DEFENCE COLLECTIVE IN *ACTION*

ANNUAL REPORT 2024

MISSION

We champion our defence story to inspire everyone to defend what it means to be Singaporean: our home, our identity, our way of life.

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JOINT MESSAGE BY CHAIRMAN & CEO

Mrs Elaine Ng *Chairman*

Mr Joseph Tan *Chief Executive Officer*

The Defence Collective Singapore (DCS) has a key role in advancing Total Defence given the complex geopolitical environment. Each year, DCS refreshes its initiatives to engage audiences and keep the Total Defence message relevant. In February 2025, DCS presented an exhibition commemorating the SAF's milestones in military defence, one of the six pillars of Total Defence, highlighting its steadfast commitment to defending Singapore's peace and security over the past six decades.

Presenting New and Exciting Defence Stories and Messages through DCS Museums

With its expanding artefact collection and digital platforms, DCS will continue to create innovative and differentiated museum experiences that resonate with our audience.

Established in 1998, the Singapore Air Force Museum (SAFM) was relocated from Changi Air Base to its present premises just outside the Paya Lebar Airbase in 2001. SAFM has built up a steady following of aircraft and military enthusiasts over the years. Through DCS's programmes and support in organising signature events such as Air Force Day and holiday camps, the museum has seen an increase in visitorship to over 60,000 this FY. The museum is scheduled to go for a full closure from November 2025 to update its galleries and will reopen in mid-2026.

At the Singapore Navy Museum (SNM), DCS has introduced a range of programmes for schools and the public, including Navy Day celebrations and new digital resources, reaching about 60,000 visitors. The museum has also launched special exhibitions and a navy-themed playground. In partnership with the Republic of Singapore Navy, SNM has further introduced initiatives such as exclusive naval base tours, enriching the narrative of Singapore's naval heritage.

Singapore Discovery Centre (SDC) continues to be a choice National Education Partner, engaging about 540,000 people through centre-based, outreach, and digital offerings. One of its exhibition galleries will be revamped to engage visitors more deeply on contemporary issues. As an Energy Positive Museum, SDC supports Singapore Green Plan 2030 and MINDEF's sustainability efforts through its 'Greenest Plan' and related initiatives.

Looking ahead, DCS will be running the Singapore Army Museum (SAM), currently undergoing a revamp, as well as the upcoming National Service-themed Gallery at NS Square in Marina Bay, which is under development.

Deepening Engagement, Growing our People

The DCS Volunteer Network remains a vital platform to involve diverse communities including new citizens, while attracting new advocates to contribute towards DCS's museum operations and engagement programmes. Partnerships with Institutes of Higher Learning through Memorandums of Understanding (MOUs) have created new opportunities for collaboration, while the inaugural MOU with Heartware Network has expanded youth volunteer engagement. DCS also works closely with the SAF Veterans' League and greatly values their contributions as resource speakers and guides across our museums.

DCS is also committed to providing opportunities for our staff to grow their skills in museum development and programming. Our journey has been made possible by the dedication of all who have contributed to DCS which includes the unwavering support of our partners, stakeholders, and volunteers. We extend our deepest gratitude to all who have walked alongside us and look forward to the opportunities ahead.

BOARD OF DIRECTORS

1 **Mrs Elaine Ng**
Chairman
Defence Collective Singapore Ltd
Deputy Secretary (Admin)
Ministry of Defence

2 **Mr Joseph Tan ^**
Chief Executive Officer
Defence Collective Singapore Ltd

3 **Ms Deanne Tan**
Director, Nexus
Ministry of Defence

4 **Mr Melvin Kwek ***
Managing Director
VantagePoint

5 **Mr Jeffrey Seah ***
Partner
Mettle & Salt Partners Pte Ltd

6 **Ms Loh Wee Cheng**
Divisional Director
Student Development Curriculum
Division 1
Ministry of Education

7 **Mr Leonard Tan Bahroocha**
Director, Head of Product Innovation
Team (SEA & Oceanic)
Samsung Electronics

8 **BG Chan Ching Hao** (from 29 Mar 2025)
Chief of Staff – Joint Staff
Singapore Armed Forces
Ministry of Defence

9 **Ms Chung May Khuen**
Director
National Museum of Singapore

10 **Ms May Tan**
Director, Education & Development
National Arts Council

11 **Dr Ang Cheng Guan**
Associate Dean & Professor
International History of Southeast Asia,
S Rajaratnam School of International Studies
Nanyang Technological University

12 **Mr Muhamad Imaduddien Abd Karim**

13 **Ms Huang Shao-Ning**
Founder & Partner
AngelCentral

ASSOCIATE DIRECTORS

1 **Mr Ng Kin Yi**
Director, Defence Finance Organisation

2 **Ms Chng Lay Theng**
Director (HR), Ministry of Defence HR Directorate

^Exceeds 10 consecutive years on the Board (ex-officio appointment).
*Reaching 10 consecutive years on the Board given their active contributions as head of Board Committees and to ensure continuity and stability during transition to DCS. Suitable candidates will be identified for a smooth leadership handover before their last term ends in March 2027.

SUB-COMMITTEES

Audit & Risk Committee
Mr Melvin Kwek *(Chairman)*
BG Chan Ching Hao
Ms Deanne Tan

Digital Content Committee
BG Chan Ching Hao *(Chairman)*
Mr Joseph Tan
Mr Jeffrey Seah
Ms Huang Shao-Ning
Ms Deanne Tan

Experience Committee
Ms Loh Wee Cheng *(Chairman)*
Mr Leonard Tan Bahroocha
Ms Chung May Khuen
Dr Ang Cheng Guan
Ms May Tan

People Development Committee
Mr Jeffrey Seah *(Chairman)*
Mr Muhamad Imaduddien Abd Karim
Ms Deanne Tan

MEETING ATTENDANCE

Board Member	No. of Meetings Attended
Mrs Elaine Ng	4
Mr Joseph Tan	4
Ms Deanne Tan	4
Mr Melvin Kwek	3
Mr Jeffrey Seah	2
Ms Loh Wee Cheng	4
Mr Leonard Tan Bahroocha	3
BG Goh Pei Ming (till 29 Mar 2025)	2
BG Chan Ching Hao (from 29 Mar 2025)	0
Ms Chung May Khuen	2
Ms May Tan	4
Dr Ang Cheng Guan	1
Mr Muhamad Imaduddien Abd Karim	2
Ms Huang Shao-Ning	2
No. of Meetings Held	**4**

ORGANISATIONAL STRUCTURE

Chief Executive Officer

Programmes & Commercial

- Marketing Communications & Membership
- Programmes & Education
- Sales
- Singapore Air Force Museum
- Singapore Navy Museum
- Singapore Discovery Centre
- Singapore Army Museum
- NS Gallery

Museum & Corporate Development (MCD)

- Corporate Development & HR (CDHR)
- Curatorial & Collections (C&C)
- Data, Digital & IT (DDIT)
- Exhibitions & Volunteer Management (EVM)
- Finance & Procurement (F&P)
- Infrastructure & Sustainability (I&S)
- Strategy & Partnership (S&P)

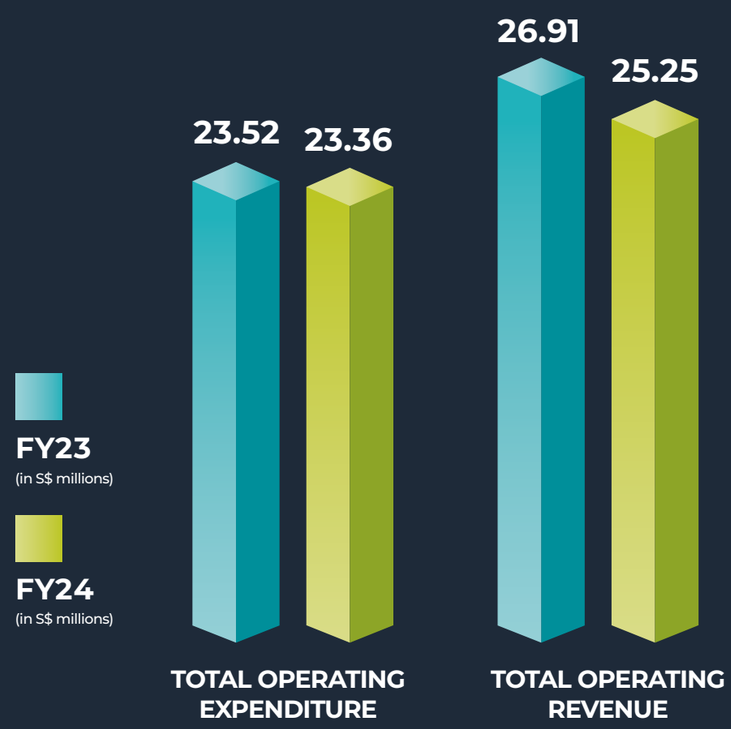
MANAGEMENT COMMITTEE

Chief Executive Officer: **Mr Joseph Tan**
Deputy Chief Executive (MCD): **Mr Darren Ler**
Director (S&P): **Ms Soo Hui Wah**
Director (EVM): **Ms Peh Yee Joo**
Director (F&P): **Ms Sally Yeo**
Director (C&C): **Ms Hairani Joshi**
Director (I&S): **Mr Lim Chin Seang**
Covering Director (CDHR): **Ms Cafren Kang**

AT A GLANCE

ACROSS SINGAPORE DISCOVERY CENTRE (SDC), SINGAPORE NAVY MUSEUM (SNM) & SINGAPORE AIR FORCE MUSEUM (SAFM).

FINANCIAL HIGHLIGHTS



TOTAL ENGAGEMENT

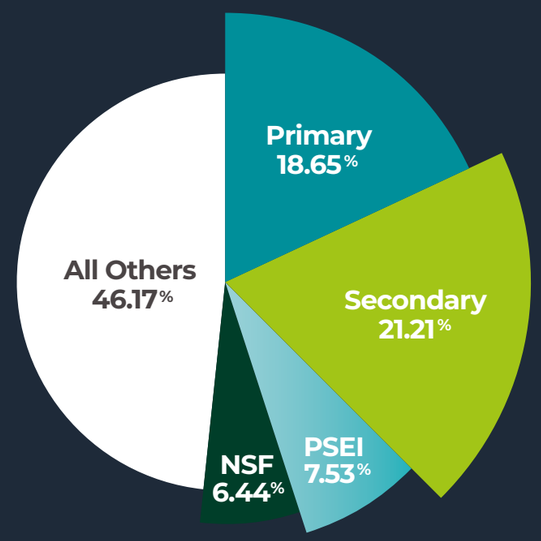
668,256

IN-CENTRE	DIGITAL	OUTREACH
292,794	110,266	265,196

NO. OF UNIQUE SCHOOLS ENGAGED

Preschool	Primary	Secondary	PSEI
81	182	147	27

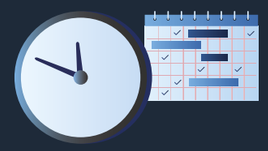
ENGAGEMENT COMPOSITION



75 DCS Volunteers

25 No. of Community Activities Organised

12 No. of Community Partners Engaged



480.5 Total Volunteer Hours

Over **200** Partners Engaged

3 New MOU Partnerships

MEDIA COVERAGE & SOCIAL MEDIA ENGAGEMENT

Media coverage contributed significantly to the outreach and public engagement efforts for Defence Collective Singapore (DCS) and its museums. Singapore Discovery Centre (SDC) gained wide exposure through events such as the launch of SAF60 Exhibition Showcase, which drew attention from various news media. Similarly, the Singapore Navy Museum (SNM) was featured across multiple platforms and notably, the visit of the King of Sweden to the museum, further helped to raise public awareness.

Complementing major media channels, DCS strengthened its digital presence through a combination of social media outreach, influencer collaborations, and targeted digital campaigns. Partnerships with content publishers enabled the museums to reach broader and more varied audiences.

FOLLOWER GROWTH

DEFENCE COLLECTIVE SINGAPORE	440
SINGAPORE DISCOVERY CENTRE	4,521
SINGAPORE NAVY MUSEUM	1,322
SINGAPORE AIR FORCE MUSEUM	589

OVERALL REACH

2.6 Million

OVERALL ENGAGEMENT

128,000 Likes, Views, Comments & Shares

AWARDS & ACCOLADES

bizSAFE ISO 45001

DCS obtained the highest level in Singapore's bizSAFE programme, demonstrating excellence in workplace safety and health management; reinforcing its commitment to the highest safety standards, DCS successfully maintained its ISO 45001 certification.

Progressive Wage Mark

DCS received the Progressive Wage Mark in recognition of its commitment to fair and sustainable employment practices.

Cyber Trust Mark Tier 3

DCS received the Cyber Trust Mark in recognition of its efforts to maintain robust cybersecurity practices to ensure a secure digital environment for partners and visitors.

NS Mark (Gold)

DCS was accredited with NS Mark (Gold) in recognition of its exemplary support to Total Defence and National Service.

Excellent Service Award (EXSA)

DCS staff clinched 1 Star Award and 12 Silver and Gold Awards at the EXSA, for their exceptional service excellence.

Water Efficient Building Certification

SDC has been awarded the Water Efficient Building Certification by PUB for adopting water efficient measures in its premises.

Green Mark Platinum Positive Energy Building Certification

SDC generated energy surpluses and maintained the Green Mark Platinum Positive Energy Building certification as Singapore's First Energy Positive Museum.

ASEAN Energy Efficiency and Conservation Best Practices Award

SDC won this award for exemplifying excellence in energy efficiency and the integration of renewable energy, contributing to a more sustainable and carbon-neutral built environment in the ASEAN region.

01 ACTIVATED BY PURPOSE

INSPIRING CONNECTIONS

CELEBRATING NATIONAL DAY 2024

In celebration of National Day 2024, DCS curated a special exhibition titled, *Yours Sincerely* – a showcase of the everyday conversations, affirmations, and sentiments through which Singaporeans convey love for their community and nation. Visitors were invited to "hear Singapore's voice" through personal reflections and explore what compels them to stand up for the place they call home. The exhibition achieved significant reach, with over 115,000 outreach engagement recorded and more than 90% positive feedback from participants.

The exhibition also formed part of DCS's One United People campaign, which spanned from 3 to 11 August. Held across DCS museums, National Day Parade (NDP) ticket collection and 4 NDP @ Heartland Celebrations venues, the campaign featured interactive storytelling, self-guided trails, and commemorative collectibles. Every year, this provided an invaluable opportunity for DCS and its volunteers to engage the community.

SDC engaged close to 4,000 visitors over the National Day weekend with live music, movie screenings, creative crafts, and other on-site activities.

In support of youth engagement, DCS also collaborated with community partner, Heartware Network, to engage youth volunteers in facilitating the outreach activities.

For School Engagement, a dynamic digital board game was developed as a self-facilitated resource for schools to help students explore how individuals and communities contribute to nation-building, while appreciating what makes Singapore unique. The resource was well-received, reaching 18,857 students across primary to post-secondary levels.

In July, leading up to National Day, DCS partnered with CapitaLand for the first time to bring the One Heart, One Nation display to 3 shopping malls – Westgate, Bugis Junction, and Bedok Mall. The public was invited to pen their wishes for the nation, which later formed part of the National Day exhibition at SDC.

INSPIRING CONNECTIONS

SAF60: DEFENDING OUR HOME, SECURING OUR FUTURE

In early 2025, DCS partnered MINDEF Joint Strategic Communications Department and Nexus to curate the SAF60 exhibition showcase to commemorate six decades of steadfast service by the Singapore Armed Forces (SAF) and to honour the dedication of those who believe Singapore is ours to protect. First unveiled in February 2025 at SDC, SNM and SAFM, the exhibition was officially launched by Senior Minister of State for Defence, Mr Zaqy Mohamad at SDC on 2 April 2025, witnessed by SAF veterans and partners.

Following its debut, the showcase was incorporated into DCS's 2025 Total Defence engagement and embarked on a nationwide journey to 33 partner locations, bringing our defence story to Singaporeans from all walks of life. These locations included schools, tertiary institutions, national libraries, SAFRA clubs, corporate and heartland venues such as Our Tampines Hub, Heartbeat@Bedok, and VivoCity.

Roving SAF60 exhibition @ Nanyang Polytechnic

Roving SAF60 exhibition @ SAFRA Yishun

A Total Defence programme was specially developed to complement the SAF60 exhibition showcase and inculcate the understanding of our collective responsibility in safeguarding the nation. The programme engaged 1,880 students, supporting national efforts to deepen Total Defence awareness across different educational levels.

BUILDING TOTAL DEFENCE ADVOCATES & COMMUNITY

DCS effectively broadened the reach and impact of defence programmes across schools, Post-Secondary Education Institutions (PSEIs), and MINDEF/SAF units. Besides raising participation in annual engagements, resources and operations were optimised to diversify its offerings. In FY2024, over 180 programmes ranging from walking trails, bus tours, seminars, and more were delivered through collaborations with programme partners to meet the varied needs of different audience groups.

Guardians of the City (GOTC) II Tournament returned in 2024, drawing participation from 22 secondary schools – an 83% increase from the previous run. The strategy card game remained relevant in challenging students to reflect on the importance of collective action in overcoming our national security threats.

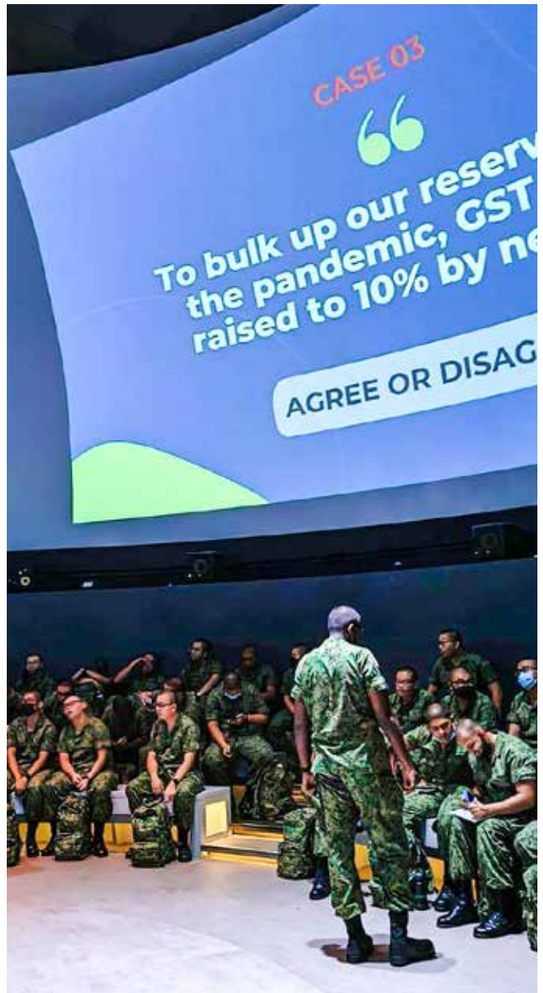
The annual N.E.mation! competition provides a platform for students to creatively express their views on Total Defence. It attracted over 550 participants this year, with more than 70% increase in Open Category participation from 2023.

With support from programme partners like the Ministry of Home Affairs, SBS Transit and PacificLight Power, N.E.mation! 2024 participants went on exclusive visits to restricted facilities to understand our roles during peace and crisis times.

DCS was appointed for another consecutive year to organise the 2025 Temasek Polytechnic LEAD Summit and engaged 426 students through critical conversations on cybersecurity and global issues.

DCS assumed coordination of the National Service (NS) Information Sharing Sessions in 2025 and facilitated meaningful engagement for pre-enlistees to gain clearer insights into the NS experience and potential career pathways.

DCS was also commissioned to engage learners across the five local polytechnics for Poly Forum 2024. A Train-the-Trainer session was conducted for 35 lecturers, and 500 students went on a Total Defence Quest which included partner sites like Fort Canning Centre, the Asian Civilisations Museum, and the Esplanade.



The refreshed NE programme featuring a facilitated discussion on contemporary issues, successfully reached out to over 15,000 recruits from BMTC, Frogman, and Commando schools.

New programmes such as the Hari Raya Festive Programme and Escape Quest were introduced, contributing to NE engagement of over 37,000 servicemen and women.

DCS also worked with MINDEF's Defence Policy and Navy Protocol Offices to design programmes to help ASEAN and foreign navy groups explore Singapore's multicultural heritage.

DCS leveraged on national campaigns to maximise its reach and impact as part of the placemaking strategy to grow and enrich the defence heritage ecosystem. DCS museums participated in national campaigns such as Children's Season and Singapore HeritageFest to widen its reach.

One key effort was DCS museum-wide participation in Battle for Singapore 2025, an annual campaign by National Heritage Board (NHB). Working in close collaboration with NHB, DCS became a main programme partner this year. As a key advocate of defence heritage, DCS piloted new programmes with defence-related sites, museum partners and researchers to uncover untold stories and expand our defence story nodes. The programmes were highly successful, receiving an average satisfaction rating of over 95%.

For its inaugural participation, DCS engaged military historian Dr John Kwok to co-curate a special programme with Battlebox, Fort Canning Heritage Gallery and the National Gallery Singapore, drawing fresh connections across the three sites and highlighting the importance of defence and security.

SNM collaborated with heritage veteran Jerome Lim to introduce lesser-known stories of the Naval Volunteer Reserve, including a visit to the site where the RSN Ensign was first hoisted and to the museum where the story of the Navy continues.

With the strong support from the RSAF, SAFM piloted the first public programme with exclusive entry into Tengah Air Base, including the former site of General Yamashita's first Command Centre during WWII.

SDC piloted Day Zero, a bus tour led by FoSDC volunteer guides and SAF veteran guides, bringing participants to retrace some of the WWII battlefield sites like the Battle of Sarimbun Beach, before concluding at SDC.

SDC also curated a Wartime Food Story programme that paired culinary and artistic storytelling, featuring Chef Damian D'Silva's reinterpretation of WWII-era ingredients and artist Julia Tay's illustrations on food resilience.

The collaboration with Dr John Kwok also extended to a pilot training initiative on storytelling and tour scripting which received positive feedback from DCS museums and volunteer guides.

DCS strengthened its mindshare and presence in the Total Defence and NE eco-system by strategically engaging key stakeholders and forging partnerships across the Public-Private-People sectors. In FY2024, DCS embarked on initiatives with new partners such as MCCY Harmony Fest and Computer Science Teachers Association, while continuing to deepen collaborations with Ministry of Education and People's Association. Ongoing and extended partnerships with partners like PacificLight Power, QED Changemakers and SBS Transit also enabled DCS to reach out to new audiences and keep abreast of latest developments in the industry.

DCS signed its first MOU with a youth organisation, Heartware Network, to encourage community co-creation and volunteerism as part of youth engagement efforts.

DCS Partners Connect session was held quarterly as part of its efforts to reach out to key partners and to provide a platform to explore synergies for collaboration.

Besides existing MOUs with the polytechnics, DCS extended the MOU partnership with the Institute of Technical Education across its museums, creating more avenues for NE engagement and collaborations.

To strengthen ties with educators, DCS hosted an engagement session with schools under MOE Cluster 4 to deepen collaboration in NE efforts.

DCS participated in ECDA Start Small Dream Big's 10th Anniversary event and promoted DCS offerings, gaining mindshare amongst preschool educators.

For the first time, DCS participated in MCCY's Harmony Fest which provided a platform to reach out to NE community, government agencies and grassroots networks.

DCS also actively engaged the community via outreach activities such as PA Kids Inc Carnival @ Bishan CC and Total Defence Day & Edusave Awards @ Brickland CC, supported by youth volunteers.

DCS participated in ITB Asia 2024 to position its museums alongside other cultural and educational destinations.

In support of workplace innovation and transformation, DCS contributed to the HR & WorkTech Asia Summit 2025 and showcased its organisational learning and team development offerings.

STRENGTHENING OUR CORE

Study visits to museums and participation in conferences, both locally and overseas, provided valuable opportunities for DCS to stay updated on museum trends, enhance professional capabilities, and foster cross-institutional learning. DCS also hosted reciprocal learning journeys and official visits from MINDEF, Total Defence and NE agencies, Museum Roundtable members, international embassies and overseas counterparts. These helped to promote knowledge sharing, learning of best practices and to explore potential collaborations.

DCS hosted many partners such as Digital Intelligence Service (DIS), Urban Redevelopment Authority and Esplanade.

Learning Visit to the Singapore Chinese Cultural Centre.

The fruitful learning journeys to Fort Canning Heritage Gallery and Battlebox led to collaborations for Battle for Singapore 2025.

DCS hosted Ms Eunice Báez, Chair of ICOM Costa Rica and learnt how a small nation like Costa Rica positioned itself and built a strong presence in the international museum community.

DCS engaged its Total Defence agency counterparts from Swedish Psychological Defence Agency and embassy representatives from Japan and Canada, who were keen to learn more about DCS's Total Defence engagement efforts.

S. Rajaratnam School of International Studies (RSIS) partnered with DCS and incorporated SNM tour for senior military officers from the 25th edition of their Asia-Pacific Programme (APPSMO).

DCS attended the International Conference on Museum Storage 2024 held in Paris, focused on shared challenges and best practices in collections storage.

Study visit to Torpedo Bay Navy Museum and other military museums in New Zealand, aimed to explore collaborations and learning of best practices.

A comprehensive inventory strengthens the educational and interpretive potential of museums and galleries by enabling richer, more meaningful storytelling. In this effort, DCS continued close partnership with MINDEF Knowledge Research Archives Department (KRAD) and SAF units to inventorise SAF heritage objects and support long-term artefact management — improving tracking, facilitating loans, and guiding conservation decisions to preserve their provenance, historical value, and condition for future generations.

Concurrently, urgent conservation works were undertaken across DCS museums, alongside the setup of dedicated storage spaces, with behind-the-scenes documentation capturing the meticulous processes of conservation and installation.

Treating the Fresnel Lens, now proudly on display at the SNM.

The RSS Resolution nameboard being returned to its display location following conservation treatment.

Installation of artefacts now featured in the History of the SNM permanent display.

Preparing the Singapore Infantry Regiment uniform for display at SDC.

Visual assessment during the onboarding of SAFM's artefacts.

Improvement works for the SAFM artefact store.

CERTIFICATE
OF REGISTRATION

Certificate No. 797101

Defence Collective Singapore Ltd
510 Upper Jurong Road, Singapore 638365

has been assessed and found to conform to

CSA Cybersecurity Certification –
Cyber Trust mark

for the following scope of registration

Provision of IT Support and Services for DCS Singapore covering End User Computing & Server & Network Management, Cybersecurity, Helpdesk and MIS Applications

Date of Issue:	Date of Expiry:	Initial Certification:
08 January 2025	07 January 2028	08 January 2025

Guardian Independent Certification Pte Ltd

CYBER TRUST
Promoter
Certified

WSHCOUNCIL

bizSAFE
STAR

CERTIFICATE

The Workplace Safety and Health Council
is pleased to certify that

DEFENCE COLLECTIVE SINGAPORE LTD.

has fulfilled the requirements to attain bizSAFE Level Star

This certificate is valid till 04/02/2027

Christopher Koh
General Manager
Workplace Safety and Health Council

CERTIFICATE
OF REGISTRATION

Certificate No. 744463

The Occupational Health and Safety Management Systems of

Defence Collective Singapore Ltd
510 Upper Jurong Road, Singapore 638365

has been audited and found to conform to

ISO 45001:2018

for the following activities

Provision of services for:
1. Exhibits and Attractions
2. Organise Tours and Education Programme
3. Organise Event

Date of Issue:	Date of Expiry:	Initial Certification:
10 January 2024	04 February 2027	01 March 2018

Guardian Independent Certification Pte Ltd

IAF

DCS intensified its **digital transformation** efforts to enhance digital presence, accessibility, and service delivery. Major projects such as the DCS website revamp, Explore Our Collections online portal, a new ticketing platform, and the development of a new Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems are in progress and slated for rollout in 2026.

Cybersecurity and safety remained key priorities for DCS. A successful tech refresh migrated on-premises systems to a virtual environment, improving scalability and reducing hardware reliance, and Cyber TrustMark Tier 3 certification was obtained with ISO 27001 certification underway to further strengthen information security. DCS also demonstrated excellence in workplace health and safety and passed bizSAFE and ISO 45001:2018 audits with no non-conformities.

As part of **Exercise SG Ready 2025**, a month-long phishing simulation was conducted and SDC enacted a power outage to test its infrastructure resilience. A table-top exercise was also held to challenge existing Business Continuity Plans and enhance organisational readiness against physical and cyber threats.

DCS adopted an IoT system in FY2022 for near real-time monitoring of environmental metrics, enabling integration for automated sustainability reporting. As a MINDEF-related organisation, DCS remains committed to the Singapore Green Plan 2030 and is progressing towards establishing its sustainability baseline. DCS museums' consumption data for FY2024 are shown below.

FY2024 Sustainability Disclosure	Energy Utilisation Index (EUI)	Waste Disposal Index (WDI)	Water Efficiency Index (WEI)
Consumption	1,721,313.5 kWh	50,291 kg	14,087,685.4 L
Gross floor area (GFA)	21,430.23 m2		
Occupancy [(Total no. of staff onsite) + (0.25*Total no. of visitors)]	119,242 pax		
Operational days	359 days		
Method of calculation	kWh/m2/year	kg/pax/day	L/pax/day
Index	EUI = 80.3	WDI = 0.530	WEI = 118

**The overall EUI for DCS includes electricity consumed from renewable energy generated at SDC and total grid electricity imported for all three sites. WDI excludes SNM and SAFM as wastes at these sites were managed by the respective military bases. The indices also exclude data from the first four months of SAFM's operations before it was onboarded to DCS.*

02 TAKING FLIGHT

SINGAPORE AIR FORCE MUSEUM

The Singapore Air Force Museum (SAFM), highlighting the rich heritage and achievements of the Republic of Singapore Air Force (RSAF), was officially onboarded to Defence Collective Singapore (DCS) on 1 August 2024. Its addition marked a key milestone in DCS's mission to preserve and share our nation's defence story. With DCS's support in developing programmes and organising events, SAFM engaged more than 58,000 people and the museum will be undergoing a refresh in end-2025.

TOTAL ENGAGEMENT	IN-CENTRE	DIGITAL	OUTREACH
58,667	38,540	18,925	1,202

GOOGLE REVIEWS 4.4

TRIPADVISOR 4.2

AIR FORCE DAY 2024

Air Force Day is celebrated annually on 1 September and serves as the museum's signature event. With the support of the RSAF, a series of engaging activities was curated, attracting more than 4,400 visitors to mark the occasion this year. The highlight of this year's programme was an exclusive heritage tour of Paya Lebar Air Base.

Flight Simulators, Phygital Games and other fringe activities for the public.

Performances by National Cadet Corps (Air) and Military Working Dogs.

HONOURING THE LEGACY OF THE RSAF AND SHARING ITS STORY ACROSS GENERATIONS

The museum continues to serve as a vibrant space for learning and engagement. A plethora of programmes and activities has been introduced to spark curiosity and connect audiences more deeply with Singapore's air defence journey. The museum is also bringing together a community of volunteers, including veterans and servicemen, to share their lived experience and stories.

As part of ongoing efforts to engage the RSAF internal tribe, the museum further serves as a platform to celebrate camaraderie, reinforce shared values, and deepen pride in service. Special programmes and activities were curated to foster a stronger appreciation of the RSAF's mission and heritage, and promote awareness of defence and service within SAF's extended family network.

A group photo taken during the RSAF's New Year reception, hosted by Chief of Air Force MG Kelvin Fan.

An Airventure Camp, graced by Air Force Chief Commander ME6 Ng See Lye, was organised for Air Force personnel and their families to come together for a memorable night of bonding and hands-on fun with aviation education.

Building on the success of AirVenture Camp, another run was held for the SAF Officers' Spouse Club, engaging over 20 SAF families, including that of Chief of Defence Force VADM Aaron Beng. Blending meaningful activities with immersive defence education, the event was a success, achieving a 95% guest experience score.

Promoting DCS museums as community activity nodes, SAFM's engagement efforts included hosting of SAF veterans and aircraft modelling competitions by military hobbyists and interest groups.

NEW HOME FOR THE SUPER PUMA

The *Super Puma* helicopter was officially added to the museum's collection and unveiled at SAFM in June 2024. Working in close collaboration with the RSAF – even before the museum's official onboarding to DCS – DCS oversaw the expansion and preparation of the installation space, as well as the relocation and unveiling ceremony. The process was documented, and behind-the-scenes footage will be developed into a video on the aircraft's operational legacy and its journey into SAFM's collection.

Installation of the helicopter propellers.

Working team from the RSAF behind the relocation and restoration of the Super Puma.

Super Puma coming into position at SAFM's outdoor display gallery.

03 ANCHORED IN OUR MISSION

SINGAPORE NAVY MUSEUM

Singapore Navy Museum (SNM) continues to serve as an important gateway for promoting awareness and appreciation of the Republic of Singapore Navy's (RSN) vital role in safeguarding maritime security and protecting our sea lines of communication. Besides strengthening its programming to engage various target groups, SNM deepened its mission to foster meaningful community actions through active partnership and museum enhancements this year, engaging over 62,000 visitors.

TOTAL ENGAGEMENT	IN-CENTRE	DIGITAL	OUTREACH
62,724	42,157	20,127	440

GOOGLE REVIEWS 4.5

TRIPADVISOR 4.6

NAVY DAY 2024

The museum commemorated Navy Day in May with over 3,000 attendees, paying tribute to the naval pioneers who laid the foundation for the RSN. Alongside an exclusive windshield tour of Changi Naval Base, the museum featured a vibrant line-up of family-friendly activities, meaningful dialogues and collaborations with the RSN.

Lively performances by the SAF Central Band.

Heartwarming sharing by Ms Judy Kong, former SWAN (Singapore Women's Auxiliary Naval Service) member and LTC (Ret) Wong Ko Foon, who reflected on his 32 years of service.

SNM was honoured to welcome Mr Heng Swee Keat, then-Deputy Prime Minister, who brought his Bedok and East Coast residents to participate in Navy Day.

Friends of the Singapore Navy Museum (FoSNM) volunteers sharing stories of the RSN fleet during the gallery tour.

DCS worked with MOU partner, ITE, to co-create a Follow the Fleet tour. ITE students also guided the visitors during events such as Navy Day.

Special thanks to F&B sponsors Milo and Old Chang Kee for supporting the event with giveaways.

Friends of Singapore Navy Museum - FoSNM

The museum's volunteer community grew to 13 dedicated members, including servicemen, veterans, and former navy service personnel who bring rich, first-hand experiences from their time at sea and in service. Passionate about sharing the navy's story, they deliver authentic, engaging storytelling that helps visitors connect with Singapore's naval heritage. In 2024, FoSNM volunteers led two public programmes and trained fellow guides to enhance their tour delivery.

SINGAPORE NAVY MUSEUM'S 37TH BIRTHDAY CELEBRATION

To celebrate its anniversary in June 2024, the museum welcomed over 1,600 guests to a festive carnival featuring navy-themed games and storytelling — offering a unique opportunity to engage the public and share the museum's lesser-known origins as a naval archive at Sembawang Naval Base.

Together with Punggol West residents, Ms Sun Xue Ling, then-Minister of State for Ministry of Home Affairs, attended the birthday celebration and had a fun day out learning about Singapore's naval history and importance of naval security.

ANCHORS AWEIGH!

– A LIVELY MIX OF CREATIVITY, PLAY, AND HERITAGE

Held in December 2024, this signature programme combined interactive experiences, theatrical performances, and meaningful dialogues, aimed to deepen public appreciation of Singapore's naval history and the personal stories behind it. It also sought to inspire pride and a sense of connection through collaborative arts and family-friendly activities, making naval heritage accessible and engaging for all ages.

Interactive drama performance by ACT 3 Theatrics.

The campaign also featured a design and art collaboration with Ink & Clog to ignite a creative movement inspired by naval identity, pride, and storytelling.

In collaboration with the Eurasian Heritage Gallery, Ashley Simon reflected on the legacy of his late father, MAJ Rolan Vivian Simon, and MAJ (Ret) Ralph Aeria spoke about his family's multi-generational ties to the SAF.

DEEPENING THE MISSION, FOSTERING MEANINGFUL CONNECTIONS

Entering its first full year of programming since reopening on 18 June 2023, SNM successfully rolled out curriculum-based programmes, enabling entire school cohorts to visit the museum. Outreach to the youth also continued through regular visits by National Cadet Corps (Sea) cadets as part of their naval education and leadership development. The museum engaged 25 schools and organised more than 15 corporate and public events, welcoming an average of 2,600 visitors each month.

On 9 March 2025, SNM hosted the Education Awards Ceremony for Bedok Community Centre and welcomed Mr Heng Swee Keat, and his residents to SNM once again.

A new self-guided booklet, Navy Quest, was designed to encourage active learning for secondary and PSEI students as they navigate around the museum in teams to collaboratively explore the importance of naval security.

SNM continued strong collaboration with the RSN for Navy Experience 2024 (NAVEX24), bringing participants to the museum.

Mr Heng Chee How, then-Senior Minister of State for Defence and Chief of Navy RADM Sean Wat hosted the visit of Minister of National Defence from China at SNM in May 2024.

The museum also played host to notable occasions, including a private visit by His Majesty, the King of Sweden — coordinated with the Swedish Embassy and Ministry of Foreign Affairs.

ENRICHING THE MUSEUM'S COLLECTION AND GALLERY

The museum continues to enrich its collection and gallery content to deepen engagement and understanding, serving as a living bridge between past, present, and future — anchored in purpose, powered by people. To keep the museum's content relevant to the RSN's evolving story, new discoveries within the collections are continually made to enrich the presentation of naval security and defence. These efforts help audiences connect with the stories through tangible artefacts.

With much anticipation, SNM will be collaborating with RSN, veterans and other passionate contributors to acquire and preserve artefacts that could be salvaged from the decommissioned *RSS Resolution (L204)** to shape its narrative and presentation. An exhibition on the RSS Resolution is in the pipeline.

**RSS Resolution (L204) was among the initial five County-class Landing Ship Tanks acquired by the RSN during the 1970s.*

The original Fresnel lens from the Horsburgh Lighthouse is now on public display at the museum.

ELEVATING THE MUSEUM EXPERIENCE

As part of ongoing efforts to enhance visitor experience across all ages, new features and improvements have been added beyond gallery content and collections. To improve accessibility, a dedicated shuttle bus now runs between Expo MRT Station and the museum on weekends and public holidays.

A new, naval-themed interactive play area introduced to engage families with young children.

The reception area was redesigned to enhance crowd control and visitor flow, complemented by the newly refreshed gift shop to complete the visitor experience.

The museum now has a second gate with pedestrian access, enabling safer and more direct entry for visitors.

To highlight the museum's evolution and its role in preserving RSN heritage, a new History of the SNM permanent display was set up. Featuring plaques, photographs and multimedia, including interviews with the pioneer curators from RSN, the display offers visitors insight into the museum's earlier iterations.

04 ROOTED IN OUR SINGAPORE STORY

SINGAPORE DISCOVERY CENTRE

As a choice National Education partner, Singapore Discovery Centre (SDC) shares the Singapore Story and inspire a desire to contribute to Singapore's future through its strong programming for schools, tertiary institutions, and NS units. Also serving as a vibrant space for public and community outreach, the Centre's wide-ranging programmes, offerings, and refreshed attractions engaged over 500,000 visitors in FY2024.

TOTAL ENGAGEMENT	IN-CENTRE	DIGITAL	OUTREACH
546,865	212,097	71,214	263,554

GOOGLE REVIEWS 4.7 ★★★★★

TRIPADVISOR 4.7 ★★★★★

BMT@SDC – A SIGNATURE SCHOOL HOLIDAY PROGRAMME

SDC's signature programme delivered a strong boost in engagement during the June holidays, attracting around 16,000 visitors and extensive media exposure. Playing on "Basic Military Training" and "Bring Me To" SDC, the month-long defence-themed event featured interactive activities and fun challenges, reinforcing the centre's role in sharing Singapore's defence story through engaging, family-friendly experiences.

FESTIVE-THEMED PROGRAMMES – CELEBRATION OF A MULTICULTURAL SINGAPORE

The series of festive programmes welcomed over 106,000 visitors in FY2024, delighting families with colourful celebrations like Rah Rah Raya, Deepavali dance grooves, joyous Christmas cheer, and the vibrant Year of the Snake. With lively performances, interactive activities, and festive décor, these events brought Singapore's multicultural spirit to life and left visitors inspired and entertained.

This year's programme was made extra special through co-creation with students from DCS's MOU partner, Singapore Polytechnic, bringing fresh perspectives that engaged families and the community.

FRIENDS OF SINGAPORE DISCOVERY CENTRE - FoSDC

FoSDC forms an integral part of the centre's visitor experience and embodies SDC's mission of bringing Singapore's story to life through active contribution. With over 60 dedicated volunteers, they supported in-centre activities, special programmes, and outreach. In FY2024, more than 20 volunteer-led programmes were organised, with volunteers curating meaningful activities and bringing beneficiaries — from underserved groups to active ageing centres — to SDC.

Seniors enjoyed their time through the Defence Through the Ages tour conducted by FoSDC.

FoSDC supported the in-centre storytelling programme.

A VIBRANT HUB FOR MEANINGFUL CONNECTION & DIALOGUE

SDC sustained a strong menu of programmes and activities, actively engaging youths, grassroots, community, and corporate groups to utilise its venue spaces, positioning itself as a vibrant hub for meaningful community connection and dialogue on defence and national identity.

For the second consecutive year, SDC supported the SG75 Committee's "Sail into the Future of Singapore" dialogue session which was hosted by Tanjong Pagar GRC's MPs Mr Eric Chua and Mr Melvin Yong which helped reach out to the youth and community.

SDC hosted the CDAC Character and Learning Awards, where Minister Chee Hong Tat graced the event and joined in the celebratory activities with award recipients.

As a choice NE Partner, SDC worked with a new partner, Computer Science Teachers' Association to reach out to new audiences.

Family Day event hosted for General Support Ammunition Base (GSAB) featuring a festive lohei and activities including the Black Lake attractions, Crossfire Blaster and movie screening.

SCALING AND REVITALISING THE MODES OF ENGAGEMENT

New programme formats and industry partnerships were successfully piloted to scale popular offerings and launch fresh initiatives for enhanced youth and school engagement. The new initiatives received strong satisfaction rating above 80% and were refined to further scale and broaden DCS's reach to more audience groups. The collaboration with Innotrek was a key highlight for FY2024 as it successfully plugged SDC into the Outdoor Adventure Learning community and brought MOE school camps to SDC. Leveraging synergies across DCS, effective programming models will be adapted for SNM and SAFM.

For the third consecutive year, ITE College West engaged SDC to conduct its orientation programme for over 3,200 students.

Operation Broken Oath, a new experiential programme, reimagines NE by blending self-directed gameplay with historical discovery. The programme received strong interest and engaged over 820 participants from schools, MINDEF and corporate groups

A new team building programme, Discovery Race, embedded defence education through tailored programming to foster interdepartmental collaboration and was very well received by corporate participants.

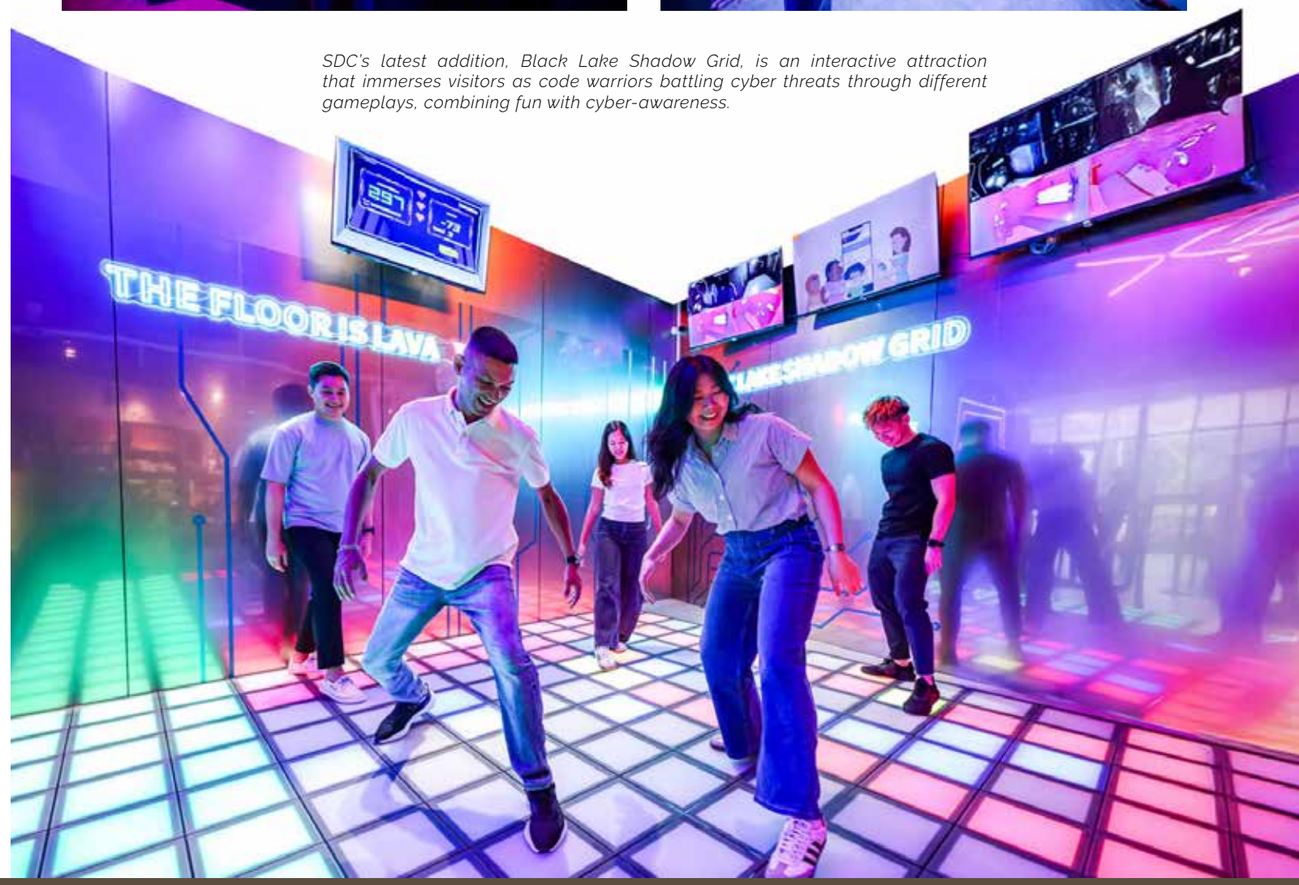
Defence Tactic integrates sports and NE to mirror themes of teamwork, resilience, and adaptability – core Total Defence values. The programme was commended by corporate participants for its successful integration of fun and purposeful reflection.

REFRESHING OUR GALLERIES AND ATTRACTIONS

The Upper Permanent Exhibits Gallery (PEG) welcomed an addition of a Singapore Infantry Regiment uniform set from the 1950s–60s on loan from a local collector. A new interactive attraction was also introduced to enhance visitor experience. As a continuous effort to further enhance visitor experience and meet evolving event needs, key event spaces were revamped with a more dynamic configuration and upgraded systems, enabling more diverse programming, and ensuring SDC remains an attractive venue for hosting its key audience groups.

The new artefact installation enriches the gallery's storytelling by providing a tangible link to the early formation of Singapore's defence forces.

The A4 Skyhawk exhibit, a key outdoor static display, underwent restoration and was unveiled with a fresh coat of paint to preserve its historical appearance.



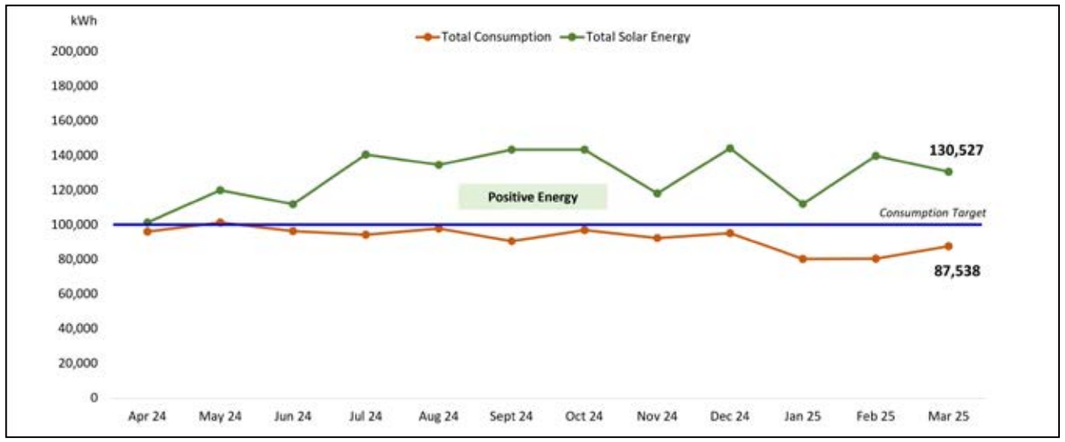
SDC's latest addition, Black Lake Shadow Grid, is an interactive attraction that immerses visitors as code warriors battling cyber threats through different gameplays, combining fun with cyber-awareness.

Heavily used for film screenings and events, the iWERKS Theatre was upgraded with brighter lighting and improved ventilation to enhance comfort for both moviegoers and venue hirers.

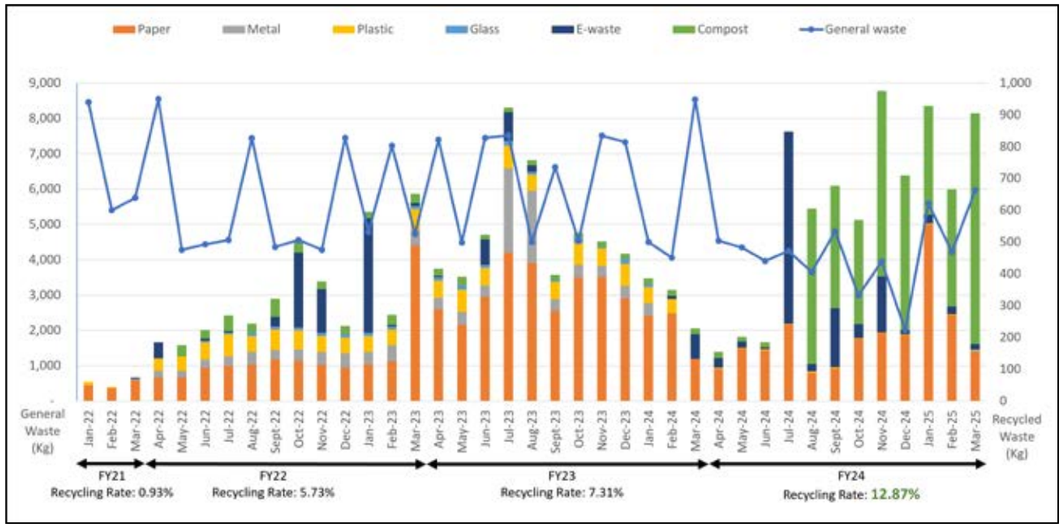
The multi-purpose hall and classroom spaces were redesigned for flexibility and optimised space use with upgraded AV systems, versatile lighting, and a refreshed modern look - better suited for a wider range of activities.

SUSTAINABILITY ACHIEVEMENTS

In the fourth year of the SDC Greenest Plan, SDC surpassed the absolute sustainability targets set in FY2021, ahead of the 2025 timeline — achieving over 50% reduction in carbon emissions from grid electricity, 10% reduction in freshwater drawn, 10% reduction in general waste, and 50% reduction in energy consumption.

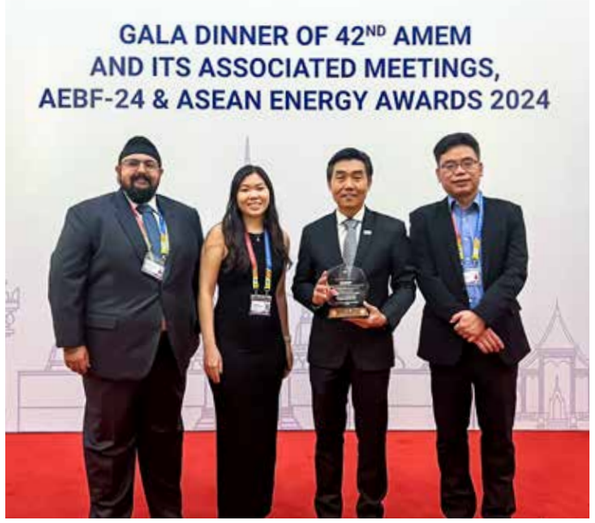


The building generated surplus energy of 39.5% on average in FY2024, owing to the 1.56MWp solar asset onsite, and various initiatives to improve infrastructure efficiency.



Through ongoing advocacy for behavioural change and horticultural waste composition initiatives, SDC managed to exceed its waste reduction targets.

In April 2024, SDC was recognised as the first museum in Singapore, and possibly also in the world, to be certified a Positive Energy building. With these accomplishments, SDC now serves as a living exhibit of environmental sustainability and its Greenest Plan is a strong testament to DCS's commitment to the Singapore Green Plan 2030, the Singapore Green Building Masterplan, and the UN Sustainable Development Goals. In recognition of these efforts, SDC won the ASEAN Energy Efficiency and Conservation Best Practices Award 2024, Special Submission for the Zero Energy Building Category under Energy Efficient Building, presented by the ASEAN Centre for Energy (ACE).



DCS receiving the ASEAN Energy Efficiency and Conservation Best Practices Award for SDC at the 24th ASEAN Energy Business Forum.

Following these achievements, DCS was also invited by corporate and industry partners, including international organisations such as the New Zealand Defence Force, to share on SDC's sustainability journey and key learnings.

05 GROUNDED IN OUR VALUES

GROUNDED IN OUR VALUES

As part of employee engagement effort to foster open communication and strengthen staff cohesion, engagement sessions were held across all staff levels — from company-wide townhalls and feedback channels, to dialogue with the Chairman and the Synergy Summit chaired by upper management. These initiatives supported stronger team bonding and laid the foundation for core organisational values, as DCS transitioned toward a shared mission.

A series of Workplace Health Programme (WHP) activities were rolled out to support staff well-being, foster cross-department bonding, and infuse fun into the workplace—part of ongoing efforts to shape a positive organisational culture and embed wellness into DCS's staff DNA.

DCS staff and Board members came together for a colour pop-themed dinner & dance filled with vibrant vibes, laughter, and unforgettable entertainment!

Healthy, Happy, Together! From a hearty buffet to a lively Bingo team challenge at Gardens by the Bay, the WHP Outing was the perfect blend of wellness, bonding, and fun.

Staff participated in a clean-up activity at Jurong Lake Garden during the World Cleanup Day.

Strongest & Fastest Woman/Man Challenge – the WHP initiative challenged staff from clocking max pull-ups to epic hang time and lightning-fast shuttle runs.

ACKNOWLEDGEMENT

DCS extends a heartfelt appreciation to all partners, stakeholders, and volunteers who journeyed with us through FY2024. Your dedication, support, and shared commitment have been vital in helping DCS bring Singapore's defence story to life.

OUR VOLUNTEERS

FRIENDS OF SINGAPORE DISCOVERY CENTRE

AADI SAKHALKAR
ANITA JEROME
ANWESHA GURU
AVADHOOT RATNAKAR SAKHALKAR
BJORN LEE YU XUAN
CHAN MYAE LWIN
CHUA MING XIU
DAVID SIEW
DEEPANSHU SHARMA
DORAISWAMY SURYA KUMAR
GLORIA HE
JAWWAD ZAKI
JESSICA SNG CHEUN YIN
JUSTIN CHOO
KAREN LEE
KENN THNG
LIU TIAN JIAN
LOKE HAN YING
MURUGADOSS DHARANI
RANE BINA VIJAY
SATIANATHAN S/O K NADARAJAH
SHANTANU GUPTA
SNG JUIN KANG
SOLOMKO KATERINA
TAN CHUN YEE DENNIS
TAN LAY THENG
TAN TECK LEE
TEO SHIN REI
TIMOTHY TEO
VAUGHN COOMANSINGH
XIE ZHENG
YEO JING HUI

FRIENDS OF SINGAPORE NAVY MUSEUM

MARAN PALANIANDI
MICHAEL PANG CHUNG LIANG
TAN HOCK WHYE
TERRY LOKE LOI SENG

NATIONAL DAY CELEBRATIONS @ HEARTLANDS

ANBUMALAR JAMES
ANG SOON KIAT
ANITA JEROME
APRILLE DIANE EVANGELISTA
BENETTON CHUA KAR LOK
CHEN QIQI
CHEN ZIYU
EILEEN SEE
GE YUAN XU
JANET TAY LAY HONG
JOLENE TAY
JUSTEN TAN
KANNEBOINA SAI SUPRAJA
KOK JIA HUI
LIM JIA RUI RACHEL
LOW YING SHAN TAMMY
MAH CHONG JUN
MANI SIVA PERUMALNADAR ARUMUGAM
MELODY LIM EE XUN
PRABHU
RAJENDRAN SUNDARRAJAN
SAGAR JOSHI
SHOBANA SHANMUGARAJAN
SYON ENG NYOON
TAN JIN EN DANIEL
TRACY KOH
VICKY
WANG TING WEI
ZHANG JIA LI

OUR KEY PARTNERS

STRATEGIC PARTNERS

CAPITALAND GROUP
HEARTWARE NETWORK
INSTITUTE OF TECHNICAL EDUCATION
MINISTRY OF CULTURE, COMMUNITY AND YOUTH
MINISTRY OF DEFENCE
MINISTRY OF EDUCATION
MINISTRY OF HOME AFFAIRS
NANYANG ACADEMY OF FINE ARTS, UNIVERSITY OF THE ARTS SINGAPORE
NANYANG POLYTECHNIC
NATIONAL HERITAGE BOARD
PEOPLE'S ASSOCIATION
REPUBLIC POLYTECHNIC
SBS TRANSIT LTD
SINGAPORE ARMED FORCES
SINGAPORE POLYTECHNIC
SOLAR ENERGY RESEARCH INSTITUTE OF SINGAPORE,
NATIONAL UNIVERSITY OF SINGAPORE
TEMASEK POLYTECHNIC

OTHER BENEFICIARIES & COMMUNITY PARTNERS

ACTIVE AGEING CENTRE @ SERANGOON
ADVENTIST NURSING & REHABILITATION CENTRE
BETHANY NURSING HOME
BOYS' TOWN
FEI YUE COMMUNITY SERVICES
IMHOPE
ITE ALUMNI ASSOCIATION
NEW LIFE SERVICE CENTRE
SATA COMMHEALTH
SG CARES VC @ BP
WOODGROVE ZONE 9 RESIDENTS' COMMITTEE

PROGRAMME / PROJECT PARTNERS

ASIAN CIVILISATION MUSEUM
BATTLEBOX, GLOBAL CULTURAL ALLIANCE
COMPUTER SCIENCE TEACHERS ASSOCIATION
EARLY CHILDHOOD DEVELOPMENT AGENCY
HARMONY IN DIVERSITY GALLERY
INTERNAL SECURITY DEPARTMENT
NATIONAL DAY PARADE 2025 EXECUTIVE COMMITTEE
NATIONAL GALLERY SINGAPORE
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