



EX AIRGUARD



10TH ANNIVERSARY



1994 - 2004



Exercise
Airguard

10
celebrating
years



Commander Royal Brunei Air Force, COL (U) Dato Paduka Hj Mahmud Bin Hj Saidin

General Lim Kim Choon Chief of Air Force, RSAF, Brigadier General Tan Cheng Yaw Commander Air Defence Systems Division, ladies and gentlemen, a very good afternoon.

It gives me great pleasure to be back in Singapore again. General Lim Kim Choon, thank you for inviting me to this auspicious occasion to mark the 10th anniversary of Exercise Airguard. And thank you for your kind words.

Being the first joint training effort between our two Air Forces, Exercise Airguard has provided us the impetus to explore other areas of collaboration over the years. The Air Gunnery training, the NVG advisory assistance and the recently initiated flight safety collaboration have paved the way for further strengthening of relations between RSAF and Royal Brunei Air Force.

Exercise Airguard 10th anniversary speech

17 September 2004

From a humble beginning of using the Rapier system 10 years ago, the participation of the Mistral system last year saw a meaningful progress for Exercise Airguard.

To add another progress to the list of achievements so far, I am delighted to announce that the Royal Brunei Air Force will be ready to host the 11th Exercise Airguard in Brunei next year.

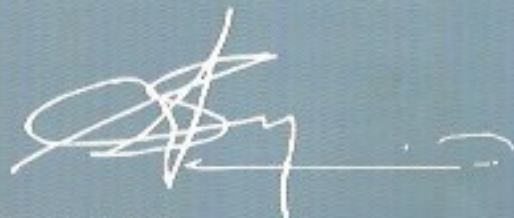
Despite its limited scope due to the constraints of our infrastructure and training area, it is an event of great significance for us. It is a testimony of our commitment to intensify the existing collaboration. It is an opportunity for our Singaporean friends to operate in a different environment. Subsequently, we intend to host this Exercise alternately.

Exercise Airguard

General Lim, ladies and gentlemen, may I take this opportunity to thank you, officers and all members of the RSAF who have been instrumental in making it possible for the collaboration between RSAF and Royal Brunei Air Force to grow from strength to strength.

I hope this effort will continue to be nurtured by our future generations. To all the participants, good luck in the exercise. We look forward to seeing you in Brunei next year.

Thank you.



COMMANDER
ROYAL BRUNEI AIR FORCE



celebrating **10** years

Exercise Airguard 10th Anniversary Speech





Chief of Air Force, MG Lim Kim Choon

celebrating

Good afternoon, Commander Royal Brunei Air Force, COL (U) Mahmud Saidin, distinguished guests, officers and men of the Royal Brunei Air Force and the RSAF. May I, first of all, extend to our friends and counterparts from the Royal Brunei Air Force, a warm Selamat Datang ke Singapura. I hope that your stay in Singapore has been a pleasant one.

The 10th bilateral Exercise Airguard is a significant milestone for the RSAF. We inaugurated the exercise in Oct 1994 with 120 participants in 165 Squadron. Since then it has been featured annually in the RSAF work plan, except in 2001, where Sep 11 chain of events caused a temporary disruption to the conduct of this exercise. But the bilateral exercise was quickly reinitiated the year after.

Exercise Airguard 10th anniversary speech

17 September 2004

celebrating

years

The primary objectives of Exercise Airguard are to foster a closer working relationship and enhance interoperability between RSAF and Royal Brunei Air Force. These have not changed after 8 years of joint-training with the Rapier and 2 years with the MISTRAL. The progress we have made together would not have been possible without the close bilateral ties that are shared by both Air Forces.

At this juncture, let me express my appreciation to all who have contributed in one way or another to developing and sustaining Exercise Airguard over the years. Your dedication and hard work in putting these exercises together has greatly enhanced the bilateral relationship between Royal Brunei Air Force and RSAF.

Exercise Airguard



While we can all look back with satisfaction to what we have achieved, we should also look towards what the future holds for us. Looking ahead, Exercise Airguard 2004 and future exercises to come, will continue the tradition of providing value-added training, promoting interaction and establishing personal contact.

This year's exercise will see the participation of 35 Royal Brunei Air Force personnel and 33 RSAF personnel. They will participate in joint training activities such as aircraft recognition, simulator training, Fire Unit drills, battle procedures and a field deployment exercise. To further enhance training realism, live sorties flown by RSAF aircraft will simulate air to ground strikes on assets protected by the Airguard ADA Forces during the field deployment exercise.

While we train hard, we all deserve to play equally hard. Interaction programmes featuring sports and games, visits to units and joint functions are also planned to forge closer ties between the ADA personnel of the two Air Forces.

Besides Exercise Airguard, it is heartening to note that Royal Brunei Air Force and RSAF have been engaged in many other areas of interaction. These include the conduct of Joint UH-1H GPMG firings at Binturan range in Brunei, the Joint Interaction Programmes between our two Armed Forces and consistent presence of Royal Brunei Air Force officers attending courses in Singapore. These initiatives and programmes are testimony to the special bonds our two Air Forces shared together.

In conclusion, I urge all participants to seize the many opportunities that you will have to maximize learning through the exchange of ideas and experiences. I would also hope that the Exercise will allow you to renew old friendships and to develop many new ones as well. By better understanding one another our culture and our modes of operation, we can further strengthen the already strong and enduring relationship between our two Air Forces.

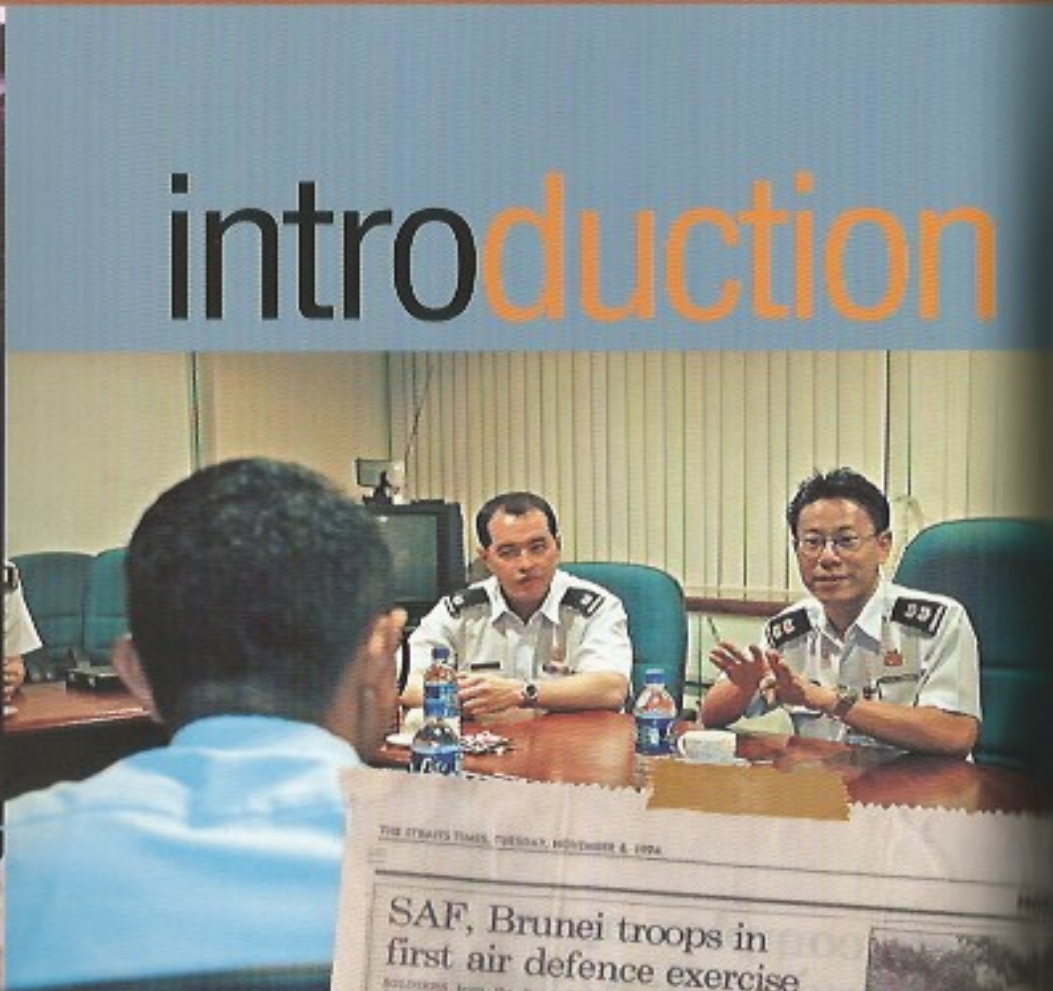
I wish you all a safe and fruitful Exercise.

Thank you.



CHIEF OF AIR FORCE
REPUBLIC OF SINGAPORE AIR FORCE

Exercise Airguard



introduction

Exercise Airguard is a series of joint air defence exercises conducted on a yearly basis between the Royal Brunei Air Force (RBAirF) and the Republic of Singapore Air Force (RSAF).

THE STRAITS TIMES, THURSDAY, NOVEMBER 6, 1994

SAF, Brunei troops in first air defence exercise

SINGAPORE (from the Special Forces) and the Singapore Air Force (SAF) are taking part in their first joint air defence exercise, held in Singapore.

Commander Exercise Airguard 94, a 14-day joint air defence exercise programme scheduled to end in November, involves major and substantial participation from the Singapore Air Force, the Royal Brunei Air Force and the Royal Brunei Navy.

Participants include 100 SAF personnel and 100 RBAirF personnel. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

Exercise Airguard 94 is the first of a series of joint air defence exercises between the SAF and the RBAirF. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

The exercise is being held in Singapore. It is the first of a series of joint air defence exercises between the SAF and the RBAirF. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

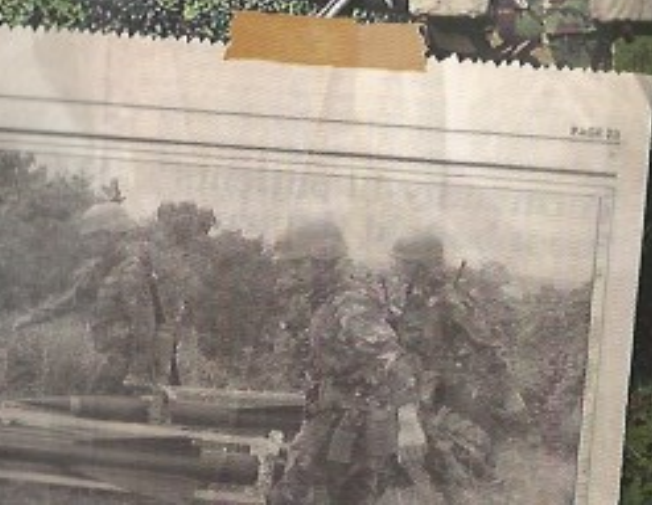
The exercise is being held in Singapore. It is the first of a series of joint air defence exercises between the SAF and the RBAirF. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

The exercise is being held in Singapore. It is the first of a series of joint air defence exercises between the SAF and the RBAirF. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

The exercise is being held in Singapore. It is the first of a series of joint air defence exercises between the SAF and the RBAirF. The exercise will be held at the SAF's base, Tengah, and will involve live air-to-air and air-to-ground exercises.

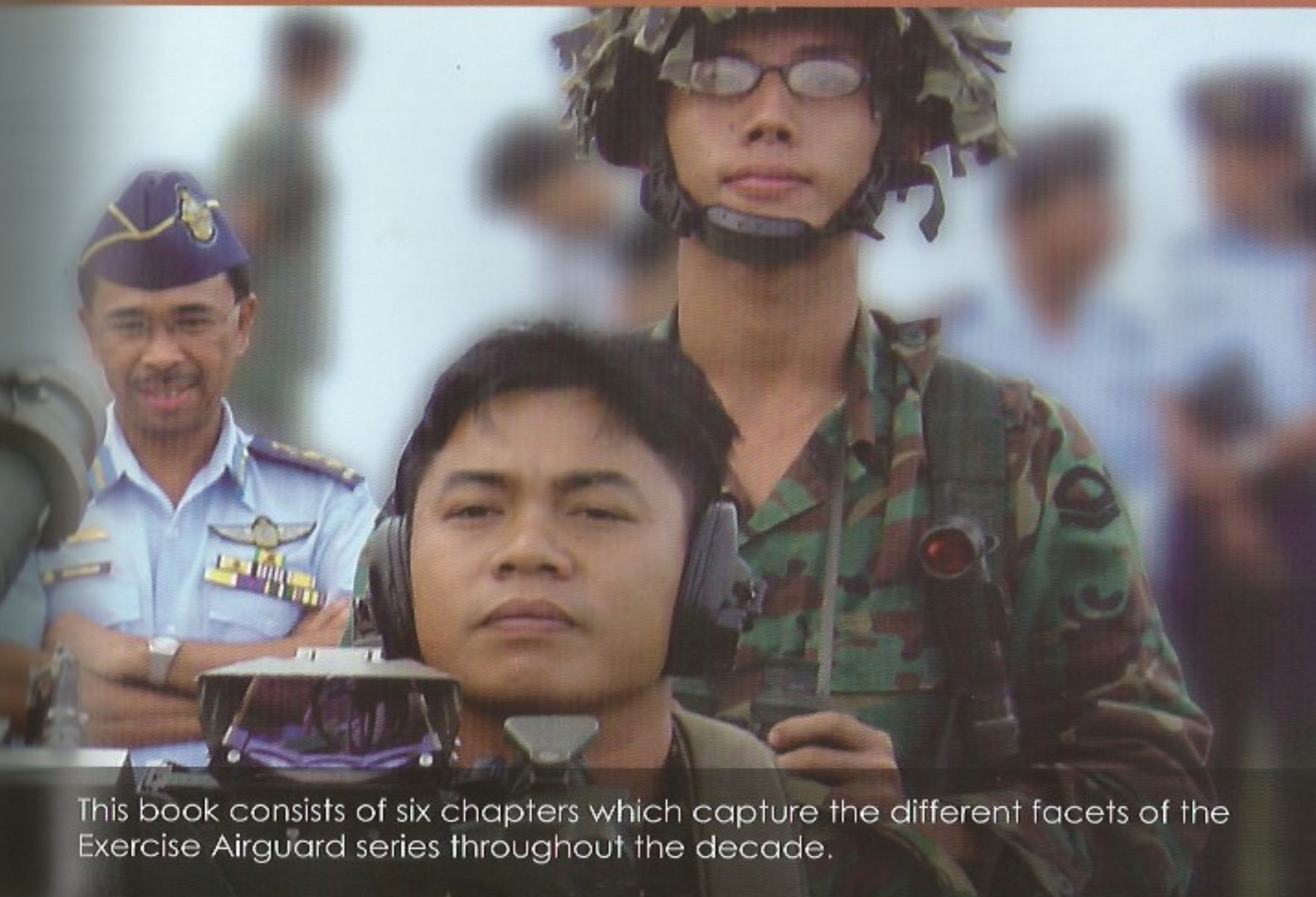


The first exercise, hosted by RSAF, was conducted in October 1994 at Lim Chu Kang Camp. The year of 2004 marked the 10th anniversary of Exercise Airguard. More importantly, it signified the close ties the two Air Forces have developed over the past decade. It is the purpose of this book to commemorate the warm bilateral relationship between the two Air Forces.



Exercise Airguard





This book consists of six chapters which capture the different facets of the Exercise Airguard series throughout the decade.

1: memories

Chapter One takes the reader down memory lane. It traces the evolution of the exercise over the past ten years. The main highlights include the sharing of experiences by the personnel of RBAirF and RSAF.

2: deepening knowledge

Chapter Two features the two Air Forces' joint effort in deepening their Air Defence Artillery (ADA) knowledge. It talks about how the officers and men of both Air Forces had benefited from a broad spectrum of reciprocal briefs and professional exchanges in the classroom.

3: honing skills

Chapter Three shows how RBAirF and RSAF ADA personnel honed their skills through joint operational training. It covers the joint planning and execution of air defence operations, including key activities like joint fire unit drills, battle procedures and field deployment.



4: comradeship

Chapter Four captures the lighter moments, exuding the friendship and camaraderie the two Air Forces had forged through Exercise Airguard. The chapter captures the professional and social interaction which had been a good reflection of the close standing relationship between RBAirF and RSAF.

5: leveraging on technology

Chapter Five outlines the Rapier and the Mistral weapon systems, both of which were employed over the course of the Airguard series.

6: 10th anniversary celebration

Chapter Six highlights the 10th Anniversary Celebration - a significant milestone of bilateral interaction between ADA personnel of RBAirF and RSAF. The chapter focuses on the celebration which reinforces the strong ties both countries have forged through the years.

Exercise Airguard

RBAirF Squadron Commander, MAJ (U) Basri Bin Haji Mahmud and RSAF Commanding Officer 165 SQN MAJ Goh Teck Seng exchanging views (1996)



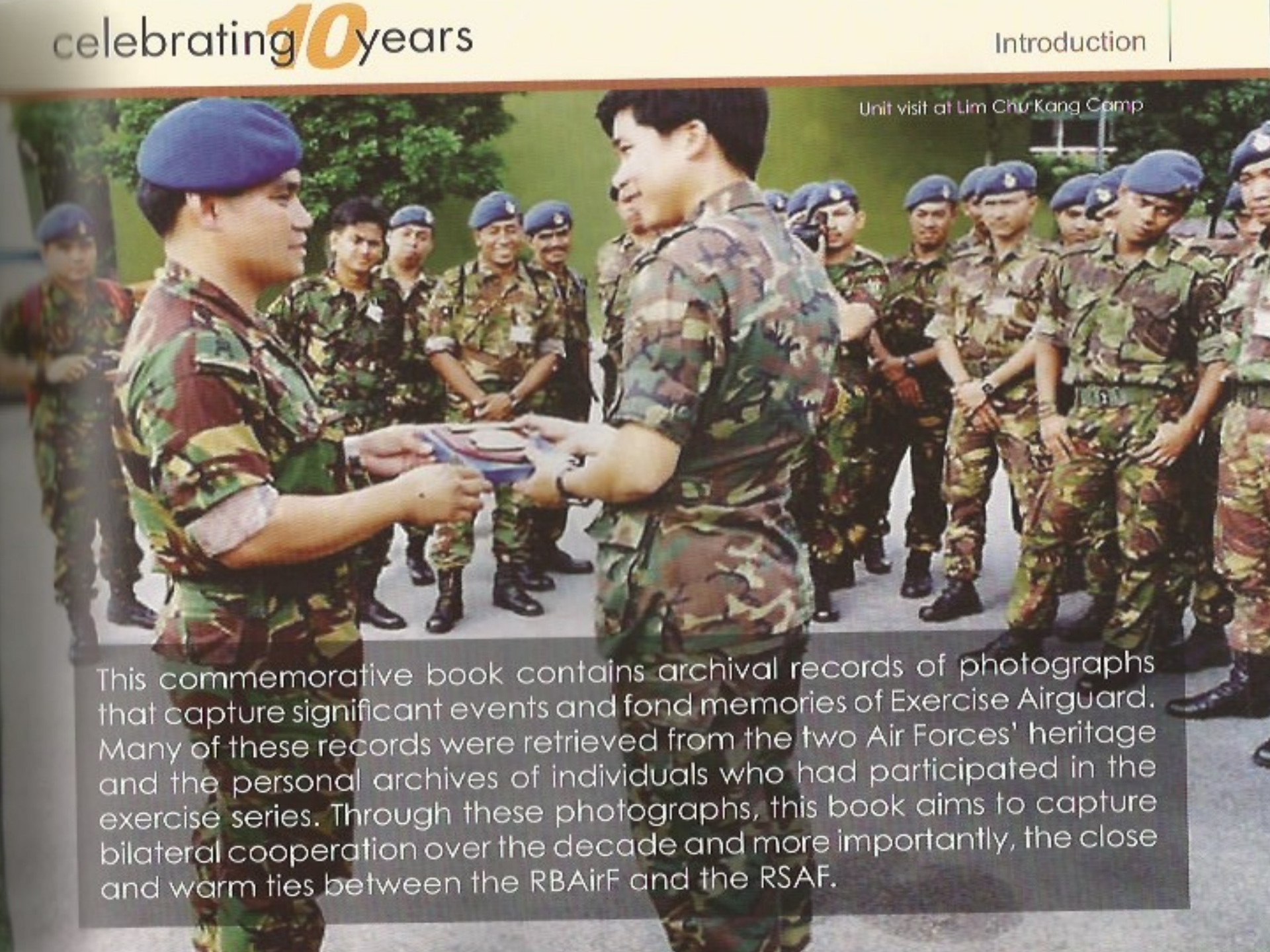
Soldiers working hand-in-hand



First Exercise Airguard in 1994



Unit visit at Lim Chu Kang Camp



This commemorative book contains archival records of photographs that capture significant events and fond memories of Exercise Airguard. Many of these records were retrieved from the two Air Forces' heritage and the personal archives of individuals who had participated in the exercise series. Through these photographs, this book aims to capture bilateral cooperation over the decade and more importantly, the close and warm ties between the RBAirF and the RSAF.

memories

1

memories

“A demonstration of commitment
and two cultures united”

A photograph showing two men in military uniforms looking at a wall of framed photographs. The man on the left is wearing glasses and a camouflage uniform. The man on the right is wearing a cap and a camouflage uniform. The photographs on the wall depict various military activities and personnel.

memories

It all started as a joint initiative, as part of the RSAF-RBAirF interaction programme in 1983, to promote greater rapport and understanding between the two Air Forces. Under this programme, both Air Forces agreed to the concept of a joint Air Defence exercise and this led to the birth of Exercise Airguard 01/94 - the first bilateral Air Defence exercise between the RBAirF and the RSAF.



Exercise Airguard 01/94 was conducted in October 1994 at Lim Chu Kang Camp in Singapore. This exercise was jointly executed in four phases. The initial orientation phase enabled the two Air Forces' troops to familiarise themselves with each other's operating procedures prior to field deployment. The second phase was the field deployment, whereby both forces operated the RSAF Rapier Surface-to-Air Missile (SAM) system against a simulated attack by an RSAF aircraft. This was followed by the post-exercise debrief phase. Both Air Forces shared their experiences of the exercise and the lessons learnt. The last phase was the end of exercise function that signified the closing of the bilateral exercise. This became the framework for subsequent exercises.

Exercise
Airguard



“The exercise gives us an opportunity to learn from each other.”

RBAirF 33 Squadron Commander, MAJ (U) Basri Bin Haji Mahmud, 1995

Ever-ready to defend



Comrades in arms



Officers exchanging tokens of appreciation



The first exercise was a great success and it marked the beginning of a significant partnership between the ADA personnel of both Air Forces.

Riding on the successful execution of Exercise Airguard 01/94, both Air Forces jointly decided that this exercise ought to be conducted on a yearly basis. To date, ten such exercises have been conducted in Singapore between 1994 and 2004.

Exercise Airguard



“The exercise helps both forces to better understand one another and exchange experiences.”

RSAF Commander ADB, LTC Chee Wee Kiong, 1995

Soldiers sharing the load for a common objective



Over the years, Exercise Airguard has retained its purpose of reinforcing close defence relationship and at the same time, extended its scope of enhancing interoperability in ADA operations between the two Air Forces.

Exercise Airguard

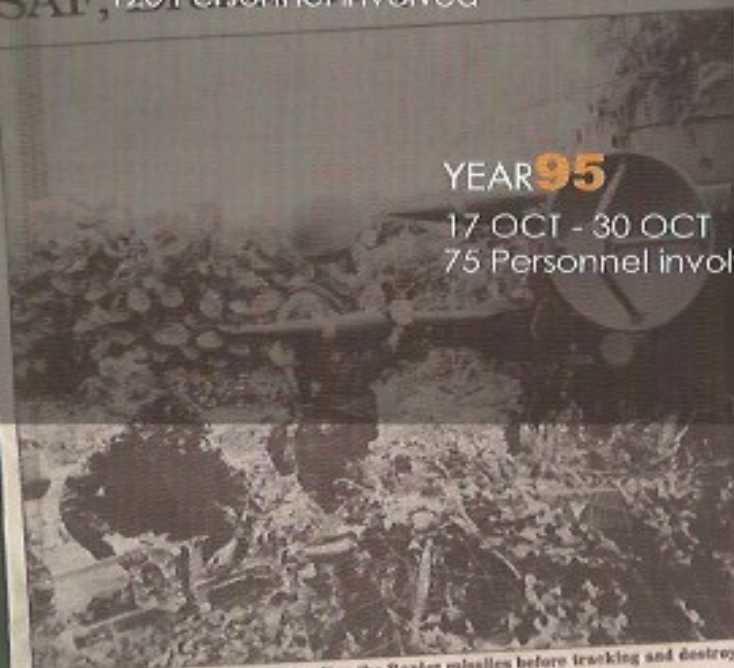
YEAR 94

31 OCT - 09 NOV
120 Personnel involved

SAF, 120 Personnel involved in joint air

YEAR 95

17 OCT - 30 OCT
75 Personnel involved



Troops from the SAF and RBAF loading the Rapier missiles before tracking and destroying

SOLDIERS from the Royal Brunei Armed Forces (RBAF) and the Singapore Air Force (SAF) are taking part in a 14-day joint air defence exercise. They went into action, localising and destroying simulated enemy aircraft in the exercise, part of a 14-day joint air defence exercise. They went into action, localising and destroying simulated enemy aircraft in the exercise, part of a 14-day joint air defence exercise.



YEAR 96

03 OCT - 15 OCT
75 Personnel involved

YEAR 97

19 NOV - 01 DEC
70 Personnel involved

READY FOR ATTACK: A Brunei soldier taking aim with the Rapier Blindfire System. Although he and other troops scrambled to defend their airspace, the real enemy jets never came. But this was not a case of crying wolf. The combined force of air defence troops from Brunei and Singapore were engaging simulated attacks to hone their skills in working together.

The 30 Royal Brunei Air Force men and their 40 Singaporean counterparts started Exercise Airguard on Nov 19 to learn how each side worked. Over the next few days, the Brunei soldiers deployed their Rapier anti-aircraft missiles against mock attacks by the Republic of Singapore Air Force's A4-SU Super Hornet. The 12-day exercise, the fourth since 1994, will

YEAR 98

16 NOV - 28 NOV
65 Personnel involved

Brunei troops in air defence exercise

Brunei's Defence Attaché, Colonel Basil Arif, told reporters he was very impressed with the running of the operation. He said "I hope there'll be more exercises in future to give the troops more exposure". Yesterday's operation was the phase of the 12-day exercise and at the

26, 1998: THE STRAITS TIMES

HOME

YEAR **00**

16 OCT - 28 OCT
95 Personnel involved

YEAR **03**

21 JUL - 01 AUG
70 Personnel involved

Brunei-S'pore air exercise

AS FOUR enemy aircraft the Def-
screamed across the sky.
Third-Sergeant Chish-
Chuan, 24

YEAR **99**

16 NOV - 27 NOV
75 Personnel involved

YEAR **02**

11 MAR - 23 MAR
80 Personnel involved

YEAR **04**

13 SEP - 27 SEP
70 Personnel involved

S'pore, Brunei in joint air exercise

THE Republic of Singapore Air Force and the Royal Brunei Air Force have taken part in a bilateral air-defence exercise codenamed Ex Airguard.

The exercise, which started on Oct 16, ends today. It is the seventh in the series of annual air-defence exercises between the two air forces.

This year, about 100 personnel from both air forces participated in the exercise, which involved the operational procedures

HOME

PAGE 23

deepening
knowledge

2

deepening knowledge

“Professional exchange of ideas
and training methods between
the two forces”

deepening
knowledge

celebrating

years

Commanders from both Air Forces undertook a significant role in planning the deployment exercise and decision-making process. Prior to commencement of the exercise, conferences were held whereby the commanders exchanged ideas on the concept and objectives of the exercise. These conferences led to a general consensus on the training programme, as well as the administrative and logistics requirements for the exercise troops. Following the planning conferences, a series of training packages were developed to imbue the exercise participants with the relevant knowledge.

Crew discussing air defence tactics



Exercise Airguard

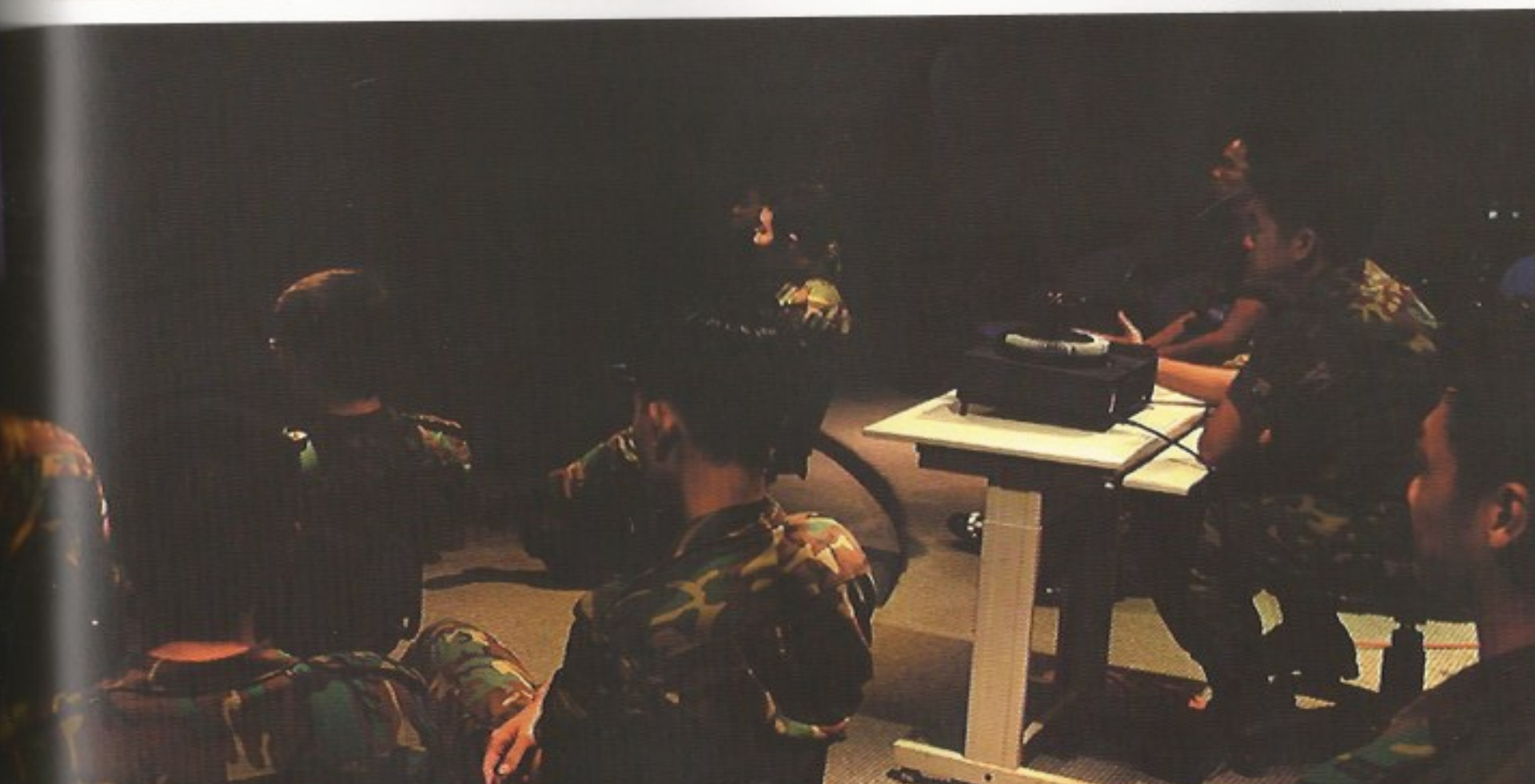


Aircraft Recognition (AR) and simulators were some useful tools used to gear the participants towards effective execution of joint air defence drills. Officers and men from both Air Forces enthusiastically exchanged knowledge on aircraft recognition skills. Each demonstrated the way AR lessons were conducted using 35mm slides. AR skills using the aircraft parts such as Wing, Engine, Fuselage and Tail were taught. In addition, aircraft models were used to demonstrate the types of profile they were capable of flying. Similar to AR, both the RBAirF and the RSAF shared their professional views on the conduct of simulator training.



celebrating **10** years

Deepening Knowledge



A photograph of two men in military camouflage uniforms. The man on the right is pointing at a laptop screen, and the man on the left is looking at the screen. They appear to be in a training or instructional setting. The background is a plain, light-colored wall.

“This training helps us to sharpen each other’s skills.”

RBAirF Air Defence Instructor, WO2 Nordin Bin Omar, 2004



“This exercise enables us to exchange teaching methods in aircraft recognition.”

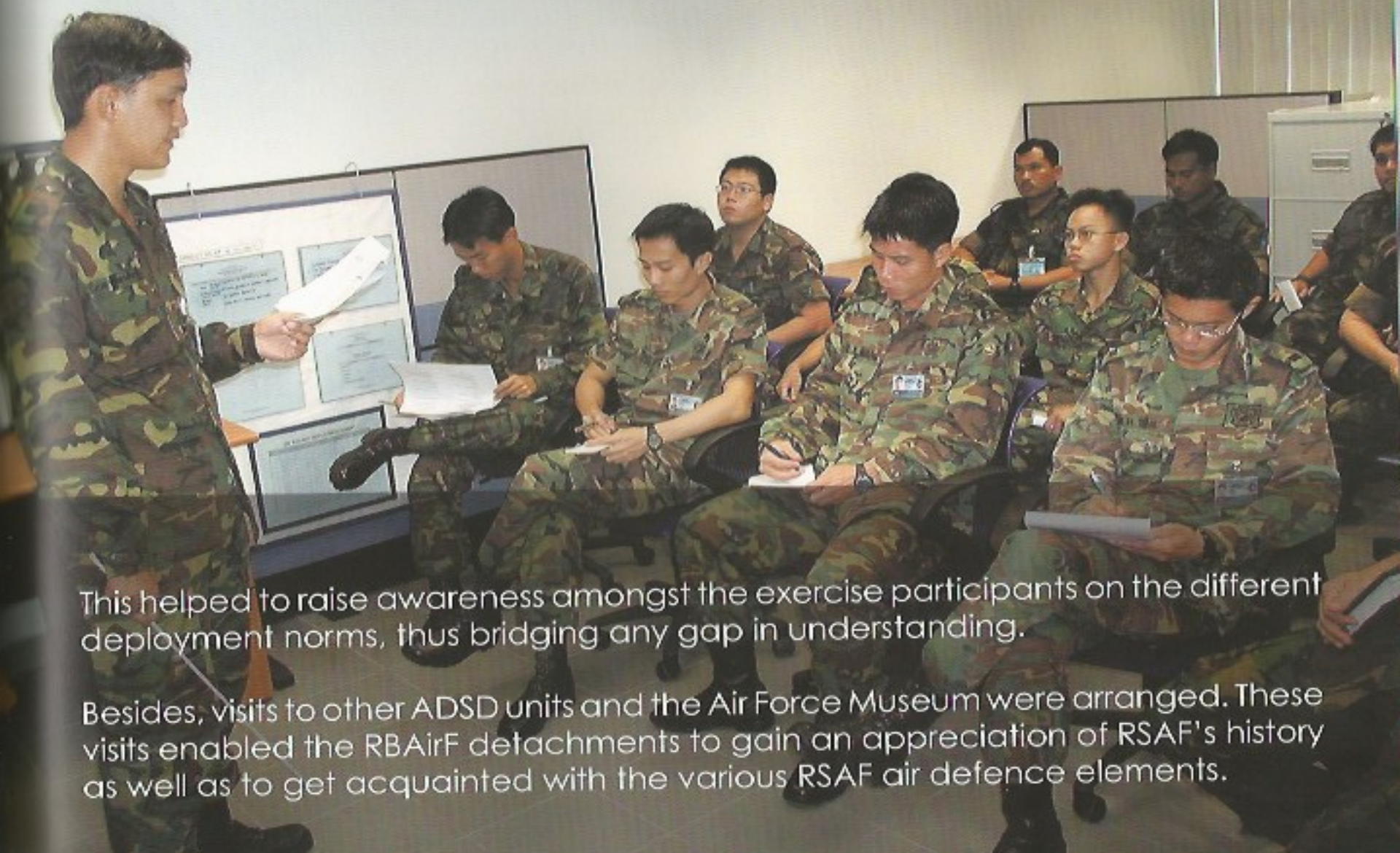
RSAF 18 DA BN RSM, 2WO Leong Wai Keong, 2004

Exercise Airguard



The simulator training allowed them to train and enabled them to engage aircraft in scenarios of various levels of difficulty. But equally important, the training encouraged both forces to exchange tips on how engagement success and crew proficiency could be enhanced. Reciprocal briefings on the organisational structure and deployment concept were also conducted by both sides.

Joint ADA battle procedures in progress



This helped to raise awareness amongst the exercise participants on the different deployment norms, thus bridging any gap in understanding.

Besides, visits to other ADSD units and the Air Force Museum were arranged. These visits enabled the RBAirF detachments to gain an appreciation of RSAF's history as well as to get acquainted with the various RSAF air defence elements.

honing skills

3

honing skills

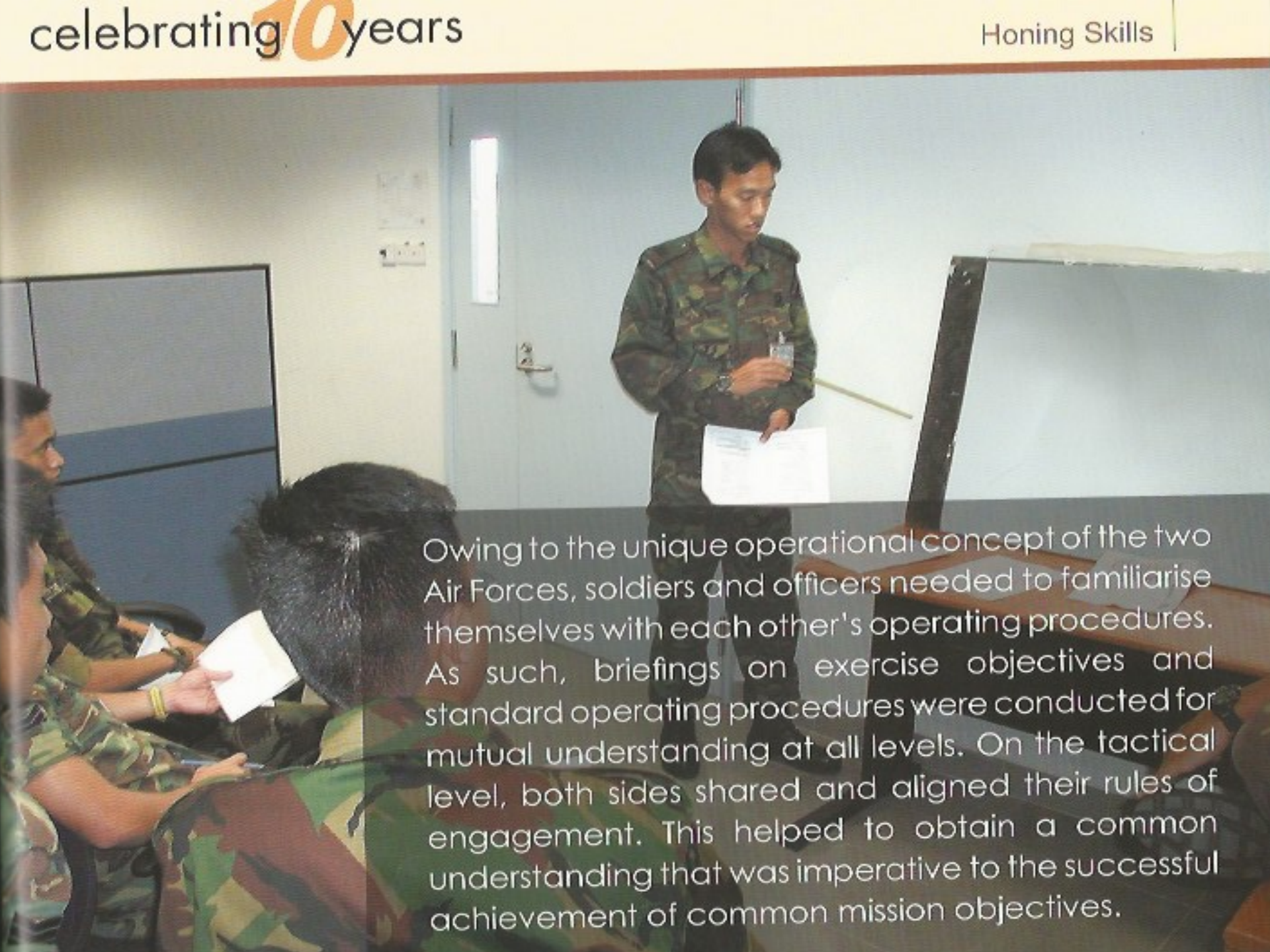
“Sharpening of operational acumen through honing of skills”

celebrating

years

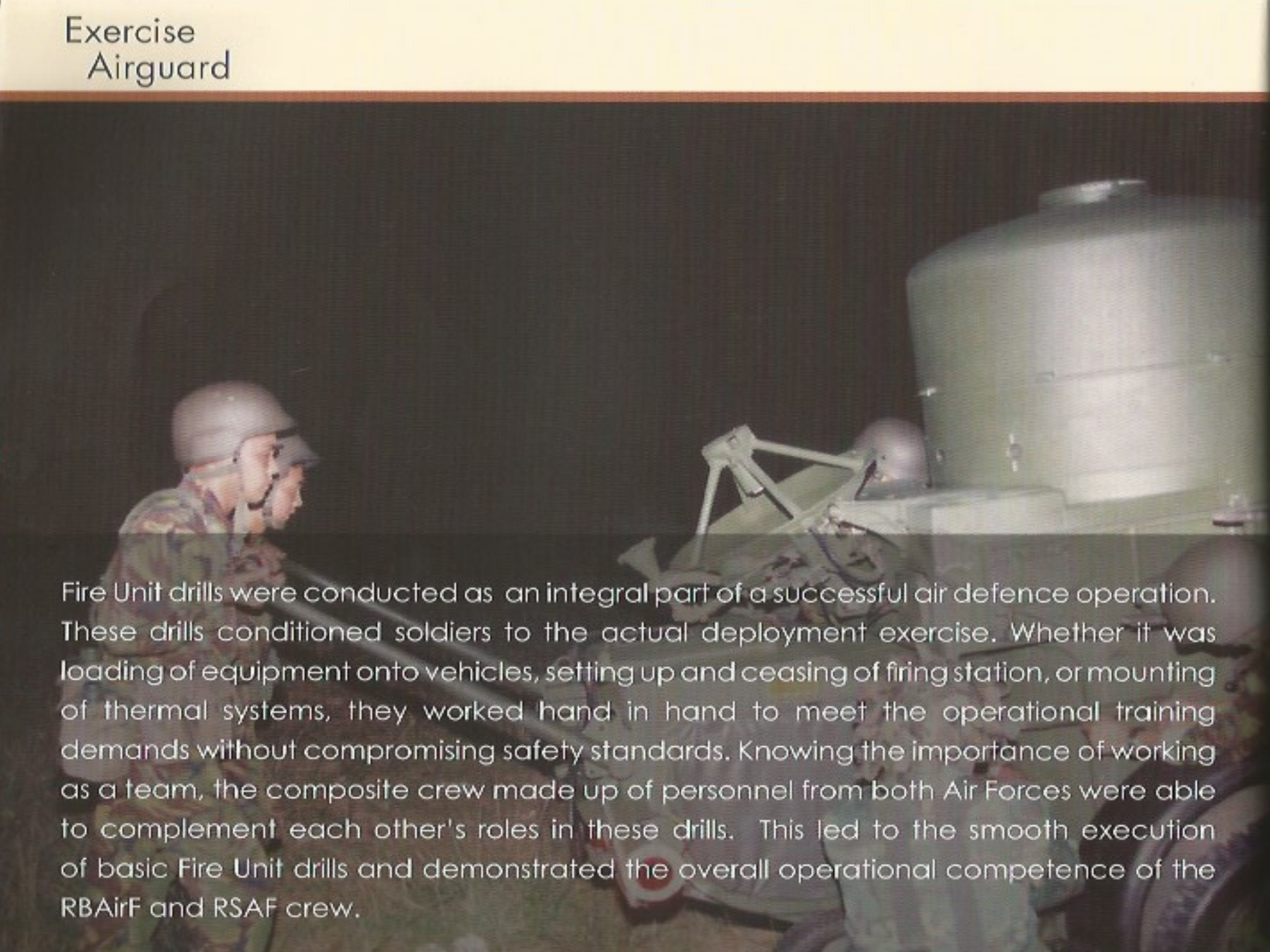
honing skills

Joint planning and execution of air defence operations enabled both RBAirF and RSAF to sharpen their operational skills. Joint battle procedures, Fire Unit drills and field deployments were some key activities conducted to enhance professional exchange of ideas and experiences.



Owing to the unique operational concept of the two Air Forces, soldiers and officers needed to familiarise themselves with each other's operating procedures. As such, briefings on exercise objectives and standard operating procedures were conducted for mutual understanding at all levels. On the tactical level, both sides shared and aligned their rules of engagement. This helped to obtain a common understanding that was imperative to the successful achievement of common mission objectives.

Exercise Airguard



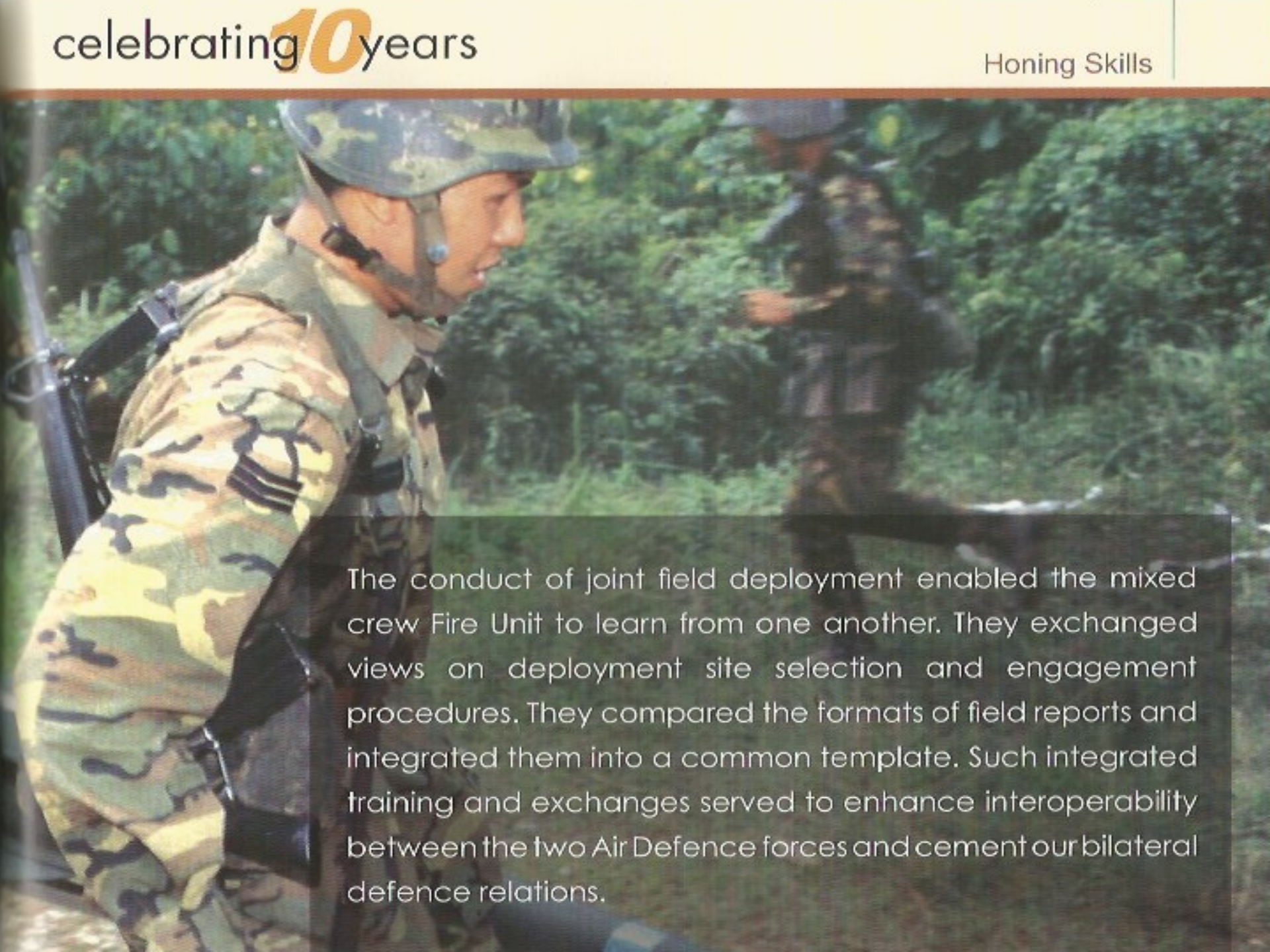
Fire Unit drills were conducted as an integral part of a successful air defence operation. These drills conditioned soldiers to the actual deployment exercise. Whether it was loading of equipment onto vehicles, setting up and ceasing of firing station, or mounting of thermal systems, they worked hand in hand to meet the operational training demands without compromising safety standards. Knowing the importance of working as a team, the composite crew made up of personnel from both Air Forces were able to complement each other's roles in these drills. This led to the smooth execution of basic Fire Unit drills and demonstrated the overall operational competence of the RBAirF and RSAF crew.



LTA Goh Chee Chong from the RSAF and LCPL (U) Hj Mardani from the RBAirF expecting multiple "targets" to fly in (1995)

Exercise Airguard





The conduct of joint field deployment enabled the mixed crew Fire Unit to learn from one another. They exchanged views on deployment site selection and engagement procedures. They compared the formats of field reports and integrated them into a common template. Such integrated training and exchanges served to enhance interoperability between the two Air Defence forces and cement our bilateral defence relations.

comradeship

4

comradeship

“One exercise, one friendship
of two nations”



comradeship

While the participants worked hard during the exercises, they played hard during social interaction. These social events were opportunities to promote close rapport amongst the exercise participants. Cohesion runs, sing-along sessions, mess happy hours, sports and games, and end of exercise functions offered different facets of interaction for the officers and men from both Air Forces to build strong ties of friendship and camaraderie.



Mass warm-up session



Get-together at the mess



Dinners were organised as part of end of exercise functions

Exercise Airguard



Friends of two countries enjoying the company of one another during a guitar session



Hey! Say "Cheese"



A friendly match after all



Exercise Airguard

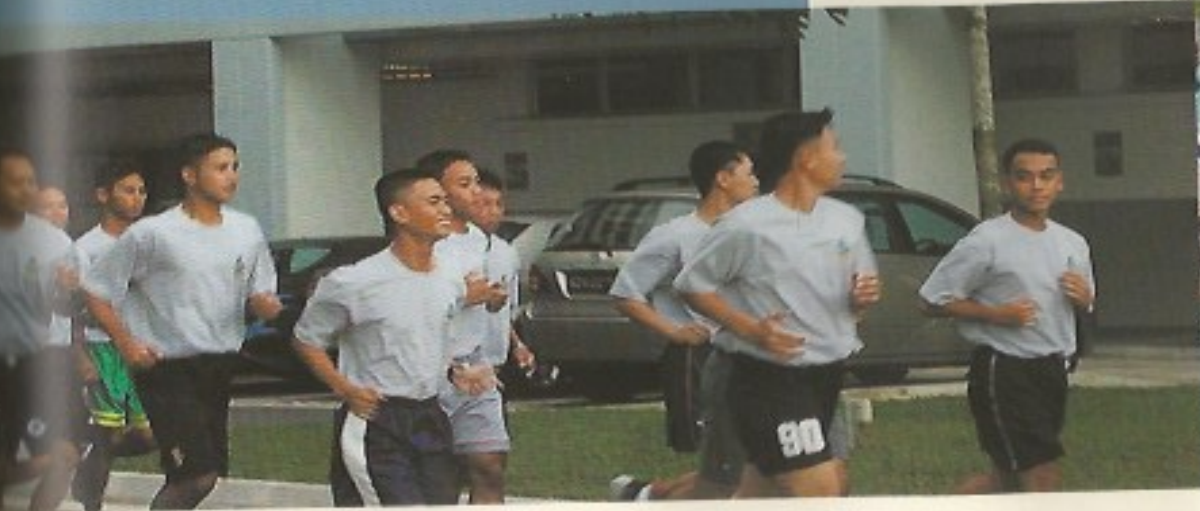


Personnel from both sides were particularly keen on engaging in friendly sports and games like soccer and basketball. These activities helped to promote interaction at all levels.

After dusk, the mess came alive with all exercise participants gathering to share their experiences. This activity allowed open interaction among all participants regardless of rank. In fact, it was also a moment to let down their hair and enjoy the company of one another.



Mess gathering among the men of both Air Forces



Battalion run - Participation from all levels



A game of volleyball

leveraging
on technology

5

leveraging
on **technology**

“Sleek and Savvy”

Exercise Airguard

leveraging
on **technology**

RAPIER SAM System

Optical

- 1 x Launcher**
- 1 x Optical Tracker**
- 4 x Missile**

Blindfire

- 1 x Launcher**
- 1 x Radar Tracker**
- 1 x Optical Tracker**
- 4 x Missile**

As part of the development of Exercise Airguard, the two ADA weapon systems used were Rapier and MISTRAL.

The British Aerospace Rapier SAM system is employed to take out low level, high-speed intruding aircraft. Operating either on Blindfire or optical mode, the weapon system is capable of engaging targets with speeds from zero to Mach 1.5. The addition of Blindfire enables Rapier to engage targets successfully in darkness and poor visibility. As it is autonomous, the target tracking process increases kill probability and reduces human operations to a monitoring role. Besides, the system is highly mobile and the missile has an effective range of 7.2 km.

MISTRAL System

- 1 x Firing Station**
- 1 x Collimator Sight**
- 1 x Missile**
- 1 x Battery Coolant Unit**
- 1x Remote Weapon Display**

PSTAR System

- 1 x Pedestal**
- 1 x Antenna**
- 2 x Side Lobe Canceller**
- 1 x Generator**

The MISTRAL Man-Portable Air Defence System is employed to provide low level air defence coverage of critical assets as part of the National Air Defence Operations. Owing to its high level of mobility, the system can also be employed to provide air defence protection of the Army Divisions. The MISTRAL System taps on Lockheed Sanders Portable Search and Track Acquisition Radar (PSTAR) to provide superior air situation picture. The missile works on a "fire-and-forget" principle and has an effective range of 5.3 km. In view of the system simplicity, it has a short reloading time of 30 seconds.

Exercise Airguard

102357E
AS12985

RAPIER **MISTRAL**

The first weapon system used in Exercise Airguard was the British Aerospace Rapier SAM system. The MISTRAL Man-portable System subsequently replaced the Rapier SAM system as the system for the exercise in 2003. The British Aerospace Rapier SAM System and the MISTRAL Man-Portable Air Defence System are but some of the advanced weapon systems in the RBAirF and the RSAF inventory list.



Through our bilateral exercise, it is recognised that technology plays a pivotal role in achieving mission success. The commonality of weapon systems between two Air Forces offers great potential for joint training and interoperability.

10th anniversary celebration

6

10th anniversary
celebration

“A decade of friendship”

10th anniversary celebration

celebrating

years



The year 2004 marked the tenth year of Exercise Airguard. This book is developed to commemorate the close bilateral relations developed between the two Air Forces over the decade. The warm ties between the RBAirF and the RSAF have been forged over a decade of bilateral exercises. These series of exercises are a clear testimony of the commitment of both Air Forces to foster a closer relationship.



Arrival of the Guests-of-Honour for the 10th Anniversary commemorative ceremony



Exercise Airguard



This book evokes a sense of friendship amongst the men and officers of both Air Forces. The photographs depict the professional exchanges, the memories of joint training and the comradeship of the people from both countries. Participants of this exercise can certainly identify with these pictures and captions that portray the many facets of professional exchange of common activities that would remain deeply etched in our minds for many years to come.

To commemorate the 10th Anniversary of the Exercise Airguard, a ceremony was held in Singapore on 17 September 2004. The occasion was graced by the Chief of Air Force, MG Lim Kim Choon and Commander Royal Brunei Air Force, COL (U) Dato Paduka Hj Mahmud Bin Hj Saidin and their speeches are printed here for our recollection.

Unveiling of the plaque during the ceremony



Exercise Airguard

A photograph of five men standing in a row. The man in the center is wearing a light blue military uniform with a pilot's wings and a name tag that reads 'R. S. S. S. S.'. The other four men are wearing camouflage uniforms. Behind them is a blue banner with yellow text that reads 'EXERCISE AIRGUARD 10TH ANNIVERSARY COMMEMORATIVE CEREMONY 1994-2004'.

EXERCISE AIRGUARD 10TH ANNIVERSARY
COMMEMORATIVE CEREMONY
1994-2004

conclusion

Air defence cooperation between RBAirF and RSAF has moved forward significantly through the ten years of Exercise Airguard. The exercise series has served to promote closer bilateral ties and enhance interoperability between the two Air Forces.

Reciprocal briefs to exchange professional ideas, the development of joint battle procedures, and the conduct of joint field deployments, were but some of the efforts initiated in the history of bilateral cooperation. In 2003, the transition from joint exercise with Rapiers SAM system to joint exercise with Mistral system reflected yet another level of joint initiative.



For the past decade, friendship was formed at all levels. Wide-ranging activities had helped to promote both professional and social interaction between officers and men from both Air Forces.

Exercise Airguard



There is never a dull moment in joint operations

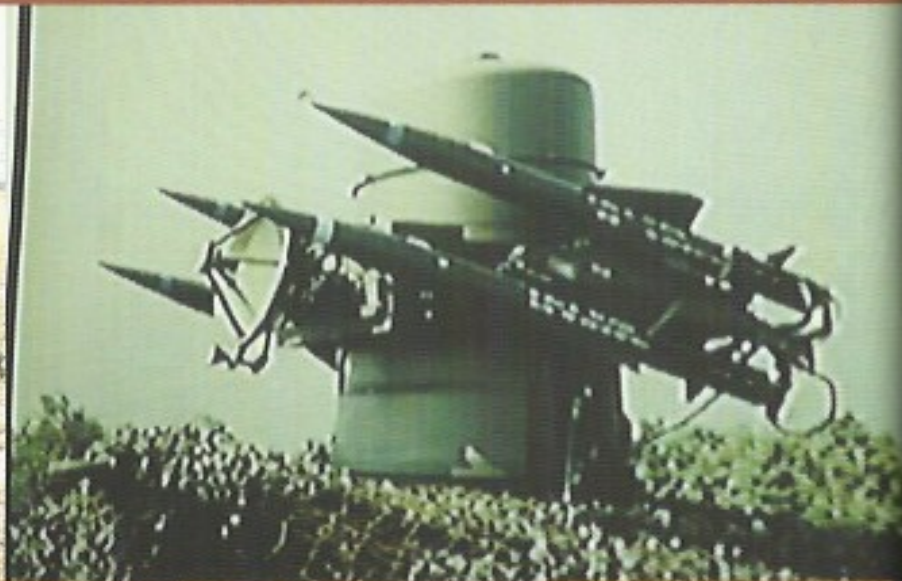


celebrating
10
years

The lighter moments we had throughout the exercise created the opportunity to share, learn and enjoy each other's company. This further strengthened the warm ties that the two Air Forces had already established and would pave the way for greater cooperation in years to come.

This book commemorates ten fruitful and successful years of Exercise Airguard between RBAirF and RSAF. It captures the significant milestones and many fond memories of the exercise. The book also marks a new chapter in the series of Exercise Airguard as the exercise will be conducted in Brunei for the first time in 2005.

Exercise Airguard





editorial board

Advisor	COL Tan Swee Bock
Chairman	MAJ Chang Kim Sai
Dy Chairman	CPT Yeo Chou Boon
Graphic Artist	2LT Benjamin Qwek

acknowledgement

The Editorial Board would like to express its heartfelt appreciation to the following organisations that have assisted in the production of this book:

Air Manpower Department
Defence Information Television, Public Affairs
165 Squadron
Xpress Print Pte Ltd

The Board would also like to thank every individual who has contributed in one way or another in the making of this book.