

The Apache - A Force Multiplier In Our Army



The delegation from the US Army sharing pointers during the discussion on the mode of operation and role of the Apache

Capable of crippling and destroying enemy forces with precision and speed, the Apache attack helicopter has been used to great effectiveness in the recent battles in Iraq, Afghanistan and Kosovo.

With SAF having its own fleet of Apaches, an Apache Seminar was held on 27 February at 9th Division Auditorium to facilitate an exchange of operational ideas and experiences on the use of the Apache, between the armed forces of the United States (US) and Singapore.

Guest-of-Honour, Chief Defence Scientist, Professor Lui Pao Chuen said, "For Singapore, the Apache is a very important component of the Army. It is a force multiplier, and the amount of resources that we are investing in the Apache is such that we have to get very much more leverage on it than just another helicopter. We believe that the greatest value that we can get from the Apache is to use it in an innovative way."



"Future warfare is not just about having troops; it is about having troops tapping networks to use Apaches, fighters, tanks and improved munitions to deliver devastating fires on the target."

- COL Wong Ann Chai, ACGS (Plans)

The seminar consisted of a series of presentations by a delegation of speakers headed by Major General Joseph Bergantz, Programme Executive Officer, Aviation, US Army. The seminar touched on many pertinent aspects surrounding the use of Apache in the battlefield, including the role, cost-effectiveness and mode of operation of the Apache. Through the discussion, participants of the seminar were made to think about important questions on the Apache such as whether it would function best as a shooter, a sensor or both, and how the Apache could be most effectively deployed.

Another major topic discussed at the seminar was the need for better integration between the Army, Air Force and Navy to make full use of the Apache and other new technologies such as the Unmanned Aircraft Vehicles. COL Wong Ann Chai, Assistant Chief of General Staff (Plans) said, "Future warfare is not about fighting in a single Service; it is about a Joint and integrated operation. It is not just about having troops; it is about having troops tapping networks to use Apaches, fighters, tanks and improved munitions to deliver devastating fires on the target. It is about getting the latest information down to every soldier to make the SAF faster and more effective."

At the end of the seminar, the participants left with a better idea of the use of new technologies and integration of troops and weaponry in future warfare, and gained a better insight into the capabilities of the Apache.

Commandos In Support Of SAF Deployment To Middle East

Contributed by CO1 Br, G3-Army

From February to April this year, a seven-men Protection Team from the Commandos provided protection for the crew and aircraft of the Republic of Singapore Air Force (RSAF) detachment deployed to the Middle East. This RSAF detachment from 122 Squadron was part of Singapore's contribution to the reconstruction efforts in Iraq.

At the air base in the Middle East, the Protection Team's responsibilities usually began with pre-mission planning about three hours before the C130 take-off for each mission. During this planning, there would be an Intelligence update on the latest attacks or possible threats in the Area of Operations, an analysis on the destination airbase layout and finalisation of the deployment tactics of the mission.

The Protection Team would then follow the plan and look out for suspicious personnel and vehicles in the Area of Operations. They would also be on the alert for incoming mortars, rockets and any other threats to the aircraft and crew. Indeed, the threats were real as Commander of the



The Protection Team from the Commandos ensuring the safety of the C130 detachment in the Middle East

Protection Team, CPT Joey Wong recalled one incident where the airbase was under mortar attack just after the C130 took off from the airbase. Each mission would eventually conclude with a mission debrief for the team.

When asked how they were coping, CPT Wong and his team said that the training and pre-deployment preparation had prepared them well for the deployment. They were also grateful for the full support from 122 Squadron.

In the course of the deployment, close rapport between the Protection Team and the air and maintenance crew was forged. Everyone bonded together in the harsh environment of the desert.

The SAF deployment has since returned to Singapore after the successful completion of the mission. All in all, even in the face of adversity, CPT Wong and his team relished the experience. The deployment of the Protection Team with the C130 detachment to the air base in the Middle East has added yet another significant milestone for the Commandos as it has for the SAF.



The seven-men Protection Team consists of (from left to right): SSG Ng Choon Beng, Jasper; 1SG Tan Tai Hwee, Herman; 2SG Ko Boon Hwee; CPT Wong Yong Cheong, Joey; 2SG Kan Chee Yong; 1SG Soh Kim Ling and 2WO Foo Fook Boon

Gearing Up For The New Workyear



COA getting feedback on the new shoes from the men from HQ 3 SIB after the GS Run

Over 150 servicemen from the General Staff (GS) departments, HQ 3 Singapore Infantry Brigade (HQ 3 SIB), 5th Battalion Singapore Infantry Regiment (5 SIR) and HQ Supply and Transport tried out the new SAF running shoes at the recent GS Run held on 24 March when they were launched. Chief of Army, MG Desmond Kuek also joined in the 5-km run.

The new SAF running shoes are designed to provide better cushioning and cater to servicemen with different feet types. Feedback from those who tried out the shoes has been positive. 2SG Mohamed Ayub from 5 SIR said, "These new shoes are much lighter.

And there are the different models to suit flat feet or arched feet. I think it is really good that the army is looking into improving equipment for the soldiers."

CPL Ivan Hu from HQ 3 SIB agreed that the new shoes are more comfortable. He said, "The new shoes have soles which are thicker. There is more cushioning and I don't feel the impact of stomping on the ground as compared to the old pair of shoes."

He added, "As soldiers, we undergo a lot of physical training. Shoes are a very important part of our training equipment, so comfortable shoes like these are good for us."

With the new running shoes, servicemen can now gear up for the fitness events in the new Workyear. Expect better timings at the Army Half Marathon and the Individual Physical Proficiency Tests.



The new SAF running shoes available at e-marts

TRANSFORMATION

Story by Peon Shou Yi
Graphics by Charles Lim

“Transformation ensures that the SAF continues to be a credible deterrent for many years to come, sustaining the clear edge over potential adversaries, equipped with the capabilities to fight the wars of the future.”

**– Minister for Defence,
RADM (NS) Teo Chee Hean**

Transformation /Trænsfə'meɪʃən/ the portfolio of intentional change efforts that move us from a default future (what we get if we do nothing) to the desired future.

- The Way of Transformation by John Kao

Network-Centric Warfare:

This could be how warfare will be fought in the future

**BE THE EASY TARGET OR
BE THE DECISIVE SHOOTER?**

**ALLOW THE ENEMY TO STRIKE OR
DENY THE ENEMY ANY CHANCE?**

**A FRAGILE FUTURE OR
A SECURE TOMORROW?**

The Army needs to transform. This will ensure that the SAF can fight wars of the future and continue to be a credible deterrent for many years to come. Through force transformation and peacetime re-organisation, the Army is looking forward and developing capabilities to enable the SAF to stay ahead.

Revolution In Military Affairs

During World War II, it was estimated that it took 9000 bombs delivered by waves of bombers to ensure a successful strike at a strategic target. In the recent Iraq war, one aircraft alone could destroy several targets by dropping one or two precision-guided bombs with pin-point accuracy.

Platforms, weapons and sensors, both manned and unmanned, that are fully networked into fighting systems such as those used in the Iraq war will have their combat power magnified many times. Tanks, ships or aircrafts that are not, and which are capable of operating only in the conventional way, may find that they are mere targets.

Clearly, transformation of our armed forces to exploit these rapidly emerging possibilities has become a strategic imperative.

Key Thrusts For Army Transformation

The Army's transformation was one of the key topics discussed at this year's Army Workplan Seminar. There will be two key thrusts:

Force Transformation
The Army will be transforming to leverage on new technologies such as network-centric warfare, communications, unmanned systems, sensors and precision fires.

Peacetime Re-organisation
The Army will transform into a full-spectrum force to deal with the new dual paradigm of troubled peace and conventional war.



As shown, instead of individual platforms that pit themselves against enemy platforms, network-centric warfare will see platforms that are interlinked to achieve comprehensive battlefield situation awareness.

The sensor-shooter link is improved to achieve quick targeting and destruction. This also shortens the decision cycle to deny the enemy a chance to react.

In this way, the combat power of the networked fighting force is greatly multiplied. Units that are not networked can become targets without even knowing what hit them.

Signals Celebrates Its 38th Anniversary As A Family

Contributed by HQ Signals



The Pengiri Untok Pangli-Pangli, or the escort for the Colours, paying compliments to the Signal Colours during the Signal Anniversary Parade

Signals is one of the smaller formations, but the Signals family celebrates its Anniversary in a big way. Each year, the past and present personnel of Signals will gather at Stagmont Camp eagerly to participate in the celebration activities. This year, Signals had a three-part celebration to mark their 38th Anniversary with the Signal Road Relay on 28 February, the Signal Dinner on 29 February, and the Trooping of Signal Colours on 1 March.

Members of the Signals family from various formations and divisions took part in the Signal Road Relay, the traditional curtain raiser for the Signal Anniversary celebrations. 2 Signal Battalion eventually emerged the winner. Several runners also broke the circuit lap record in the process, which attested to the friendly but keen rivalry in the competition.

Swift Response To Manhunt Mission



These are some of the men who were involved in the manhunt on Pulau Tekong from 18 to 20 March. Called upon on short notice, our soldiers swiftly sprang into action to hunt for three armed robbers who had entered the island illegally.

The prompt response shown by the SAF and the close co-ordination with the Police Force bear testament to our readiness to deal with the various threats facing Singapore. 🇸🇬

The Signal Dinner was held on 29 February with Chief of Army MG Desmond Kuek as the Guest-of-Honour. "We get to meet old friends and reminisce about old times over a good dinner," said LTC Lim Seng Hock, Commander Signal Institute. A traditional feature of the Signal dinner was the "Toast to Signals" with the Signal Concoction. Chief Signal Officer, COL David Koh, proposed the toast, joined by 350 members of the Signals family including six ex-Chief Signal Officers.

3 Signal Battalion, winner of the Best Combat Support Unit for 2002/2003, had the honour of trooping the

Signal Colours at the Signal Anniversary Parade. As LTC Chin Sau Ho, the Parade Commander, said, "Trooping the Colours symbolises the Signal Formation rallying together to scale greater heights. This makes the parade this year special, as we have not trooped the Colours since 1976."

Former Chief of Defence Force, LG (Ret) Winston Choo said, "No matter what I am doing, the first of March is always reserved for Signals Day." Signals has indeed shown itself not only to be a competent Formation, but a cohesive and united family as well. 🇸🇬

NSmen Learn the Importance of Convoy Protection

Contributed by ALTC

In modern warfare, convoys that carry vital supplies like ammunition, food and fuel to replenish combat forces have become prime targets on the battlefield. In the recent Iraq war, for example, there were many incidents of Iraqi militia attacking or ambushing American military supply convoys to cripple their supply lines.

Drawing lessons from the Iraq war, Army Logistics has initiated many scenario-based exercises for our National Service (NS) Logistics units, to reinforce the importance of supply convoy protection. As part of the Army Logistics Training Institute, Army Logistics Training Centre (ALTC) plans and conducts integrated Full Troop Exercises (FTX) for NS Logistics combat units to inject realism in training and also to enhance the learning experience. This also allows professional exchange of knowledge and expertise and draws the Operationally-Ready National Servicemen (NSmen) closer together for better co-operation on supply convoy protection.

The most recent integrated FTX was held at the Lim Chu Kang training area in February 2004, involving an NS Logistics unit and a combat force. The exercise provided the soldiers with first-hand experience in convoy vulnerabilities and convoy protection and also a better understanding of their operational roles.

In the After-Action Review, MAJ (NS) Michael Tee, Commanding Officer of the NS Logistics unit, noted, "The images of dead soldiers and casualties on the television screen were chilling reminders of our vulnerabilities in supply operations. My officers and men are fortunate that we do not have to lose any lives to realise the importance of convoy protection and survival. The experience in the FTX has enabled the NSmen in my unit to look at their duties as citizen soldiers in a whole new light." 🇸🇬



Critical to mission success and survival, convoy protection becomes real for NSmen in this integrated Full Troop Exercise

Transforming NS Administration

Contributed by NSAD



NS administrators getting first-hand information on the latest and upcoming NS initiatives, such as the use of the new Automated In/Out Processing System

On 16 March, a National Service (NS) seminar on "Transforming NS Administration" was held at 2 People's Defence Force Auditorium with 350 NS administrators in attendance. Organised by the National Service Affairs Department (NSAD), the seminar aimed to inform NS administrators of

upcoming NS initiatives and engage them to get their feedback.

In the opening address, Head NSAD, COL Winston Toh urged everyone to be "part of the solution to the problem." To illustrate his point, he made special mention of a Full-Time National Serviceman who constantly provided valuable suggestions to improve the new Automated In/Out Processing System (AIOPS).

With the key themes of the seminar set, Head of NS Plans and Development Branch, LTC Tew See Mong provided an update on various administrative initiatives. Citing how COL Toh once said, "We do not want to perfect yesterday, we want to build a better tomorrow," he called on NS administrators to move with time, and reminded all of the need for continuous learning.

Several new systems, processes and centres were presented at the seminar. Besides AIOPS, there was also My Unit, an administrative portal that allows units an additional avenue to communicate with Operationally-Ready National Servicemen (NSmen). The set-ups of the NSmen Services Centre (NSSC) and the Division NS Human Resources Centre (NSHRC) were elaborated on, as was the improved workflow of certain processes for NSmen administration.

In the concluding dialogue session, COL Toh reminded the participants that they were important touchpoints with the NSmen. He applauded the positive attitude of the NS administrators and expressed his confidence that the transformed NS Administration would contribute towards delivering a positive NS experience to the NSmen. 🇸🇬

Exchanging Warrant Officers



For 1WO Karamjit and WO2 David, the ADF-SAF Exchange Programme was a good opportunity to broaden their military experience and knowledge.

For the past six years, the SAF and the Australian Defence Force (ADF) have been conducting the ADF-SAF Exchange Programme for their Captains and Warrant Officers. Over five weeks from 19 October to 24 November last year, 1WO Karamjit, a communications specialist from HQ Signals was attached to the 104th Signal Squadron of the 1st Command Support Regiment in Darwin, Australia. His exchange counterpart, 2nd Warrant Officer (WO2) David Wilkinson, a Signals vocationalist from the ADF paid a reciprocal visit from 16 February to 23 March this year.

Of Goodwill and Learning

So how did the warrant officers feel about the experience? Viewing the exchange programme as a goodwill mission, WO2 David said, "This trip is to

come here to observe the training and see the differences in how it is conducted, to tour Singapore - to have a good time, basically!". 1WO Karamjit agreed, and noted that it was a good learning experience, whereby "we get familiarisation in force capabilities, equipment and training systems not available to our armies - for example, the vast use of satellite technology for communications in Australia."

Experiences To Take Home

Besides the training, there were also memorable experiences aplenty for the Warrant Officers to savour and remember. 1WO Karamjit recalled attending the ADF Signal Corps Anniversary Celebrations in Australia. "It was an impressive event, with Signal units from all over Australia taking part. Some, like the squadron that I was attached to, had to travel by land for five days and four nights just to reach the place!"

Such distances, common in Australia, must have made the trip to Pulau Tekong for WO2 David seem like a routine fording of a river. However, he found the visits to the Basic Military Training Centre (BMTC), School of Infantry Specialists (SISPEC), and HQ Infantry interesting and memorable. He was particularly impressed with BMTC, and said, "I went to see the recruits' bunks, the mess, ate from the cookhouse, and observed the training. The facilities and everything is really top-class!"

When asked if he previously had similar chances to go on such exchange programmes during his 22 years in the army, 1WO Karamjit looked thoughtful. He said, "I've gone overseas for unit training regularly, but none like this one. This exercise provides the opportunity for personnel to broaden their military experience, knowledge and to promote understanding between the two armies."

For the Army such exchange programmes could be just the first step in giving more overseas exposure opportunities to its servicemen. That can only be a good thing, judging from the goodwill, learning points and enjoyment gained and experienced by the two Warrant Officers. The lessons from Down Under could well point the way up for the Army. 

Doing Our Army Proud

Giving their very best.

This is the attitude that our Army officers bring with them when they represent the SAF in more than ten overseas Command and Staff College Courses each year. These courses serve to facilitate professional exchanges in military expertise and doctrine between different armies.

And such is our Army officers' passion to perform their very best that they often bring home outstanding achievements. Last year, MAJ Lim Tien Hock and MAJ Steven Seng were each awarded the Top Overseas Student award at the Malaysian Armed Forces Staff College Course (MAFSCC) and the Sekolah Staff dan Komando Angkatan Darat (SESKOAD) course respectively. Army News finds out more from them.

A Challenging Course

Undergoing an eleven-month Command and Staff College Course, let alone in a foreign land, is never easy. MAJ Seng says, "Firstly, the challenge is in speaking a new language. Some of the other participants at the course already knew Bahasa Indonesia but I started from fresh so it was more challenging."

"Also, the coursework could be overwhelming at times. Assignments had to be handwritten, and there were times when we had to work through the night because certain assignments were given the evening before and had to be handed in the next morning," adds MAJ Seng.

Throughout the entire eleven months, participants were assessed not only on academic performance, but also on the level of participation and interaction throughout the course.

MAJ Lim explains, "There are the softer aspects of how you manage relationships and interact with course mates and how they perceive you. These are also important besides the academic requirements."

Standing Out From The Rest

Both the MAFSCC and SESKOAD had participants from many other countries including the United States of America, Australia and Japan.

On his achieving the Top Overseas Student award, MAJ Lim says, "For the paper written during the course that leads to a diploma in strategic studies, mine stood out as one of the five to be published in their annual book. This probably helped in my overall assessment."

MAJ Seng believes that his active participation in many activities was the main factor that led to his Top Overseas Student achievement. He reveals, "I tried to participate fully by going for runs, playing sports and taking part in many competitions. For example, there was an Inter-Service Sports Competition which foreign students were not required to participate in, but I wanted to join in the games and was selected to represent the Army team in soccer!"

Attributing Their Achievements

The two officers attribute their achievements to the rigorous and progressive SAF training, the Command and Staff tours and the many people who have helped them along the way.

MAJ Lim says, "The training that I have gone through includes the Battalion Tactics Course and the National Service Command and Staff Course. I also had a Combat Team Commander tour in 40th Singapore Armoured Regiment and a Branch Head tour in the Officers' Personnel Centre. All these have provided me with the necessary foundation to perform my tasks at the course."

MAJ Seng says, "Firstly, my seniors gave me very good advice. My Indonesian mentor was also very patient with me and helped me in the many areas that I was unfamiliar with. And my wife was very supportive and understanding."

MAJ Seng adds, "SAF sends people who are seriously interested and are willing to participate fully in overseas courses. We take the course seriously and I think this is also why we have a tradition of performing well in such courses."

Benefits Gained

Through the interactions with course mates from all over the world, many lessons and experience were gained over the eleven-month course. MAJ Lim says, "Attending the course in Malaysia helped me to gain a better understanding of our neighbour and allowed me to develop personal ties with my course mates from the Malaysian Armed Forces. I am keeping in contact with these friends."

MAJ Seng says, "The course afforded me a closer look at the Indonesian culture and lifestyle. It gave me an opportunity to make friends in foreign armies. Bearing in mind that Indonesia is the largest ASEAN country, and that for so long I knew little about our neighbour, this trip was really an eye-opener!"

Giving their very best and excelling in whatever they do, these officers have indeed done our Army proud. 



"The course in Malaysia helped me to gain a better understanding of our neighbour and allowed me to develop personal ties with my course mates from the Malaysian Armed Forces." - MAJ Lim Tien Hock



MAJ Steven Seng participated fully not just in the academic aspects of the overseas Command and Staff College Course, but also various other activities as well.

Passing On The Baton

INCOMING

LTC Tan Nam Seng
LTC Lim Siong Tiong
MAJ Steven Seng Wei San
MAJ Tan Tuan Loy Alex
MAJ Ang Soon Leong Nicholas

Comd SAF Ammo Base
CO 1 SAF Tpt Bn
CO 23 SA
CO 21 SA
CO 1 Cdo Bn

OUTGOING

LTC Tan Peng Kuan
LTC Lam Sheau Kai
LTC Ng Wai Kit
LTC Lee Wei Cheng

Quiz Of The Month

Send us the correct answer and stand a chance to win a \$20 Takashimaya Gift Voucher. There will be 2 winners!

SEND YOUR ANSWERS TO

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or E-mail: armynews@starnet.gov.sg

ANSWER TO LAST MONTH'S QUIZ

Chemical, Biological & Explosive Defence Group

OUR LUCKY WINNERS

1. 3SG Ong Khoo Guan NRIC : S 8222183 B
2. REC Justin Yek NRIC : S 8528476 B

Contest rules: This contest is open to all Army personnel except the executive staff of Army News Section. Photocopies of the entry form are acceptable. Each person is allowed one entry. Prizes are not exchangeable for cash. The results will be published in the next issue and winners will be notified by E-mail. The judges' decision is final.

All entries must reach us by 10th May 2004.

What are the two key thrusts for Army Transformation?

Closing Date : 10th May 2004

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

Visit Website And Win Prizes!

The Army Recruitment Centre launches its new website at www.armycareers.gov.sg

Featuring a revamped content, the new website offers comprehensive details on army careers, study awards, free downloads of army images and screen savers, and you'll also get to 'hear' the vivid, first-hand accounts on the experiences of real soldiers.

What's more, from 29 March to 30 May 2004, all visitors to the website stand a chance to win prizes such as the Apple iPod or Xbox, by simply locating Sgt Max, an icon hidden in one of the pages of the website. To find out more, visit www.armycareers.gov.sg!



Thinking Soldiers

Maximising Human Capital

How should an employer treat an employee or an organisation manage its people so as to have both sides get maximum benefit out of the relationship? Thomas O. Davenport in his book, *Human Capital*, offers an original take on this issue, with his concept of people as investors of human capital.

Davenport contends that with people now so keen to improve themselves and their "capital stock" of information, they would want to "invest" in the organisation that will give them the highest return on their knowledge. If organisations commit to help people build their capital stock, they can help them achieve their full potential and have them at their most productive.

THE PSYCHOLOGICAL CONTRACT

In the process of hiring, Davenport introduces the idea of a "psychological contract", an interactive bond that consists of the various aspects of communication between the organisation and individual, whether it is spoken or unspoken, written or unwritten. For a successful relationship between both parties, the psychological contract must be upheld.

People need a clear sense of where they and the organisation are heading before they are ready to commit themselves to the organisation. If they have this assurance, loyalty "to the cause" is secured, and people can now perform to the best of their ability, something that money or benefits packages cannot offer.

In addition, people will feel that they are benefiting if the organisation shows itself to be committed in making a match between abilities and job requirements. Organisations have to be flexible and tailor jobs to the different needs of individuals, focusing on areas which offer "returns on investment" to their people, like intrinsic job fulfilment, growth opportunities, and recognition. Maximum returns are only gained when people know clearly what they are supposed to do and feel that they are getting a good deal. It can be a win-win situation for both the organisation and its people.

PRACTISING WHAT IS PREACHED

Davenport also stresses that what actually happens is more important than what is

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Army PRIDE Carnival '04



The Army Productivity and Innovation in Daily Effort (PRIDE) Carnival '04 will be held from 28 to 30 April at Nee Soon Camp from 0900hrs to 1700hrs daily.

As a carnival cum exhibition, it will feature games, movie booths, cafes, street performers and buskers, and showcase the winning Work Improvement Teams project entries. Look forward to a whole lot of fun and enjoyment at Army Pride Carnival '04!

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