

## What Makes a Best Signals Unit Tick?



BEST COMBAT SUPPORT UNIT 06/07

**S SIGNAL BATTALION**

BEST SIGNAL UNIT 06/07

OUR PEOPLE, OUR EFFORT, OUR SUCCESS .... the PREMIER SIGNAL BATTALION



40 Years of  
Defending our Home

**3**



United in Spirit -  
Semangat Bersatu 07



**6**

Army Open House 2007  
Highlights

**8**



Warranting Promotions

Reflecting the importance of the Warrant Officer (WO) corps as the backbone of the SAF, 235 WOs were promoted at a ceremony held at the Chevrons on 13 June. Of these, 112 were from our Army. WOs play a crucial role in maintaining the efficiency and operational readiness of the SAF, and serve as leaders on the ground to train and motivate our specialists and men. Today, WOs also hold key appointments such as command positions in the Basic Military Training Centre. The promotions, which recognise their ability to take on greater responsibility, were presented by Minister of State for Defence, Associate Professor Koo Tsai Kee and Chief of Defence Force, LG Desmond Kuek.

MWO Tamalingam M Muthu, Regimental Sergeant Major of the Armour Formation, was one of five WOs promoted to the pinnacle rank of SWO. He commented that serving as a WO is a rewarding experience, "People look up to you as a leader and role model. It's our job to sort out the basics, take care of our soldiers and conduct tough and safe training." He also believes that being devoted and dedicated to the Army must be balanced by family life. Mrs Muthu added, "In the same way, WOs should treat their men like family members, not strangers. They are father figures and can motivate their men to go the extra mile."



SWO Muthu and his wife both believe that Army and family life should go hand in hand

1WO Chong Yong Kwang, Operations WO of HQ 6th Singapore Division, who was promoted to MWO, agreed on the critical role of the WO corps. He said, "WOs serve as mentors and coaches for the younger generation. They have a strong influence and can impart valuable culture and values." He also believes that every serviceman, including NSFs, should be passionate about their job and believe in themselves to succeed.



MWO Chong (left) strongly believes that WOs have a critical role in shaping the culture and values of our younger servicemen

New Leadership for Guards and TRADOC

In line with our Army's continued leadership renewal, the Guards Formation and Training and Doctrine Command (TRADOC) held their Change-of-Command Parades recently. BG Goh Kee Nguan entrusted the leadership of the Guards to COL Tung Yui Fai on 25 May, while taking over as Commander TRADOC from BG Hugh Lim on 4 June.



BG Goh (left) and COL Tung share the belief that our Guardsmen are highly committed in their duties

Guards Change of Command

The Guards play an important role in our Army by maintaining a high standard of operational readiness for all contingencies. The Change-of-Command parade was officiated by Chief of Army (COA), BG (now MG) Neo Kian Hong, at HQ 3rd Guards Battalion in Bedok Camp. BG Goh, the outgoing Chief Guards Officer (CGO), commented that his service has been memorable due to the passion of his staff, who gave their all for the formation. He said, "As CGO, there were many defining moments during the tsunami relief operations in Aceh, National Day Parade 2006 and various local and overseas exercises. However, it was the great team of people who made my job challenging and fun. They are motivated, dedicated and committed, and have contributed significantly to the formation."

COL Tung, the new CGO, agreed with BG Goh on the dedication of the soldiers. COL Tung said, "I can feel the warmth and close bonds between the officers and men and have also seen how they conduct themselves in exercises and operations. I look forward to leading this professional and cohesive formation."

COL Tung also believes that the strong cohesion among the Guards will enable them to deliver under any conditions, "Committed and engaged people will be our greatest assets. I hope to build on the solid foundation laid by my predecessors to foster an open climate for learning and nurture the bonds of a closely knitted family."

Ex Kocha Singa: Strengthening Ties with the RTA

The 10th Exercise Kocha Singa was held from 4 to 15 June at Fort Krit Siwara in Thailand, between the 1st Battalion, 3rd Infantry Regiment of the Royal Thai Army (RTA) and the 1st Battalion, Singapore Infantry Regiment (1 SIR).

This bilateral exercise promotes understanding and interoperability between both armies, signifying the continuing good relations between them. This year was no different as the exercise comprised skill interactions, exchange of tactics, live-firing, and battalion-level field training exercises. The professional exchanges included a display of the infantry weaponry and lessons on technical handling of the respective armies' small arms. The 1 SIR soldiers experienced firing of the RTA's M249 automatic rifle and M60 machine gun while their RTA counterparts had the opportunity to fire our SAR21 and were impressed with the accuracy and effectiveness of our weapon. Instructors from

TRADOC Change of Command

TRADOC centrally coordinates training across our Army, and manages the Training Institutes which are the repositories of specialised expertise in their respective vocations. At his farewell address, BG Lim commented that it was a unique experience leading TRADOC's dedicated officers and men. He said, "The spirit of the people who make up TRADOC represents everything which is good about our Army. As a team, they demonstrate vision in multiple perspectives: the powerful foresight of integration, the honest and frank insight of professionalism, and the invaluable hindsight of learning."

In his new appointment as Chief of Staff - General Staff (COS-GS), BG Lim will continue to work closely with the people in TRADOC. He looks forward to ensuring that plans are quickly implemented and capabilities quickly operationalised.



BG Lim (standing, right) receiving a fond farewell at TRADOC

BG Lim is confident that BG Goh, who has previously served as ACGS (Training), will take TRADOC to greater heights. Upon taking up the post, BG Goh said, "The Army touches the lives of many people, from regulars to NSmen and NSFs. The challenge is to develop our Army to be a learning Army, and develop our soldiers to be thinking soldiers."

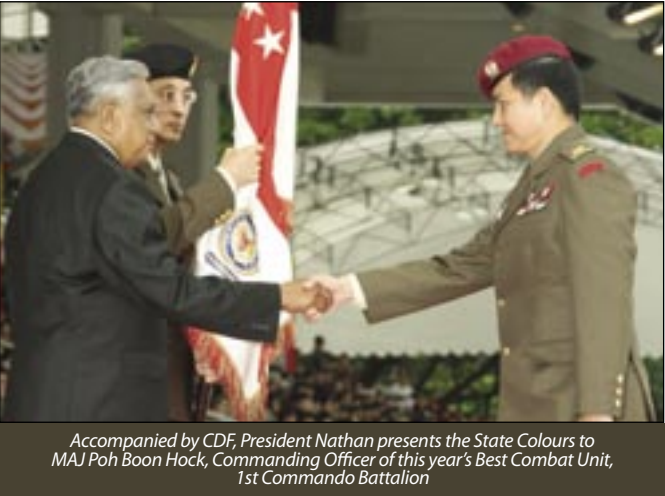
Story Contributed by 1 SIR

40 Years of Defending our Home

Rehearsals for SAF Day Parade 2007 began in May. For LTC (NS) Ken Thng, the parade commander, this was a tiring period as he has to travel frequently for work. Often, he had to return on the midnight flight, catch a two-hour nap before reporting for rehearsals. In spite of these sacrifices, he felt extremely proud to be chosen as the parade commander for this year's parade. He commented on the significance of NS, "Our country is small, and we need to have a strong force and strong equipment to defend our country. Over the past 20 years, I feel that our equipment and foundations have dramatically improved."



LTC (NS) Thng (right) felt that NS has retained its importance over the years



Accompanied by CDF, President Nathan presents the State Colours to MAJ Poh Boon Hock, Commanding Officer of this year's Best Combat Unit, 1st Commando Battalion

LTC (NS) Thng was one of many NSmen who were involved in this significant event in the SAF's history. Celebrating 40 years of national defence, the parade was held at at SAFTI Military Institute on 1 July. It was officiated by President S R Nathan, accompanied by Minister for Defence, Mr Teo Chee Hean, and 2nd Minister for Defence, Dr Ng Eng Hen. It was also attended by about 4000 active servicemen and NSmen.

In his SAF Day Message, Mr Teo said, "As we mark 40 years of National Service this year, I would like to pay special tribute to all the national servicemen who have given their time and service to the defence of our nation. Successive generations of Singaporeans have served as members of the SAF since NS was introduced in 1967, and they have done so with honour and out of a sense of duty. Sons have followed their fathers into service for the nation."



Both COL (VOL) Ang (right) and his son, 3SG Ang, are fine examples of the strong and continual commitment to national defence

One such father-son pair is COL (VOL) Dennis Ang and 3SG Neil Ang. They were among the 40 personnel who joined the Chief of Defence Force (CDF), LG Desmond Kuek, the Service Chiefs and other servicemen in reciting the SAF pledge. COL (VOL) Ang, Senior Project Officer in HQ Training and Doctrine, said, "I think our Army and NS has come a long way. If you had told me the Army would be the



Mr Peter Tan (left), Chief Executive Officer of Sembawang KimTrans Limited, presenting Mr Teo with a signed declaration reaffirming the employers' support

way it is today when I first enlisted in 1971, I wouldn't have believed it. But it has totally transformed beyond recognition. I think this is in many ways for the better – we are much more modern, much more mobile, and a much better Army. Furthermore, I think that for the young people who are going through NS, it has benefited them tremendously. " His son concurred, "I've learnt a lot of life skills in the Army, like people management and leadership. Technological advancements have also allowed us to be a lot more efficient, supported by the enhanced safety culture which allows us to train with peace of mind."

*"I think our Army and NS has come a long way. If you had told me the Army would be the way it is today when I first enlisted in 1971, I wouldn't have believed it. But it has totally transformed beyond recognition. I think this is in many ways for the better – we are much more modern, much more mobile, and a much better Army."*

COL (VOL) Dennis Ang

ARMS Connects with Students through Art

"Army Museum of Singapore (ARMS) reached out to students with the inaugural ARMS Student Art Competition. Held from January to March this year, the competition attracted 432 entries from 42 schools. The Prize Presentation Ceremony, held on 25 June at the SAFTI MI Officers' Mess, with Chief of Staff - General Staff, BG Hugh Lim, as its Guest of Honour.



Mr Ho (left) and BG Lim admiring the winning entries of the ARMS Student Art Competition

BG Lim spoke on the importance of reaching out to the community, "Today, National Service has become a rite of passage for all Singaporean men, but we do not take our people's commitment lightly. Our Army Museum preserves our Army's heritage and honours the service and dedication of our servicemen. As an army of people, our museum pays tribute not only to our soldiers, but all Singaporeans at large – family members, friends and our community, whose lives are intertwined with those of our soldiers. The museum is intended to

be multi-dimensional to cater to people from all walks of life, all of whom have contributed to where our Army is today."

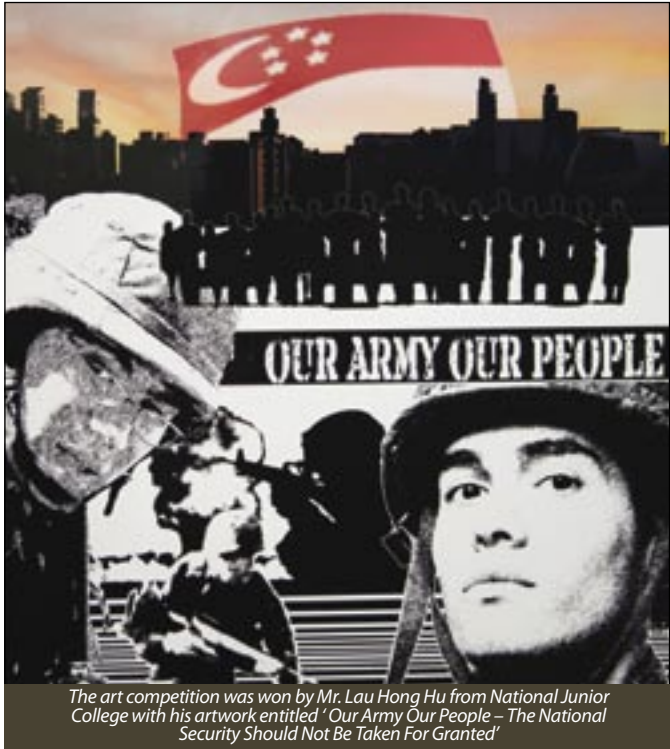
The competition was a learning experience for Ms Hazel Yeoh (right) from National Junior College, who won the 3rd Prize for her artwork, 'Our Army – Our People – Our Country'. She commented, "I flipped through my brothers' old Army books to get inspiration for my artwork. In the process, I learnt about the drills and machinery of the Army, something I would not normally come across. I also learnt that the Army is very important to Singapore, and that it has transformed a lot through the years, and I think it will grow a lot more in the future."



Transformation issues and the future of our Army were also forefront in Mr Pow Ying Hern's mind when he was conceptualising his artwork – 'Our Army of Tomorrow', which won a merit prize. A student at Hwa Chong Institution, Mr Pow explained, "In the picture, the soldiers are dressed in stealth suits, which allows them to blend into the environment like chameleons. They are also armed with the 'SAR 22', which is inspired by the SAR 21 currently used by the Army. I envisioned the 'SAR 22' to be more compact, more accurate, with the addition of a grenade launcher and integrated night vision."

The Chief Judge of the competition was renowned local

artist, Mr Ho Kok Hoe, who also contributed two paintings to ARMS. Entitled 'At Ease' and 'My Son', they feature his youngest and eldest sons during their NS days in the late 1970s and early 1980s. Mr Ho explained, "I wanted to depict one part of Singapore's life, which is Army life. Because I love my sons and I love my country, I wanted to convey to the parents that they are happy, and that is what spurred me on to complete the paintings. At the same time, I can show the nation that national service is of good use to us."



The art competition was won by Mr Lau Hong Hu from National Junior College with his artwork entitled 'Our Army Our People – The National Security Should Not Be Taken For Granted'



# What Makes a Best Signals Unit Tick?

In today's dynamic and fast-moving battlefields, effective communication and information sharing are critical to our Army's ability to fight with a high level of situational awareness. The Signals Formation, with its developments in the area of Integrated Knowledge Command and Control (IKC2), has been the main driving force behind our Army's thrust into the digitised battlefield. While Signals may not possess the same profile as our other Army Formations, they are undeniably an integral component of a modern fighting force.

In the Signals family, the 3rd Signal Battalion (3 Sig) has distinguished itself by winning the Best Signals Unit for five years running in the annual Best Unit Competition. To top off this distinction, they were also named the Best Combat Support Unit for four of the last five years. Such an achievement cannot be attributed simply to luck. To win with such regularity requires the unit to have an exceptional level of commitment, drive and team spirit. Besides possessing a high level of professional competencies in Signals equipment and operations, the commanders and servicemen are also driven by a vision of continual advancement in their quest for excellence.

Army News visited the home of 3 Sig in Jurong Camp to find out what makes them a cut above the rest.

### At Play...

Regimental Sergeant Major 1WO Raymond Kee (with arm raised) cheering his team on in a tug-of-war competition. Outside of his regimental duties, 1WO Kee also has a softer side – he consistently encourages his men to do better, and counsels those who are facing problems



### On Exercise...

As part of Our Army's first spiral of transformation, 3 Sig was the first Signals Battalion to wire up the Distributed Division Command Post, as seen here in Exercise Wallaby 2006



### At Work...

While they are great team players, signalers are also highly resourceful and independent due to the nature of their work and operational processes



### ...and always ready for operations

As part of the 3rd Singapore Division, 3 Sig constantly conducts readiness drills to maintain their operational readiness



### Openness

"It's the spirit of learning, innovation and growth our people have that gives us the edge. As we develop our new processes and capabilities, we see a lot of initiatives from both the NSFs and regulars, who actively search for new and creative ways to improve our work. Their suggestions and their ideas are incorporated as we transform, making them feel recognised. At the same time, we make sure that our operational readiness is not compromised."

- LTC Percival Goh, Commanding Officer

### Unity

"We are very united - it's because of our unity that we can achieve the objectives set for us by the division. We organise get-togethers where we can sit down, joke about and foster the closely-knitted spirit of the battalion. Being their superior and 'big sister' at the same time, I put it to them very clearly that when there are exercises and out-field training, they have to take my orders seriously; but when it comes to fun and games, they need not worry about rank, and can just let their hair down and relax."

- LTA Eng Wan Nghee, Second-in-Command, Trunk Communications Company 1



### Progressiveness

"Even though we are in such a fast-paced and hectic operational battalion, we are still given the opportunities and chances to explore ways to improve the systems we currently have. For example, we have adopted an open-source chat program which allows us to send files as attachments to our trunk nodes, as opposed to the old method of faxing materials across. Another open-source program allows us to monitor connectivity without having to go to each individual computer to check. Such changes improve our processes, and set us apart from the other Signals battalions."

- 2LT Benjamin Tan, Systems & Applications Platoon Commander, Command Systems Company



### Team Spirit

"From my observations, when we are working, be it a major exercise or training exercise, we do it together and always have fun in the process. Life in 3 Sig isn't very easy, because we have a very busy schedule, but what keeps us going is the knowledge that we are not alone. We are friends with each other – some of whom I have trained with and are now in this unit together. We actually enjoy each other's company and are one big family. Doing everything together, including fatigue work, has formed an invisible bond between all of us. "

- 2SG Sean Tan, Operating Systems Control Specialist



### Other Army winners in the 2007 Best Unit and Best NS Unit Competition

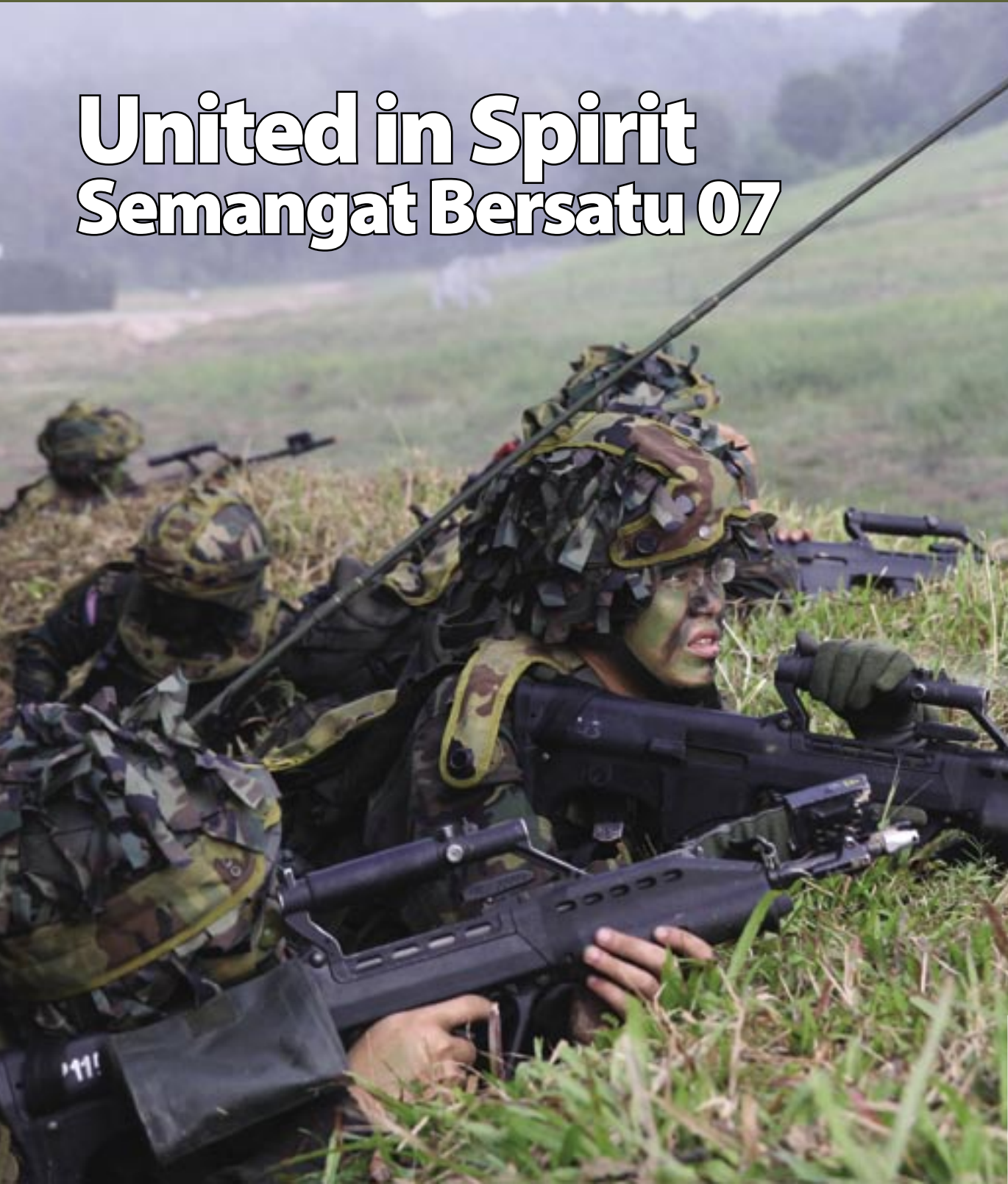
Best Combat Unit	1st Commando Battalion
Best Infantry Unit	2nd Battalion, Singapore Infantry Regiment
Best Armour Unit	40th Battalion, Singapore Armour Regiment
Best Combat Service Support Unit	1st Army Maintenance Base
Best Combat Engineers Unit	36th Battalion, Singapore Combat Engineers
Best Artillery Unit	24th Battalion, Singapore Artillery
Best NS Infantry Units	652nd Battalion, Singapore Infantry Regiment 622nd Battalion, Singapore Infantry Regiment 596th Battalion, Singapore Infantry Regiment 609th Battalion, Singapore Infantry Regiment 566th Battalion, Singapore Infantry Regiment
Best NS Armour Unit	466th Battalion, Singapore Armour Regiment
Best NS Artillery Unit	256th Battalion, Singapore Artillery
Best NS Combat Engineers Unit	328th Battalion, Singapore Combat Engineers
Best NS Signals Unit	6th Signal Battalion
Best NS Combat Service Support Unit	31st Battalion, Forward Combat Supply Support

3 Sig actively supports Army-level events: LCP Eric Li setting up the antenna mast for an Army Open House (AOH) communications trial. For AOH, 3 Sig is responsible for pushing out information to and sharing knowledge with visitors, just like their role in the battlefield





United in Spirit  
Semangat Bersatu 07



“Our predecessors named Exercise Semangat Bersatu well. The term ‘forging unity in spirit’ reflects the need in today’s security context for forces from different nations to come together to maintain peace and stability. The exercise is aimed at developing greater mutual understanding between our two armies and strengthening bilateral ties between our countries,” Chief of Army (COA), MG Neo Kian Hong said at the closing of Exercise Semangat Bersatu 2007, a bilateral exercise between the Malaysian Armed Forces (MAF) and the SAF.

The thirteenth in its series, the week-long exercise brought together officers and men from the 4th Battalion, Singapore Infantry Regiment (4 SIR) and the MAF’s 1st Battalion Royal Ranger Regiment. It included a three-day field exercise which was planned and executed by the combined force under the command of 4 SIR.



A display of hardware by both forces gave the troops a chance to familiarise themselves with each others’ equipment

The exercise was opened on 22 June at Lim Chu Kang Camp 1, by the MAF’s Deputy COA, Lieutenant-General Datuk Masood bin Haji Zainal Abidin and Commander TRADOC, BG Goh Kee Nguan. Commander TRADOC believes that the exercise will facilitate mutual learning and help to establish important personal relations, advising the men, “Use this exercise to further strengthen our relationship of trust and confidence. This will be crucial when we need to work together as partners in future operations.” In a similar spirit, Lieutenant-General Masood exhorted the men to take the opportunity to develop a closer and more harmonious relationship between our armies and countries.

Strong interaction among the men was evident as they trained side by side during the exercise. CPL Faiezad, a Section 2IC in 4 SIR, commented on his positive training experience, “They are very professional and disciplined. Everyone does their part to complete the mission together.” Second Lieutenant Mohamad Azrul from the MAF added, “The exercise was conducted in good spirit. Even though the SAF is mainly a conscript force, we can work together well.” Smiling, he added, “The SAF’s combat rations are good.”

After a gruelling assault on the final objective, where troops from both armies worked together to overrun ‘enemy’ positions on a hillside, the exercise was closed by the MAF’s COA, General Tan Sri Muhammad Ismail bin Haji Jamaluddin in the presence of our COA. He emphasised the strong ties the exercise has built over the years, recalling how he once participated in it as a Commanding Officer. General Ismail added, “Defence cooperation is important to enhance the security of our two nations, and we work closely to meet our shared security needs. This relationship reflects close cooperation and shared values.”



Lieutenant-General Masood (left), accompanied by BG Goh (centre), learning more about the Singapore-made SAR 21 rifle



An SAF soldier (right) explaining the use of the Tactical Engagement System, which enhances training realism and learning opportunities

Army Fitness: Muscle Talk

For the third instalment of our Army Fitness series, based on the Army Fitness Handbook, we bring you a feature on muscular abilities and how to develop them.

Muscular Ability

There are two ways to measure the ability of a muscle – strength and endurance. Muscular strength is the ability of a muscle group to overcome resistance and can be trained through overloading. Muscular endurance involves overcoming resistance over an extended period of time and can be developed by doing many repetitions with less resistance. Simply put, strength measures the maximum weight you can lift (eg. 15kg) while endurance measures the number of times you can lift a given weight (eg. Lifting 5kg 15 times).

Types of Training

Muscular training is usually divided into three categories. Firstly, isometric exercises involve exerting against an immovable resistance such as a wall, where tension is developed without the movement of muscles. They are used to aid the recovery of injured muscles. Next, iso-



Lifting a fixed weight such as a 10-kg dumbbell can build up muscular endurance

tonic exercises use movable resistances such as dumb-bells. They cause the muscle to lengthen and shorten during exercise. Lastly, there are isokinetic exercises where maximum tension is developed throughout the full range of motion

while controlling speed.

Forms of Training

Calisthenics is a form of training which utilises your body weight. These exercises such as sit-ups and push-ups form the foundation of army strength training, as they require minimal equipment and can be performed as a group. Calisthenics give soldiers the strength needed to perform operational tasks such as lifting equipment and carrying casualties.

In comparison, a plyometrics exercise trains muscles to reach maximal force in the shortest possible time. Examples are the high jumper, medicine ball trainings, and Standing Broad Jump in the Individual Physical Proficiency Test.

Finally, hypertrophy, which means muscular enlargement, is the basis for body building. A hypertrophy program uses loads which the soldier can lift six to 12 repetitions. The recommended number of sets for each exercise is three to six, and the rest period should be of short to medium duration.

New  
Commandant  
for SCSC



20 June marked the end of a satisfying and memorable tour for COL Lim Teck Yin (left), who handed over his appointment as Commandant Singapore Command and Staff College (SCSC) to COL Chan Wing Kai (right). In his four years there, COL Lim has been instrumental in leading SCSC towards achieving its vision of ‘A World Class College, A First Class Experience’. This vision will be upheld by COL Chan, who outlined his key thrusts for the future. He said, “SCSC will ensure that the course curriculum remains relevant and responsive to the evolving organizational demands and needs of the SAF with a sharper definition of its learning outcomes. Furthermore, SCSC will continue to foster a strong learning culture in the college and is committed to its journey of achieving organisational excellence to deliver a first class experience to our students.”

Contributed by SCSC

NS40  
Time Capsule Contest



As part of our commemoration of 40 years of National Service this year, a dedicated NS40 website (www.ns40.sg) was created in March 2007 on the Internet.

Do you have funny photos or photo of good ol’ times from your uniformed days? Or do you or your unit have any interesting NS stories to share? One key feature of the website is the NS40 Time Capsule that allows the NS Community and the public to contribute their NS-related photographs and stories reminiscing the experience, camaraderie and bonding of NS in the eras from 1960s to present.

All you need to do is to log on now to the Time Capsule at www.ns40.sg to send in your contributions. The Time Capsule is not only open to MINDEF/SAF personnel, but also all members of the public, as long as you are a registered member of the NS Portal. To give recognition to some of the best entries, NS Portal is giving away a Samsung SGH-X520 mobile phone, an Olympus MJU 720SW digital camera, and other attractive prizes!

For more detailed information on the contest, please visit the NS40 Time Capsule contest details website at: [http://40years.ns.sg/portal/ns/contests/ns40\\_time\\_capsule\\_contest/](http://40years.ns.sg/portal/ns/contests/ns40_time_capsule_contest/)

Closing date for entries is 12 noon on 18 September 2007.

New and more prizes!  
5 pairs of Golden Village  
movie tickets up for grabs

Passing On The Baton

APPOINTMENT	INCOMING	OUTGOING
CHIEF ARMOUR OFFICER	BG LIM CHERN TJUNN PHILIP	BG WONG ANN CHAI
CHIEF MAINTENANCE ENGINEERING OFFICER	LTC HUNG CHING PIEN	COL NG TIONG LEE
COMD SWI	LTC ANG YAU CHOON	COL KWEK JOO LENG
CO 41 SAR	LTC CHUA DAVID	LTC CHUA BOON KEAT
CO 6 SIR	MAJ ONG KOK WUI	LTC CHIN SUN WERN KEVIN
CO 21 SA	MAJ DINESH VASU DASH	LTC SEOW LOONG NICHOLAS
CO 633 GUARDS	LTC YAP TAI CHUAN	LTC SIVA STEVENS
RSM 40 SAR	ZWO LIM HONG LEE	TWO CHEW POH KWEE

Quiz Of The Month - JUN / JUL

Send us the correct answer and win a pair of Golden Village movie tickets. There will be 5 winners!

Q: How many times has 3 SIG won the Best Signals Unit award?

Closing Date : 15 September 2007

Answer: Rank / Name:  
Unit: E-mail:  
NRIC: Contact No.:

1. This contest is open to all Army personnel except the executive staff of Army News Section.
2. Each person is allowed one entry.
3. Winners will be notified by Email. Prizes are not exchangeable for cash.
4. The judges’ decision is final. Please send us your entries via mail or Email (see bottom-right corner of page).
5. Prizes not collected within a month of notification will be forfeited.

MAY / JUN Quiz

Q: How many Training Institutes are there in our Army?  
A: 11

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Army News warmly thanks CPL Gabriel Tan Yew Kim for his contribution to Army News over the past 24 issues. We wish him all the best for his future endeavours!

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Have something you wish to share with us?

If you have any articles to contribute or suggestions about our newsletter, contact us at: [armynews@starinet.gov.sg](mailto:armynews@starinet.gov.sg)

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### **OTHER ATTRACTIONS INCLUDE:**

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