



Bite-sized lessons
with big impact
from SLA's Brown
Bag sessions

Stories of grit, growth and
resilience—featuring the dreamers,
disruptors, believers, risk-takers,
visionaries, movers, fighters and
challengers from Singapore.

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THE
IDEA

As Singapore marks its 60th year of independence, we honour the generations who have built this nation through unity, ingenuity, and resilience. SG60 is not just a celebration of how far we've come—it's also a call to action: to continue building a more inclusive, innovative, and sustainable Singapore together.

It is in this spirit that we at the Singapore Land Authority (SLA) embrace the challenge of turning constraints into possibilities. While Singapore may be bounded by limited land, our capacity for innovation and transformation knows no bounds.

As our world becomes increasingly unpredictable and challenges grow ever more complex, it is crucial—now more than ever—that we pause to reconsider how we think, work, act, and engage with our stakeholders.

The Brown Bag sessions were a series of lunchtime conversations initiated to exemplify how curiosity and collaboration can spark meaningful dialogue and inspire new ideas.

In 2021, as the effects of the pandemic continued to reverberate through the lives of individuals and across organisations and governments, we found ourselves asking, "How can we gain a real sense of what is happening on the ground? How do we stay attuned to emerging trends? How can we be inspired to generate new ideas in optimising spaces, beyond purely economic uses?"

One way, we believed, was by bringing together individuals from diverse backgrounds, industries, and areas of expertise to share their stories, thought processes, experiences, and lessons. And this was how SLA's Brown Bag sessions began.

In July 2021, we held our inaugural session with Mr Wee Teng Wen from the Lo & Behold Group. Since then, we have had the privilege of hosting over 20 speakers, primarily from the private sector, who shared their stories of resilience, entrepreneurship, and sustainability.

From sports to finance to logistics to fashion to hospitality and entertainment, these conversations have been a wellspring of learning for all of us at SLA. And this book, *Think Unlimited*, extends that spirit outward—to our fellow Singaporeans today, and for generations to come.

At SLA, we are committed to shaping and stewarding Singapore's land and geospatial resources not just with technical excellence, but with imagination and purpose. We aim to engage, co-create, and evolve alongside the people we serve by tapping into the collective talents of our community and embracing a mindset of possibility—realising a vision of space that is not just physical, but filled with potential.

As we reflect on our shared journey and look toward the future, we hope this compilation of stories will serve as a beacon of hope and inspiration for us all to always *Think Unlimited*.

This publication is a collaborative effort between SLA and our distinguished speakers, all of whom generously contributed their time and effort on a pro bono basis.

All speakers featured in this publication were from the private sector when their respective sessions took place between 2021 and 2024.

The content reflects their Brown Bag session, and each

story features them photographed against a State property that best resonates with their professional domain or personal narrative. The ■ **State properties** managed by SLA in this publication are highlighted in colour and with a square.

We extend our warmest gratitude to all the speakers who have participated in these conversations, embraced this project, and shared their wisdom.





ABOUT SLA

The Singapore Land Authority (SLA) is a statutory board under the Ministry of Law. Formed on 1 June 2001, our mission is to ensure effective use of land resources and data for the economic and social development of Singapore.

Our vision Limited Land • Unlimited Space is a creative paradox that aptly highlights our nation's constraints and SLA's commitment in addressing them. The word 'Space' is multi-dimensional, encompassing realms from the physical to the digital. 'Unlimited' represents the extent of our commitment in our quest for solutions and innovations that will contribute to the economic and social development of Singapore.

State Land and Properties

SLA manages about 11,000 hectares of State land and about 2,600 State properties, which are used for residential, commercial, social and community purposes. Through the careful planning and execution of interim uses for State properties under our management, SLA is able to maximise the use of vacant State land and properties in creative and innovative ways to support our nation's evolving economic and social needs.

Geospatial

SLA drives the use and development of geospatial information and technology by fostering a national collaborative environment that encourages innovation, knowledge sharing and value creation among public agencies, private enterprises and the community.

Regulatory

SLA is the national land registration and land survey authority and is responsible for maintaining accurate and reliable land ownership and land boundary systems.



Located at Kheam Hock Road, the **Former Command House** features a stately facade highlighted by brick arches, exposed materials, and meticulous craftsmanship. As one of the last defences against the Japanese troops in 1942, it holds a significant place in Singapore's military history. For Sharon, this venue is familiar ground—she attended trainings and workshops here during her tenure at UBS. Today, the SLA-managed State property has transformed into a distinguished location for events and functions.

First Instincts, Best Instincts:

Sharon Sim

on navigating a male-dominated industry, her evolving relationship with money, empowering women, and always trusting her gut

Women, investment banking, and venture capital may not be terms usually mentioned in the same breath. But for Sharon Sim, money and all that it entails have always been a defining part of her world.

Ever since she was about eight or nine, Sharon was already exposed to the concept of money beyond dollars and cents. It was the '80s when her mum was working as a stockbroker (and still is today at 77), and she would often come home bearing exciting stories of everything from the financial markets to her clients. She would also get her kids to partake in counting what was issued as physical shares then.

"I remember her bringing a lot of the papers home, and she'd always put us in a room and say, 'Okay, can you help me count the share scripts?' For me at least, it was very exciting. I was around the age of nine. So it was actually quite fun to help her with the sorting out, and counting the shared scripts but also understanding that this actually means something important, that this particular piece of paper actually has value; it represents shares."

This early exposure left an indelible mark on Sharon. Not only was she introduced to equity markets at a young age—fuelled by her mother's business, stories, and passion— but she also saw firsthand what being a woman could look like. Today, Sharon wears many hats. With over 20 years of experience in the financial industry, advising everyone from global institutional fund managers to ultra-high-net worth investors and family offices she is an investor, a venture capitalist, an author, an entrepreneur, a host, and a wife and mother to two teenage children.

"I think my mother is still my go-to role model. Even though we have our arguments and we can disagree over a lot of things in life, she is my anchor. Seeing her as a career woman, seeing her going through

RIGHT

Sharon celebrated her 19th birthday with her mum, just before leaving for the US to pursue her studies.



ups and downs, failures and all that, I think it kind of gave me a different perspective of how a woman can be.”

**A RESTLESS MIND,
AND LOTS OF
HARD WORK**

It is perhaps this fiercely independent streak, as modelled by her mum, that has rubbed off on Sharon and explains the choices and decisions she has made in life. Despite this, she describes

herself as shy and introverted, while quietly confident and self-motivated.

“I always push myself, like, in my studies. I’m motivated, self-motivated. So I got into the right schools. So in a way, I was quietly confident, but I wasn’t like, outstanding. I try to understand what the rules are and what I need to do, and make sure I kind of fulfil those things, but I will do it my way.”

Somehow, Sharon always seemed to possess an innate clarity about her goals, and was never easily swayed by her environment. In secondary school, at an age where most would be concerned with fitting in or being part of the dominant culture, Sharon said she made the decision not to join any CCA. She took herself out of every activity as she knew she wanted to focus on her studies. She also recalls being called “restless” by her teacher. Back then, she never really understood what it meant. In hindsight, she concurs with it.

“I have a very restless mind and somehow the teacher picked it up. How I interpret it is that I have a lot of different thoughts, ideas in my head, and I’m actually very excited about new things. Maybe I’m a bit easily bored, and I like challenges. I like to solve problems. So I think that’s where the word restless kind of came from. When I reflected, I could see why the teacher might have said that.”

And perhaps, it is this perpetual restlessness that has propelled her to where she is today. Sharon’s appetite for the new and challenging was evident in junior college, where she took the risk to pivot from the Sciences to Humanities despite having always been a Science student. She recalls it being a huge struggle as she had to rewire the way she thinks. After college, in the late ‘90s, she went on to pursue a degree in International Relations at Georgetown University, driven by her interest in politics and geopolitics at the time.

However, an exchange programme in London in the final year of her studies drew her into the dizzying world of banking and finance

and it was at that point that she decided she would dive into a career in banking. After all, it was familiar territory, and something she has always had at the back of her mind.

"I wanted to see what else was out there, especially in the financial world. So I spent one year in London at LSE (London School of Economics). Back in those days, London was a very big financial hub, even bigger than it is now. I saw the changes happening and it was very exciting. That was sort of in the middle of dot com, where a lot of deals were being done and a lot of IPOs were happening. So I thought, okay, I want to do investment banking."

RISKING IT ALL TO OWN HER FIRST PROPERTY IN HER 20s

Hundreds of CVs and applications later, Sharon managed to secure her first job at Goldman Sachs in Singapore, where she spent three years in European Equities Sales. Around this time, having gained a few years of work experience, it

was also when she made her first major investment: property. It was a period when the market was relatively depressed, so she poured all her savings—along with earnings from stocks—into the purchase.

For Sharon, owning her own home was more than just an investment, it was a statement of independence and a testament to her ability to achieve something significant on her own. She was in her mid-20s then.

"It was the early 2000s; in Asia, I think property value was starting to pick up, even in Singapore. Looking at what I knew at that time, I said I have to buy property. I have to leverage. And leveraging is a scary thing when you're young because you're taking on a lot of debt. But for me, the decision was pretty clear. I did my math; I took a massive loan, but because it was progressive, I felt I had the time to pay it back and was comfortable enough with the interest payment. It was important for me to own a property then for the stability, the independence, and to prove to myself I made it. I think most people can afford to own something after a few years of working if they know how...if they know how to strategise the spending."

She managed to sell the property after two years, and bought another one after that with the profit, kickstarting her property investment journey. But even though she's had her fair share of successes, Sharon is also cognisant and cautious about the dual nature of wealth—how it can grow exponentially through smart investments, but also vanish just as quickly when markets turn volatile.

MONEY: A DOUBLE- EDGED SWORD

She experienced this firsthand during the Asian Financial Crisis of the late 1990s. She recalls how her mother, along with countless others, suffered

significant losses as interest rates spiked and real estate markets crumbled.

"We lost a lot of money during that time. My mum lost a lot; we even had to sell our house. Who could have foreseen COVID-19? Who could have foreseen the Asian financial crisis? Even the smartest fund managers lost money. Money can actually make more money. But I also realised that the downside can be devastating."

This period of financial turmoil taught her that no matter how skilled or knowledgeable one might be, external forces—unpredictable and uncontrollable—can upend even the most carefully laid plans. And more than just a tool or measure of success, money, for Sharon, is also a reminder of humility, resilience, and the delicate balance between risk and reward.

Fast forward to 2008, Sharon experienced what she says is the worst year of her career. It was the Global Financial Crisis and both she and her husband lost their jobs at Lehman Brothers. These experiences taught her an invaluable lesson.



Sharon was the host of a 6-episode finance documentary series *Lunch with Masters of Finance* on Channel NewsAsia. In the series, she dined and conversed with some of Asia's leading investors and fund managers. Among those she interviewed were Suhaimi Zainul-Abidin (CEO of Quantedge), Tom James (CEO of TradeFlow Capital), and Shirley Chua (CEO of Golden Equator), to name a few.

“We can always **reinvent** ourselves at any stage of life, in every season, you can be different, you can play different roles.”

"I learnt to be very cognisant that in this industry, things can be very fluid; big organisations can come and go. So I had to change my mindset once again—about my career, and about who I am. Because when you tie your personality to your job in banking particularly, you are taking a concentrated risk. You've got to be more than who you are at work. You have to build your own identity outside of work, and build your own investments outside of work. So that was another big wake-up call for me."

While these experiences instilled in her a deep sense of caution and respect for the unpredictability of financial markets, she also emphasises and acknowledges the potential for wealth creation through investments.

"You have to be careful with how you invest, but you also have to do it. Saving alone won't get you far. I want to be very conservative with my retirement money. But I also keep a pocket for taking more risks. I saw the upside and the downside of the financial markets, and that affected me emotionally, so I want to have that humility to know I can't be fully prepared for any kind of crisis."

PRESENT PURPOSE

Today, Sharon is the Director at a US-based global investment firm that provides institutions, entrepreneurs, families, and emerging next-generation leaders with fiduciary capabilities to execute investment strategies and services. She is also the co-founder and one of the driving forces behind the venture capital firm Purpose Ventures, which focuses on investing in early-stage tech companies dedicated to creating meaningful societal impact. With a particular emphasis on education, the environment, climate technology, and women's empowerment, the firm fills a critical gap left by traditional banks and large corporations, which often shy away from investing in nascent ventures.

"We look at the founders. The founders are important because at a very early stage, there's not much to look at. It's a very high-risk segment, but the returns are also very high, when it turns out right. So it's a very long game. Early-stage investment would take nine years or more to see a decent exit."

Sharon shares the first investment they made, in an online pet care service company which prides itself on making pet care available and accessible for pet owners. This company was a natural match as their vision and mission were aligned with her company's.

"Zumvet was founded by two Singaporean women, which is very rare in Singapore. They're based here. So it's a good combination of women founders with a tech solution. And they're addressing a pretty sizable and scalable market outside of Singapore as well. So I think that's one example where everything was quite aligned."

Apart from investing for work, Sharon is also a passionate supporter and investor in her sister's F&B projects. She recognises how tough the F&B business is and says that to succeed, it's important to build good relations with all the people you work with.

"There's a very diverse pool of investors in F&B. And we work very closely with landlords, because we rent a space and it's a very long-term relationship with the landlord. There are good stories, but there are also bad ones. F&B is about really building very deep relations with your landlord, your suppliers, and then of course, your customers."

Key takeaways from the book:

1. Start investing

"It's never too late or too early to start investing. Even though the journey is never smooth and nothing is guaranteed, the point is to start somewhere. For Cecilia, one of the women in the book, the lesson she learnt is that pain is a very good teacher. It teaches you to understand your risk tolerance and to be more prudent in how you do your research. I think her story of how she started her investment journey is very insightful."

2. Invest in yourself

"Investing is not just about dollars and cents. It's about investing in yourself. The story I want to highlight is Ong Bee Yan's. She's 68 and started on this journey only a few years ago, after she experienced the loss of people around her to cancer. She's a fashion model and also started Fashion for Cancer, a charity fashion show that raises funds for cancer research and financial aid. She shows that it's never too late to invest in yourself—whether it's your health, self-care, or things that enrich your life. She's having the best time of her life right now."

3. Money vs Wealth

"You may think that people with a lot of money are living great lives. But in fact, they may have more problems than many of us. So what is the purpose of accumulating more money? How do you do good with what you have? We ask all the women featured in the book this question: What is wealth to you? And is wealth the same as money? I think wealth is much deeper, more all-encompassing. It could be experiences that you have accumulated, it could be supporting a charity you believe in, it could be nurturing relationships. You want a certain level of comfort in life and a certain assurance that your family is taken care of. But beyond that, to make life meaningful, it can't just be about accumulating money. It's also about purpose, and investing your energy in something you believe in."

She also cautions anyone from joining the industry unless they are really passionate. Not only is it very susceptible to economic cycles, trends and fads, the margins are lower than you can imagine, she says.

"You have to have a high tolerance for pain. The returns are not very high, even if you're doing a very good job. Even if your store is crowded all the time, it's a misunderstanding. It may not be making money because there are many ways in which the cost is stacking up, as I mentioned, labour, rental. What you see is not what it is."

WHY WOMEN DON'T TALK MONEY

Considering her lifelong career in a male-dominated industry, coupled with the inspiring example set by her mother, it comes as no surprise Sharon is especially interested in women and their relationship with money. In 2024, she, alongside her friend and fellow finance industry veteran Serene Wong, co-authored *Why Women Don't Talk Money*, a book that brings together the voices of 24 remarkable women to explore their complex relationships with money and wealth.

"The book isn't about how to make money. It's about understanding the emotions and stories behind it. We wanted to dive deep into the often uncomfortable, yet deeply personal, relationship women have with money."

The inspiration for the book stemmed from a shared realisation: while women diligently care for their physical health with regular checkups, they often neglect their financial well-being. And Sharon hopes that this book can be a call to change that. The title itself is intentionally provocative, designed to spark conversations and challenge the silence surrounding women and money. Featuring a diverse spectrum of voices—from a 21-year-old to a 67-year-old—the book captures a wide range of experiences and perspectives, through intimate and unfiltered conversations.

"The goal is to provoke more conversations, to empower women to think deeply about money, and to celebrate the unique journeys that have brought them to where they are today."

EMPOWERING WOMEN

"It's very natural, I think, because as a woman working in an industry where it's very male-dominated, there was no such thing as women's empowerment, especially back in those days. So I've experienced it firsthand. And I have a daughter, so I never want her to also go through that kind of situation again. I do feel that women do need support. We do need to empower each other."

Sharon's approach to empowerment is both practical and personal. She believes that women, as the heart and soul of families and communities, hold the key to driving meaningful change with its domino effect.

"In many communities, women are the ones who ensure their children are fed, educated, and cared for. Because when you empower women, you create a ripple effect—better education, improved nutrition, and stronger families. It's about addressing the root of the problem in emerging economies, where issues like malnutrition and lack of education persist."

She hopes to work with organisations and charities that promote purposeful giving in Asia, enabling marginalised young people, especially girls, to transform their lives and communities. Beyond just empowering women, Sharon is determined to pave the way for a more equitable future.

"It's not just about raising money; it's about creating sustainable change. The goal is to inspire support—not just financially, but through connections—and bring the right kind of energy."

MOTHERHOOD AND STARTING THEM YOUNG

"I dealt with guilt all the time. As a daughter as well, you don't spend enough time with your parents. For me, it's with my mum. And I think we have to make conscious decisions and compromises. I knew I'd regret it if I didn't change."

So when her children were younger, she decided to leave investment banking for a while. Later, when faced with the stress of their PSLE exams, she took a two-year hiatus to support them. But having said that, she firmly believes that being a working mother doesn't mean shortchanging her children. At every juncture in life, she believes that one's roles can shift and change.

"In every season, you can be different, you can play different roles, and you don't have to feel as guilty as you think you should. My mum was never a stay-at-home mum, and I don't think we were worse off for it."

She also says that as kids grow older, they begin to see you in a different light. By modelling ambition and resilience, one can impart the values of hard work and the importance of pursuing their own passions.

"They respect you for your career, your impact, and the person you are. It's about showing your kids that you have goals, ambitions, and a life beyond being their mother. You're not just saying, study hard and become a doctor. You're showing them what's possible."

Even now, while her children are more independent, Sharon remains mindful of the quality of time they share. For her, motherhood is not about perfection but about showing up, both as a mother and a person in her own right.

When it comes to teaching her children about money, Sharon's approach, when they were younger, is rooted in everyday experiences and gradual learning. It began with simple lessons during supermarket trips, where she introduced her kids to the concept of value and budgeting.

"When they were younger, money didn't mean much to them. But if you say, 'If you buy this eraser, you can't buy this pen,' it becomes real. They start to think, 'Which one do I want more?'"



In 2024, Sharon co-authored the book *Why Women Don't Talk Money* with her friend, Serene Wong. In it, 24 women share candid stories about their relationships with money—from earning and managing it to celebrating financial independence. Among the contributors are national swimmer Quah Ting Wen, Sasseur REIT CEO Cecilia Tan, and Fashion for Cancer founder and model Ong Bee Yan.



Behind the scenes of *Why Women Don't Talk Money*, a book and podcast series by Sharon and her friend, Serena.

These early lessons laid the foundation for understanding trade-offs and the importance of mindful spending. As they grew older, Sharon introduced them to more complex financial concepts, like stocks and bonds. She used their interests to make the lessons relatable, and introduced her son to Roblox stock as a starting point to explain how investments work. She also set up a dummy trading account when he was 17, allowing him to experiment with building a model portfolio without financial risk.

"It's a great training ground. Start with what they know. He can pick stocks he understands, like Disney or Apple, and see how company performance impacts stock prices. If they see a Disney movie doing well, they can connect it to the company's earnings and stock performance."

Through these hands-on lessons, she's not just teaching her kids about money—she's preparing them for a future of informed decision-making and financial independence.

FINAL WORDS

If there was one thing that's been consistent in Sharon's journey over the years, it's her ability to make decisive choices and own the outcomes for herself. And what has served as her compass and guiding light has always been her intuition.

"Intuition—I always felt I had that. And over the years, I trusted the intuition. When I made those decisions, whether it was studying Humanities, going to London, or buying my first property in my mid-20s, it was very much intuition-based, and to be honest, when I was convinced of it, I just went for it. I never consulted my parents. I assessed everything in my mind and clarified what was important to me. If I lose everything, I'll bear the consequences. So there was a lot of stress when things were challenging, when the markets were up and down, but I always said, okay, it's my choice, my decision. I'm gonna go with it. And thankfully, it turned out pretty well."

She also reinforces her belief that reinvention is important and possible at any stage of life and remains hungry for new ways to grow her portfolio.

"We can always reinvent ourselves at any stage of our lives. I don't think we have to be pigeonholed into one particular role. And I think that's how I approach investing, and looking at different companies. It's really to broaden your mind, to have control over the story that you want to write for yourself. I think as we evolve, as my kids are now teenagers, I want to do more. I want to think about how else I want to grow my portfolio of investments and careers."

When I think unlimited, I think of...
infinite possibilities, wide open spaces, and vibrant colours.

I am unlimited when...
I'm creative.

"When I see SLA's tagline, I hear positivity and creativity. It speaks to how we can maximise a space—not just its utility, but its possibilities. Usage is one aspect, but just as important is the community you want to build around it. How do you imbue a spirit into a property? How do you transform a space with creativity and make it magnetic, a place that draws people in?"

I was actually quite inspired when I visited Barcelona two years ago. It's a beautiful city, but what stood out was the architecture—so many different ways of expressing ideas and shaping spaces. In Singapore, we have a lot of human capital, but we're not bold enough to create statement properties. Beyond preservation—which we've done very well—and making things new and shiny—which we also do well—how do we embrace that little bit of madness?"



I N D E X



↑ Once a British military barracks in the 1800s, **■ Dempsey** has evolved into a vibrant lifestyle and dining destination near the Singapore Botanic Gardens. Nestled in lush greenery, it blends colonial heritage with modern charm, featuring a mix of restaurants, cafés, boutiques and sports and wellness establishments. Remnants like tiled-roof structures and old playing fields hint at its military past. Today, Dempsey is celebrated both locally and internationally as one of Singapore's premier spots for dining and leisure.

LEFT: Dempsey was originally the site of a nutmeg plantation that later became Tanglin Barracks for British troops in the 1800s. The site was also once the headquarters of the Far East Land Forces, and later the headquarters of the Ministry of Defence (MINDEF) and the Central Manpower Base (CMPB).

➤ Built in the mid-1960s as married quarters for British military personnel, **■ Chip Bee Gardens** has transformed into a trendy lifestyle enclave. Once home to expatriate teachers after the British withdrawal, it now features a mix of residential and commercial spaces, blending heritage with contemporary charm. Known for its distinctive 1960s-style design, the estate is now popular for its eclectic blend of local lifestyle and F&B brands, including quaint cafés and homegrown brand names.



➔ ■ **Dignity Kitchen at 69 Boon Keng Road** is a social enterprise-run food court staffed by individuals with disabilities and from disadvantaged backgrounds. Operated by Project Dignity and founded by Koh Seng Choon, engineer turned entrepreneur and recipient of the Straits Times Singaporean of the Year 2024 award for his efforts, the outlet offers meaningful employment through skills training and food service roles. Housed in a striking red State property since 2021, it serves affordable local hawker fare and baked goods in an inclusive environment. Beyond being a vibrant dining spot, Dignity Kitchen stands as a powerful symbol of empowerment, mental health advocacy, and social change, aligning with broader efforts to promote dignity and opportunity for all.



↩ The charming row of restored 1930s heritage buildings at ■ **52-56 Kampong Java Road** will soon become a vibrant multi-disciplinary arts sandbox for experimentation, creation, and collaboration. Originally residences for municipal officers, the buildings sit along a road named after Javanese gardeners who once sold produce along Arab Street. Awarded to 19SixtyFive Pte Ltd via a joint tender by SLA and the National Arts Council, the space will feature acoustically treated studios, galleries, and performance venues. It will also host live performances, arts markets, and arts festivals - enriching Singapore's artistic landscape and fostering creative growth.



➔ Built in 1956, the ■ **Former Bukit Timah Fire Station** served as part of the post-war Fire Service expansion and features distinctive elements like a hose drying tower and the Colony of Singapore's coat of arms. Decommissioned in 2005, the 0.86ha site—comprising the main station, firefighters' quarters, and Station Master's residence—has been gazetted for conservation. Strategically located near the Rail Corridor and nature reserves, it is now set to be revitalised by LHN Facilities Management into a mixed-use community node, offering co-living, heritage, and nature experiences with sustainable, zero-energy features while preserving its historic character.





↑ Originally known as Flagstaff House, the **Former Command House** was built between 1937 and 1938 as the residence of Malaya's senior military commander. Designed in a distinctive Arts and Crafts-inspired style with pitched roofs and brick archways, the house later provided lodging for royalty, a president in office and senior military figures. In 2007, UBS, the Swiss investment bank, made it its business university's Asia-Pacific campus. Now a national monument, the State property continues its legacy as an elegant event venue, blending heritage, architecture, and history with quiet distinction.



↑ The former St Andrew's Mission Hospital at **5 Kadayannallur Street** provided respite and care to impoverished women and children in its early years, with a unique triangular air well in the middle of the building to let in natural light and ventilation. Originally built in the 1920s, it has served various purposes over the years, including as a government medical store, an outpatient dispensary and an office space. It has most recently been transformed into **KADA**, a creative lifestyle and wellness hub with co-working and co-living spaces popular with the youth. The building, one of Singapore's earliest Modernist structures, houses one of the nation's oldest electric lifts, still in operation today.

1. Crowd of onlookers during the opening of the outpatient clinic at Kadayannallur Street (1964).
2. Maxwell Road outpatient dispensary (1989).



↓ Launched in November 2024, **The Foundry** is a collaborative hub for social purpose organisations housed in the former Elections Department building at **11 Prinsep Link**. The Foundry is a result of a partnership with The Majority Trust, SLA, Tote Board, and the Singapore Government Partnerships Office with its 17,000 sq ft space housing over 20 non-profits and social enterprises. With an aim to foster a vibrant ecosystem, The Foundry supports idea incubation, community-building, and collaborative innovation to address Singapore's evolving social challenges.



➔ ■ **1925 Quarters at 79-95 Hindoo Road** is situated in a beautifully restored row of red-brick, two-storey building in the heritage Little India precinct. Originally built in 1927 to house junior Asian staff of the Municipality of Singapore, this State property has been transformed into a modern co-living space by Eco-Energy Pte Ltd and Cove Living Pte Ltd. The building retains its distinctive colonial architecture, featuring pitched roofs and fair-faced brick columns, and reflects the shared history of other municipal quarters in the area.



↓ Opened in 1937, ■ **Old Kallang Airport** was Singapore's first purpose-built civilian aerodrome and was hailed as the world's most modern at the time. Described as the "finest airport in the British Empire", it gained international recognition, with aviator Amelia Earhart praising it as "an aviation miracle of the East". The Art Deco terminal later housed the People's Association from 1960 to 2009 and is now part of a conserved site with a hangar, service blocks, and an entrance gateway. Since 2011, it has hosted a variety of events, from arts and culture to corporate launches.

4. Immigration check point (1948).

5. Aerial view in 1957. The foreground shows Nicoll Highway, while the circular control tower can be seen beside the highway on the right.

↑ ■ **New Bahru at 46 & 58 Kim Yam Road** occupies the former site of Nan Chiau High School, a historically significant educational institution that was first the Nan Chiau Teachers' Training School established in 1941. Today, the site has been reimagined into a dynamic lifestyle destination that blends residential, retail, and commercial uses. Developed by the Lo and Behold Group, it houses an exciting collection of homegrown brands and offers community-centric spaces and activities, and is well visited by locals and international tourists.



3. Nan Chiau High School in 1993.

4

5

➔ Built between 1952 and 1953, **■ Pasir Panjang Power Station** began with Station A, which was named when Station B was added in 1965. Its iconic red-brick design reflects Singapore's early urban transformation. Together, the two stations powered Singapore's industrial boom in the 1960s. In recent years, its arresting architecture was the stunning backdrop for the staging of shows and events, including the Louis Vuitton Spring Summer 2023 trunk show and the immersive exhibition on Singapore's founding Prime Minister Lee Kuan Yew's life and legacy.

BOTTOM: Aerial view of Pasir Panjang Power Station (1957).



↑ The **■ Ridout Tea Gardens** in Queenstown was once home to Singapore's first Japanese-themed community garden, later redeveloped in 1980 into a traditional Japanese Garden (RIGHT) with ponds, pavilions and bridges. In the late 1990s, the site was transformed into the McDonald's Ridout Garden outlet, blending modern dining with the location's tranquil past. Today, it stands as one of the few recognisable flagship McDonald's outlets worldwide, drawing families for its food as much as its unique and scenic setting.





↑ The **State Land @ Margaret Drive**, once the site of Hua Yi Secondary School or previously known as Hua Yi Government Chinese Middle School, is now home to a restored public running track. Established in 1956 as Singapore's first government-aided Chinese secondary school, Hua Yi was renowned for its academic excellence and sports achievements. After relocating in the 1980s, the school left behind its legacy at Margaret Drive. The newly restored running track honours its historical connection to education and sports, providing a community space for residents to enjoy.



↑ The Team Singapore Wall of Fame at **8C Jalan Kledek** features a vibrant mural celebrating Singapore's Olympians and Paralympians. Created by graffiti artist Ceno2, it showcases Team Singapore athletes Nur Syahidah Alim, Shanti Pereira, Maximilian Maeder, Loh Kean Yew, and Yip Pin Xiu for their sporting achievements on the world stage. The location also houses the Vintage Camera Museum, home to over 1,000 cameras that offer a fascinating glimpse into photographic history. It's a unique landmark in Kampong Glam where sport, art, and photography come together.

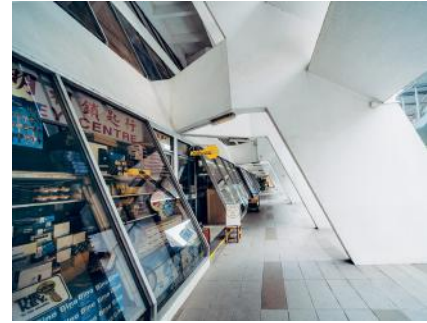
↓ **Smith Street**—named after Sir Cecil Clementi Smith, Governor of the Straits Settlements—is a heritage-rich enclave in Chinatown where conserved shophouses and pedestrian-friendly spaces bring the area's storied past to life. Once known as Hei Yuen Kai or "Theatre Street" and home to the iconic Lai Chun Yuen Theatre, Smith Street has been rejuvenated with exciting lifestyle concepts including local favourites and international brands while preserving local Chinese culture. With its unique blend of history, culture and architecture, Smith Street is a living showcase of Chinatown's enduring identity and evolving vibrancy.



↓ EtonHouse International Education Group's headquarters at **6A and 8 Stevens Road** occupies a pair of conserved colonial-era heritage bungalows managed by SLA. Once a residential property—including the former home of philanthropist and businessman Lee Kong Chian—the heritage site has been thoughtfully repurposed into a serene, greenery-filled office space. Retaining elements like timber floors and arched doorways, the design features biophilic elements and clever adaptive reuse.



➔ The ■ **Tanjong Katong Complex**, a familiar and iconic landmark in the heart of the Geylang Serai area, is set for rejuvenation. These include plans to dedicate a portion of the redeveloped space to tenants representing traditional Malay trades, preserving and celebrating the heritage and culture of the Malay community. With its deep historical roots and strong cultural ties, the revitalised Tanjong Katong Complex will continue to serve as a vibrant hub, honouring its past while evolving to meet the future needs of the community.



↶ ■ **Temasek Shophouse at 28 Orchard Road** was known for its distinctive architecture. Built in 1928, it was one of the first buildings in Singapore to feature spiral staircases. The social impact hub will expand to include restored units at **14, 22, and 38 Orchard Road** with reinstated historic features such as its Shanghai plaster façade, further highlighting Orchard Road's transformation from nutmeg plantations and motor showrooms to a place of renewed purpose for people, planet, and community.



↑ ■ **Vidacity** is a sustainability innovation hub located at the former Loyang Primary School (RIGHT), now creatively repurposed as a space for green entrepreneurship by City Sprouts. The site features co-working areas, workshops, and living labs focused on urban farming and sustainable technologies. Home to startups in fields such as agriculture, water treatment, reusable materials, and waste innovation, Vidacity brings together a community dedicated to building solutions for a more sustainable future.



↩ The former community centre at **10 Kampong Eunus** is now home to ■ **Vivistop Kampong Eunus**, Singapore's only non-profit makerspace dedicated to children and youth. Operated by Vivita, the space offers hands-on workshops, camps, and competitions that introduce young learners to robotics, AI, and emerging technologies. Supported by public sector and community partners, this SLA-led initiative has transformed the State property into a vibrant hub for creative learning and empowering the next generation of tech-savvy changemakers.



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story begins.*

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