

Annex A: Supplementary information to the Media Release

Depot 4.0

Depot 4.0 aims to achieve the following:

- **Better Maintenance for Better Rides:** Through advanced automation and integrated digital solutions, we enhance maintenance quality, leading to more reliable and comfortable train rides for commuters.
- **Investing in People to Deliver More:** We will invest in and upskill our maintenance staff to enhance productivity and double train overhaul capacity from two to four trains per month. In doing so, we set new benchmarks for efficiency.
- **Harnessing Global Expertise for Local Excellence:** Leveraging CRRC Sifang's expertise in train manufacturing and automation, Depot 4.0 will serve as a model for designing future depots and renewing existing ones, helping to future-proof our train depots against growing demands.

This project further exemplifies the strength of our partnership with CRRC Sifang, and symbolises SMRT's enduring commitment to excellence, safety, and innovation in public transport.

Depot 4.0 embodies the essence of our Kaizen culture –continuous improvement and transformation of Singapore's oldest train depot into a future ready, Industry 4.0-standard facility.

JARVIS: Making Rail Maintenance Smarter

SMRT Trains has embarked on a data-driven transformation to deliver financial and reliability sustainability for rail engineering and maintenance. These are being achieved through our intelligent platform, JARVIS, which provides capabilities for advanced visualisation, analytics and large language model (LLM) chatbots.

In summary, here is how JARVIS works:

- **Smarter Insights, Faster Solutions**

JARVIS pulls together data from across our rail network—like how trains are performing and where faults might be brewing. It uses advanced tools like charts, dashboards, and even AI-powered chatbots to help our teams spot issues early so action can be taken before they become serious problems.

- **Cutting Costs, Boosting Reliability**

By tracking the full life cycle of our rail assets, JARVIS helps us plan smarter maintenance schedules. This means we can reduce long-term costs while keeping our trains running smoothly.

- **Predicting Problems Before They Happen**

JARVIS doesn't just react—it predicts. Using data from sensors and monitoring systems, it can forecast potential failures and recommend preventive steps. This helps us avoid costly breakdowns and service disruptions.

- Helping Our Teams Make Sharp Decisions

JARVIS also supports decision-making by organising and digitising best practices to provide comprehensive recommendations, enabling our maintenance and planning staff to make sharp and precise decisions—on time, every time.

- Part of a Bigger Vision

JARVIS is part of our broader push toward smarter, more efficient rail operations.

Kaizen Centre

Through a permanent exhibition of projects that will be regularly updated, staff and visitors will be inspired to continuously embrace and improve upon what they do. Esteemed visitors will also be engaged, fostering deeper win-win partnerships with SMRT. Featuring award-winning projects that excel in safety, reliability, sustainability, productivity, and cost savings, the Kaizen Centre emphasises SMRT's commitment to delivering a world-class transport service and lifestyle experience, adding value for commuters, partners, and customers, in Singapore and beyond.

Jurong West Bus Package

Since taking over the Jurong West Bus Package in September 2024, SMRT Buses introduced key enhancements which include the installation of AI-enabled CCTV at Boon Lay and Joo Koon bus interchanges and the reduction of Heating, Ventilation and Air-Conditioning (HVAC) energy consumption through the SMART Building Suite. SMRT Buses is also in the process of fleet-wide implementation of an advanced bus telematics system for the Jurong West bus fleet.

Forging Overseas Operator Partnerships for Rail Excellence

In October 2024, SMRT established a strategic collaborative and learning relationship with Guangzhou Metro Group with a Memorandum of Understanding (MoU) between SMRT Trains and Guangzhou Metro to benchmark and co-learn in areas of energy management in stations, tunnel scanning, ballast condition check and renewal methodology, lifecycle system management, safety and reliability. This will set the stage for more collaborations in offering our best services across the globe.

SMRT also made a landmark leap by becoming the only international operator to join the Metro Alliance in Taiwan, alongside 5 major rail operators: New Taipei Metro Corporation, Taipei Rapid Transit Corporation (TRTC), Taoyuan Metro, Taichung Mass Rapid Transit Corporation, and Kaohsiung Rapid Transit Corporation. Through the Metro Alliance, SMRT strengthens regional collaboration by sharing expertise, enhancing operational capabilities, and developing joint strategies for commercial growth and joint procurement. As an alliance, it drives cost efficiencies while expanding regional market access for both Taiwanese and Singaporean brands.

These collaborations with two leading members of the Community of Metro Operators (COMET) enable SMRT to integrate global best practices into our operations, ensuring SMRT meets international standards while fulfilling the evolving expectations of our commuters.

RTS Link

Beyond operations, SMRT plays a pivotal role in catalysing the Singapore-Johor Special Economic Zone (SEZ) through developing the Rapid Transit System (RTS) Link. In March, SMRT's subsidiary, STRIDES Engineering, signed a Memorandum of Understanding (MOU) with Sembcorp, reinforcing our commitment to explore innovative avenues for sustainability and operational excellence. As part of the MOU, SMRT will commit to a long-term power purchase agreement with Sembcorp to support our transition towards cleaner energy solutions, leveraging the RTS link bridge. In addition, working with like-minded partners, STRIDES Engineering will focus on installing, testing, and commissioning data and power cable links essential for the RTS Link's operation. The strategic data link will allow for rapid and seamless transfer of data between users in Singapore and data centres in JB.

Complementing these efforts, Stellar Lifestyle, the lifestyle arm of SMRT group, is contributing to this cross-border initiative by enhancing commuter convenience and experience through innovative retail and advertising lifestyle solutions for everyone who commutes daily between Johor and Singapore. These efforts include curating media advertising around the stations to create a unique and immersive experience in and around the stations. On the retail front, Stellar Lifestyle will continue to provide enhanced experiences with innovative offerings. Our continuously enhanced Wink+ app will be positioned to provide real-time, transit and lifestyle information across all public transport nodes and across the RTS link, by 2027.

Together, these initiatives not only improve daily cross-border travel but also foster economic growth across both sides of the link bridge.

Forging a Culture of Resilience, Kaizen, and Safety

At the core of this resilience is Kaizen, our commitment to continuous improvement and innovation. More than just a philosophy, Kaizen, as a way of life, instils ownership, innovation, and productivity across all levels of SMRT. Our staff are empowered to identify inefficiencies, propose solutions, and implement changes – for enhanced safety, system reliability, service quality and operational efficiency.

During the September 2024 East-West Line (EWL) disruption, all SMRT staff stepped forward to support in crowd management and bus bridging services. Our maintenance teams worked around the clock to replace the affected tracks, enabling the safe and timely restoration of train services. The resilience, agility, and teamwork of our people exemplified SMRT at its best.

Safety is a core value at SMRT. We are committed to achieving a zero-accident workplace and transport network. Last year, SMRT introduced Safety Culture 3.0, which includes the concept of "the second last man," requiring every employee involved in any work process to be watchful, weigh in, and ensure the safety and well-being of their colleagues. This year, SMRT was recognised as a Workplace Safety and Health (WSH) Advocate by the WSH Council, making it one of the first 18 companies to receive this distinction. As a WSH Advocate, SMRT not only upholds safety standards but also elevates safety standards across our industry eco-system.

Celebrating with the Nation

- In June 2025, we kicked off the first of a series of heritage trails anchored around historically significant MRT stations in the Civic District and the

heartlands. These free tours aim to turn our MRT stations into portals of discovery—beginning at our Comic Connect murals, walking through important landmarks, and riding along our lines to learn more about the connection between SMRT and Singapore’s nation-building journey. The tours will run till end August 2025.

- We organised two learning journeys for the public to get a behind-the-scenes look at how our depots are run. We conducted the first tour in June 2025 at Mandai Depot. On 11 September 2025, a second tour will be held at Kim Chuan Depot, where the public will also visit the rolling stock workshop. These tours serve to educate and inform the public about the workflows and processes involved in keeping our network well-oiled and running.
- In addition to the collaboration with SG Enable to benefit PWDs with our Kaizen savings, we have curated a series of activities to mark SG60 and SMRT’s 38th birthday. In November 2025, we will launch our Snapshots of Pride photo book. This is a collection of crowd-sourced photographs from our commuters—lensing their everyday commute from a personal perspective. We have received tremendous response from the public, sharing candid snapshots as well as carefully framed portraits of heartwarming interactions, iconic architecture, and minute details of everyday bustle.

Giving Back to the Community

SG60’s themes of Connect, Contribute, and Care resonate deeply with SMRT. In the last two years, we have used savings from our Kaizen initiatives to fund EZ-Link cards for students and nurses. In 2025, in celebration of SG60 and SMRT38, we are extending this initiative to benefit persons with disabilities (PWDs). These efforts will contribute towards a more civic minded society, making public transport commute a more meaningful experience.