

METRO ALLIANCE EXCHANGE DINNER
CLOSING SPEECH BY MR SEAH MOON MING,
CHAIRMAN, SMRT
TEMASEK CLUB, GRAND BALLROOM
6 MARCH 2026

ADDRESSING

- Representative 童振源 of the Taipei Representative Office in Singapore,
- 林祐賢 Chairman, New Taipei Metro Corporation,
- 顏邦傑 Chairman, Taichung Mass Rapid Transit Corporation,
- 楊岳崑 Chairman, Kaohsiung Rapid Transit Corporation,
- 黃清信 President, Taipei Rapid Transit Corporation,
- 莊英震, President, Taoyuan Metro Corporation.
- Presidents and senior leaders from Taiwan Metro,
- 张政源理事长 Chairman Taiwan Railway Economy Development Association,
- 鄭德發 Commissioner, Department of Rapid Transit Systems, Taipei City Government,
- 李政安 Commissioner, Department of Rapid Transit Systems, New Taipei City Government,
- 鍾鳴時 Commissioner, Transportation Department, New Taipei City Government,

- 劉慶豐 Commissioner, Department of Rapid Transit Systems, Taoyuan City Government,
- 張新福 Commissioner, Department of Transportation, Taoyuan City Government,
- 江俊良 Deputy Director-General, Transportation Bureau of Taichung City Government,
- 張學孔 Professor, University of Taipei / Executive Director Taiwan Railway Economy Development Association,
- 陈建财 Chairman, Taipei Metro Consulting Service,
- SMRT Board of Directors,
- Mr. Lim Zhi Jian, Chief Operating Officer and Deputy Chief Executive (Public Transport, Policy & Planning),
- Mr. Leow Yew Chin, Chief Executive of the Public Transport Council,
- Ms. Juliet Teo Juet Sim, Joint Head, Portfolio Development Group; Head, Singapore Market, Temasek Holdings

Distinguished guests, ladies and gentlemen,

A very good evening to all of you.

Distinguished guests, ladies and gentlemen,

A very good evening to all of you.

A Gathering of Minds

1. This evening, we mark the close of 2 days of very open and valuable exchange between the 6 metro operators. It has truly been an honour to host this edition of the bi-annual Metro Alliance Meeting. As the only non-Taiwanese metro operator in this circle, SMRT is honoured to receive our very distinguished guests here, for the first time outside Taiwan.
2. This bi-annual Alliance gathering is not just a meeting of minds – it is a statement of our continuing partnership, and a platform for strengthening an enduring friendship. It is also a meaningful opportunity to reaffirm the shared principles and missions that bind us.
3. As we have said — with unity comes strength, and by journeying together, we can go far. This also embodies the vision of the Metro Alliance – “To rise together; progress together; and create greater wins with one spirit.”

How the Friendship Began

4. The friendship between SMRT and the Taiwan metros dates to 1990, and has now spanned more than 35 years. At that time, SMRT had received a team of 8 種子人員 (seed employees) from TRTC. They were here to learn from Singapore’s experience, in preparation for Taipei Metro’s start of service. The

team was based at Bishan Depot, and it included Mr Jan Wen-Tau (詹文滔). He was in operations then, and now he is a Vice President at TRTC. We are very happy that Wen-Tau is also here with us today.

5. Wen-Tau had a reunion with his teacher from Singapore when he revisited SMRT in September 2025. The reunion with this teacher (Mahani 老师) who taught them control ops was a joyous one. We are deeply touched by how TRTC recollected this story of timeless friendship of more than 3 decades in their Facebook post, and how Singapore had played a part in TRTC's beginnings.
6. Similarly, we will not forget how Taipei Metro sent a team of experts to help SMRT conduct a reliability study in November 2017. This was after the flooding incident at Bishan station on 7 October 2017. I had requested for the help at that time, and TRTC instantaneously answered our call and provided their full support. For that, we will always remain grateful.

The Evolving Partnership

7. Like the best of long friendships, our relationship has not only endured; it has matured into something truly special. I believe we have built an open, trusting, and deeply collaborative Alliance. We freely exchange technical insights, learn from each

other's operational experience, and adopt each other's best practices and engineering expertise.

8. Our regular teleconferences have become a valuable platform where we openly raise questions and challenges.

Expanding Opportunities Beyond Fare Revenue

9. The collaboration between us has gone beyond train operations. We have had good serious discussions about our non-fare businesses during this meeting.
10. Last year, TRTC and Stellar Lifestyle – SMRT's retail and advertising arm – brought in BlueBird Travel (青鳥旅行), a famous Taiwanese egg-roll brand, to set up shop at Raffles Place station. The pop-ups were a success, and this is just the beginning.
11. In fact, Singapore and Taiwan have long maintained a strong and dynamic economic and trade relationship.
12. In 2025, bilateral trade surpassed S\$170 billion, reaching a historic high and marking the first time Taiwan became Singapore's largest trading partner.

13. Such close and flourishing economic ties provide a solid foundation for us to pursue broader cooperation in the transport and commercial sectors.
14. Taiwanese snacks and food are hugely popular in Singapore. And we are certain that we can work with more brands from Taipei, Taichung, Taoyuan, Kaohsiung, and New Taipei so that Singapore can enjoy more that Taiwan has to offer, and we can also bring more Singapore brands to Taiwan's transit retail networks. This is a win-win.

Deepening People to People Relations

15. In solid partnerships, we do not just support each other on a professional level, we also make connections on a people-to-people level. Last year, SMRT participated in the Alliance's annual badminton tournament and we will continue to work hard this year. But as we say – 友谊第一，比赛第二 (friendship comes first, competition second)。

Closing

16. In closing, I am reminded of a proverb – 独木不成林，单弦不成音. There is a lot more we can learn from each other in the railway industry, just as friends learn and grow together. We trust our friends to be the firsts to tell us what we need to hear,

encourage us when we need a lift, and support one another always.

May we continue as Alliance partners in this spirit of deep friendship. To our old friend TRTC, I would like to extend our warmest congratulations on your 30th anniversary of operation—a remarkable and inspiring milestone.

Finally, let us enjoy the rest of the evening. Cheers to our years of friendship, and more to come!

17. Thank you.