

Chapter 02

# Transformational Milestones

Since its founding, Kingsmen has been guided by a clear and unwavering vision to deliver the highest standards of service, quality and innovation. To differentiate itself as the go-to brand for both design excellence and quality service, Kingsmen challenged itself to boldly reimagine the future and pursue new opportunities.

To mark this anniversary milestone, we look back on the most significant endeavours and achievements that have defined Kingsmen's journey of continual reinvention and celebrate its remarkable growth over the past 50 years.

# Establishing A Solid Foundation

## GUIDED BY PRINCIPLES, DRIVEN BY PROGRESS

From its earliest days, Kingsmen has been guided by its vision and relentless commitment to design excellence and quality service. Firmly anchored in the belief that “our clients’ success is our success” meant that no effort was spared every step of the customer journey.

Understanding clients’ goals, crafting creative solutions to meet evolving needs, and forging enduring partnerships became the foundational principles that would power Kingsmen’s growth trajectory over the next five decades.

This ethos came vividly to life in *From Singapore to Singaporean: The Bicentennial Experience*. Tasked with bringing 700 years of history to life in an engaging and immersive way, Kingsmen led multidisciplinary teams of theatre directors, actors, composers, CGI artists, and filmmakers, guiding them with a

clear yet flexible creative vision. The team’s meticulous process—developing multiple mock-ups, appointing specialists to refine solutions, and experimenting with innovative techniques—ensured that every detail created a meaningful and memorable experience.



Bringing this large-scale exhibition to life called for bold courage, boundless creativity, and seamless collaboration among professionals embarking on a journey unlike any they had experienced before. The result was a series of immersive environments that allowed visitors to experience Singapore’s rich history firsthand, turning storytelling into a fully lived experience.

1, 2, 3 Celebrating 200 years of Singapore’s story, visitors immerse themselves in *From Singapore to Singaporean: The Bicentennial Experience* in 2019.



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The Bicentennial project was a turning point for us, a reminder that storytelling and technology can come together to move people, inspire reflection, and shape what comes next.

Benedict Soh  
Co-founder and Chairman

## FROM NATIONAL MILESTONES TO GLOBAL THEME PARKS

Building on its success with landmark national projects, Kingsmen ventured into large-scale themed environments, starting with its first-ever theme park project, Universal Studios Singapore. This project laid the foundation for the company's expansion into immersive attractions worldwide, including Disneyland Hong Kong, Disneyland Shanghai, Universal Studios Japan, and Universal Studios Beijing. Each project reflects Kingsmen's strength in integrating storytelling, design innovation, project management excellence, and technical mastery to deliver immersive, world-class experiences for global audiences.



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Image credit ©Universal Beijing Resort



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Image credit ©Hong Kong Disneyland

- 4 Far Far Away Castle at Universal Studios Singapore, part of Kingsmen's first-ever theme park project that brought beloved stories like Shrek to life.
- 5 Fairy Godmother's Potion Shop
- 6 WaterWorld at Universal Studios Singapore
- 7 Arendelle at Hong Kong Disneyland

In 2025, Kingsmen transformed the former Madagascar zone in Universal Studios Singapore into Minion Land, bringing the beloved Minions characters to life in an interactive and immersive environment. The project combined imaginative design, playful attractions, and thoughtful spatial planning to create a vibrant experience for visitors of all ages.



“ USS was a milestone that taught us how to scale creativity while maintaining meticulous attention to detail. It set the stage for every immersive attraction we’ve created since, from Asia to the world.

Madeline Lee  
Executive Director, Kingsmen Exhibits



## CREATING SPECTACULAR DISPLAYS & EXPERIENCES

Beginning in 2008, Kingsmen has demonstrated its ability to deliver ambitious, large-scale projects that captivate audiences. The company entered the world of motorsport with the Formula 1 Singapore Grand Prix, taking on a time-critical undertaking that included grandstand seating, multiple hospitality suites, the Paddock Club for VVIP guests, team suites, and supporting structures—all executed flawlessly under tight timelines.

“ Since our first night race in 2008, Kingsmen’s creativity and attention to detail have been pivotal in transforming the Singapore Grand Prix into more than just a race. Their attention to detail has consistently set the benchmark for creativity and innovation, allowing them to transform our ideas into immersive, memorable experiences that elevate the way our patrons connect with the sport, and the home of Formula 1 night racing.

Jonathan Hallett  
Board Director, Singapore GP



Image credit ©Singapore GP



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Image credit ©Singapore GP

- 8 One of the Paddock Club suites by Kingsmen at the Formula 1 Singapore Grand Prix.
- 9 The Twenty 3 Hospitality Suite, located at the final turn of the Marina Bay Street Circuit is a 3,000 sqm facility with three award-winning restaurants.



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Image credit ©Singapore GP



That same spirit of collaboration and precision carried into Singapore's most anticipated annual celebration—the National Day Parade. Beginning its involvement in 2008 and becoming Principal Partner in 2017, Kingsmen has since played a key role in shaping the creative and technical execution of this national showcase. Each year's parade is a testament to meticulous planning, safety, and the collective artistry of teams working behind the scenes to bring the nation's stories to life. These undertakings exemplify Kingsmen's unwavering commitment to safety, meticulous execution, and creating memorable experiences for every audience.

# Blazing New Trails

## PIONEERING PRESENCE BEYOND BORDERS

For over three decades, Kingsmen has been a part of the World Expo journey, bringing national stories to life through design, innovation, and craft. Since 1992 in Seville, Spain, Kingsmen has helped shape pavilions that celebrate culture, progress, and identity, collaborating closely with creative partners and government agencies to transform ideas into immersive experiences for millions of visitors around the world.

Each pavilion tells a story unique to its country, yet bound by a common purpose, to inspire curiosity and connection. From early showcases that highlighted craftsmanship and national pride, to contemporary pavilions powered by digital storytelling and sustainability, Kingsmen's presence at these global expositions reflects an ongoing evolution in design thinking and execution.

Kingsmen's pursuit of new frontiers has taken its expertise well beyond Singapore. A key milestone came with multiple national pavilions at Expo 2010 Shanghai, and most recently, the Singapore Pavilion at Expo 2025 Osaka.



10 Some of the seven pavilions Kingsmen built for the 2010 World Expo in Shanghai. From the top: Canada Pavilion, USA pavilion, ICT pavilion

That evolution continues with the Singapore Pavilion at Expo 2025 Osaka. At Expo 2025 Osaka, Kingsmen played a key role in bringing the Singapore Pavilion to life, working in close partnership with the Singapore Tourism Board.

As the turnkey partner, Kingsmen managed the complete delivery—from architectural build and interior creative design to immersive experiences and multimedia installations—led by Kingsmen Exhibits and KR+D, with architectural design by DP Architects. Centered on the theme, the Dream Sphere invited visitors to imagine infinite possibilities and co-create a shared future with Singapore, while interactive multimedia and art installations celebrated the nation's imagination, resilience, and innovative spirit.



The Dream Sphere showcases Kingsmen's expertise in turning ambitious, world-class visions into reality while highlighting the creativity and talent of Singapore's design community.

Melissa Ow  
CEO, Singapore Tourism Board





The journey culminates in the Dream Repository and 360-degree dome, where visitors contribute their own dreams and witness them coalesce into a shared vision for tomorrow. It's a finale that celebrates creativity, collaboration, and the power of imagination.

Beyond the narrative, the Pavilion offers spaces to linger and explore. The Dream Forest provides a serene pause, while the Cloud Bar, Shick! Café, and Dream Boutique showcase Singapore's design, culinary, and creative talent.



## WHERE DREAMS TAKE SHAPE

Stepping into the Singapore Pavilion at Expo 2025 Osaka, visitors are immediately immersed in a world of imagination, creativity, and possibility. Kingsmen's interior design transforms the Dream Sphere into a living narrative, guiding guests through three distinct chapters that celebrate Singapore's spirit and dreams.

It begins with Canvas of Dreams, where a 10m-long animated film tells the story of a nation built on collective aspirations. From these shared dreams, the journey flows into a dreamscape that blends nature, imagination, and technology. Here, visitors encounter tree-like structures that awaken with movement, animated films that envision a future-ready Singapore, and installations that bring harmony between people, flora, and fauna to life. Every detail, from the projected leaves to the curated soundscapes, invites reflection and wonder.





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Shaped by collaboration and a shared vision, the Dream Sphere tells Singapore's story and celebrates the power of dreams to build a better future for all.

Crystal Chu  
Executive Creative Director, KR+D

The Dream Repository, a 360-degree dome, where visitors contribute their own dreams and witness them coalesce into a shared vision for tomorrow.

## A GLOBAL GO-TO-BRAND

Kingsmen's role as a trusted global partner is exemplified through its longstanding collaboration with DHL. From Asia Pacific to the Middle East, the Americas, and now Europe, each Innovation Center reflects a shared commitment to design, technology, and sustainability.

The new DHL Europe Innovation Center in Troisdorf, opened in October 2025, embodies this spirit. Built to foster collaboration, the center connects ideas, people, and possibilities, showcasing the technologies shaping tomorrow's supply chains. Each space is designed as an open, flexible environment, encouraging creative exchange while supporting workshops, product launches, and interactive experiences.



Our collaboration with Kingsmen spans more than a decade and has been instrumental in shaping the identity and experience of our DHL Innovation Centers worldwide. From Singapore to Dubai, Chicago, and Troisdorf, Kingsmen has translated our vision into spaces that connect people, ideas, and technology. They have been much more than a design partner – a trusted strategic collaborator transforming complex ideas into inspiring environments that truly embody innovation at DHL.

Dora Virag  
Director, Innovation Center Development & Global Operations, DHL CSI





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Across DHL's global Innovation Centers, spatial storytelling brings the brand to life. At the Asia Pacific Innovation Center, a 4D-inspired centerpiece of twelve 46-inch screens stacked across four levels engages visitors through light, motion, and interactivity. In the Americas, a suspended centerpiece marks the start of each visitor's journey, emphasising DHL's customer-centric approach to innovation. Modular layouts, biophilic design, and interconnected workspaces allow each floor to accommodate collaboration, focused discussions, and immersive experiences, while the Trends Lab invites exploration of next-generation logistics in an interactive environment

11, 12 At the DHL Americas Innovation Center, the showroom embodies the centre's role as the nucleus of customer-centric innovation. Its open, continuous layout conceptually and physically reflects the creative process, connecting ideas and experiences in a seamless flow.



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Guided by DHL's Strategy 2030, KR+D has crafted spaces that are both visually striking and purpose-driven. Sustainability and innovation are at the forefront, from eco-conscious zones to flexible, experience-driven areas like the two-storey Solution Hub and the modernised Level 2 workspace spanning 1,070 sqm. Each center balances openness with functional complexity, creating environments where ideas flourish.

This approach has earned international recognition, including Best Architecture and Best Interior Design at the Singapore Good Design (SG Mark) Awards 2022 for the DHL MEA Innovation Center, highlighting Kingsmen's ability to translate brand vision into inspiring, globally relevant experiences.



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13 Designed by KR+D, the DHL MEA Innovation Center won the Singapore Good Design 2025 Award for its exceptional spatial design.  
14 At the Asia Pacific Innovation Centre (APIC) showroom, this centerpiece explores dimensionality with 12 seamless 46-inch screens arranged over four levels on a raised circular platform. Enhanced by curved light boxes and motion from two robotic arms, the installation creates a striking 4D visual experience.



This project underscores why global clients turn to Kingsmen time and again: the ability to take complex concepts, infuse them with visionary design, and deliver experiences that resonate with audiences across cultures. By combining technical expertise, narrative clarity, and an unwavering commitment to quality, Kingsmen continues to set the benchmark for experiential design, cementing its reputation as a global go-to brand for those seeking creativity, innovation, and impact.

The Shanghai museum's design has received international recognition, including Project of The Year - Entertainment & Leisure at the Asia-Pacific Space Designers Association Awards 2023 and Best in Exhibition Design at the Singapore Interior Design Awards 2023.

## A GLOBAL STAGE FOR INNOVATION

Kingsmen's reputation as a trusted partner for visionary clients is exemplified in the Neobio Museums. The journey began in Shenzhen, where Kingsmen contributed to the museum's design, shaping immersive experiences that spark curiosity and engagement. Building on this foundation, Kingsmen went on to design Shanghai's Neobio Museum – a multi-sensory journey blending art, science, and technology to redefine how audiences experience natural history.

At Neobio, storytelling is embedded into spatial design itself. The museum's layout encourages smooth transitions, guiding visitors on a journey through humanity's milestones and the wonders of the natural world. Interactive AR and VR installations transport audiences beyond the confines of traditional exhibits, fostering immersive engagement that sparks curiosity, creativity, and learning. From hands-on science experiences to parent-child workshops, the museum exemplifies how Kingsmen translates education, technology, and entertainment into transformative experiences.

