

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.

FY2026 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	14,627,846,772	14,729,822,100	15,932,711,300	16,149,596,700	216,885,400	1.4
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	2,502,834,310	2,798,018,900	2,929,202,500	3,109,174,200	179,971,700	6.1
	<i>RUNNING COSTS</i>	<i>2,399,540,498</i>	<i>2,758,317,900</i>	<i>2,890,661,700</i>	<i>3,087,353,600</i>	<i>196,691,900</i>	<i>6.8</i>
	Expenditure on Manpower	38,532,432	41,912,900	45,643,400	55,268,000	9,624,600	21.1
1200	Political Appointments	1,327,005	1,682,000	1,803,200	1,682,300	(120,900)	(6.7)
1500	Permanent Staff	37,179,640	40,214,600	43,773,300	53,519,700	9,746,400	22.3
1600	Temporary, Daily-Rated and Other Staff	25,787	16,300	66,900	66,000	(900)	(1.3)
	Other Operating Expenditure	1,017,127,330	1,136,923,800	1,195,828,100	1,231,816,800	35,988,700	3.0
2100	Consumption of Products and Services	1,012,834,421	1,126,293,000	1,183,996,900	1,224,020,600	40,023,700	3.4
2200	Maintenance	–	–	–	1,308,500	1,308,500	n.a.
2300	Staff Development and Well-Being	–	–	–	911,100	911,100	n.a.
2300A	Manpower Development	566,544	848,700	822,100	–	(822,100)	(100.0)
2400	International and Public Relations, Communications	3,503,381	9,642,100	10,855,700	5,187,400	(5,668,300)	(52.2)
2700	Asset Acquisition	222,831	140,000	153,400	389,200	235,800	153.7
2800	Miscellaneous	154	–	–	–	–	n.a.
	Grants, Transfers and Capital Injections	1,343,880,736	1,579,481,200	1,649,190,200	1,800,268,800	151,078,600	9.2
3100	Grants and Capital Injections to Statutory Boards	1,343,880,736	1,579,481,200	1,649,190,200	1,599,260,800	(49,929,400)	(3.0)
3400	Grants and Capital Injections to Others	–	–	–	201,008,000	201,008,000	n.a.
	<i>TRANSFERS</i>	<i>103,293,812</i>	<i>39,701,000</i>	<i>38,540,800</i>	<i>21,820,600</i>	<i>(16,720,200)</i>	<i>(43.4)</i>
3500	Social Transfers to Individuals	17,648,600	37,513,100	36,365,600	19,615,700	(16,749,900)	(46.1)
3600	Transfers to Institutions and Organisations	82,637,027	–	–	–	–	n.a.
3800	International Organisations and Overseas Development Assistance	3,008,185	2,187,900	2,175,200	2,204,900	29,700	1.4

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
	DEVELOPMENT EXPENDITURE	12,125,012,462	11,931,803,200	13,003,508,800	13,040,422,500	36,913,700	0.3
5100	Government Development	5,306,532,072	6,345,709,000	6,635,327,900	7,208,699,700	573,371,800	8.6
5200	Grants and Capital Injections to Organisations	6,818,480,390	5,586,094,200	6,368,180,900	5,831,722,800	(536,458,100)	(8.4)
	OTHER DEVELOPMENT FUND OUTLAYS	238,780,143	596,508,600	662,089,200	265,857,800	(396,231,400)	(59.8)
5500	Land-Related Expenditure	238,780,143	596,508,600	662,089,200	265,857,800	(396,231,400)	(59.8)

Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
POLITICAL APPOINTMENTS	4	4	4	4
Minister	1	1	1	1
Senior Minister of State	1	1	2	2
Minister of State	1	1	1	1
Senior Parliamentary Secretary	1	1	–	–
PERMANENT STAFF	145	145	166	166
Administrative	16	16	16	16
Finance Profession Scheme (2024)	6	6	9	9
Information Service (2008)	6	6	7	7
Management Executive Scheme (2008)	104	104	102	102
Operations Support	2	2	1	1
Others	–	–	18	18
Transport Safety Investigator Scheme (2020)	11	11	13	13
TOTAL	149	149	170	170

FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Transport is expected to be \$15.93 billion. This is an increase of \$1.30 billion or 8.9% compared to the actual FY2024 total expenditure of \$14.63 billion. Of the revised FY2025 total expenditure, \$2.93 billion or 18.4% is for operating expenditure while \$13.00 billion or 81.6% is for development expenditure.

Operating Expenditure

The revised FY2025 operating expenditure of the Ministry of Transport is expected to be \$2.93 billion. This is an increase of \$426.37 million or 17.0% compared to the actual FY2024 operating expenditure of \$2.50 billion. The increase is mainly due to higher maintenance cost for road infrastructure and higher subsidies for bus services and ongoing efforts to support rail reliability.

Development Expenditure

The revised FY2025 development expenditure of the Ministry of Transport is expected to be \$13.00 billion. This is an increase of \$878.50 million or 7.2% compared to the actual FY2024 development expenditure of \$12.13 billion. The increase is mainly due to ramp-up of works for the development and expansion of the rail network.

Other Development Fund Outlays

The revised FY2025 other development fund outlays of the Ministry of Transport are expected to be \$662.09 million. This is an increase of \$423.31 million or 177.3% compared to the actual FY2024 other development fund outlays of \$238.78 million. The increase is mainly due to higher expenditure requirements for land reclamation and related developments at Tuas Port.

FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Transport is projected to be \$16.15 billion. This is an increase of \$216.89 million or 1.4% compared to the revised FY2025 total expenditure of \$15.93 billion. Of the FY2026 total expenditure, \$3.11 billion or 19.3% is for operating expenditure while \$13.04 billion or 80.7% is for development expenditure.

Operating Expenditure

The FY2026 operating expenditure of the Ministry of Transport is projected to be \$3.11 billion. This is an increase of \$179.97 million or 6.1% compared to the revised FY2025 operating expenditure of \$2.93 billion. The increase is mainly due to higher maintenance cost for road infrastructure and systems.

Development Expenditure

The FY2026 development expenditure of the Ministry of Transport is projected to be \$13.04 billion. This is an increase of \$36.91 million or 0.3% compared to the revised FY2025 development expenditure of \$13.00 billion. The increase is mainly due to the higher road infrastructure and systems costs and improvements to bus infrastructure.

Total Expenditure by Programmes

Administration Programme

The Administration Programme aims to fund policies for Singapore's air, maritime and land transport systems whilst providing corporate support, managing emergencies, investigating transport incidents, overseeing digitalisation and cybersecurity, and promoting the Ministry's work through public communications. The FY2026 operating budget for this programme is \$3.10 billion or 99.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.41 billion or 56.8% of the total FY2026 development expenditure.

Land Transport Authority Programme

The Land Transport Authority Programme aims to support the implementation of land transport policies and the development and maintenance of land transport infrastructure. The FY2026 development budget for this programme is \$5.53 billion or 42.4% of the total FY2026 development expenditure.

Civil Aviation Authority Programme

The Civil Aviation Authority Programme aims to support the development of airport infrastructure. The FY2026 development budget for this programme is \$96.74 million or 0.7% of the total FY2026 development expenditure.

Public Transport Council Programme

The Public Transport Council Programme aims to support the regulation of public transport fares and fare payment services, promoting positive commuter behaviours as well as enforcement against fare evasion. The FY2026 operating budget for this programme is \$12.88 million or 0.4% of the total FY2026 operating expenditure.

Other Development Fund Outlays

The FY2026 other development fund outlays of the Ministry of Transport are projected to be \$265.86 million. This is a decrease of \$396.23 million or 59.8% compared to the revised FY2025 other development fund outlays of \$662.09 million. The decrease is mainly due to lower expenditure requirements for land reclamation and related developments at Tuas Port.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
W-A	Administration Programme	3,074,476,800	21,820,600	3,096,297,400	7,423,972,000	10,520,269,400
W-E	Public Transport Council Programme	12,876,800	–	12,876,800	–	12,876,800
W-G	Civil Aviation Authority Programme	–	–	–	96,740,900	96,740,900
W-H	Land Transport Authority Programme	–	–	–	5,519,709,600	5,519,709,600
Total		3,087,353,600	21,820,600	3,109,174,200	13,040,422,500	16,149,596,700

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	...	...	12,125,012,462	11,931,803,200	13,003,508,800	13,040,422,500
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>5,306,532,072</i>	<i>6,345,709,000</i>	<i>6,635,327,900</i>	<i>7,208,699,700</i>
ADMINISTRATION PROGRAMME						
Commuter and Road-related Facilities and Traffic Management Programmes	3,201,063,700	1,283,988,182	130,937,108	174,543,600	201,972,800	198,827,800
Reclamation of Tuas Terminal Phase 2 and Related Works	34,107,700	1,723,582	2,532	4,365,100	3,343,800	5,263,200
MOT Technology Development	21,551,000	2,697,428	148,249	191,100	163,200	390,800
Expansion and Improvement of Road Projects	3,544,723,900	1,275,848,184	212,415,659	293,325,900	240,153,500	278,379,100
Land Preparation Works for Future Airport Facilities at Changi East	933,341,600	816,574,951	–	–	444,000	651,700
Supporting Bus Infrastructure and Related Projects	198,277,730	68,458,237	14,302,672	7,564,600	17,718,900	11,911,200
Supporting Infrastructure for the Expansion of Rail (Incidentals)	104,030,000	62,174,382	3,046,546	302,300	959,500	43,600
Other Rail Related Projects - MOT	11,086,600	538,676	528,721	516,900	344,400	544,900
Bus Depot Projects	2,075,888,000	335,364,275	173,472,029	62,285,600	147,387,500	188,200,000
Other Active Mobility Projects	169,636,500	30,128,950	11,502,245	21,554,300	22,184,100	29,692,700
Expansion of Rail Network and Related Projects - MOT	30,182,224,900	2,944,042,339	2,995,219,965	3,429,162,800	3,867,881,600	3,667,262,000
Supporting Infrastructure for the Expansion of Rail Network	1,748,459,700	486,374,705	165,129,977	214,751,300	216,013,700	134,825,700
Cycling Path Projects	1,854,856,100	170,178,282	117,566,902	163,071,500	177,169,600	181,118,200
Bus Interchange and Integrated Transport Hub Projects	1,357,590,502	458,583,870	138,246,203	150,946,200	198,212,900	175,251,700
Expressway Projects	15,808,446,900	6,720,249,455	1,112,600,027	1,057,610,700	1,071,018,800	1,058,631,200
Corporate Projects	375,404,000	–	661	–	12,216,000	58,909,900
Minor Development Projects	...	...	133,845	–	165,500	–
New Projects	...	...	–	733,824,400	426,144,400	1,218,796,000
Completed Projects	...	...	231,278,731	31,692,700	31,833,700	–

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	6,818,480,390	5,586,094,200	6,368,180,900	5,831,722,800
ADMINISTRATION PROGRAMME						
Energy Efficiency Grant	2,660,000	–	–	–	81,000	1,156,500
Minor Development Projects	...	...	6,741,362	7,872,200	7,564,100	11,362,500
New Projects	...	...	–	349,111,700	184,033,600	202,753,300
CIVIL AVIATION AUTHORITY PROGRAMME						
Development of New Systems at Changi West	68,929,300	13,011,950	2,697,999	10,574,100	8,126,000	18,067,800
Replacement and Upgrading of Aviation Related Systems and Facilities	653,876,600	–	–	–	3,466,100	61,292,700
Aviation Innovation Projects	20,374,600	1,773,450	4,185,824	3,680,000	6,856,900	4,054,400
Development of New Airport Facilities at Changi East	43,318,400	12,842,346	1,661,701	–	5,000	13,326,000
Completed Projects	...	...	1,058,522,324	1,050,000	–	–
LAND TRANSPORT AUTHORITY PROGRAMME						
Railway Sinking Fund	...	...	2,261,119,600	4,020,982,500	4,520,982,500	3,147,057,100
Rail Financing	...	...	1,039,756,800	–	–	1,262,030,200
Rail Enhancement Projects	4,519,509,300	2,131,278,816	240,220,127	136,452,900	186,578,300	147,832,500
Land Transport Projects for Planning and Research	27,654,700	21,654,426	–	–	3,398,100	1,478,000
Other Rail Related Projects	25,319,000	8,088,299	2,679,303	2,947,100	5,428,500	3,366,600
Expansion of Rail Network and Related Projects	68,006,396,800	50,142,028,277	1,822,577,402	827,723,400	1,207,356,800	875,590,100
Development and Maintenance of Fare Collection and Ticketing	46,766,500	5,626,751	609,488	417,600	2,641,900	5,668,500
Vehicle Systems and Management	187,509,300	31,376,597	7,940,706	4,018,500	26,791,100	32,470,600
Active Mobility Projects	106,987,000	31,371,789	2,512,738	720,000	1,903,000	7,121,200
Bus Asset and Related System Projects	386,368,100	116,560,803	6,916,893	9,664,900	11,620,500	9,451,400
Corporate Projects	167,224,900	8,517,489	3,741,888	5,021,700	12,424,700	13,390,400
International Rail Projects	896,780,600	132,857,443	3,404,325	2,222,700	7,987,800	11,283,500
Bus Operations	229,832,200	198,084,791	–	–	738,500	2,510,900
Minor Development Projects	1,375,800	–	–	–	–	458,600
Completed Projects	...	...	353,191,910	203,634,900	170,196,500	–

Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
OTHER DEVELOPMENT FUND OUTLAYS	...	...	238,780,143	596,508,600	662,089,200	265,857,800
<i>LAND-RELATED EXPENDITURE</i>	...	...	<i>238,780,143</i>	<i>596,508,600</i>	<i>662,089,200</i>	<i>265,857,800</i>
ADMINISTRATION PROGRAMME						
Reclamation of Tuas Port	7,759,250,500	5,145,783,816	206,784,849	118,269,100	635,846,100	246,859,400
New Projects	...	...	–	478,239,500	26,100,000	18,998,400
Completed Projects	...	...	31,995,294	–	143,100	–

KEY PERFORMANCE INDICATORS

Desired Outcomes

- Develop Singapore as a global air 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	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Develop Singapore as a global air hub	Growth in air passenger movements (%) ^{1,2}	83.1	14.8	3.4	2.5
	No. of direct city air-links (averaged) ¹	149	156	164	170
	WEF ranking for air transport infrastructure ³	n.a.	4 th	n.a.	Top 5
Develop Singapore as an international maritime hub	Container throughput (million twenty-foot equivalent units) ¹	39.0	41.1	44.3	44.7 – 46.1
	United Nations Conference on Trade and Development (UNCTAD) Liner Shipping Connectivity Index ranking ⁴	3 rd	3 rd	3 rd	Top 3
	Singapore's ranking in The Leading Maritime Cities of the World report ⁵	n.a.	1 st	n.a.	Top 3
Develop an efficient, sustainable and people-centric land transport system	Customer satisfaction with public transport (mean score) ⁶	7.8	n.a.	7.2	≥7.5
	Customer satisfaction with point-to-point services (mean score) ⁷	8.2	n.a.	7.6	≥7.6
	Peak-period mode share of Walk Cycle Ride (%) ¹	75.0	75.0	75.0	76.0
	Peak-period Walk Cycle Ride journeys completed within 45 minutes (%) ¹	67.0	66.5	67.0	67.0
	Walk Cycle Ride journeys to nearest neighbourhood centre completed within 20 minutes (%) ¹	91.5	94.0	94.0	94.0
	Public transport expenditure as a percentage of household income – 2 nd Quintile (%) ^{1,8}	1.7	1.7	1.7	1.7
	Mean distance travelled between delays >5min on MRT network (train-km) ¹	2,077,000	1,982,000	≥1,000,000	≥1,000,000
	Mean distance travelled between delays >5min on LRT network (car-km) ¹	546,000	382,000	≥100,000	≥100,000
	Cleaner energy public bus fleets (%) ^{1,9}	1.9	2.9	9.0	12.8
	Cleaner energy vehicles in total vehicle population (%) ^{1,9}	11.1	14.7	n.a.	n.a.

¹ Figures for these indicators are reported on a Calendar Year (CY) basis.

² The spike in 2023 was because Singapore's air traffic was recovering from a much lower base in 2022 when it was severely impacted by the COVID-19 pandemic.

³ The next biennial ranking will be published in 2026.

⁴ The 2025 figure is based on Q1 2025 to Q3 2025 results published by UNCTAD.

⁵ This indicator tracks Singapore's competitiveness using The Leading Maritime Cities of the World report which biennially ranks countries based on five pillars: (i) shipping centres, (ii) maritime finance and law, (iii) maritime technology, (iv) ports and logistics, and (v) attractiveness and competitiveness.

⁶ Data from 2023 is not comparable to data from 2025 and estimates from 2026 as the methodology for the Public Transport Customer Satisfaction survey has been updated, with the updated survey conducted in 2025. Data is not available for 2024 as the survey had been paused for the review. The mean score reflects commuters' overall satisfaction with the public transport system. Commuters were asked to rate their overall satisfaction with the public transport system on a 10-point scale. This is different from previous surveys, which derived the mean score from ratings across different aspects of the public transport system, and which were weighted by commuters' assessed relative importance of each aspect.

⁷ Data from 2023 is not comparable to data from 2025 and estimates for 2026 as the methodology for the Point-to-Point Customer Satisfaction survey has been updated, with the updated survey conducted in 2025. Data is not available for 2024 as the survey had been paused for the review. The mean score reflects commuters' overall satisfaction with point-to-point transport services. Commuters were asked to rate their overall satisfaction with point-to-point services on a 10-point scale. This is different from previous surveys, which derived the mean score from ratings across different aspects of point-to-point services, and which were weighted by commuters' assessed relative importance of each aspect.

⁸ This indicator tracks public transport affordability for the average commuter as represented by the second quintile household income group.

⁹ These indicators track the long-term target of 100% cleaner energy public bus fleet and cleaner energy vehicles respectively by 2040.