

HEAD W

MINISTRY OF TRANSPORT

OVERVIEW

Mission Statement

To strengthen Singapore's transportation connectivity and develop the transport sector's potential to advance our economic competitiveness and the quality of life in Singapore.

FY2025 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	12,950,068,946	14,238,703,700	14,677,402,700	14,729,822,100	52,419,400	0.4
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	2,538,583,984	2,446,931,800	2,536,459,400	2,798,018,900	261,559,500	10.3
	<i>RUNNING COSTS</i>	<i>2,457,856,680</i>	<i>2,356,522,100</i>	<i>2,417,584,600</i>	<i>2,758,317,900</i>	<i>340,733,300</i>	<i>14.1</i>
	Expenditure on Manpower	37,261,845	39,514,200	38,681,200	41,912,900	3,231,700	8.4
1200	Political Appointments	1,953,996	2,874,300	1,333,300	1,682,000	348,700	26.2
1500	Permanent Staff	35,293,915	36,561,100	37,322,700	40,214,600	2,891,900	7.7
1600	Temporary, Daily-Rated and Other Staff	13,934	78,800	25,200	16,300	(8,900)	(35.3)
	Other Operating Expenditure	924,421,812	1,045,656,700	985,883,500	1,136,923,800	151,040,300	15.3
2100	Consumption of Products and Services	921,340,570	1,041,125,700	979,040,800	1,126,293,000	147,252,200	15.0
2300	Manpower Development	697,340	783,200	804,400	848,700	44,300	5.5
2400	International and Public Relations, Public Communications	2,212,484	3,608,800	5,658,800	9,642,100	3,983,300	70.4
2700	Asset Acquisition	171,417	139,000	378,900	140,000	(238,900)	(63.1)
2800	Miscellaneous	–	–	600	–	(600)	(100.0)
	Grants, Subventions and Capital Injections to Organisations	1,496,173,024	1,271,351,200	1,393,019,900	1,579,481,200	186,461,300	13.4
3100	Grants, Subventions and Capital Injections to Statutory Boards	1,496,173,024	1,271,351,200	1,393,019,900	1,579,481,200	186,461,300	13.4
	<i>TRANSFERS</i>	<i>80,727,303</i>	<i>90,409,700</i>	<i>118,874,800</i>	<i>39,701,000</i>	<i>(79,173,800)</i>	<i>(66.6)</i>
3500	Social Transfers to Individuals	18,024,895	4,182,600	29,250,400	37,513,100	8,262,700	28.2
3600	Transfers to Institutions and Organisations	60,607,057	84,100,000	86,602,300	–	(86,602,300)	(100.0)
3800	International Organisations and Overseas Development Assistance	2,095,351	2,127,100	3,022,100	2,187,900	(834,200)	(27.6)

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	OTHER CONSOLIDATED FUND OUTLAYS	3,748	-	-	-	-	n.a.
4600	Loans and Advances (Disbursement)	3,748	-	-	-	-	n.a.
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	10,411,484,962	11,791,771,900	12,140,943,300	11,931,803,200	(209,140,100)	(1.7)
5100	Government Development	4,389,871,403	5,265,228,200	5,308,132,000	6,345,709,000	1,037,577,000	19.5
5200	Grants and Capital Injections to Organisations	6,021,613,559	6,526,543,700	6,832,811,300	5,586,094,200	(1,246,717,100)	(18.2)
	OTHER DEVELOPMENT FUND OUTLAYS	428,742,615	504,286,900	225,333,800	596,508,600	371,174,800	164.7
5500	Land-Related Expenditure	428,742,615	504,286,900	225,333,800	596,508,600	371,174,800	164.7

Establishment List

Category/Personnel	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025
POLITICAL APPOINTMENTS	4	3	4	4
Minister	1	1	1	1
Senior Minister of State	2	1	1	1
Minister of State	–	–	1	1
Senior Parliamentary Secretary	1	1	1	1
PERMANENT STAFF	171	171	145	145
Accounting Profession (2008)	3	3	–	–
Administrative	17	17	16	16
Finance Profession Scheme (2024)	–	–	6	6
Information Service (2008)	10	10	6	6
Management Executive Scheme (2008)	118	118	104	104
Management Support Scheme (2008)	3	3	–	–
Operations Support	2	2	2	2
Shorthand Writers	1	1	–	–
Transport Safety Investigator Scheme (2020)	17	17	11	11
OTHERS	6,699	7,260	7,337	7,646
Land Transport Authority	6,664	7,222	7,299	7,608
Public Transport Council	35	38	38	38
TOTAL	6,874	7,434	7,486	7,795

FY2024 BUDGET

The revised FY2024 total expenditure for the Ministry of Transport (MOT) is expected to be \$14.68 billion. This is an increase of \$1.73 billion or 13.3% compared to the actual FY2023 total expenditure of \$12.95 billion. Of the revised FY2024 total expenditure, \$2.54 billion or 17.3% is for operating expenditure while \$12.14 billion or 82.7% is for development expenditure.

Operating Expenditure

The revised FY2024 operating expenditure of \$2.54 billion is \$2.12 million or 0.1% lower than the actual FY2023 operating expenditure.

Development Expenditure

The revised FY2024 development expenditure of \$12.14 billion is \$1.73 billion or 16.6% higher than the actual FY2023 development expenditure of \$10.41 billion. This increase is mainly due to development and expansion of the domestic rail network, and infrastructure and system upgrades to support our air hub.

Other Development Fund Outlays***Land-related Expenditure***

The revised FY2024 land-related expenditure of \$225.33 million is \$203.41 million or 47.4% lower than the actual FY2023 land-related expenditure of \$428.74 million. The decrease is mainly due to lower expenditure requirements for land reclamation and related developments at Tuas Port.

FY2025 BUDGET

The total expenditure of MOT in FY2025 is projected to be \$14.73 billion, of which \$2.80 billion or 19.0% is for operating expenditure and \$11.93 billion or 81.0% is for development expenditure. The projected FY2025 total expenditure is an increase of \$52.42 million or 0.4% compared to the revised FY2024 total expenditure of \$14.68 billion.

Operating Expenditure

Operating expenditure in FY2025 is projected to increase by \$261.56 million or 10.3% compared to revised FY2024, from \$2.54 billion to \$2.80 billion. \$2.69 billion or 96.3% of the provision will be for the Land Transport Authority. The remaining operating expenditure of \$103.09 million or 3.7% is mainly to meet the running costs of MOT HQ and the Public Transport Council. The increase in operating expenditure in FY2025 is mainly due to higher subsidies required for bus packages.

Development Expenditure

Development expenditure in FY2025 is projected to decrease by \$209.14 million or 1.7% compared to revised FY2024, from \$12.14 billion to \$11.93 billion. This is mainly attributable to the funding of Changi East projects via the Changi Airport Development Fund (CADF), offset by higher development expenditure on domestic rail projects.

Of the FY2025 development expenditure, about \$9.00 billion is earmarked for domestic rail projects. The remaining amount of \$2.93 billion is mainly for road improvement works and bus infrastructure and related assets.

Other Development Fund Outlays***Land-related Expenditure***

Land-related expenditure in FY2025 is projected to increase by \$371.17 million or 164.7%, compared to revised FY2024, from \$225.33 million to \$596.51 million. The increase in land-related expenditure in FY2025 is mainly due to higher expenditure requirements for land reclamation and related developments at Tuas Port.

Total Expenditure by Programme

Code	Programme	Running	Transfers	Operating	Development	Total
		Costs		Expenditure	Expenditure	Expenditure
		\$	\$	\$	\$	\$
W-A	Administration Programme	2,746,309,600	39,701,000	2,786,010,600	6,702,692,900	9,488,703,500
W-E	Public Transport Council Programme	12,008,300	–	12,008,300	–	12,008,300
W-G	Civil Aviation Authority Programme	–	–	–	15,304,100	15,304,100
W-H	Land Transport Authority Programme	–	–	–	5,213,806,200	5,213,806,200
Total		2,758,317,900	39,701,000	2,798,018,900	11,931,803,200	14,729,822,100

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	10,411,484,962	11,791,771,900	12,140,943,300	11,931,803,200
<i>GOVERNMENT DEVELOPMENT</i>	4,389,871,403	5,265,228,200	5,308,132,000	6,345,709,000
ADMINISTRATION PROGRAMME						
Reclamation of Tuas Terminal Phase 2 and Related Works	34,107,700	1,323,092	400,490	7,729,700	12,400	4,365,100
MOT Technology Development	21,551,000	2,697,428	–	–	148,200	191,100
Minor Development Projects	352,906	590,300	69,400	–
Supporting Infrastructure for the Expansion of Rail (Incidentals)	104,030,000	51,167,440	11,006,942	4,297,800	1,775,700	302,300
Other Rail Related Projects - MOT	11,086,600	24,204	514,472	384,500	547,700	516,900
Expansion of Rail Network and Related Projects - MOT	29,796,533,300	741,597,147	2,189,755,448	2,877,555,700	2,960,611,600	3,429,262,800
Bus Depot Projects	864,600,000	207,590,154	123,525,291	110,050,000	130,474,800	62,285,600
Supporting Bus Infrastructure and Related Projects	150,000,800	27,132,762	25,103,027	12,694,800	21,088,000	8,064,600
Supporting Infrastructure for the Expansion of Rail Network	1,757,785,300	302,552,146	181,673,983	168,019,300	168,159,500	215,251,300
Cycling Path Projects	1,892,486,100	124,499,263	57,667,443	65,434,800	113,242,000	163,738,300
Bus Interchange and Integrated Transport Hub Projects	1,235,058,500	259,363,005	96,676,053	94,606,600	112,636,700	151,203,800
Expressway Projects	16,236,738,900	5,912,839,021	1,201,181,641	1,184,996,700	1,139,768,800	1,081,967,300
Other Active Mobility Projects	163,783,400	21,623,775	10,242,770	12,530,100	15,334,100	21,595,100
Commuter & Road-related Facilities & Traffic Management Programmes	2,855,184,600	975,544,785	98,520,871	184,007,500	172,619,800	178,156,000
Expansion and Improvement of Road Projects	2,584,169,200	559,261,723	201,839,151	105,876,700	199,345,000	294,984,400
New Projects	–	410,506,800	207,122,500	733,824,400
Completed Projects	191,410,915	25,946,900	65,175,800	–
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	6,021,613,559	6,526,543,700	6,832,811,300	5,586,094,200
ADMINISTRATION PROGRAMME						
Minor Development Projects	4,591,916	5,788,400	10,050,800	7,872,200

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
New Projects	–	1,127,329,100	831,640,000	349,111,700
CIVIL AVIATION AUTHORITY PROGRAMME						
Development of Integrated Cybersecurity Defence Centre (I-CDC)	3,973,700	–	193,685	–	2,730,000	1,050,000
Aviation Innovation Projects	20,374,600	366,346	1,407,104	6,110,700	4,100,000	3,680,000
Development of new systems at Changi West	58,400,000	2,037,079	10,974,870	9,721,300	9,391,000	10,574,100
Completed Projects	481,285,848	231,800,200	443,932,400	–
LAND TRANSPORT AUTHORITY PROGRAMME						
Railway Sinking Fund	2,156,834,896	2,261,119,600	2,261,119,500	4,020,982,500
Corporate Projects	13,389,000	2,433,759	2,159,197	2,861,200	2,082,300	5,124,500
Vehicle Systems and Management	111,086,600	70,438,974	16,780,473	5,781,800	3,732,000	4,669,700
International Rail Projects	824,750,600	90,527,832	2,770,390	2,122,300	3,536,400	2,222,700
Other Security and Enforcement-Related Projects	7,430,000	6,505,832	210,966	–	500,000	213,200
Active Mobility Projects	62,444,500	22,690,310	634,881	586,000	698,100	972,300
Bus Asset and Related System Projects	642,438,500	34,681,699	10,214,459	7,846,300	51,840,300	147,530,300
Development and Maintenance of Fare Collection and Ticketing	223,863,900	165,027,125	9,650,370	6,031,900	8,366,200	5,628,300
Other Rail Related Projects	813,638,200	693,450,850	1,295,950	4,782,200	4,106,100	4,237,700
Rail Enhancement Projects	2,911,732,100	996,859,473	337,228,679	289,343,500	237,603,800	138,352,200
Expansion of Rail Network and Related Projects	65,499,345,500	45,676,422,983	1,736,320,644	1,480,165,800	1,845,095,600	827,723,400
New Projects	–	–	10,555,800	56,149,400
Completed Projects	1,249,059,229	1,085,153,400	1,101,731,000	–

Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
OTHER DEVELOPMENT FUND OUTLAYS	428,742,615	504,286,900	225,333,800	596,508,600
<i>LAND-RELATED EXPENDITURE</i>	<i>428,742,615</i>	<i>504,286,900</i>	<i>225,333,800</i>	<i>596,508,600</i>
ADMINISTRATION PROGRAMME						
Reclamation of Tuas Port	7,170,513,500	4,741,089,713	404,694,103	313,128,800	200,149,100	118,269,100
New Projects	–	191,158,100	22,701,100	478,239,500
Completed Projects	24,048,512	–	2,483,600	–

KEY PERFORMANCE INDICATORS

Desired Outcomes

- Develop Singapore as a Global Aviation Hub
- Develop Singapore as an International Maritime Hub
- Develop an Efficient, Sustainable and People-centric Land Transport System

Key Performance Indicators

Desired Outcome	Performance Indicator ¹	Actual FY2022	Actual FY2023	Revised FY2024	Estimated FY2025
Develop Singapore as a Global Aviation Hub	Real Growth in Value-Added of Air Transport and Supporting Services Sector (%) ²	121.8	16.3	NA	NA
	Growth in Air Passenger Movements (%)	954.8	83.1	15.5	5.8
	No. of Direct City Air-Links (averaged) ³	128	149	156	165
	World Economic Forum (WEF) Ranking for Air Transport Infrastructure ⁴	NA	NA	4 th	NA
Develop Singapore as an International Maritime Hub	Real Growth in Value-Added of Maritime Sector (%) ²	1.5	1.9	NA	NA
	Growth in Container Throughput (%)	-0.7	4.6	6.2	1.0-3.0
	United Nations Conference on Trade and Development (UNCTAD) Liner Shipping Connectivity Index Ranking ⁵	3 rd	3 rd	3 rd	Top 3
Develop an Efficient, Sustainable and People-centric Land Transport System	Customer Satisfaction with Public Transport (mean score) ⁶	7.8	7.8	NA	NA
	Peak-Period Walk Cycle Ride Journeys Completed within 45 mins (%)	69.0	67.0	67.0	67.0
	Peak-Period Mode Share of Walk Cycle Ride (%)	74.0	75.0	75.0	75.0
	Public Transport Expenditure as a Percentage of Household Income (%) ⁷	1.7	1.7	1.7	1.7
	Mean Distance Travelled between Delays >5mins on MRT Network (train-km)	2,089,000	2,077,000	≥1,000,000	≥1,000,000
	Mean Distance Travelled between Delays >5mins on LRT Network (car-km)	335,000	546,000	≥100,000	≥100,000
	Customer Satisfaction with Point-to-Point Services (mean score) ⁸	8.0	8.2	NA	NA

¹ Data is reported on a Calendar Year basis.

² These figures are based on data by the Department of Statistics (DOS) and are revised as it receives more information from companies. 2024 and 2025 figures are not yet available.

³ The 2022 data is a revision from the reported figure in the FY2024 Budget Book due to a change of data source.

⁴ The result from the WEF's Travel and Tourism Development Index 2024, which will be published biennially, replaces the WEF Global Competitiveness Report, which has not been published since 2020.

⁵ The 2024 ranking is based on Q1 – Q3 2024 results published by UNCTAD.

⁶ The mean score reflects bus and rail commuters' satisfaction with the public transport service. It is based on ratings provided by commuters on eight aspects of public transport service quality, using a 10-point satisfaction scale. The satisfaction ratings from the annual survey were weighted by commuters' assessed relative importance to produce satisfaction score. Data for 2024 and 2025 are not available because the Public Transport Customer Satisfaction Survey has been paused, pending a review of the survey methodology.

⁷ The KPI is the percentage of household income spent on public transport by those in the second quintile of the household income distribution. It is used by the Public Transport Council to assess public transport affordability for the average commuter.

⁸ The mean score reflects commuters' satisfaction with taxi and private hire car services. It is based on satisfaction ratings provided by commuters on eight aspects of taxi service attributes and seven aspects of private hire car service attributes using a 10-point satisfaction scale. The satisfaction ratings from the annual survey were weighted by commuters' assessed relative importance to produce the overall mean satisfaction score for taxi and private hire car services respectively. These were then weighted by the estimated usage proportion to derive a single satisfaction rating for point-to-point transport services as a whole. Data for 2024 and 2025 are not available because the Point-to-Point Transport Services Customer Satisfaction Survey has been paused, pending a review of the survey methodology.