

## LEADERSHIP DIALOGUES

# BRIDGING GLOBAL MARKETS: BERNARD SIN ON THREE DECADES AT MKS PAMP AND ASIA'S RISING ROLE IN PRECIOUS METALS

By SBMA

In an industry where reputation is currency and trust takes decades to build, few careers embody the evolution of the global precious metals market quite like Bernard Sin's. After spending nearly three decades at MKS PAMP's Geneva headquarters working at the heart of one of the world's most important financial and precious metals centres, Bernard is now bringing his wealth of experience to Asia as Regional Director for Greater China based in Hong Kong.

His transition reflects the changing centre of gravity in global precious metals markets, where Asia's growing influence in demand, trading, and innovation is reshaping the industry's landscape. As the Singapore Bullion Market Association's newest Management Committee member, Bernard bridges two vital hubs, Hong Kong and Singapore, that together form the backbone of the firm's Asia-Pacific strategy.



Bernard's journey offers a unique vantage point on how the precious metals industry has transformed. Throughout these changes, he has remained anchored to principles that transcend market cycles: integrity, precision, and long-term thinking.

In this Leadership Dialogues feature, Bernard shares insights drawn from his extensive career, discussing how Geneva shaped his professional approach, why compliance have become inseparable from commercial success, and how his return to Asia represents both a personal homecoming and a strategic evolution for a truly global organisation.

### Q: CAN YOU DESCRIBE YOUR PROFESSIONAL BACKGROUND AND CAREER SO FAR?

A: I spent nearly three decades in Geneva, Switzerland, working at MKS PAMP in the global precious metals market. Over this time, MKS PAMP has been central to my professional development. It is an organisation built on trust, precision, and long-term relationships – values that are fundamental to the precious metals industry. My career has evolved alongside the firm's growth as a leading global player across refining, trading, minting and other precious metals services.

### Q: HOW HAS THE PRECIOUS METALS MARKET EVOLVED DURING YOUR TIME AT MKS PAMP?

A: The market has changed significantly. When I began, precious metals trading relied on open outcry, personal relationships, and experience-driven judgment. Execution was voice-based and highly relationship-focused. Over time, the industry transitioned to electronic trading platforms, improving efficiency and transparency. More recently, algorithmic and data-driven approaches have become increasingly prominent. Experiencing this evolution at MKS PAMP has provided a comprehensive understanding of market structure, liquidity, and risk management, while reinforcing the importance of governance, accountability, and human oversight.

### Q: WHAT DID THIS TRANSITION MEAN FOR MKS PAMP AS AN ORGANISATION?

A: For MKS PAMP, adapting to these changes required continuous investment in systems, controls, and people. While technology enhanced execution and risk management, it never replaced the firm's core principles. Maintaining discipline, transparency, and responsibility throughout periods of change has been critical to sustaining trust with clients and partners.

### Q: WHY WAS SWITZERLAND, AND GENEVA IN PARTICULAR, SUCH AN IMPORTANT BASE FOR YOUR WORK AT MKS PAMP?

A: Switzerland, and Geneva in particular, was the ideal place to build a career with MKS PAMP. Geneva is a crossroads of cultures, finance, and diplomacy, a city where precision matters and reputation is everything. As a global hub for precious metals trading, and finance, it provides access to regulators, financial institutions, logistics networks, and international clients. This environment reinforced the

importance of discretion, consistency, and long-term thinking, which are deeply embedded in MKS PAMP's culture.

**Q: HOW DID THE GENEVA ENVIRONMENT SHAPE YOUR PROFESSIONAL APPROACH?**

A: Geneva encourages a measured, long-term approach. At MKS PAMP, relationships are built carefully and reputation is earned over time. Decisions are taken with a full appreciation of risk and responsibility. This environment reinforced my belief that sustainable success in precious metals depends as much on credibility and reliability as on technical expertise.

**Q: HOW HAS COMPLIANCE EVOLVED OVER YOUR CAREER?**

A: Compliance has evolved from a procedural requirement into a core foundation of how MKS PAMP operates. Regulatory expectations have increased significantly, reflecting the complexity and global nature of precious metals supply chains. Strong governance, transparency, and adherence to international standards are essential. Throughout my career, I have supported a culture in which compliance is embedded into everyday decision-making rather than treated as a separate function.

**Q: WHY IS STRICT COMPLIANCE PARTICULARLY IMPORTANT FOR MKS PAMP?**

A: MKS PAMP operates across multiple jurisdictions and markets. Strict compliance protects the integrity of the business, safeguards clients and partners, and underpins long-term trust. In precious metals, reputation is inseparable from success, and strong compliance frameworks are fundamental to maintaining confidence across the value chain.

**Q: WHAT LED TO YOUR DECISION TO RELOCATE FROM SWITZERLAND TO ASIA WITHIN MKS PAMP?**

A: After 29 years in Switzerland, relocating to Asia represents a natural continuation of my role at MKS PAMP. Asia plays an increasingly important role in global precious metals demand, trading, and innovation. The move reflects the region's strategic importance and the firm's global footprint. As a Singaporean, it also represents a return to Asia while remaining part of a truly international organization.

**Q: WHAT WAS BEHIND THE DECISION TO MAKE HONG KONG MKS PAMP'S REGIONAL HEADQUARTERS?**

A: Hong Kong is a major international financial center and a key gateway between global markets and Asia. Being based primarily in Hong Kong allows close engagement with clients, partners, and institutions across the region, while maintaining strong connectivity to global markets. It is a natural hub for regional coordination and market activity.

**Q: HOW DO YOU SEE THE ROLES OF HONG KONG AND SINGAPORE WITHIN MKS PAMP'S ASIA STRATEGY?**

A: Hong Kong and Singapore together form complementary hubs for MKS PAMP's Asia-Pacific presence. Both offer deep financial markets, strong regulatory frameworks, and access to global and regional clients. Their combined strengths in trading, financial services, logistics, and market infrastructure enable seamless coverage, operational resilience, and close proximity to clients across Asia.

**Q: HOW WILL YOU WORK ACROSS BOTH HUBS IN PRACTICE?**

A: While I will be based primarily in Hong Kong, I will spend significant time engaging with teams and partners in Singapore and across the region. Maintaining close coordination between hubs is essential for consistency, efficiency, and service quality. This collaborative approach reflects how MKS PAMP operates globally – integrated, connected, and client-focused.

**Q: HOW DO YOU SEE YOUR ROLE EVOLVING IN ASIA FOR MKS PAMP?**

A: My focus will be on applying experience gained in Geneva to support the firm's activities in Asia. This includes strengthening client relationships, supporting regional teams, and ensuring that the firm's standards of integrity, compliance, and responsibility are consistently applied across markets.

**Q: HOW DO YOU BALANCE CONTINUITY AND CHANGE IN THIS TRANSITION?**

A: This move represents continuity rather than change in direction. The values that define MKS PAMP, integrity, precision, and long-term thinking, remain constant. What changes is the regional context. Bridging Switzerland and Asia, and connecting hubs such as Hong Kong and Singapore, is increasingly important for a global firm.

**Q: WHAT LESSONS FROM YOUR TIME AT MKS PAMP STAND OUT MOST?**

A: The most enduring lesson is that trust is built over time. Markets, technology, and regulations evolve, but credibility and responsibility remain constant. At MKS PAMP, long-term success has always been grounded in reputation and consistency.

**Q: HOW DO YOU VIEW THE FUTURE OF THE PRECIOUS METALS MARKET AND MKS PAMP'S ROLE WITHIN IT?**

A: The market will continue to evolve, shaped by technology, sustainability, regulations, and shifting global demand. MKS PAMP is well positioned because of its integrated capabilities, strong governance, and commitment to responsible practices. Collaboration across regions and hubs will be essential.

**Q: WAS THERE A PARTICULAR MOMENT IN GENEVA THAT REINFORCED YOUR CONNECTION TO SINGAPORE AND ASIA?**

A: Yes. One particularly meaningful moment was the opportunity to attend a meeting in Geneva with Singapore President Tharman Shanmugaratnam. Meeting him outside Singapore, in an international setting, was both humbling and inspiring. His clarity of thought, emphasis on integrity, and focus on long-term, inclusive growth resonated strongly with me, especially given my career in an industry where trust and responsibility are paramount.