

19 July 2012

PRESS RELEASE

To: News Editors

SAFRA STRATEGIC REVIEW RECOMMENDS CLUB DEVELOPMENT AND ENHANCING POSITIONING TO STRENGTHEN SAFRA'S RELEVANCE TO NSMEN

A New SAFRA Club in Punggol and a Multi-Entertainment Centre in the Pipeline

SAFRA is planning to attract more NSmen to its network of clubs with two more additions – a six-story multi-entertainment centre in the town area for NSmen aged 18 to 35 years old, which will begin operations in 2013, and a new club catered for NSmen and their families in Punggol, which will be completed in 2015.

The former will be a one-stop destination designed for young NSmen and their friends to party, dance, sing karaoke or simply socialise over drinks, akin to a mega club, with each floor featuring a unique concept and different genres of music from R&B to Mando pop. The latter will be a 'family lifestyle resort' club built on a one-hectare plot of land with a waterfront pedestrian promenade near the MRT in Punggol. The club will be developed with an estimated budget of \$50 million.

In addition, SAFRA will be re-positioning its Mount Faber club's flagship from the current, generic theme of "Where The Fun Begins", to an executive lifestyle club with a distinct entertainment flavour for young NSmen and their guests. Its club in Tampines will also undergo a major upgrading to strengthen its positioning as a hub for sporting activities by 2016.

Kindly refer to the fact sheets for details on SAFRA clubs.

Dr Ng Eng Hen, Minister for Defence and Chairman, SAFRA Board of Governors, explained that with a new generation of NSmen, SAFRA needed to reinvent itself to remain relevant to the changing lifestyles and interests of NSmen.

These developments, part of the recommendations from the SAFRA Strategic Review, were announced by Dr Ng Eng Hen when he spoke as the Guest-of-Honour at the 12th SAFRA Awards held this evening.

Other recommendations arising from the Review were also put forth to strengthen SAFRA's relevance and attractiveness to NSmen. These include having more distinctive offerings in future to augment the current gamut of promotions and discounts available for SAFRA members at more than 650 establishments.

The theme of bonding among NSmen to foster camaraderie and social cohesion was a significant one in Dr Ng's speech where he emphasized, "SAFRA's critical mission is to recognise the vital contributions of NSmen, and also to foster cohesion among NSmen. SAFRA's success is important to build a SAF as a cohesive fighting force, operationally ready and committed in both heart and mind to protect Singapore."

SAFRA will be looking into a new package for NS units so as to enhance its programmes in cohesion building, underscoring the importance of bonding NSmen both during their in-camp training and in their civilian lives – through fitness, family bonding and fun activities at SAFRA. As such, SAFRA will also aim to improve the "SAFRA Experience" for NSmen and their families at its clubs. This new package for NS units is expected to be implemented in 2013 to benefit over 100,000 NSmen annually.

Dr Ng shared details of key SAFRA Strategic Review recommendations with over 400 guests, comprising SAFRA volunteers, supporters and NSmen, at the 12th SAFRA Awards.

Since 1987, awards are given to recognise volunteers and organisations for their significant contributions made to SAFRA, SAFRA Radio and the National Service Resort and Country Club towards achieving their objectives. This year saw a record total of 121 individual volunteers and 11 corporate supporters being awarded.

Dr Maliki Osman, Senior Parliamentary Secretary for Defence and Deputy President, SAFRA, presented the Long Service Awards to 102 recipients in the early evening, while Mr Lawrence Wong, presented the Commendation Awards to 22 volunteers and corporate supporters of SAFRA later in the same evening.

Dr Ng Eng Hen presented seven Meritorious Awards and one 'Friend of SAFRA' Award.

Kindly refer to fact sheets for details on the SAFRA Strategic Review.

Annex:

Annex A – Welcome Address by Dr Yee

Annex B – Speech by Defence Minister

Annex C – Fact Sheet on Strategic Review 2012

Annex D – SAFRA Clubs Fact Sheet

About SAFRA National Service Association

SAFRA was formed in 1972 to provide for the social and recreational needs of NSmen and their families through quality sports, social, educational and cultural programmes to recognise NSmen for their contributions to National Defence.

SAFRA currently has a network of four clubs conveniently located in Jurong, Mount Faber, Tampines and Yishun; the oldest SAFRA club located in Toa Payoh is being redeveloped and is due to open by October 2013. Complementing the modern facilities at SAFRA clubs is a host of quality membership benefits and activities specially packaged for over 200,000 members and their families.

Issued by the Communications & Public Relations Division, SAFRA National Service Association.

**WELCOME ADDRESS BY COL (VOL) DR YEE FOOK CHEONG, CHAIRMAN,
SAFRA VOLUNTEER MANAGEMENT COMMITTEE AND CHAIRMAN, ORGANISING
COMMITTEE OF THE 12TH SAFRA AWARDS HELD AT SAFRA MOUNT FABER
BALLROOM ON THURSDAY,
19 JULY 2012 AT 7.30PM**

Dr Ng Eng Hen, Minister for Defence,
and Chairman, SAFRA Board of Governors

Mr Lawrence Wong, Minister of State for Defence
and President, SAFRA,

Dr Maliki Osman, Senior Parliamentary Secretary for Defence,
and Deputy President, SAFRA,

Volunteers of SAFRA, NSRCC and SAFRA Radio,

Corporate partners, and distinguished guests,

Good evening

It is my pleasure to welcome you to the 12th SAFRA Awards presentation.

This awards presentation began in 1987 in an effort to recognise the contributions of individuals and organisations towards the growth and development of SAFRA, as well as the achievement of its objectives.

Including this evening's presentation, SAFRA has honoured a total of 968 volunteers and organisations for their contributions at the SAFRA Awards. For this 12th edition, we will be acknowledging 121 deserving individuals, and 11 supportive corporate partners. I wish to congratulate all recipients on their awards.

To date, SAFRA is privileged to have 400 active volunteers – dedicated NSmen, women and corporate friends who are supportive and who continually impact the future of the NSmen community and SAFRA.

We are indeed fortunate to have a diverse group of volunteers, with different backgrounds and areas of expertise, some of whom are notable leaders in their respective industries. The knowledge and experiences that they bring, pooled together, and then shared, go a long way towards enriching the SAFRA brand and its extensive offerings.

Many of our volunteers from SAFRA, NSRCC and SAFRA Radio have served with us for a long time. I had asked for a summation of the total number of years of voluntary service from all award recipients tonight – it is an astounding 1,308 years of service to SAFRA... I think we should give all volunteers tonight a round of applause!

All award recipients have been nominated by SAFRA members, volunteers or members of the staff. This is managed by the Volunteers Management Committee which then presents the nominees to the Awards Selection Panel, for assessment. The list of recommended nominees by the selection panel is then put up for approval by the SAFRA Management Committee.

For their work as part of our selection process, I would like to express my gratitude to the Awards Selection Panel and the SAFRA Management Committee.

To my members in the Volunteer Management Committee and to SAFRA staff, I would like to say a heartfelt "Thank You!" for your tireless effort and contribution towards organising tonight's event.

Our appreciation and thanks also go to our supportive corporate partners, for their generous contributions to SAFRA, and for recognising the important role our NSmen play in Total Defence.

Once again, thanks to our volunteers for their dedication and commitment – you play a major role in making SAFRA a more meaningful and relevant part of the lives of NSmen and their families.

On behalf of my Committee and SAFRA, I would like to thank Dr Ng, Mr Wong and Dr Maliki, and our distinguished guests for gracing this occasion. Your presence tonight has lent much significance to the role and effort of our volunteers and corporate supporters in impacting SAFRA and our NSmen.

Have an enjoyable evening!

Thank you.

**SPEECH BY DR NG ENG HEN, MINISTER FOR DEFENCE AND CHAIRMAN,
SAFRA BOARD OF GOVERNORS AT THE 12TH SAFRA AWARDS &
ANNIVERSARY DINNER ON THURSDAY, 19 JULY 2012, AT SAFRA MOUNT
FABER, CRYSTAL ROOMS, LEVEL 2, 7.30PM**

Good evening,
Distinguished Guests,
SAFRA Volunteers,
Ladies and Gentlemen,

INTRODUCTION

1 This year's Anniversary Dinner is special in that SAFRA celebrates its 40th year. We also commemorate 45 years of NS. It is a fitting occasion to recognise the contributions of outstanding SAFRA volunteers and generous corporate supporters.

2 It is this consistent support from you as individuals and corporations that has helped SAFRA grow through the 40 years, from a temporary clubhouse located at Prince Edward Lane in 1972 to now a network of five clubs across Singapore, with the newly redeveloped SAFRA Toa Payoh to be opened by October.

3 Today, our NS men and their families across the island have easy access to SAFRA clubs that cater to their varied interests and needs through a range of quality social, recreational, sports and educational facilities. The mass appeal of SAFRA is reflected by its growing membership which stands at more than 200,000. Members also enjoy a wide spread of privileges and discounts through SAFRA's regular tie ups with over 650 establishments.

SAFRA 40TH ANNIVERSARY CELEBRATIONS

4 Today, as we celebrate SAFRA's 40th anniversary, we must not forget the founding mission of SAFRA. SAFRA provides an array of benefits to NS men and their families akin to private social clubs or recreational establishments for a distinct purpose. SAFRA's critical mission is to recognise the vital contributions of NSmen and also foster cohesion among NSmen. SAFRA's success is important to build a SAF as a cohesive fighting force, operationally ready and committed in both heart and mind to protect Singapore.

5 SAFRA's 40th Anniversary celebrations appropriately focuses on its core mission and reflected in its theme - 'Fortifying Bonds Among NSmen'. Through eight months of celebratory activities and additional benefits, SAFRA aims to engage more than 400,000 NSmen and their family members to strengthen bonds and promote social cohesion.

SAFRA STRATEGIC REVIEW 2011 – KEY RECOMMENDATIONS

6 But with a new generation of NSmen, SAFRA also needs to reinvent itself to remain relevant to changing lifestyles and interests of NSmen. To chart the way forward, the Strategic Review Steering Committee and Working Group was formed. It was headed by MOS Lawrence Wong, President of SAFRA and comprised NSmen, SAFRA volunteers and industry leaders. The SRSC held focus group sessions and conducted online and face-to-face surveys with more than 1,800 NSmen who shared their vision and wishes for SAFRA. From the feedback gathered, the Review Committee has mapped out new strategies to provide more and better benefits for NS men over the next five years.

7 These proposals by the Committee have been submitted to the SAFRA Board of Governors and accepted. Let me share some of the key initiatives with you.

8 First, SAFRA will enhance its programmes in cohesion-building through a new package for NS units. The "SAFRA Experience" will be improved for NSmen and their families. The goal is to bond NS men and their families, during both ICT and in civilian life through activities in the clubhouses related to fitness, family bonding and fun. These events include the signature SAFRA Singapore Bay Run and Army Half Marathon that draw more than 500,000 participants annually.

9 Second, SAFRA clubs will be upgraded through better programmes and facilities. SAFRA Yishun has successfully positioned itself as an Adventure Hub with its outdoor adventure facilities and indoor air weapons range. SAFRA Jurong, our youngest club is built as a family playground, and has attracted high numbers of members since its opening in 2009. The completely revamped SAFRA Toa Payoh will be ready by the end of this year. It will be the biggest clubhouse in SAFRA, and positioned as our "edutainment" flagship. SAFRA Punggol is expected to be completed by 2015. It will adopt the "family lifestyle resort" as its flagship theme to better serve the young residential population expected in the area. SAFRA Tampines will undergo a major upgrading as a hub for sporting activities. SAFRA Mount Faber will also be repositioned as an executive lifestyle club with a distinct entertainment flavour for young NSmen and their guests. SAFRA will also cater to NSman in town through a 6-storey building at Carpenter Street that will be converted into a multi-entertainment centre.

10 Third, SAFRA will enhance benefits for members. The SAFRA membership card already comes with attractive discounts and promotions for members, redeemable at

establishments all over Singapore. SAFRA will continue to find more opportunities to add benefits to its members.

RECOGNISING OUR VOLUNTEERS

11 SAFRA has done well but its achievements would not have been possible without the participation and contribution of many dedicated volunteers. These are mostly NSmen who come from different walks of life but they are all united by the common bond of NS who contribute well beyond the call of duty. SAFRA is indeed fortunate to benefit from the experience, expertise and hard work of these dedicated volunteers who make personal sacrifices to serve in various capacities across SAFRA, SAFRA Radio and the National Service Resort and Country Club (NSRCC).

12 It is therefore befitting that as we celebrate SAFRA's 40th Anniversary, we also take this opportunity to thank these dedicated volunteers as well as our generous corporate partners for their contributions in making SAFRA what it is today. This evening, we salute 121 volunteers and 11 corporate partners for their invaluable contributions over the years. It is especially heart warming to note that among the community of SAFRA volunteers and corporate supporters present this evening, there are some who have exhibited unwavering dedication spanning decades.

CONCLUSION

13 Let me conclude by congratulating SAFRA on this special anniversary for 40 good years of forging bonds among NSmen. I would also like to congratulate all award recipients this evening on your achievements and to thank you for your contributions in making SAFRA a special place for NSmen and their families. With your continued support, I am confident that SAFRA will continue to grow stronger and enjoy many more good years ahead.

Thank you.

FACT SHEET ON SAFRA STRATEGIC REVIEW 2011/12

SAFRA undertakes a strategic review exercise to chart SAFRA's future direction for the next five years to ensure its continued relevance to NSmen's changing needs and interests.

This Review also looked at furthering SAFRA's market reach, strengthening its position as NSmen's choice club and to better recognise NSmen for their contributions to national defence.

Recommendations

There are nine recommendations in total arising from this Review. They are:

(A) Directly Benefitting NSmen and SAFRA members and their families

- **Enhancing Programmes for Cohesion Building**
- **Motivating Social Cohesion Beyond ICT Through New Package for NS units**
- **Enhancing Membership Value**
- **Increasing SAFRA's Presence in town**
- **Strengthening Relevance of SAFRA Clubs**
- **Developing the "SAFRA Experience"**

(B) Enhancing Internal Capabilities to Better Enable Growth

- **Strengthening Branding and Communications For Better Outreach and Engagement**
SAFRA will and rebuild its website, for more intuitive and interactive, and enriching its content to make them more relevant for active NSmen. SAFRA will put in more effort to strengthen its engagement of the wider population of NSmen through different means, including mobile app development and building of an online community for social engagement.
- **Leveraging on Technology For Better Engagement and Personalised Service**
SAFRA will put more focus on understanding and meeting its customers' needs, by building a more effective Customer Relationship Management System. SAFRA will also employ interactive mobile applications, self-service systems as part of servicing members and guests.

- **Developing New Growth Areas for Financial Sustainability**
SAFRA will initiate new ideas to enhance its revenue stream, so that it can continue to be well-resourced to serve NSmen and their families.
Given its strong sports orientation and the growing interest in healthy lifestyle and sports, SAFRA will look into setting-up sports and fitness related businesses like the formation of a swimming school for NSmen and their families, building on its current strengths and infrastructure.

Milestones

- From Oct 10
Embarked on diagnostic study to take stock of SAFRA's current position
- Mar – Apr 11
SAFRA conducted online surveys with NSmen and its members
- Apr 11
Formation of SAFRA Review Steering Committee (SRSC), Working Group and Advisory Group. Members comprised NSmen, volunteers and industry leaders.
- Aug 11 – Jan 12
Focus group surveys conducted with NSmen
- Feb 12
Review and finalisation of report and recommendations by SRSC
- Mar 12
Presentation of recommendations to SAFRA Board of Governors and approval

SAFRA National Service Association

Fact Sheet

SAFRA was inaugurated on 2 July 1972 by the late Dr Goh Keng Swee, then DPM & Minister for Defence, to provide for the social and recreational needs of NSmen and their families through quality sports, social, educational and cultural programmes in recognition of their contributions to National Defence.

SAFRA started with a temporary club at Prince Edward Lane, on the borrowed premises of the Norwegian Seamen's Mission Home. Its membership base then was less than 2,000. Since its inception, SAFRA's membership base has grown to over 200,000 and it now has 5 full-fledged clubs – SAFRA Jurong, SAFRA Mount Faber, SAFRA Tampines, SAFRA Toa Payoh and SAFRA Yishun Country Club - strategically located across the island.

About SAFRA clubs

Club	Date Opened	Visitation Numbers per year	Flagship Theme	Signature Events
SAFRA Jurong	2009	1,056,000	<p><i>'Playground at The Canopy'</i></p> <p>- SAFRA Jurong is the first SAFRA club to adopt a thematic, architectural design, incorporating its flagship theme as a 'Playground at the Canopy', in the key design elements of the building as well as across its interior décor.</p>	<p><i>SAFRA Jurong Family Day</i></p> <p>- Each year, the SAFRA Jurong Family Day is held in celebration of the club's anniversary.</p> <p>- This much anticipated</p>

			<p>- A family centric club, SAFRA Jurong is venue of choice for NSmen to spend quality time with their families.</p> <p>- SAFRA Jurong offers several family-oriented facilities for NSmen to enjoy with their families including:</p> <ul style="list-style-type: none"> • Kidz Amaze, a 3-storey high indoor playground - one of the largest in Singapore • SAFRA's first children's swimming pool with interactive water elements • BazGym, a 9,000 sq ft children's gymnasium <p>- SAFRA Jurong club is the result of a recommendation by the fourth committee to Recognise the Contributions of Operationally Ready National Servicemen to Total Defence (RECORD IV).</p>	<p>event brings a weekend of family fun for NSmen and their families with fun-filled games, special performances, treasure hunt and pool activities for the whole family.</p> <p><i>Sprint Kids</i></p> <p>- SAFRA Sprint Kids is an annual event to search for Singapore's fastest kid. The event made its debut in 2010.</p> <p>- SAFRA Sprint Kids aim to encourage children to engage in a fun and healthy sport. It is also an opportunity for families to get together for a day of bonding and fun.</p>
SAFRA Mount Faber	2004	970,000	<p><i>'Where The Fun Begins'</i></p> <p>- SAFRA's entertainment hub for young, active NSmen.</p> <p>- Offers NSmen with a wide range of entertainment options including a 34-lane</p>	<p><i>Rehab Pool Party & FEVER</i></p> <p>- Twice a year, SAFRA Mount Faber will be transformed into party central for the Rehab Pool</p>

			bowling centre, several dining outlets, an EnergyOne gym and a 10,000 sqft K Box.	Party and FEVER. - NSmen are treated to the latest party anthems spun by DJs all night long, with special dance performances as well as its signature Sub-Zero Bottoms Up contest.
SAFRA Tampines	1988	932,000	<p><i>'Your Sporting Opportunities'</i></p> <ul style="list-style-type: none"> - SAFRA's sports hub offering active NSmen with a myriad of sporting opportunities. - Sports facilities on offer at SAFRA Tampines include a FIFA-rated astroturf full-size soccer pitch and 4 futsal pitches, swimming pool as well as badminton and squash courts. - SAFRA Tampines is also the official venue for Fandi Ahmad Academy. 	<p>SAFRA Football Fiesta</p> <ul style="list-style-type: none"> - An 8-month long football series filled with football tournaments from 4-aside, 5-aside, 7-aside to 11 aside leagues for different age groups.
SAFRA Toa Payoh <i>(Closed for redevelopment)</i>	Slated to reopen by October 2012	NA	<p><i>'One Stop Learning, Non-Stop Fun'</i></p> <ul style="list-style-type: none"> - SAFRA Toa Payoh was SAFRA's first permanent club opened on 19 February 1975 by then Prime Minister Lee Kuan Yew. 	TBC

			<ul style="list-style-type: none"> - Following the recommendation by the Fourth Committee to Recognise the Contributions of Operationally Ready NSmen to Total Defence (RECORD IV) in 2006, SAFRA Toa Payoh was closed for redevelopment in July 2010. - Themed as an Edutainment Hub, the new SAFRA Toa Payoh will offer NSmen and their families with a comprehensive range of modern facilities and services for education, enrichment and recreation. - New SAFRA Toa Payoh will be a one-stop learning destination, offering curriculum from academic and music classes for children, to personal development and life skills programmes for SAFRA members, NSmen and their families. - Numerous F&B and entertainment options, including Toa Payoh's first bowling centre, will also be available as the new SAFRA Toa Payoh aims to attract active NSmen. 	
SAFRA Yishun Country Club	2001	1,115,000	<p><i>'A Place for Adventure'</i></p> <ul style="list-style-type: none"> - SAFRA Yishun features two distinct facilities – SAFRA Adventure Sports Centre and an indoor air weapons range – to cater 	<p>SAFRA AVventura</p> <ul style="list-style-type: none"> - Held annually, SAFRA AVventura is the largest cross-terrain adventure

			<p>to NSmen who are game for some adrenalin rush with adventure sports.</p> <ul style="list-style-type: none"> - The SAFRA Adventure Sports Centre's high elements include a 25 metre climbing wall, parachute jump, canopy challenge walk and an artificial ice climbing wall. - SAFRA Yishun also houses an international competition standard indoor air weapons range with a 33-lane competition arena and a fully automated target retrieval system. 	<p>race in Singapore.</p> <ul style="list-style-type: none"> - In its 2012 edition, SAFRA AVventura saw a record of 448 participants in three categories – Ultra, Sprint and Youth. - This year's edition also saw the return of the Dads For Life Challenge category with a three-fold increase in participation. 43 father-and-child teams took part in the category this year.
--	--	--	---	---