

Speech by Chairman Seah Moon Ming
Launch of Bus 4.0
Gali Batu Bus Depot
Friday, 28 August 2026

Good morning.

Our Guest of Honour, Mr Jeffrey Siow, Minister for Transport;
Mr Alan Chan, Chairman, LTA;
Ms Yeo Wan Ling, Executive Secretary, NTWU;
Ms Png Chin Yee, President, Temasek Singapore;
Board Members, colleagues, partners and friends.

From One Pair of Eyes to Many Eyes on the Road

1. A very warm welcome and thank you for joining us. I would also like to thank our partners, TRT and Oracle, as well as our colleagues from MOT, LTA and NTWU. Today, we launch Bus 4.0. Let me begin with how it started: with a pair of eyes - 眼睛.
2. For many years, our Service Controllers managed dozens of buses from the Operations Control Centre, or OCC. They watched their screens, managed bus intervals, and responded to traffic jams and road incidents.

3. A lot depended on what they could see. But no one can see everything. They could not always tell if a Bus Captain was tired, if a bus was following too closely, or if there was a pothole ahead.
4. **So, we asked ourselves: Can we see more? If we can, can we act earlier? These questions are at the heart of Bus 4.0.**
5. We invested **\$6 million** into this initiative. Today, Bus 4.0 is a reality here at Gali Batu.

From Data to Action

6. The journey began in early 2024, when we installed telematics across our entire bus fleet. We did this for safety – for our commuters and our Bus Captains. We are proud to be the first bus operator to do this for every bus in our fleet.
7. But **installing technology does not transform operations on its own.** A fatigue monitoring system can raise an alert for a tired Bus Captain. But if no one responds, **this alert is only a sound. There is no action.**

8. **Bus 4.0 closes this loop.** Now, the alert goes directly to our Control Centre, so the Service Controller can step in at the right time.
9. I would like to recognise our **STRIDES Digital** team. They developed many of the AI solutions behind Bus 4.0, including the fatigue intervention and bus bunching modules. Collecting data is the easy part. The real value comes from turning data into useful insights and action.

The Intelligent OCC

10. The OCC should do more than tell us that something has happened. It should help us decide when and how to act. It should also help us prevent incidents.
11. Hoon Ping brought valuable experience from NTUC FairPrice. Its supply-chain system offered both a 'telescope' to view the whole operation and a 'microscope' to focus on single, important issues.
12. We need the same capability in bus operations. We must see the whole network, identify an emerging problem, and focus quickly on what needs attention.

Air Traffic Control for Buses

13. Peng Kuan described Bus 4.0 as air traffic control, but for a fleet on land. Air traffic controllers do not fly the aircraft. But from the control tower, they see what no single pilot can see. They can step in before problems arise.
14. Our Bus Captains will always be in command of their buses. And from the OCC, our Service Controllers have a wider and clearer view of the entire network. Our AI-enabled system alerts them to specific issues, potential conflicts, and situations that need action.
15. We do not want our controllers staring at a thousand buses on a screen. Bus 4.0 should highlight only what needs attention and show exactly which bus needs to be looked at.
16. **This is the shift: from watching everything to knowing where to look and when to act.** We move from monitoring everything to managing what matters. To the team, Bus 4.0 can be understood very simply: **See all. Decide better. Act faster.**

Three Promises

17. Bus 4.0 aims to deliver on three promises.
18. First, safer journeys.
19. We have about 1,200 buses in our fleet. We cannot place a supervisor beside every Bus Captain. But technology can give every Bus Captain a '**safety buddy**' that watches out for warning signs humans may miss.
20. Bus 4.0 is not designed to catch our Bus Captains doing something wrong. It is designed to help them return home safely, complete every journey safely, and protect everyone as they carry out a demanding job.

Second, more reliable services.

21. The second promise is more reliable services. Our people can now see the whole operation and focus on the bus that needs attention. This will help pre-empt and reduce breakdowns and inconvenience to passengers. When we can actively solve issues like bus bunching, and improve the condition monitoring of our buses, we will have buses arriving at the bus shelters when they are expected to.

Third, a faster response.

22. The third promise – faster response during incidents. When there is heavy road congestion or a traffic disruption, our OCC brings information from buses, CCTV, telematics and operational systems into one common picture. This helps us make faster decisions, coordinate better, and keep commuters moving.

Beyond the Intelligent OCC

23. I have talked about bus telematics and the control centre. But Bus 4.0 goes beyond that. For example, at bus shelters, commuters can now receive timely and consistent information during a disruption. At the depot, autonomous robots can detect unusual heat around buses and charging systems. All these features come together to improve the entire bus operation.

For our People

24. At SMRT, we have always used AI with care and purpose. We do not adopt technology simply for its own sake. So,

what does Bus 4.0 mean for our people? How do they benefit?

25. Our Bus Captains are becoming more aware of their driving habits. We launched an app where they can get points for good driving habits. Many of them review their scores every day and look for ways to improve at their next shift. These small daily improvements reflect the Kaizen spirit.
26. The role of our Service Controllers is also evolving. AI may support some decisions in future, but this does not mean our people become less important. Instead, we want to move them to higher-value work.
27. We have worked with NTUC and NTWU to get support under the Company Training Committee Grant. As our Service Controllers build new skills, we are happy to give them a skills allowance of \$160 a month.
28. We will make these changes step by step. **We introduce the technology. We learn. We adjust.** Then we move forward. This is Kaizen: making tomorrow's operations better than today's. 今日好，明日更好。

Closing

29. In closing, **Bus 4.0 is not about building a more impressive control centre.** It is about building a better bus operation. The iOCC system does its job when it prevents incidents, supports our Bus Captains, and gives Service Controllers the information they need. All this helps us deliver safer and more reliable journeys.
30. Today, I have spoken about our eyes and our ability to see. I have also spoken about the control tower for buses. But when we deploy AI, it is not just about what we see and watch, but also about our heart. 'A-I' can also be read as the Chinese word, 爱, which means love and care. AI is also about how we care for our people and our commuters.
31. That is Bus 4.0 in a nutshell. I wish SMRT Buses 智能驱动, “腾越”万里。With AI, there is no limit to the strides we can make.
32. Thank you for joining us today. I hope you enjoy the tour of the iOCC and the rest of the programme.
33. Thank you.