



KEY EXECUTIVES

SIM WEE MENG

Senior Vice President

Singapore Rail Test Centre

Mr. Sim has over 30 years of experience in the railway industry and has been with the railway authority since 1983. His expertise spans across civil, electrical, mechanical, and project management disciplines in transit projects.

Mr. Sim has close to 30 years of railway experience and has been working with the railway authority since 1983. His experience on transit projects covers civil, electrical, mechanical and project management disciplines.

As the Project Manager for Bukit Panjang LRT in 1996, he has undertaken all the Electrical and Mechanical (E&M) works. He was appointed as Project Director in 1998 and oversee the project which was completed in 1999. This pilot project was carried out successfully resulting in building another two LRT systems in the north eastern part of Singapore.

In 2000, he was responsible in overseeing the entire electrical and mechanical works on the North East Line project, the world first fully automatic heavy rail transit system. He managed 16 major electrical and mechanical contracts as well as 30 minor contracts, with a total value of approximately S\$1 billion. The project was completed successfully in 2002 and handed over to the Operator, SBS Transit in May 2003.

For successfully delivering the world first fully automatic heavy mass rapid transit system, in November 2003, he was awarded the Outstanding Project Manager by the Singapore Society of Project Managers.

In the same year, he was awarded International Outstanding Project Manager



by the International Construction Project Management Union, People's Republic of China.

After the North East Line project, he began managing the Circle and Downtown Lines, both of which have added new stations every year since 2011. He assumed the Senior Group Director for Rail and was responsible in overseeing the delivering of all the rail projects which include the Circle Line, Boon Lay Extension and Downtown Line.

The total project cost of the three projects is approximately Singapore \$19.3 billion. He was also involved in various projects undertaken by MSI Global, notably the Shanghai Line 10 and Marmaray project in Turkey.

Mr. Sim's association with MSI goes back many years since April 2007. Under his leadership, revenues and retained earnings grew steadily over the years. Mr. Sim relinquished the CEO role in August 2024 as part of leadership renewal but continues to lend his expertise and experience to oversee Singapore Rail Test Centre.

DEBORAH WONG

*Senior Vice President
Digital Mobility Solutions*

Ms Deborah Wong has over 30 years of experience in Automatic Fare Collections System Development in Singapore. She played key roles in the evolution of AFC system for Public Transport in Singapore spanning ITS, EIFS, SeP and ABT (SimplyGo).



In the early years, her groundwork on 'Lo-C to 'Hi-C' magnetic tickets facilitated the introduction of Integrated Ticketing System where interoperability for the bus and train was achieved.

Subsequently under her leadership, the in-house development team was built up to architect, design, develop and deploy for mega AFC projects, most notably are the SeP (Symphony for ePayment) based on CEPAS (Singapore Contactless ePayment Application Standard) and SimplyGo (Account-based Ticketing), where new schemes like VISA and Mastercard are being accepted for fare payment in Singapore Public Transport.

She continues to lead the system development team in new areas like Facial Recognition, MaaS, mobile ticketing, etc.

MAK WENG CHEONG

Senior Advisor,

Legal Advisory, Procurement & Contacts Management

Mr. Mak Weng Cheong has over 40 years of experience in procurement, contracts administration and other roles relating to engineering projects.

Mr. Mak has qualifications in both Engineering and Law.



Mr. Mak has over 37 years of experience in the procurement and administration of Electrical and Mechanical (E&M) contracts relating to land transportation systems, including automatic fare collection (AFC) system. Prior to his roles in procurement and contracts administration, Mr. Mak had 6 years of working experience in various roles in the engineering field, including design, project management and maintenance.

Mr. Mak was involved with all MRT/LRT projects implemented by LTA since the launch of Singapore's first MRT project in 1983. Notable experience include:

- The North-East Line (NEL) project - the world's first fully automated driverless metro.
- Migration of Singapore's integrated AFC system for public transport - (a) first from a magnetic contact card system to a contactless card system, and (b) subsequently from a fully contactless card system to an Account Based Ticketing system (ABT).
- The Circle Line (CCL) project - the first and only LTA's transit project for which the core E&M systems were procured through a single contract package.

- Re-signalling of the North-South/East West Line - replacement of a fixed block signaling system with a Communication Based Train Control system (CBTC).

Mr. Mak also has extensive experience with road related projects such as the Electronic Road Pricing system (ERP), Expressways Monitoring & Advisory System (EMAS), Intelligent Transport/Traffic Light Control System, Bus Arrival Information System and Traffic/Environmental Management System for underground expressways. Mr. Mak had played a major role in procuring Singapore's first batch of bus operation contracts through open tenders.

Mr. Mak has academic qualifications in Electrical Engineering, Systems Engineering, Law and Business Administration.

LIU PNG HOCK

Senior Vice President,

Business Development & Planning , Project Management Services

Mr. Liu Png Hock is the Advisor of Project Management & Safety. He has more than 35 years of professional working experience in rail engineering projects. As an engineering graduate of University of Wales, United Kingdom.



Mr. Liu joined Singapore Mass Rapid Transit Corporation in 1985 and was involved in the construction of Singapore North-South and East-West lines. After that, he moved to Shanghai for construction of Shanghai MRT Line 1 in 1990-1994 and re-joined LTA in 1994.

Since then, he has been involved in more MRT/LRT/road infrastructure planning, construction and project management.

In MSI Global Pte Ltd, Mr. Liu focuses on the Asia Pacific business development. In 2004, Nanjing Line 1 Consultancy Contract for E&M System Integration, the first MSI contract in China was secured.

In 2006, a second major contract in China was secured, with the signing of the Project Management and Advisory contract with Shentong Consortium, Shanghai, for the MRT Line 10 E&M system. As of today, MSI Shanghai has completed 20 over projects in China.

SILVESTER PRAKASAM

*Senior Advisor,
Digital Mobility Solutions*

Mr Silvester Prakasam has more than 20 years of experience in the development of automatic fare collection for transit railway and public bus system.

In the 1990s, he spearheaded the development of the Integrated Ticketing System that enabled commuters to use a single stored value farecard to travel within the public transport network that includes buses and trains seamlessly.

Since 1994 he initiated the conceptualization of a contactless smart card ticket for public transport and was deeply involved in the shaping the smart card-based ticket that is more commonly known today as the ez-link card. He was subsequently appointed Project Director in 1999 for the implementation, of a contactless card environment for the Public Transport in Singapore. This project also implemented the Clearinghouse and card manager system for the ez-link card.

After having implemented the contactless smart card system, Mr Prakasam was asked to manage Ez-link Pte Ltd, the company that managed the issuing of 7 million ez-link cards in Singapore which he undertook till the company was appropriately set up.

Moving on from the successful implementation of the ez-link card, he led his team to jointly develop, with the Infocomm Development Authority of



Singaporean leading card suppliers, a new standard within Singapore for common e-purse applications (CEPAS).

This standard was officially launched in 2006 and adopted for public transport ticketing and retailers for electronic payment. Subsequently he led a team that implemented an open system to merge payments for Public Transport and congestion pricing based on CEPAS. The system known as SeP (Symphony for e-Payments) was launched in January 2009 and successfully cut-over on 1st October 2009. His team then went on to introduce a new fare structure called Distance Fares which was launched in July 2010.

He is actively involved in various National Committees in the promotion of e-payments and related standards. Having accumulated vast technical and management experience and knowledge in fare collection and electronic payment system, Mr Prakasam is well respected in the industry and has been invited to share his knowledge in many regional and international seminars and conferences.