



**CITATION FOR MR SEAH MOON MING
OUTSTANDING SERVICE AWARD**

Citation Reader: Professor Aaron Thean

It is my great honour this evening to announce the recipient of the 2026 Outstanding Service Award—Mr Seah Moon Ming.

An engineer by training, Mr Seah is a veteran corporate and public-sector leader. Over the past four decades, he has led major Singapore institutions in transport, defence, education and energy.

Since becoming Chairman of SMRT Corporation Ltd and SMRT Trains Ltd in 2017, he has driven the organisation's transformation by embedding Kaizen as a culture of continuous improvement and significantly improving the reliability of SMRT-operated train lines.

Mr Seah previously chaired International Enterprise Singapore and Temasek Polytechnic. He has also served as Deputy CEO and President

of Defence at Singapore Technologies Engineering, and as Group CEO of Pavilion Energy.

Since October 2021, he has been Chairman of the Board of Governors of NUS High School of Mathematics and Science, shaping its strategic direction and curriculum development, while forging industry partnerships to broaden students' exposure.

Through the Seah Moon Ming Foundation, he contributes annually to bursaries and scholarships at NUS, NUS High School, SIT, polytechnics, ITE, arts institutions and charity organisations.

His contributions have been recognised nationally, including the Meritorious Service Medal in 2022 and the Public Service Star in 2014.

Behind all these obvious contributions and achievements is a man with a heart for Engineering at NUS. He has gifted much of his time to the faculty as an advisory board member, fostering its growth.

We are privileged to have Mr Seah Moon Ming as part of our community. Please join me in congratulating him on receiving the Outstanding Service Award.