



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.



Sybil is pictured at **Vivistop Kampong Eunos**, a vibrant makerspace housed in the former Kampong Eunos Community Centre. Founded by non-profit organisation Vivita Singapore, the space offers interactive programmes, camps, and workshops for youths and children to unleash their creativity. A dream community for budding innovators, Vivistop Kampong Eunos embodies future-focused education that Sybil champions—one that empowers children and youths with the confidence and tools to thrive in the real world.

Force for Good:

SYBIL LAU

on how her diverse life experiences, personal passions, and relentless curiosity inform her approach to giving and investing

From launching a business consultancy in China at 21 and learning the ropes of finance and investments at 25, to later being the Chief Investment Officer at her family office and assuming board roles at organisations including a public listed healthcare technology company in Canada, Ray Dalio's family office, and various social service agencies, Sybil Lau has carved her own path in the worlds of finance, investments, and philanthropy.

Drawing on her diverse life experiences and driven by a relentless spirit of learning and a mission to create meaningful impact, she shows how capital can be a force for good—and that investing and philanthropy need not be mutually exclusive.

AN UNCONVENTIONAL START

Fresh out of university in Canada, with a degree in General Studies and a minor in Economics, Sybil headed to Kuala Lumpur while her peers flocked to Hong Kong or the US. There, she joined a Canadian engineering firm, and was hired as a QA/QC associate as she was interested in seeing what she could learn.

Her first day began with a reality check. Tasked with quality control, she was handed technical specs and asked to evaluate them, to which she admitted how dangerous it was for her to QC something she didn't understand. So, they pivoted and asked her to set up the local area network (LAN) for the office. With no prior experience, she was handed two dry manuals. But this did not deter her from completing the task.

"I fell asleep. I don't know for how long, but after about a few days, I finished reading the books. In about two weeks, I set up the LAN for them. I set up something called a factory acceptance test. It was all self-learning."

"I don't really think there's a typical day for me. I get up very early, at 4am. That's because I love to read and I like to read when there are no calls and nobody messaging me. There are no distractions at all. Nowadays I wake up much later, maybe like 6am."



Sybil, with her partner, Ng Kok Song, on a market visit during the Presidential Election in 2023.

Her French fluency even proved useful for translating reports to headquarters. Her takeaway?

"You just need to be driven enough to learn. I truly believe in that."

STARTING FROM SCRATCH

After about a year at the engineering firm, Sybil decided to venture into entrepreneurship at 21, navigating China's nascent private sector in the early 2000s. Fresh-faced and determined, she launched a consultancy advising foreign enterprises who wanted to make inroads in China. Within three years, she pivoted to early-stage venture capital, drawn to the emerging biotech and medtech sectors. But as her business grew, she found herself more interested in learning about finance.

"I felt like I wanted to learn more about finance before I got too old. When you're young, you know, 27 or 30, in your own mind, is too old. So I wanted to sell my part of the company and focus on learning."

When her then-partner relocated to Singapore for work, she saw the opportunity to start something new. Selling her stake in the company, she landed in Singapore in 2004 with one goal: to learn finance from the ground up. After asking around, she decided to apply to Goldman Sachs, and what others saw as a junior role, she viewed as a paid education.

"The only way to learn something is to start from the bottom. You can't think about the title or what you were doing before. That really doesn't matter. I wanted to understand the financials of it. Numbers never lie. So I was extremely happy because for the two years I stayed at Goldman as a finance analyst, I felt like I got paid to learn."

About four months, 23 interviews, and one exam later, she clinched the job, and recalls her ex-boss having to take a chance on her.

"He told me not to fail for the simple reason that he had a huge stack of resumes on his table, and at that time I wasn't a Singapore citizen, and I also didn't have PR. So he said, 'I'd have to apply for an employment pass for you.'"

She fondly recalls her first day, which was anything but ordinary, as she was tasked with something she'd never thought a newbie would do.

"The first task I got was, 'Sybil, can you go upstairs to the interview room? I need you to interview people for a job.'"

Despite being caught off guard, Sybil knew what she had to look for: she believes in hiring people smarter than you are. So rather than standard resume questions, she opted for curveballs designed to reveal how candidates think.

"I said, 'I'm going to ask very non-traditional questions, and I'm actually not interested in the actual answer.' I just want them to tell me how they thought about getting to the answer. So my first question was, 'How many golf balls do you think could fit in this room?'"

Next came, "How many gas stations are in the US?"—a nod to the Fermi problems used by thinkers and organisations that value critical, open-ended and creative thinking. Her unconventional approach to things was evident judging from the early career decisions she had made.

A NEW CHAPTER

Even after building a successful career at Goldman Sachs and later on, Credit Suisse, Sybil found

herself embracing the unfamiliar once more—this time, at her own family's office.

"Luckily, none of my clients lost any money. So my family said, 'You've been doing this for about four years; how would you like to come and help us? But then you would start from the bottom.'"

The proposition was simple, if humbling, but Sybil did not have to think twice. The opportunity excited her, and being the only one in Asia, she would oversee emerging markets, focusing on convertible bonds and equities—a natural fit for someone who thrived on uncovering value.

"I love looking for things that are mispriced and might do well."

Public equities had always been her passion, honed during her analyst days, and now she had the freedom to apply that rigour to her family's portfolio. But family offices, she quickly learnt, are not for those who crave rigid structure. Unlike the regimented world of investment banking, every day brought new variables. Many families, she notes, don't approach investments with the same discipline as professional firms—which meant she had to build processes from the ground up.

PERSONAL INVESTMENT APPROACH

And while most investors obsess over spreadsheets and valuations, Sybil's personal investment approach is geared towards something more intangible: the human element.

"It's always investing in the person. A lot of times, it's the founder—it's somebody who has integrity, an amazing work ethic, great energy, and someone who loves what they do. I'm probably one of the few investors who doesn't lead with financial questions. What I want to understand is their vision—where they want to take the company, how they've built their team, and whether they've created an environment where people can thrive together."

She believes that a great founder can fix even mediocre ideas. And apart from the founder, she also stresses the importance of a good team and how, at the end of the day, it is the combination of these factors that will make a great company. She also says the best leaders are those who are willing to listen, who value input regardless of hierarchy, and who can both inspire their team and course-correct when needed.

This people-first philosophy extends to her approach to board memberships. She believes every board member should bring something to the table, and be "deserving" of their seat through active contribution, not just prestige.

"What I mean by 'deserve' is someone who fulfils what we call time, ties, and testimony. Someone who will give their time, someone who is willing to open doors for you and make connections, and someone who will passionately advocate for the organisation."

STARTING SMALL AND BEING CONSISTENT

And for those who may not be as finance-savvy and want to start investing, Sybil emphasises a few foundational habits.

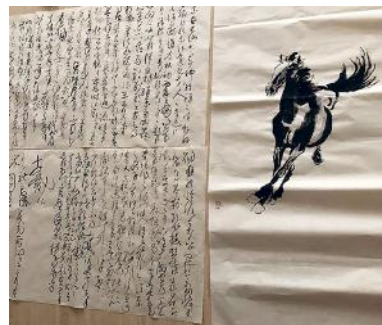
"I think savings are really important. What I would tell myself before is, 'Don't spend as much when you're younger. Save more.'"

Her cornerstone strategy? Index funds. She says that everyone can index, regardless of age, citing low-cost ETFs like S&P 500 trackers with minimal fees. The key, she explains, is consistency.

"You can put a certain amount of money aside, and whether the market goes up or down, just keep buying a little. There's no such thing as being able to time the market perfectly. If you look at it, averaging over



Sybil's cat, Max, sitting on a horse painting that she painted with Chinese ink.



"One thing that never fails to bring people together is art. A shared appreciation of art truly breaks down barriers and boundaries, without bias or the need for language. I enjoy writing a few words of calligraphy or painting horses for good friends who always encourage me to keep going."



Sybil with her grandfather, a well-known property tycoon and philanthropist who supported education, medical research, and the arts.

"I've always been drawn to Chinese history—from the broad sweep of dynastic change to the finer details of culture and philosophy. I started reading Chinese books as a kid, and I feel like I could spend my whole life immersed in them. Each time I revisit a book, I discover something new. I especially enjoy Chinese fables and the four great classical novels. *Romance of the Three Kingdoms* is my favourite, but I also love *Dream of the Red Chamber* and *Journey to the West*. My interest started young—watching my grandfather read them in Chinese. He always said, 'You have to read the four classical Chinese novels.' That stuck with me."

20, 30 or even 50 years, it will outperform anything over time."

For those drawn to specific sectors like AI or tech but wary of stock-picking risks, she suggests a middle path: "Buy a thematic index instead of individual stocks. You get exposure without the volatility." At its core, her philosophy is rooted in patience and discipline.

LESSONS FROM HER GRANDFATHER AND DEFINING IMPACT

Growing up in an environment where her grandfather was a maverick of his time—a successful serial entrepreneur who had seven listed companies in Hong Kong, which he eventually injected into Wheelock and Co.—it is evident that Sybil's approach to investment and philanthropy is very much shaped by his early influence.

"I was lucky enough to grow up with my grandfather and with my parents. As a child, I was always very curious, and I'm still very, very curious. So I would always ask him what he's doing, and he would tell me about the importance of building hospitals. And how building infrastructure and schools was important."

As she got older, her grandfather also instilled something important in her—which is the idea that investing in things is very different from giving money away and funding things. Because even if the latter doesn't yield monetary returns, it is the failures that serve as lessons to propel progress.

"He told me research is very important. So being able to fund research is important. At that time I asked him why; what did he mean by that? He would fund Alzheimer's research and cancer research, which means he funded certain scientists, or certain ideas. Because if you don't do it, maybe nobody will do it. And if nobody does it, nobody else will learn from their failures."

She acknowledges that such an approach is not for everyone. Rather, it is those in the 1% who should consider it as a pathway to sustainable philanthropy. These early lessons from her grandfather fundamentally shaped her philosophy on investing and giving. And after his passing, this perspective only deepened when she connected with friends from Hong Kong who had founded Horizon Ventures, the venture capital firm backed by Li Ka-shing, a Hong Kong billionaire business magnate, investor, and philanthropist.

"They told me, 'When you think about philanthropy, it's slightly similar to what we are doing with our investments at Horizon.' So I said, 'Please share what you mean by that.' They said, 'The way that they look at investments is impact first, yield second.'"

What then does impact truly mean to Sybil?

"I think of impact in the sense that, if you believe in someone, the power of that belief means a lot. So imagine getting a cheque from someone like Mr Li Ka-shing. That is so impactful in that it would open a lot of doors, and it is because of that person's belief in you. The next thing to do with impact is to believe in the crazy ideas—the crazier, the better sometimes, because if you don't invest in the crazy ideas, not many people will."

Sybil illustrates this with how Li Ka-shing's office invested in Zoom, X, and Spotify back then, when nobody believed in them. They are also the largest shareholder of WELL Health, the healthcare technology company empowering providers across North America with innovative digital tools and services, and a board that she sits on.

SUSTAINABILITY IS MUCH MORE THAN THE ENVIRONMENT

Sustainability may be the buzzword now. But for Sybil, sustainability transcends carbon footprints and recycling programmes. Her vision encompasses systems that empower communities

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RIGHT

Sybil with students from ITE College West. She is actively involved in entrepreneurship mentorship, organising internships, and arranging for international speakers from various industries to share their knowledge and insights with students in polytechnics and ITE Colleges.



in the long-term.

“Sustainability is greater than the environment. There’s sustainable philanthropy and sustainable finance. It’s trying to help people build it. Whether it is through internships or volunteerism, I think it’s extremely important as well. Sustainability is also about giving back to society. The private sector can do more; I think it shouldn’t always be government-led.”

Real sustainability, for Sybil, also means creating pathways and enabling social mobility. And one of the things she is passionate about includes giving kids who may be falling behind opportunities to thrive. Currently, one programme she supports is the POL-ITE Entrepreneurs’ Challenge for ITE (Institute of Technical Education) and polytechnic students.

“Social mobility is sustainability too. It’s giving outsourced advantages to people who need it the most. It shouldn’t always be the top 1% or 10%. I want to give opportunities to those kids who may not be doing the best. It doesn’t matter what you have done in school or what your grades are; they don’t determine where you end up in life.”

Her all-encompassing approach towards sustainability reflects her belief that real sustainability must address systemic gaps—whether through education access, employee engagement, or redefining what “talent” looks like.

A THIRST FOR KNOWLEDGE

Given her history of diving fearlessly into unfamiliar territories, it comes as no surprise that the secret to her success is perhaps the insatiable love of learning. Whether voraciously consuming fiction or meticulously analysing annual reports, she counts reading and learning as a genuine source of joy.

“I love to read everything, but I go through different periods. I like

nonfiction. One time when I was younger, I wanted to read everything I could about true crime; this was like 20 years ago. And when I exhausted that topic, I went on to read about CEOs of companies. So I read about Disney, Subway, and Oracle. And then I wanted to read about how people make cheese. But it was short-lived, because I'm lactose intolerant, but I wanted to read up because a friend of mine was coming from France, so I wanted to have an intelligent conversation, or I was just curious."

More recently, she shares she has been delving into topics like deep tech, AI and quantum computing. Sometimes, she also pores over annual reports in order to gain a deeper understanding of finance. Her most recent read?

"Recently, I've been trying to read about the foundations of Silicon Valley. Hermann Hauser¹ recommended that I read this book on Robert Noyce², and the interesting thing about Noyce is that he mentored Steve Jobs, and Steve Jobs actually mentored Mark Zuckerberg."

As an extension of her love of learning, Sybil also counts education as an area she has a vested interest in. Even though she studied abroad, she says she's had the privilege of learning more about the Singapore education system, in particular the polytechnic system. As part of the advisory committee of the Republic Polytechnic Education Fund, she champions the polytechnic's role in preparing students for future jobs, but says that more can be done.

"A lot of the polytechnics are training kids for jobs of the future that we really need in some way or another, but what they might need is a little bit more help, in terms of getting more opportunities. That's where I think a lot of us come in, and where I think we can offer assistance in some way, whether it's opening doors for internships or exchange programmes."

Her advocacy also extends to another passion of hers—the arts. In 2023, she facilitated a groundbreaking visit by Shepard Fairey, the iconic American contemporary artist and founder of OBEY clothing, who painted a mural near Neil Road and, for the first time, addressed hundreds of students in a closed-door dialogue.

"Shepard Fairey is always about inclusion and equality. So when I asked him whether he would come to Singapore and do a wall for us at SG Enable, he agreed. But our only problem with that was SG Enable didn't have an extra wall then. So he ended up painting the wall near Neil Road. The kids loved it, and I think he was so happy. He told me that he had never done this before."

In 2024, Sybil received the Distinguished Patron of the Arts award from the National Arts Council, an award instituted in 1983 to recognise the organisations and individuals that have contributed towards the promotion of cultural and artistic activities in Singapore. An artist and avid supporter of the arts, her advocacy also extends to emerging artists and persons with disabilities in the arts.

Her commitment to inclusivity is also evident in her role as a board member of SG Enable³, where she actively advances initiatives that foster a more inclusive society.

At the 2024 Enabling Lives Festival—SG Enable's signature event—she participated in a communal batik painting held in front of the i'mable Gift Market, which showcases original artworks, artisanal gifts, and creative items crafted by talented persons with disabilities. The



ITE and polytechnic students in a closed-door dialogue session with Shepard Fairey at the ION Art Gallery, facilitated by Opera Gallery. The students engaged in an hour-long session with the artist, asking him questions about his journey, inspiration, and work.

1: Hermann Hauser is an Austrian engineer, entrepreneur, and venture capitalist. He has founded or co-founded companies across a wide range of technology sectors, including Acorn Computers (where he helped spin out ARM), Active Book Company, Virata, Net Products and Cambridge Network.

2: Robert Norton Noyce, nicknamed "the Mayor of Silicon Valley", was an American physicist and entrepreneur who co-founded Fairchild Semiconductor in 1957 and Intel Corporation in 1968.

3: Sybil sits on the board of SG Enable, a focal agency set up by the Ministry of Social and Family Development to enable persons with disabilities to aspire and fulfil their potential in an inclusive society. She has also been an active last mile/gap funding partner since the COVID-19 pandemic and volunteers actively in various food distribution and community groups.

RIGHT

Sybil at the Enabling Lives Festival 2024—an event organised by SG Enable to strengthen the social fabric across all abilities—with (from left to right) former SG Enable CEO Ku Geok Boon, Senior Parliamentary Secretary for Social and Family Development Eric Chua, and SG Enable Chairman Moses Lee.



festival's theme, 'Celebration Inclusion and Abilities' underscores SG Enable's long-standing commitment to strengthening the social fabric and building a more inclusive Singapore for all.

THE MEANING OF SUCCESS

For Sybil, success isn't measured by titles or wealth, but by health, family and waking up excited for work.

"Success, to me, is that you are happy, healthy, and you get along well with your family. To be successful is also to be fulfilled and content with what you're doing—to wake up every day and be excited to go to work. Even though finance wasn't my thing, every day I was excited."

In addition, she also counts curiosity as a crucial ingredient for success—to always be open to exploring what you know and what you don't know.

"I think to be successful, you need to be curious about things. You need to want to learn more. I'm okay with not knowing things. Sometimes I tell people I don't know anything about this, and I ask them to share more with me—I think that's extremely important. To have an open mind, to not be judgemental, and to not say that something has to be a certain way—because there are always so many ways."

Increasingly, Sybil is also learning to embrace discomfort and emphasises the importance of stepping out of one's comfort zone in order to learn, evolve and grow.

"Nowadays I try to do things that would traditionally make me uncomfortable. Because sometimes, the best way to learn and evolve is to leave our comfort zone. When you force yourself to do something you wouldn't normally do, you might learn something from it or something new about yourself."

Whether it's rising up to new challenges, learning independently, or advocating for the causes she believes in, Sybil is a testament to the fact that, ultimately, the best investment we can make is in ourselves.

When I think unlimited, I think of...
possibilities, the courage to dream big, and
potential for every one.

I am unlimited when...
I dream.

"My vision for Singapore and SLA is a
more integrated, cohesive, and holistic
approach to things, where everyone has the
opportunity to communicate, in their own
ways, what they envision."



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.

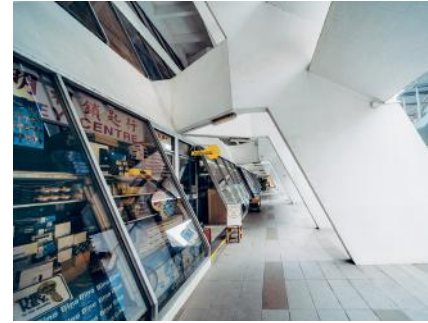
↓ **Smith Street**—named after Sir Cecil Clementi Smith, Governor of the Straits Settlements—is a heritage-rich enclave in Chinatown where conserved shophouses and pedestrian-friendly spaces bring the area's storied past to life. Once known as Hei Yuen Kai or "Theatre Street" and home to the iconic Lai 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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