

- Introduction of new fares for Circle Line
- Reduction of bus and train fares
- Tightening of QoS standards on scheduled headways
- Introduction of new ticket payment service provider
- Launch of Graciousness on Public Transport Programme “A Happy Journey Starts Like That!”

**FY 2011/2012**

- Fare review exercise
- Development of a new bus service licensing system
- Operationalisation of a framework to deal with taxi fare evasion
- Launch of Graciousness on Public Transport Programme “Make it Right for a Better Ride!”
- Awarded Outstanding Website Award in the 2011 WebAward Competition
- Awarded Merit Award in the Minister's Innovation Award Competition (by MOT)

**FY 2006/2007**

- Introduction of new QoS standards for basic bus services
- Introduction of new guidelines for premium bus service scheme
- Introduction of new bus service operator licensing regime
- Introduction of new ticket payment service licensing
- Fare review exercise

**FY 2008/2009**

- Introduction of new QoS standard for feeder bus services
- Fare review exercise
- Review of fare adjustment formula
- Implementation of penalty fee regime to deter fare evasion
- PTC Act amendment

**FY 2010/2011**

- Introduction of new distance-based fare structure, “Distance Fares”
- Fare review exercise
- Establishment of framework for updating of bus stop distances
- Revision of penalty fee regime
- Launch of Graciousness on Public Transport Programme “Love Your Ride!”

**FY 2012/2013**

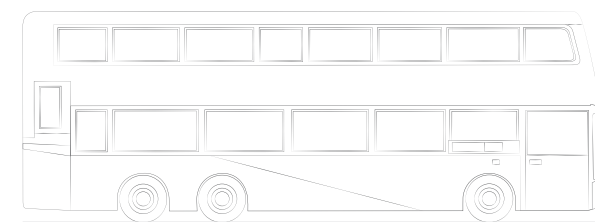
- Review and announcement of higher financial penalties for breaches to the QoS framework
- Revision of guidelines for Shuttle Bus Service Scheme
- Improvement of QoS audit framework
- Collaboration with taxi operators to place decals in 16,000 taxis
- Launch of Graciousness on Public Transport Programme “Make it Right for a Better Ride!”

**FY 2013/2014**

- Fare review exercise using new fare review formula and mechanism
- Introduction of new fares for Downtown Line
- Enhanced and new public transport concession schemes
- Implementation of new Quality of Service (QoS) financial penalty quantum
- Approval of 8 new basic services, 4 new Peak Period Short Services and 10 new City Direct bus services
- Approval of performance standards and penalty framework for Peak Period Short Services
- Launch of Graciousness on Public Transport Programme “Make it Right for a Better Ride!”

**FY 2015/2016**

- PTC Act amendment and new subsidiary legislation
- New role as advisor to Minister for Transport on public transport matters
- Transfer of PTC's bus regulatory function to LTA
- Launch of PTC's new vision and mission statements, core values and corporate logo
- Completion of Fare Review Exercise 2015 with reduction of bus and train fares
- Enhancement of penalties to deter bus, train and taxi fare evasion
- Standardisation of components in taxi fare structure

**FY 2014/2015**

- Fare review exercise
- Introduction of new off-peak passes for adults, senior citizens and persons with disabilities
- Expansion of the scope of the Quality of Service (QoS) standard on the provision of up-to-date bus service information
- Approval of 19 new basic services including 10 new Peak Period Short Services
- Launch of Graciousness on Public Transport Programme “Bring out the thoughtfulness in you”

**FY 2016/2017**

- Completion of Fare Review Exercise 2016 with simplification and reduction of bus and train fares
- Implementation of penalty fee framework on buses under the bus contracting model
- Release of inaugural Advisory Report



# REGULATING PUBLIC TRANSPORT FARES





# REGULATING PUBLIC TRANSPORT FARES

In regulating bus and train fares, PTC's role is to ensure that fares are kept affordable while the public transport system is financially sustainable in the long term.

### Fare Review Mechanism

To ensure that public transport operators do not simply pass on their cost increases to commuters, PTC has put in place a price cap formula which determines the fare adjustment that can be granted in a given year. Within this formula, there is a productivity extraction component that allows the public transport operators to share their productivity gains with commuters. The equal sharing of productivity gains would incentivise the operators to continue to improve productivity while commuters are able to benefit in the form of smaller fare adjustments.

The current fare formula, that is used to compute the quantum of annual fare adjustment, applies from 2013 to 2017 and is shown below:

**Fare adjustment = 0.4 ΔcCPI + 0.4 ΔWI + 0.2 ΔEI – 0.5%**

Where,

- ΔcCPI** = Year-on-year change in core Consumer Price Index;
- ΔWI** = Year-on-year change in Average Monthly Earnings (National Average), adjusted for any change in the employer's CPF contribution rate;
- ΔEI** = Year-on-year change in Energy Index which is a composite index derived from diesel price and electricity tariff; and
- 0.5%** = Productivity extraction component that is based on half of the public transport operators' average productivity gains.

PTC also has the discretion to grant a smaller fare adjustment under certain circumstances such as adverse economic conditions or high unemployment. In times of such circumstances, the portion of the fare quantum that is not granted will be carried forward to the next fare review exercise.

# 2016 FARE REVIEW EXERCISE

For the 2016 fare review exercise, the allowable fare adjustment quantum was negative 5.7%. PTC granted an overall fare reduction of 4.2%, and carried forward the remaining -1.5% to the next fare review exercise to lessen the impact of volatile energy prices on fare adjustments over time.

As part of the 2016 fare review exercise, we have also introduced a more simplified train fare structure, by lowering the fares for the fully-underground rail lines to the fare level of above-ground rail lines. We also made the decision to shift from a time-based approach to a distance-based approach in determining the route for the calculation of train fares. With the simplified fare structure, commuters can now enjoy more flexibility in choosing their preferred and most convenient travel path, without worrying about having to pay more. This ensures that commuters always pay the lowest possible fares.

The card fares for all commuters were reduced in the 2016 fare review exercise. Adult commuters enjoyed a fare reduction of 1 to 27 cents per journey, depending on the distance travelled. The concessionary card fares for senior citizens were also reduced by 1 to 7 cents while the student concessionary card fares were reduced by 1 cent. The fare reductions were implemented with effect from 30 December 2016.

Overall, public transport fares continued to remain affordable in relation to the annual change in wage levels. The indicators for the second quintile households and second decile households showed improvements in fare affordability from the period of 2005 to 2015. This means that over the last decade, these households have been spending proportionately less of their monthly income on public transport fares.

4.2%  
an overall fare reduction.

Adult commuters enjoyed a fare reduction of  
1 to 27  
cents per journey, depending on the distance travelled.





**Monthly Public Transport Expenditure as a Percentage of Household Income**

Second Decile Income Group Households







### Taxi Fare Structure

The taxi fare structure has been standardised to allow commuters greater ease in comparing fares across different taxi companies. However, taxi fares remained de-regulated and could still be adjusted according to market forces. With a standardised structure, each taxi company has only one set of unit fares for all its standard taxis and another set of unit fares for all its premium taxis. Similarly, for each taxi company, there is one booking fee for peak-period, off-peak and advance bookings for all its standard taxis as well as for all its premium taxis.

Since March 2017, SMRT Taxis Pte Ltd, Trans-Cab Services Pte Ltd, Premier Taxis Pte Ltd, Prime Car Rental & Taxi Services Pte Ltd and HDT Singapore Taxi Pte Ltd have partnered Grab to offer flat fare taxi booking for taxis via Grab's mobile application. Comfort Transportation Pte Ltd and CityCab Pte Ltd also started offering flat fare taxi bookings via their own mobile application in April 2017. The introduction of flat fare taxi booking allows taxi companies to better match demand through dynamic pricing, and also provides an additional option and certainty to commuters where the fares will not change regardless of the route used or the en route traffic conditions.

### Fares for Non-public Buses

Non-public bus services are provided on a commercial basis, enabling commuters a choice between taking non-public buses or public transport. In order to safeguard commuter interests, PTC requires operators of non-public bus services to submit their fare pricing policies for approval, without which the operators will not be allowed to charge a fare for their services. The fare pricing policy lists the principles and conditions under which a non-public bus operator charges fares for the services it offers, such as requiring the operator to give commuters advance notice of any fare changes prior to its implementation.





# REGULATING TICKET PAYMENT SERVICES

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# REGULATING TICKET PAYMENT SERVICES

**PTC regulates and licenses ticket payment services for public transport which serves to ensure that the interest of commuters in the payment of public transport fares is safeguarded.**

These ticket payment services include the following:

- i) clearing of ticket transactions; and
- ii) sale, top-up, replacement, refund, and management of the use of various modes of payment for tickets (e.g. ez-link cards, NETS FlashPay cards)

Currently, Transit Link Pte Ltd, EZ-Link Pte Ltd, and Network for Electronic Transfers (Singapore) Pte Ltd are issued a ticket payment service licence as they each clear a total transit transaction value of more than S\$300 million per year. During the year of review, PTC renewed the ticket payment service licence of both EZ-Link Pte Ltd and Transit Link Pte Ltd.

About 98% of daily trips on public transport are made using CEPAS-compliant (Contactless e-Purse Application Standard) cards. All fees and charges related to these cards are currently regulated by PTC to safeguard commuters' interest.

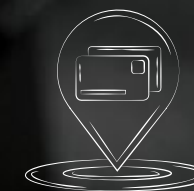
For the ease and convenience of commuters, there are more than 800 service points located at bus interchanges, bus terminals, bus stops and Rapid Transit System (RTS) stations to enable commuters to buy, top-up, replace and receive refunds for their cards. The topping-up of cards at these service points is done free-of-charge.



About

**98%**

of daily trips on public transport are made using CEPAS-compliant (Contactless e-Purse Application Standard) cards.



**800**

service points located at bus interchanges, bus terminals, bus stops and Rapid Transit System (RTS) stations





# DETECTING FARE EVASION

18 Aug Please do not leave your belo

1 Pasir Ris

Pasir Ris	5 mins
Pasir Ris	7 mins

Emergency Stop  
Plunger  
For This Platform Only ↓





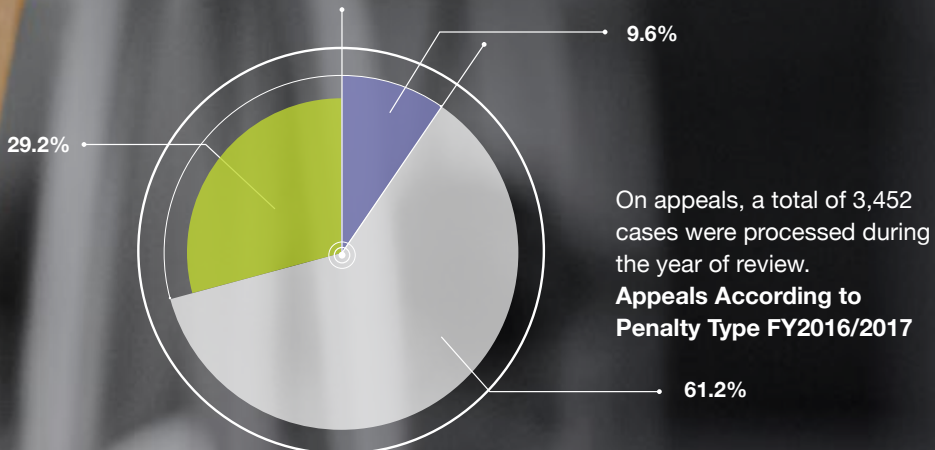
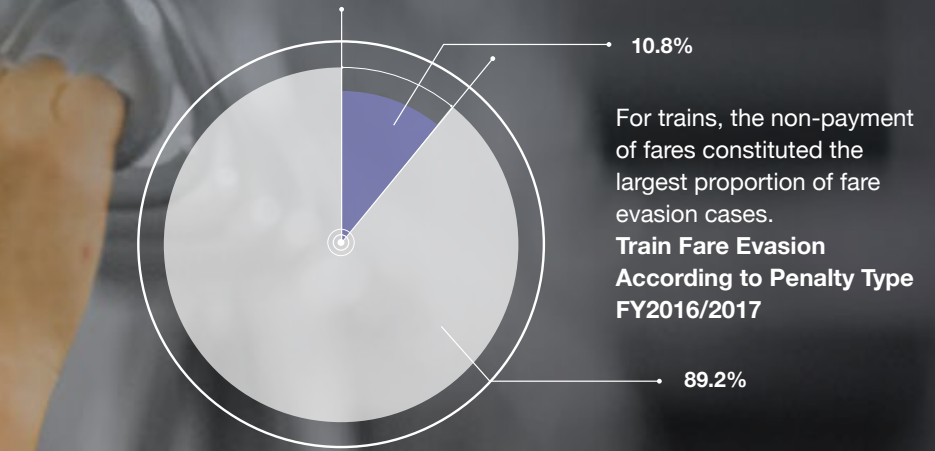
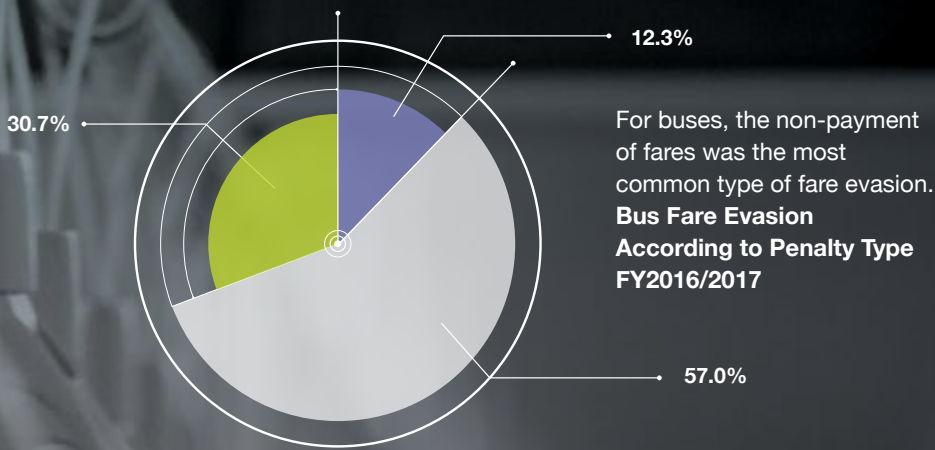
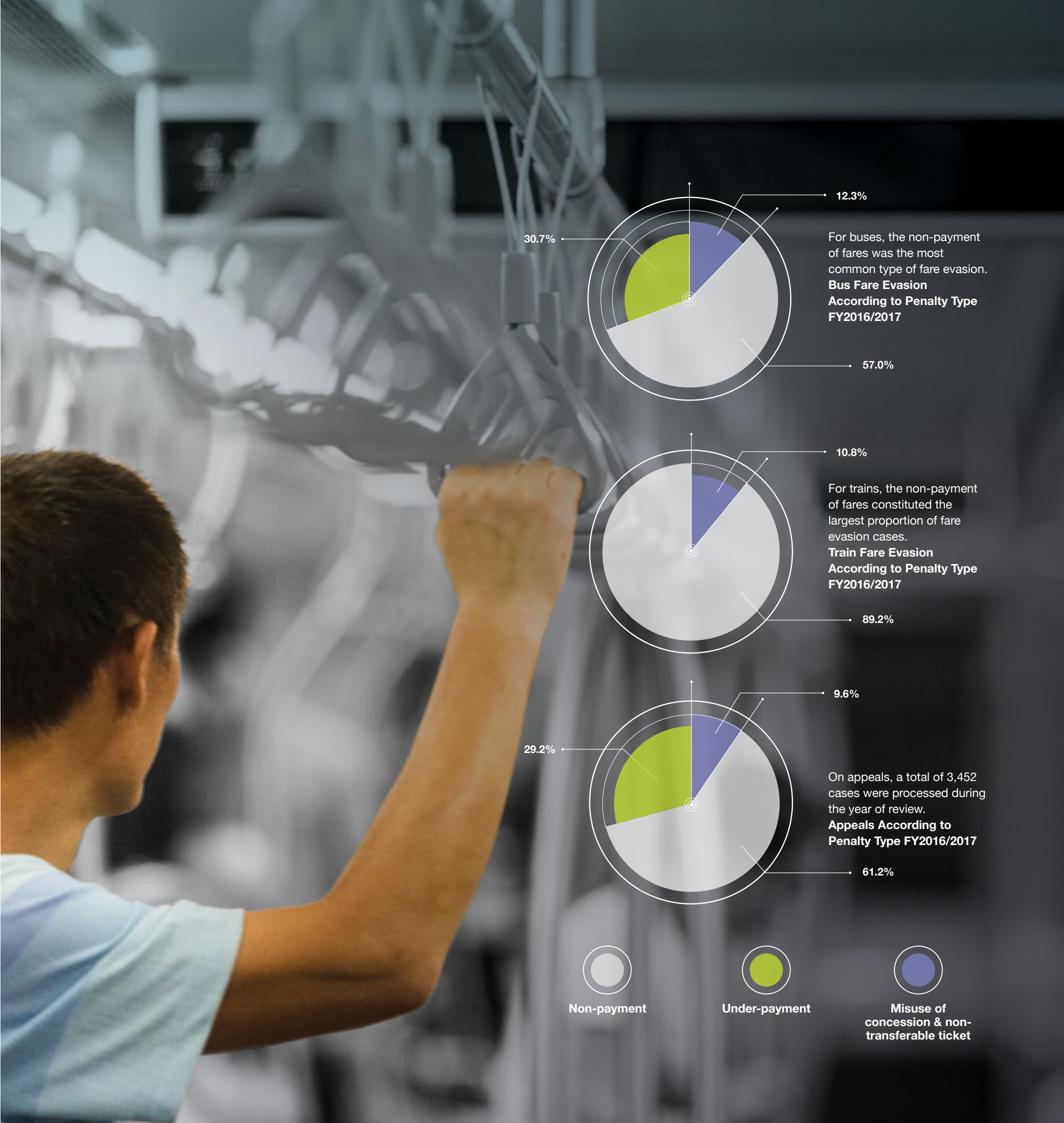
# DETERRING FARE EVASION

During the year in review, the bus industry saw a major transition from a privatised model to a bus contracting model.

We saw the entry of two new bus operators, Tower Transit Singapore and Go-Ahead Singapore. PTC has worked closely with the Land Transport Authority to facilitate a smooth transition for the two operators into Singapore's operating environment.

Fare evasion on public transport refers to the non-payment of fares, under-payment of fares, and misuse of concessions. To strengthen our penalty fee framework, we have raised the penalty fee for non-payment and under-payment of bus and train fares, as well as increased the composition sum for offences in 2016 for higher deterrence against fare evasion.

From 1 April 2016 to 31 March 2017, a total of 7,618 fare evasion cases were detected. About 54% of the cases were settled by the fare evaders through payment of the penalty fee or composition sum.



Non-payment



Under-payment



Misuse of concession & non-transferable ticket



### Effectiveness

Since the introduction of the penalty fee regulations in 2008, fare evasion rates on buses have remained at a consistently low level. The penalty fee mechanism has proven to be an effective deterrent against fare evasion.

In 2016, the penalty fee was increased for the non-payment and under-payment of fares. Moving forward, PTC will continue to review the effectiveness of the current penalty fee framework and introduce enhanced measures when necessary.

### Fare Evasion Rate on Buses

In FY 2008/2009



In FY 2016/2017



### Taxi Fare Evasion

Taxi fare evasion affects the livelihoods of our taxi drivers. In order to protect the livelihood of taxi drivers, it is crucial that financial penalties are in place to deter taxi fare evasion. Under Section 24D of the PTC Act, the non-payment of taxi fare is considered an offence. Passengers found guilty can be fined up to S\$1,000 and repeat offenders can be fined up to S\$2,000 or jailed up to 6 months, or both.

On 9 May 2016, PTC enhanced the penalty framework to create stronger deterrence and to encourage taxi drivers to come forward to testify against fare evaders. Passengers who do not pay their taxi fares will be liable for a higher composition fine of \$200 for the first offence and \$400 for the second offence, over and on top of the restitution payment of the unpaid taxi fare. Previously, the composition fines were \$100 and \$200 respectively. Repeat offenders who commit three or more offences and offenders who do not make a restitution payment of the unpaid taxi fare will be prosecuted in Court.

Apart from higher penalties, we have also worked closely with LTA and taxi operators to educate commuters. As part of our educational efforts to deter taxi fare evasions, decals to inform passengers of the penalties for such evasions are displayed in the majority of taxis today. The taxi operators have also stepped up efforts to educate taxi drivers on the reporting procedure, and encourage them to come forward to report the non-payment of taxi fares.

For FY2016/17, a total of 368 taxi fare evasion cases were referred to, and handled by PTC in partnership with LTA. We will continue to work closely with LTA and taxi operators to protect the livelihood of our taxi drivers.



**368**

taxi fare evasion cases were handled by PTC in partnership with LTA







**ADVISORY  
ROLE -  
IMPROVING  
PUBLIC  
TRANSPORT  
SERVICES**

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# ADVISORY ROLE – IMPROVING PUBLIC TRANSPORT SERVICES

To fulfil its mission of balancing affordable fares, better rides and sustaining the public transport system, PTC continued its engagements with different stakeholder groups.

In its engagements, PTC adhered to its principles of ensuring that feedback obtained was evidence-based and reflected the voices of the commuters, players in the public transport industry and other stakeholders. The needs and interests of all the parties were considered before recommendations were developed for inclusion in PTC's first advisory report.

Under the advisory role, two highlights of the year were the first Roundtable event with international expert speakers, as well as the inaugural PTC advisory report, that was submitted to the Minister for Transport in August 2016.

## Roundtable with Public Transport Experts

PTC held a Public Transport Experts Roundtable with public transport experts from Hong Kong, London, Seoul, and Tokyo – comparable metropolitan jurisdictions – as well as from Singapore and the International Association of Public Transport. The objective of the Roundtable was to bring together experts with a collective wealth of experience in successful urban public transport systems, to discuss best practices, as well as applications in the commuter experience suitable for Singapore. The experts also experienced our public transport system first-hand by riding our buses and trains.



From left, Dr Nakmoon Sung, Dr Dorothy Chan, Professor Phang Sock Yong, Mr Shashi Verma, Mr Tetsuto Igarashi



Focus group discussion with wheelchair users

Total of  
participants from various  
profiles were involved to ensure  
diversity of views

# 209



respondents from various  
profiles were surveyed in the  
second half of 2016

# 5,395

## Inaugural Advisory Report

PTC submitted the inaugural advisory report to the Minister for Transport in August 2016. Extensive engagements with commuters, stakeholders, Roundtable experts, and social media monitoring culminated in 17 recommendations in the advisory report. These recommendations were grouped into four themes, namely: Commuters@Heart of Inclusive Public Transport, Commuters@Heart of Information, Commuters@Heart of Design and Good Neighbours on Public Transport.

## Ground Engagements

In our continuous ground engagement efforts, nine in-depth interviews and 30 focus group discussions were conducted this year. A total of 209 participants from various profiles were involved to ensure diversity of views.

With effect from 2016, PTC took over the Public Transport Customer Satisfaction Survey (PTCSS) and the Taxi Customer Satisfaction Survey (TCSS) from the Land Transport Authority. With the surge in usage of private-hire car services, we expanded the TCSS to include commuter satisfaction with private-hire car services. The TCSS had also been renamed as Point-to-Point Transport Services Customer Satisfaction Survey (PCSS). A total of 5,395 respondents from various profiles were surveyed in the second half of 2016 for both surveys.



### Industry Engagement

Similar to last year, PTC continued to engage our industry stakeholders extensively to better understand their concerns.

Throughout the year, PTC engaged public transport operators and associations. Various meetings were held and focus group discussions were also conducted with some of their frontline staff to understand first-hand the challenges that the staff faced when providing service to commuters. PTC also began engaging the management teams of special needs groups with plans to conduct focus group discussions with their clients in the coming year.

All these engagements provided us with a more holistic view of the current state of the public transport experience, and enabled PTC to make recommendations on how to enhance it.

### Collaboration with Local Tertiary Institutions

During the year, PTC commenced on projects related to research and analysis with the National University of Singapore (NUS) and Singapore University of Social Sciences (SUSS). As part of PTC's collaboration with NUS, we examined commuters' experiences at various public transport 'touchpoints', through interviews and focus group discussions. Through the inputs gathered, NUS designed the questionnaires for PTC's bus and rail surveys. The surveys will be launched in the coming year. SUSS conducted a study to compare rail fares in Singapore with that of 35 other cities around the world. The observation from that study was that Singapore's fare curve was relatively lower than the fare curves of 22 cities out of the 35 cities studied.

We also signed Memoranda of Understanding (MoUs) with two more tertiary institutions, the Singapore University of Technology and Design (SUTD) and Singapore Management University (SMU). We are in discussions with these two universities for possible collaboration projects.

The observation from that study was that Singapore's fare curve was relatively lower than the fare curves of

**22** cities out of the **35** cities studied.



### Collaboration with Overseas Institutions

Besides a better understanding of local developments, it is also imperative for PTC to develop international relationships and stay abreast of emerging trends in the public transport industry overseas.

During the year, comparative projects with two overseas transport institutions in Tokyo and Seoul were completed. These two cities were chosen due to comparable population density, economic development with Singapore and mature public transport systems. Both studies examined the best practices in the 'soft aspects' of the commuting experience.

By working with cities with mature public transport systems, PTC hopes to be able to glean the best practices in their systems, and develop a systematic and rigorous framework to compare commuters' travel experience with that of Singapore's. These will help contribute towards achieving Singapore's car-lite vision.

From left, Mr Alvin Chia, Mr Richard Magnus, Professor Lily Kong (Provost, Singapore Management University), Professor Steve Miller (Vice-Provost, Research, Singapore Management University)



From left, Mr Alvin Chia, Mr Richard Magnus, Professor Chong Tow Chong (Provost, Singapore University of Technology and Design), Professor Chan Heng Chee (Chairman, Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design)





# ENGAGING THE PUBLIC THROUGH FEEDBACK

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# ENGAGING THE PUBLIC THROUGH FEEDBACK

Commuters are at the heart of our public transport system. It is therefore important for PTC to continually engage the public as our aim is to enhance commuters' experience on public transport.

### Public feedback and media queries

Public feedback is a key platform that enables us to obtain ground sensing in relation to commuters' areas of satisfaction and concerns, as well as gain insights into commuters' travel experiences and expectations. This, in turn, will enable us to identify any service gaps and look at areas for improvements to enhance the public transport system. Commuters have shared that they want their views on public transport matters to be heard and PTC values such feedback. We strive to respond to every feedback in a prompt and effective manner to address commuters' concerns. For this year, PTC received a total of 439 public feedback.

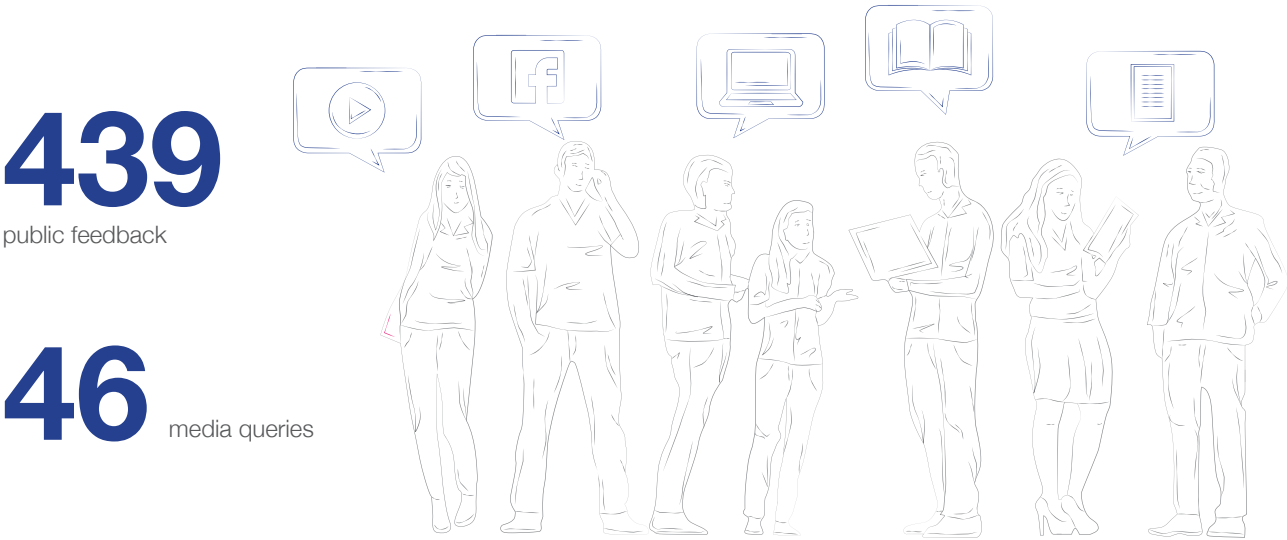
PTC welcomes members of the public to provide their feedback to us through various channels, including the toll-free hotline, online feedback portal, email, facsimile and REACH (Reaching Everyone for Active Citizenry @ Home) portal.

Responding to media queries in a clear and expeditious manner is also crucial so that members of the public can better understand the rationale behind our decisions and initiatives that are reported by the media. PTC responded to a total of 46 media queries, involving largely clarifications for the Fare Review Exercise and fare evasion cases.

### Different communication platforms

PTC adopted a variety of communication platforms to reach out to our commuters and to provide timely updates on our key events and initiatives. Such platforms included the PTC website and Facebook page. For the year in review, PTC also launched Chairman's blog, which serves as a key platform for the Council to share its thoughts and insights on different aspects of public transport-related issues.

To facilitate a better understanding of PTC's initiatives, different resources including videos and infographics are used to share information with our commuters. Our aim is to make PTC's announcements simpler for the man on the street to understand, by using less technical terms and more illustrations.



### PUBLIC FEEDBACK AND MEDIA QUERIES RECEIVED BY PTC

Types	FY 2016/2017		FY 2015/2016 <sup>+</sup>	
	Feedback	Media Query	Feedback	Media Query
Bus service matters (i.e. bus service reliability, bus service connectivity, bus route matters, etc.)	108	-	134	1
Fares and concession matters (i.e. fare review exercise, concession schemes, transfer rules, etc.)	99	30	175	17
Fare evasion (i.e. bus and train fare evasion, taxi fare evasion, etc.)	48*	9	10	8
Ticketing matters (i.e. ez-link cards, NETS FlashPay cards, standard tickets, card top-up services, etc.)	1	-	5	-
Others (i.e. taxi services, train services, public transport operators' customer service, conduct of drivers, Graciousness on Public Transport Programme, bus stops and road matters, etc.)	183	7	205	4
TOTAL	439	46	529	30

\* Includes members of the public who wrote in enquiring on how to file an appeal, appeal processing time, update on status of appeal, etc.  
+ As there were some updates to the feedback statistics, this updated table reflects the latest figures.





# REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

ASSURANCE PARTNERS LLP  
Public Accountants and Chartered Accountants



# GENERAL INFORMATION

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## 1. REGISTERED ADDRESS

510 Thomson Road  
#12-03, SLF Building  
Singapore 298135

## 2. COUNCIL MEMBERS

Mr. Richard Magnus  
Mr. Alvin Chia  
Mr. Abdullah Shafie Bin Md Sidik  
Mr. Adrian Chua  
Ms. Anne Chua Tai Hua  
Mr. Arasu s/o Duraisamy  
Ms. Chua Lee Hoong  
Mr. Fang Chin Poh  
Mr. Gopinath Menon  
Mr. Karmjit Singh  
Dr. Kwoh Chee Keong  
Ms. Lee Huay Leng  
Associate Professor Patricia Tan Mui Siang  
Mr. Sng Chern Wei  
Mdm. Tan Seow Peer  
Associate Professor Vincent Chua Cheng Huat  
Mr. Yeo Teck Guan

## 3. BANKER

Overseas-Chinese Banking Corporation Limited

## 4. INDEPENDENT AUDITOR

ASSURANCE PARTNERS LLP  
Public Accountants & Chartered Accountants

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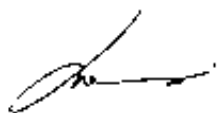


# STATEMENT BY THE MEMBERS OF PUBLIC TRANSPORT COUNCIL (“COUNCIL”)

In our opinion,

- (a) the accompanying financial statements of the Public Transport Council (the “Council”) as set out on pages 59 to 80 are properly drawn up in accordance with the provisions of the Public Transport Council Act, Cap. 259B (the “Act”) and Statutory Board Financial Reporting Standards, so as to present fairly, in all material respects, the financial position of the Council as at 31 March 2017 and the results, changes in accumulated surplus and cash flows of the Council for the financial year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Council will be able to pay its debts as and when they fall due.

On behalf of the Council,



**RICHARD MAGNUS**  
Chairman



**ALVIN CHIA BENG TECK**  
Chief Executive

Singapore

Date: 29 June 2017

# INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

**for the financial year ended 31 March 2017**

(Constituted under the Public Transport Council Act, Cap 259B)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of the Public Transport Council (the “Council”) which comprise the statement of financial position as at **31 March 2017**, and the statement of comprehensive income, statement of changes in accumulated surplus and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Transport Council Act, Cap. 259B (the “Act”) and Statutory Board Financial Reporting Standards in Singapore (“SB-FRSs”) so as to present fairly, in all material respects, the financial position of the Council as at 31 March 2017 and the results, changes in accumulated surplus and cash flows of the Council for the financial year ended on that date.

### Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the Accounting and Corporate Regulatory Authority (“ACRA”) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for other information. The other information comprises the Statement by the Members of the Public Transport Council set out on page 58.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

for the financial year ended 31 March 2017  
(Constituted under the Public Transport Council Act, Cap 259B)

**Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and SB-FRSs, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. A statutory board is constituted on its Act and its dissolution requires Parliament's approval. In preparing the financial statements, Management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Council or for the Council to cease operations.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

for the financial year ended 31 March 2017  
(Constituted under the Public Transport Council Act, Cap 259B)

**Auditor's Responsibilities for the Audit of the Financial Statements (Continued)**

- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Report on Other Legal and Regulatory Requirements**

**Opinion**

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.

**Basis for Opinion**

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Compliance Audit section of our report. We are independent of the Council in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

for the financial year ended 31 March 2017  
(Constituted under the Public Transport Council Act, Cap 259B)

**Responsibilities of Management for Compliance with Legal and Regulatory Requirements**  
Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

**Auditor's Responsibilities for the Compliance Audit**  
Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

**ASSURANCE PARTNERS LLP**  
Public Accountants and Chartered Accountants

Singapore

Date: 29 June 2017

# STATEMENT OF FINANCIAL POSITION

as at 31 March 2017

	Note	31.3.2017 S\$	31.3.2016 S\$
<b>ACCUMULATED SURPLUS</b>	(5)	159,181	396,238
REPRESENTED BY:			
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	(6)	118,142	164,641
<b>CURRENT ASSETS</b>			
Other receivables	(7)	86,095	72,517
Grant receivable	(12)	795,954	94,834
Bank balances	(8)	289,964	884,256
		1,172,013	1,051,607
<b>LESS: CURRENT LIABILITIES</b>			
Other payables		3,000	3,000
Security deposits	(9)	12,000	12,500
Accrued operating expenses		997,832	626,513
Consolidated fund payable	(10)	-	13,356
		1,012,832	655,369
Net current assets		159,181	396,238
Less:			
<b>NON-CURRENT LIABILITY</b>			
Deferred capital grants	(11)	(118,142)	(164,641)
Total net assets		159,181	396,238

The accompanying notes form an integral part of these financial statements.



# STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 March 2017

	Note	2016/2017 S\$	2015/2016 S\$
<b>INCOME</b>			
Interest income		-	51
Penalty fee and composition fine		173,280	178,063
Security deposits forfeited		-	1,950
Others		5,141	-
		<u>178,421</u>	<u>180,064</u>
<b>LESS: EXPENDITURE</b>			
Council members' allowance		105,978	106,291
Depreciation of plant and equipment	(6)	29,966	56,514
Entertainment and refreshments		10,702	3,476
General administration		49,630	49,987
IT expenditure/maintenance		563,009	452,358
Loss on disposal of plant and equipment		56,603	-
Others		20,300	23,996
Penalty fee scheme		516,090	483,929
Publicity		63,139	11,802
Rental of office		222,801	207,364
Staff costs			
- Staff salaries, allowances and benefits		2,741,241	1,325,511
- Central Provident Fund contributions		394,813	170,438
Staff training		136,745	149,046
Survey and research fee		354,524	25,000
Transport		30,391	13,968
		<u>5,295,932</u>	<u>3,079,680</u>
Deficit before government grants and contributions to consolidated fund		(5,117,511)	(2,899,616)
<b>GOVERNMENT GRANTS</b>			
Deferred capital grants amortised	(11)	86,569	56,514
Operating grants	(12)	4,793,885	2,921,665
(Deficit)/ surplus before contributions to consolidated fund		<u>(237,057)</u>	<u>78,563</u>
<b>LESS: CONTRIBUTIONS TO CONSOLIDATED FUND</b>			
- Current year's contributions	(10)	-	13,356
(Deficit)/ surplus for the year		<u>(237,057)</u>	<u>65,207</u>
Other comprehensive income		-	-
<b>Total comprehensive (loss)/ income for the year</b>		<u><u>(237,057)</u></u>	<u><u>65,207</u></u>

The accompanying notes form an integral part of these financial statements.

# STATEMENT OF CHANGES IN ACCUMULATED SURPLUS

for the financial year ended 31 March 2017

	Note	Accumulated surplus S\$
Balance as at 1 April 2015		331,031
Total comprehensive income for the year		<u>65,207</u>
Balance as at 31 March 2016	(5)	396,238
Total comprehensive loss for the year		<u>(237,057)</u>
Balance as at 31 March 2017	(5)	<u><u>159,181</u></u>

The accompanying notes form an integral part of these financial statements.



# STATEMENT OF CASH FLOWS

for the financial year ended 31 March 2017

	Note	2016/2017 S\$	2015/2016 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Deficit before government grants and contributions to consolidated fund		(5,117,511)	(2,899,616)
Adjustments for:			
Depreciation of plant and equipment		29,966	56,514
Interest income		-	(51)
IT expenditure/ maintenance reimbursed by government grants	(18,19)	139,210	96,671
Loss on disposal of plant and equipment		56,603	-
<b>Deficit before working capital changes</b>		<b>(4,891,732)</b>	<b>(2,746,482)</b>
Increase in receivables		(13,578)	(25,638)
Increase in payables		338,575	130,351
<b>Cash used in operations</b>		<b>(4,566,735)</b>	<b>(2,641,769)</b>
Interest received		-	51
Contributions to consolidated fund		(13,356)	(15,026)
<b>Net cash used in operating activities</b>		<b>(4,580,091)</b>	<b>(2,656,744)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of plant and equipment	A	(7,826)	(70,000)
<b>Cash used in investing activities</b>		<b>(7,826)</b>	<b>(70,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Capital grants received	(11)	-	70,000
Operating grants received	(12)	3,993,625	3,055,917
<b>Cash generated from financing activities</b>		<b>3,993,625</b>	<b>3,125,917</b>
<b>Net changes in cash and cash equivalents</b>		<b>(594,292)</b>	<b>399,173</b>
Bank balances at beginning of the year		884,256	485,083
<b>Bank balances at end of the year</b>	(8)	<b>289,964</b>	<b>884,256</b>
<b>NOTE TO THE STATEMENT OF CASH FLOWS</b>			
A. Purchase of plant and equipment			
Aggregate cost of plant and equipment acquired	(6)	40,070	70,000
Accrued operating expenses		(32,244)	-
		<b>7,826</b>	<b>70,000</b>

The accompanying notes form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1. THE COUNCIL'S INFORMATION

The Public Transport Council (the "Council") was constituted under the Public Transport Council Act, Cap. 259B.

The Council's principal place of operations is located at 510 Thomson Road, #12-03, SLF Building, Singapore 298135.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### (a) Basis of preparation

The Council presents its financial statements in Singapore dollars ("S\$"), which is also its functional currency. These financial statements are prepared in accordance with the historical cost convention except as disclosed in the accounting policies below, and comply with Statutory Board Financial Reporting Standards ("SB-FRS"), including related Interpretations promulgated by the Accountant-General and the provisions of the Public Transport Council Act, Cap. 259B.

### Interpretations and amendments to published standards effective in 2017

On 1 April 2016, the Council adopted the new or amended SB-FRSs, and INT SB-FRSs that are mandatory for application for the financial year. Changes to the Council's accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRSs, and INT SB-FRSs did not result in substantial changes to the accounting policies of the Council and had no material effect on the amounts reported for the current or prior financial years.

### Standards issued but not yet effective

The following are the new or amended Standards and Interpretations that are not yet applicable, but may be early adopted for the current financial year.

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 109 Financial Instruments	1 January 2018
Amendments to SB-FRS 115 Revenue from Contracts with Customers	1 January 2018
SB-FRS 116 Leases	1 January 2019

The Council is currently assessing the impact on the adoption of the new standards in the period of initial application.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) Contribution to Consolidated Fund

The contribution to the consolidated fund is required under Section 3(a) of the Statutory Corporations (Contribution to Consolidated Fund) Act (Cap. 319(A)). The contribution is pegged at the prevailing statutory income tax rate for corporate bodies. Accounting surplus would be used for the purpose of computing the contribution and this is accounted for on an accrual basis.

(c) Employee Benefits

Defined Contribution Plans  
The Council makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as compensation expenses in the same period as the employment that gave rise to the contributions.

(d) Revenue Recognition

Interest income is recognised on accrual basis.  
  
Penalty fee and composition fine are recognised at the point of collection of the settlement.

(e) Plant and Equipment

Plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any. Depreciation is calculated on the straight line basis so as to write off the cost of the assets over their estimated useful lives. The annual rates of depreciation are as follows:

Renovation	5 years
Furniture and fittings	5 years
Computer equipment	3 years
Office equipment	5 years
Computer software	5 years

Plant and equipment costing below \$1,000 per item are charged to the statement of comprehensive income during the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(f) Impairment of Non-Financial Assets

The carrying amounts of the Council's assets subject to impairment are reviewed at each reporting date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.  
  
An impairment loss is charged to the statement of comprehensive income. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

(g) Financial Assets

**Classification**  
The Council classifies its financial assets in the following category: loans and receivables. The classification depends on the nature of the asset and the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition.

**Loans and receivables**  
Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables comprise "bank balances", "grant receivable" and "other receivables" and they are presented as current assets on the statement of financial position.

**Recognition and derecognition**  
The Council initially recognises loans and receivables on the date that they are originated.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all risks and rewards of ownership. On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in income or expenditure.

**Initial measurement**  
Financial assets are initially recognised at fair value plus transaction costs.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### (g) Financial Assets (cont'd)

#### **Subsequent measurement**

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

#### **Impairment**

A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset. An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate.

### (h) Other Receivables

Other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. Receivables with a short duration are not discounted.

When there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables, an impairment loss is recognised. The amount of the impairment loss is measured as the difference between the carrying value of the receivable and the present value of the estimated future cash flows discounted at the original effective interest rate. The carrying amount of the receivable is reduced directly or through the use of an allowance account. The amount of the loss is recognised in the profit or loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the profit or loss.

### (i) Other Payables

Other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### (j) Related Parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Council if that person:
  - (i) Has control or joint control over the Council;
  - (ii) Has significant influence over the Council; or
  - (iii) Is a member of the key management personnel of the Council or of a parent of the Council.
- (b) An entity is related to the Council if any of the following conditions apply:
  - (i) The entity and the Council are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
  - (iii) Both entities are joint ventures of the same third party;
  - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Council or an entity related to the Council. If the Council is itself such a plan, the sponsoring employers are also related to the Council;
  - (vi) The entity is controlled or jointly controlled by a person identified in (a);
  - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
  - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Council or to the parent of the Council.

#### **Key management personnel**

Key management personnel refers to the Council members and Directors having the authority and responsibility for planning, directly and controlling the activities of the Council.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### (k) Government Grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Government grants to meet the current period's operating expenses are recognised as income in the financial period in which the operating expenses are incurred.

Grants received from the Ministry of Transport for capital expenditure are taken to the deferred capital grants account upon the utilisation of the grants for purchase of plant and equipment and intangible assets, which are capitalised, or to income or expenditure for purchase of plant and equipment and intangible assets which are written off in the year of purchase.

Deferred capital grants are recognised as income over the periods necessary to match the depreciation, amortisation, write-off and/or impairment loss of the plant and equipment and intangible assets purchased with the related grants. Upon the amortisation or disposal of plant and equipment and intangible assets, the balance of the related deferred capital grants is recognised as income to match the carrying amount of the plant and equipment and intangible assets disposed of.

### (l) Leases

#### Operating Leases

Leases whereby the lessor effectively retains substantially all the risks and benefits of ownership of the leased item are classified as operating leases.

When the Council is the lessee, operating lease payments are recognised as an expense in the income and expenditure statement on a straight line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### (a) Impairment of loans and receivables

Management reviews its loans and receivables for objective evidence of impairment. Judgment is made as to whether there is observable data indicating that there has been a significant change in the recoverability of the loans and receivables.

Where there is objective evidence of impairment, judgment is required as to whether an impairment loss should be recorded as an expense.

### (b) Estimated useful lives of plant and equipment

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 5 years. Changes in the expected level of usage and technological developments could impact the useful economic lives and the residual values, if any, of these assets, therefore future depreciation charges could be revised.

### (c) Impairment of plant and equipment

The above assets are reviewed for impairment whenever there is an indication that these assets may be impaired. The Council considers the guidance of SB-FRS 36 in assessing whether there is any indication that an item of the above assets may be impaired. This assessment requires significant judgement.

If any such indication exists, the recoverable amount of the assets is estimated to ascertain the amount of impairment loss. The recoverable amount is defined as the higher of the fair value less cost to sell and value-in-use.

In determining the value-in-use of assets, the Council applies a discounted cash flow model where the future cash flows derived from such assets are discounted at an appropriate rate. Forecasts of future cash flow are estimated based on financial budgets and forecasts approved by the management.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 4. PRINCIPAL ACTIVITIES

The principal activities of the Council under the Public Transport Council Act, Cap. 259B are:

- (a) to set or approve fares and fare pricing policies for bus services, train services and taxi services in Singapore;
- (b) to promote and facilitate the integration of bus fares and train fares to ensure the provision of efficient public passenger transport services and facilities;
- (c) to evaluate and recommend to the Government improvements to, or otherwise advise the Government in respect of, bus services, train services and taxi services in Singapore so that they —
  - (i) may satisfy all reasonable passenger demands in Singapore for bus services, train services and taxi services;
  - (ii) may offer an attractive alternative to private motor vehicle transport, and the extent of such travel, in Singapore;
  - (iii) are effectively and efficiently integrated so as to facilitate seamless travel for passengers within and between different modes of land transport and greater mobility within communities in Singapore; and
  - (iv) provide viable public passenger transport services at a reasonable cost to the community and the Government;
- (d) to undertake surveys or other arrangements to obtain public feedback on any matter relating to the provision of bus services, train services and taxi services in Singapore;
- (e) to exercise licensing and regulatory functions in respect of the provision of ticket payment services in Singapore; and
- (f) to perform such functions as the Minister may, by order published in the Gazette, assign.

## 5. ACCUMULATED SURPLUS

The balance represents unutilised surplus of the Council.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 6. PLANT AND EQUIPMENT

	<b>Renovation S\$</b>	<b>Furniture and fittings S\$</b>	<b>Computer equipment/ Software S\$</b>	<b>Office equipment S\$</b>	<b>Total S\$</b>
<b>2017 and 2016</b>					
<i>Cost</i>					
At 1 April 2015	68,066	19,022	148,792	5,022	240,902
Additions	52,880	17,120	-	-	70,000
<b>At 31 March 2016</b>	<b>120,946</b>	<b>36,142</b>	<b>148,792</b>	<b>5,022</b>	<b>310,902</b>
<b>Additions</b>	<b>-</b>	<b>-</b>	<b>37,962</b>	<b>2,108</b>	<b>40,070</b>
<b>Disposals</b>	<b>-</b>	<b>(3,544)</b>	<b>(147,660)</b>	<b>-</b>	<b>(151,204)</b>
<b>At 31 March 2017</b>	<b>120,946</b>	<b>32,598</b>	<b>39,094</b>	<b>7,130</b>	<b>199,768</b>
<i>Accumulated depreciation</i>					
At 1 April 2015	6,807	15,262	62,656	5,022	89,747
Depreciation charge	23,308	3,674	29,532	-	56,514
<b>At 31 March 2016</b>	<b>30,115</b>	<b>18,936</b>	<b>92,188</b>	<b>5,022</b>	<b>146,261</b>
<b>Depreciation charge</b>	<b>24,189</b>	<b>4,245</b>	<b>1,182</b>	<b>350</b>	<b>29,966</b>
<b>Disposals</b>	<b>-</b>	<b>(3,544)</b>	<b>(91,057)</b>	<b>-</b>	<b>(94,601)</b>
<b>At 31 March 2017</b>	<b>54,304</b>	<b>19,637</b>	<b>2,313</b>	<b>5,372</b>	<b>81,626</b>
<i>Carrying amount</i>					
At 31 March 2016	90,831	17,206	56,604	-	164,641
<b>At 31 March 2017</b>	<b>66,642</b>	<b>12,961</b>	<b>36,781</b>	<b>1,758</b>	<b>118,142</b>



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 7. OTHER RECEIVABLES

	31.3.2017 S\$	31.3.2016 S\$
Accrued income	14,450	17,851
Deposits	65,073	52,002
Prepayments	6,572	2,664
	<u>86,095</u>	<u>72,517</u>

Other receivables are denominated in Singapore dollars.

## 8. BANK BALANCES

	31.3.2017 S\$	31.3.2016 S\$
Cash in bank	<u>289,964</u>	<u>884,256</u>

Bank balances are denominated in Singapore dollars.

## 9. SECURITY DEPOSITS

	31.3.2017 S\$	31.3.2016 S\$
Balance at beginning of the year	12,500	149,500
Deposits received	-	14,500
	<u>12,500</u>	<u>164,000</u>
Less: Refunds	(500)	(151,500)
Balance at end of the year	<u>12,000</u>	<u>12,500</u>

## 10. CONTRIBUTIONS TO CONSOLIDATED FUND

	2016/2017 S\$	2015/2016 S\$
Provision for current year contributions	-	13,356

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 10. CONTRIBUTIONS TO CONSOLIDATED FUND (CONT'D)

	2016/2017 S\$	2015/2016 S\$
Reconciliation of effective tax rate:		
(Deficit)/ surplus before contributions to consolidated fund	(237,057)	78,563
Tax at statutory rate of 17%	(40,300)	13,356
Effect of:		
- Deferred tax assets not recognised	40,300	-
	<u>-</u>	<u>13,356</u>

## 11. DEFERRED CAPITAL GRANTS

	31.3.2017 S\$	31.3.2016 S\$
Balance at beginning of the year	164,641	151,155
Capital grants received during the year	-	70,000
Transfer from operating grant (Note 12)	40,070	-
Amount taken to statement of comprehensive income [Note 2(k)]	(86,569)	(56,514)
Balance at end of the year	<u>118,142</u>	<u>164,641</u>

## 12. OPERATING GRANTS

	31.3.2017 S\$	31.3.2016 S\$
Balance at beginning of the year	94,834	325,757
Amount taken to statement of comprehensive income [Note 2(k)]	4,793,885	2,921,665
Transfer to deferred capital grant (Note 11)	40,070	-
Operating grants received during the year	(3,993,625)	(3,055,917)
Reimbursements of Agency Facility Management Services and Systems Maintenance from Ministry of Transport (Notes 18 & 19)	(139,210)	(96,671)
Balance at end of the year	<u>795,954</u>	<u>94,834</u>
Government grant representing:		
Grant receivable	<u>795,954</u>	<u>94,834</u>



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 13. LICENCE FEES

All licence fees received by the Council are taken into the Consolidated Fund and bank account maintained by the Accountant - General's Department in accordance with Section 26B(2) of the Public Transport Council Act, Cap. 259B. The following licence fees received during the financial year are therefore not included in the statement of comprehensive income or statement of financial position of the Council.

	2016/2017 S\$	2015/2016 S\$
Bus service licence fees	-	523,150
Ticket payment service licence fees	26,700	26,700
	<u>26,700</u>	<u>549,850</u>

## 14. OPERATING LEASE COMMITMENTS

As at the reporting date, the Council has the following commitments under non-cancellable operating lease of office premise where the Council is the lessee:

	2016/2017 S\$	2015/2016 S\$
Payable within one year	112,830	208,466
Payable after one year but not later than five years	1,482	335,399
	<u>114,312</u>	<u>543,865</u>

## 15. RELATED PARTY TRANSACTIONS

The total key management personnel compensation is as follows:

	2016/2017 S\$	2015/2016 S\$
Short-term benefits of key management personnel	1,146,655	506,175
Employer's contribution to Central Provident Fund	100,650	30,331
	<u>1,247,305</u>	<u>536,506</u>

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

## 16. FINANCIAL RISK MANAGEMENT

The Council's activities expose it to minimal financial risks. The Council does not have a formal overall risk management programme but reviews the overall risk on an informal basis. Risk management is determined and carried out by the Council's Management.

- (i) Credit risk  
Cash and cash equivalents and other receivables represent the Council's maximum exposure to credit risk. Cash and cash equivalents are placed with a regulated financial institution in Singapore. Other receivables include mainly rental deposits of S\$65,073 (2016: S\$52,002) placed with the landlord under the terms of the tenancy agreement. None of the receivables are past due and/or impaired as at the year ends.
- (ii) Interest rate risk  
The Council has no exposure to changes in interest rate except for the bank balances placed with a financial institution, which are assessed to be insignificant.
- (iii) Foreign exchange risk  
The Council has no exposure to foreign exchange risk as its activities are carried out in Singapore dollars.
- (iv) Liquidity and cash flow risk  
Liquidity risk is the risk that the Council will not be able to meet its financial obligations as and when they fall due. The Council manages liquidity risk by maintaining sufficient funding from the Government to finance its operations.  
  
The Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining high level of liquidity and cash flow at all times.  
  
The Council's financial liabilities are expected to mature within one year.
- (v) Capital risk  
Capital consists of accumulated surplus of the Council. The Council's operations are fully funded by the government, and it is not subject to externally imposed capital requirements.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2017

17. FINANCIAL INSTRUMENTS

The carrying amounts of cash and cash equivalents, receivables and payables approximate their fair values due to their short term nature.

The aggregate carrying amounts of loans and receivables and financial liabilities at amortised costs are as follows:

	31.3.2017	31.3.2016
	S\$	S\$
Loans and receivables	1,100,367	996,941
Financial liabilities at amortised cost	1,012,832	642,013

18. AGENCY FACILITY MANAGEMENT SERVICES GRANT

The Council incurred **S\$94,185** (2015: S\$29,862) for the Agency Facility Management services, which encompass helpdesk, onsite engineers support and network support. The amount was funded via operating grants retained and disbursed by the Ministry of Transport.

19. SYSTEMS MAINTENANCE GRANT

The Council incurred **S\$45,025** (2015: S\$66,809) for the enhancement and maintenance of the Council's systems including the corporate website. The amount was funded via operating grants retained and disbursed by the Ministry of Transport.

20. COMPARATIVE FIGURES

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with current year's financial statements. As a result, certain line items have been amended on the face of the statement of financial position and the related notes to the financial statements. Comparative figures have been adjusted to conform with current year's presentation.

21. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Council for the year ended 31 March 2017 were authorised for issue by the Council on 29 June 2017.

## BUS FARES

(w.e.f. 30 December 2016)

a) Adult Fare Structure (Trunk Services)

Distance	Fare Per Ride (cent)	
	Card	Cash
Up to 3.2 km	77	140
3.3 km – 4.2 km	87	160
4.3 km – 5.2 km	97	160
5.3 km – 6.2 km	107	160
6.3 km – 7.2 km	116	180
7.3 km – 8.2 km	123	180
8.3 km – 9.2 km	129	180
9.3 km – 10.2 km	133	200
10.3 km – 11.2 km	137	200
11.3 km – 12.2 km	141	220
12.3 km – 13.2 km	145	220
13.3 km – 14.2 km	149	220
14.3 km – 15.2 km	153	220
15.3 km – 16.2 km	157	230
16.3 km – 17.2 km	161	230
17.3 km – 18.2 km	165	230
18.3 km – 19.2 km	169	230
19.3 km – 20.2 km	172	240
20.3 km – 21.2 km	175	240
21.3 km – 22.2 km	178	240
22.3 km – 23.2 km	181	240
23.3 km – 24.2 km	183	250
24.3 km – 25.2 km	185	250
25.3 km – 26.2 km	187	250
26.3 km – 27.2 km	188	250
27.3 km – 28.2 km	189	250
28.3 km – 29.2 km	190	250
29.3 km – 30.2 km	191	250
30.3 km – 31.2 km	192	250
31.3 km – 32.2 km	193	250
32.3 km – 33.2 km	194	250
33.3 km – 34.2 km	195	250
34.3 km – 35.2 km	196	250
35.3 km – 36.2 km	197	250
36.3 km – 37.2 km	198	250
37.3 km – 38.2 km	199	250
38.3 km – 39.2 km	200	250
39.3 km – 40.2 km	201	250
Over 40.2 km	202	250





b) Adult Fare Structure (Feeder Services)

Description	Card	Cash
Fare Per Ride (cent)	77	140

c) Senior Citizen Fare Structure (Trunk Services)

Distance	Fare Per Ride (cent)	
	Card	Cash
Up to 3.2 km	54	100
3.3 km – 4.2 km	61	100
4.3 km – 5.2 km	68	100
5.3 km – 6.2 km	75	100
6.3 km – 7.2 km	81	130
Over 7.2 km	87	130

d) Senior Citizen Fare Structure (Feeder Services)

Description	Card	Cash
Fare Per Ride (cent)	54	100

e) Student Fare Structure (Trunk Services)

Distance	Fare Per Ride (cent)	
	Card	Cash
Up to 3.2 km	37	65
3.3 km – 4.2 km	42	65
4.3 km – 5.2 km	47	65
5.3 km – 6.2 km	52	65
6.3 km – 7.2 km	55	85
Over 7.2 km	58	85

f) Student Fare Structure (Feeder Services)

Description	Card	Cash
Fare Per Ride (cent)	37	65



g) Adult Fare Structure (Express Services)

Distance	Fare Per Ride (cent)	
	Card	Cash
Up to 3.2 km	137	220
3.3 km – 4.2 km	147	220
4.3 km – 5.2 km	157	220
5.3 km – 6.2 km	167	220
6.3 km – 7.2 km	176	220
7.3 km – 8.2 km	183	220
8.3 km – 9.2 km	189	235
9.3 km – 10.2 km	193	235
10.3 km – 11.2 km	197	235
11.3 km – 12.2 km	201	250
12.3 km – 13.2 km	205	250
13.3 km – 14.2 km	209	250
14.3 km – 15.2 km	213	250
15.3 km – 16.2 km	217	265
16.3 km – 17.2 km	221	265
17.3 km – 18.2 km	225	265
18.3 km – 19.2 km	229	265
19.3 km – 20.2 km	232	280
20.3 km – 21.2 km	235	280
21.3 km – 22.2 km	238	280
22.3 km – 23.2 km	241	280
23.3 km – 24.2 km	243	300
24.3 km – 25.2 km	245	300
25.3 km – 26.2 km	247	300
26.3 km – 27.2 km	248	300
27.3 km – 28.2 km	249	300
28.3 km – 29.2 km	250	300
29.3 km – 30.2 km	251	300
30.3 km – 31.2 km	252	300
31.3 km – 32.2 km	253	300
32.3 km – 33.2 km	254	300
33.3 km – 34.2 km	255	300
34.3 km – 35.2 km	256	300
35.3 km – 36.2 km	257	300
36.3 km – 37.2 km	258	300
37.3 km – 38.2 km	259	300
38.3 km – 39.2 km	260	300
39.3 km – 40.2 km	261	300
Over 40.2 km	262	300

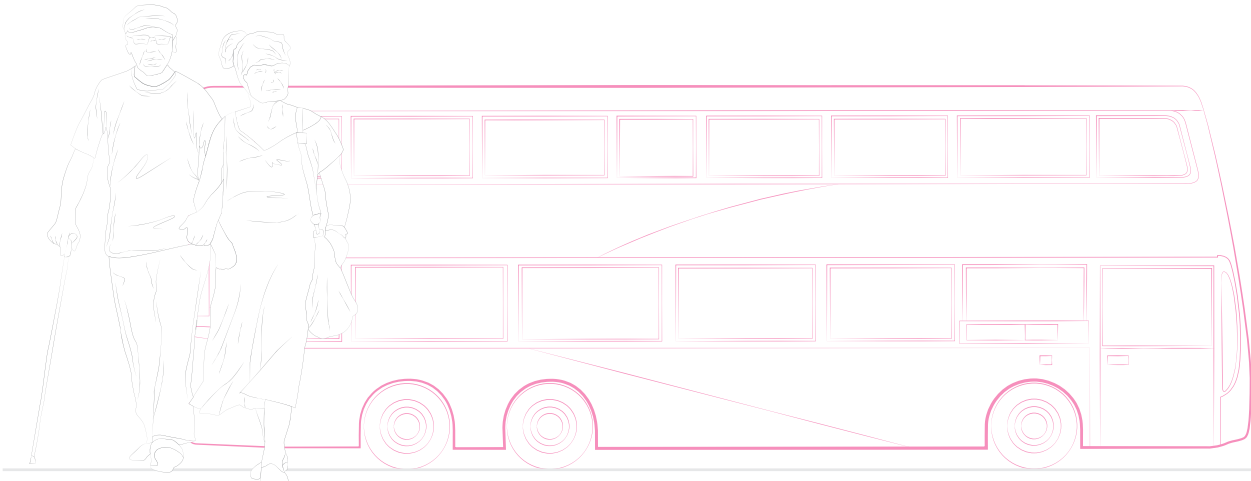


h) Senior Citizen Fare Structure (Express Services)

Distance	Card Fare Per Ride (cent)
Up to 3.2 km	99
3.3 km – 4.2 km	106
4.3 km – 5.2 km	113
5.3 km – 6.2 km	120
6.3 km – 7.2 km	126
Over 7.2 km	132

i) Student Fare Structure (Express Services)

Distance	Card Fare Per Ride (cent)
Up to 3.2 km	67
3.3 km – 4.2 km	72
4.3 km – 5.2 km	77
5.3 km – 6.2 km	82
6.3 km – 7.2 km	85
Over 7.2 km	88





# TRAIN FARES

(w.e.f. 30 December 2016)

a) Adult Fare Structure (MRT and LRT)

Distance	Fare Per Ride (cent)	
	Card	Single Trip Ticket
Up to 3.2 km	77	140
3.3 km – 4.2 km	87	160
4.3 km – 5.2 km	97	160
5.3 km – 6.2 km	107	160
6.3 km – 7.2 km	116	180
7.3 km – 8.2 km	123	180
8.3 km – 9.2 km	129	180
9.3 km – 10.2 km	133	200
10.3 km – 11.2 km	137	200
11.3 km – 12.2 km	141	220
12.3 km – 13.2 km	145	220
13.3 km – 14.2 km	149	220
14.3 km – 15.2 km	153	220
15.3 km – 16.2 km	157	230
16.3 km – 17.2 km	161	230
17.3 km – 18.2 km	165	230
18.3 km – 19.2 km	169	230
19.3 km – 20.2 km	172	240
20.3 km – 21.2 km	175	240
21.3 km – 22.2 km	178	240
22.3 km – 23.2 km	181	240
23.3 km – 24.2 km	183	250
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26.3 km – 27.2 km	188	250
27.3 km – 28.2 km	189	250
28.3 km – 29.2 km	190	250
29.3 km – 30.2 km	191	250
30.3 km – 31.2 km	192	250
31.3 km – 32.2 km	193	250
32.3 km – 33.2 km	194	250
33.3 km – 34.2 km	195	250
34.3 km – 35.2 km	196	250
35.3 km – 36.2 km	197	250
36.3 km – 37.2 km	198	250
37.3 km – 38.2 km	199	250
38.3 km – 39.2 km	200	250
39.3 km – 40.2 km	201	250
Over 40.2 km	202	250



b) Senior Citizen Fare Structure (MRT and LRT)

Distance	Card Fare Per Ride (cent)
Up to 3.2 km	54
3.3 km – 4.2 km	61
4.3 km – 5.2 km	68
5.3 km – 6.2 km	75
6.3 km – 7.2 km	81
Over 7.2 km	87

c) Student Fare Structure (MRT and LRT)

Distance	Card Fare Per Ride (cent)
Up to 3.2 km	37
3.3 km – 4.2 km	42
4.3 km – 5.2 km	47
5.3 km – 6.2 km	52
6.3 km – 7.2 km	55
Over 7.2 km	58



# MONTHLY CONCESSION PASSES

(w.e.f. 30 December 2016)

a) Bus Monthly Concession Passes

Cardholders	Price
Primary Student	\$22.50
Secondary Student	\$27.50
Polytechnic Student	\$27.50
University Student	\$52.00
Full-time National Serviceman	\$52.00

b) Train Monthly Concession Passes

Cardholders	Price
Primary Student	\$20.00
Secondary Student	\$25.00
Polytechnic Student	\$25.00
University Student	\$45.00
Full-time National Serviceman	\$45.00

c) Hybrid Monthly Concession Passes and Adult Monthly Travel Pass

Cardholders	Price
Primary Student	\$41.00
Secondary Student	\$51.00
Polytechnic Student	\$51.00
University Student	\$85.00
Full-time National Serviceman	\$85.00
Adult (Monthly Travel Pass)	\$120.00
Senior Citizen	\$60.00

