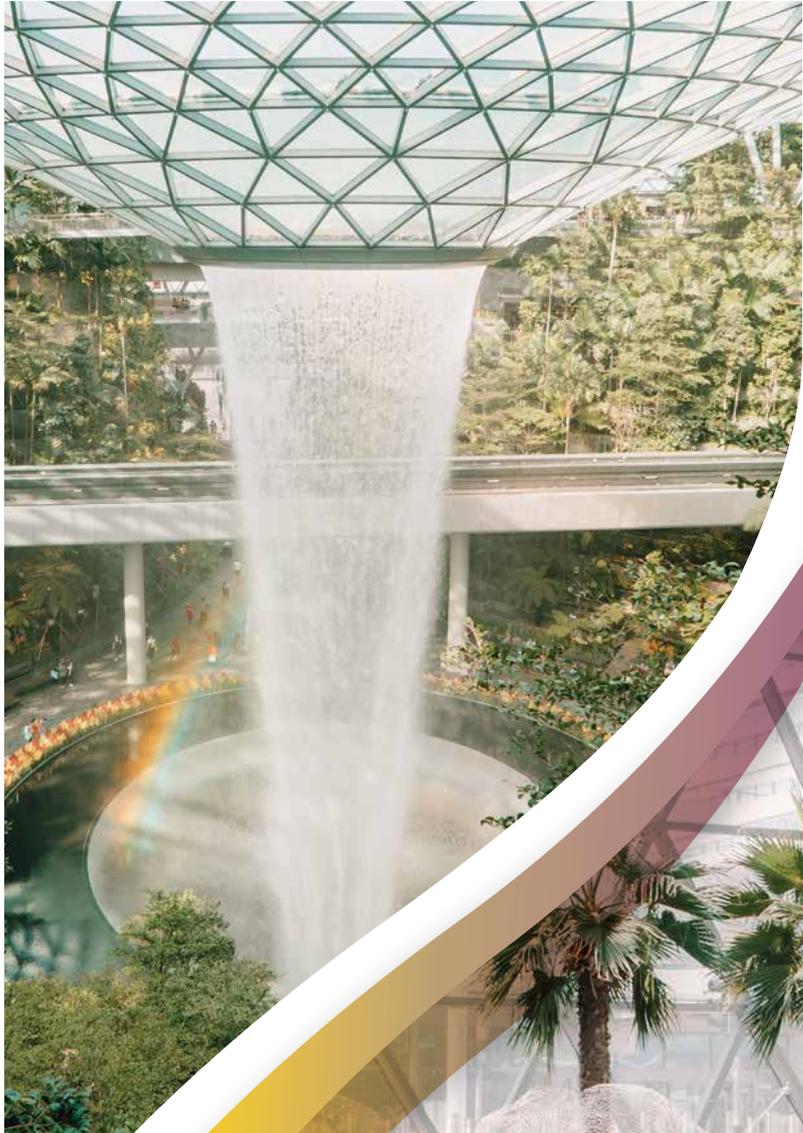


BUSINESS AND OPERATIONS REVIEW





COVID-19 AND ITS IMPACT ON CHANGI AIRPORT

The coronavirus disease outbreak (Covid-19) was declared a Public Health Emergency of International Concern by the World Health Organisation in January 2020 and was subsequently characterised as a pandemic in March 2020. With the virus spreading across the globe at a worrying speed, countries began to impose travel restrictions and border controls to prevent importation. This inevitably impacted air travel and upended airport operations and businesses around the world.

At Changi Airport, temperature screening was first implemented as a precautionary measure on 3 January 2020 for inbound passengers arriving on flights from Wuhan, China, where news of the virus first broke and gained international attention. In the following month of February, visitors with recent travel history to mainland China were not allowed to enter or transit in Singapore.

As the Covid-19 pandemic worsened globally, Singapore tightened its immigration and health regulations in March 2020, affecting travellers from more countries. Those with recent travel history to ASEAN countries, Japan, Switzerland or the United

Kingdom were issued with a 14-day stay-home notice upon arrival in Singapore, while students abroad were advised to return home, as countries around the world went on lock-down mode. Singaporeans were also advised to defer all travel abroad. The 14-day stay-home notice was then extended to all incoming travellers, with those returning from the United States and the United Kingdom having to serve this at dedicated facilities. Temperature screenings at Changi Airport had by then been expanded to include all arrival and departing flights.

On 23 March 2020, Singapore shut its borders to short-term visitors in the bid to reduce the number of rising imported cases. Flight operations at Changi Airport reduced drastically, with mainly cargo flights operating to support the global supply chain and passenger flights to facilitate the return of Singapore citizens, residents and long-term pass holders, as well as the repatriation of foreign visitors.

While the travel regulations were able to keep imported cases under control, the number of local community cases continued to rise.



➤ Autonomous cleaning machines were deployed as part of enhanced cleaning measures

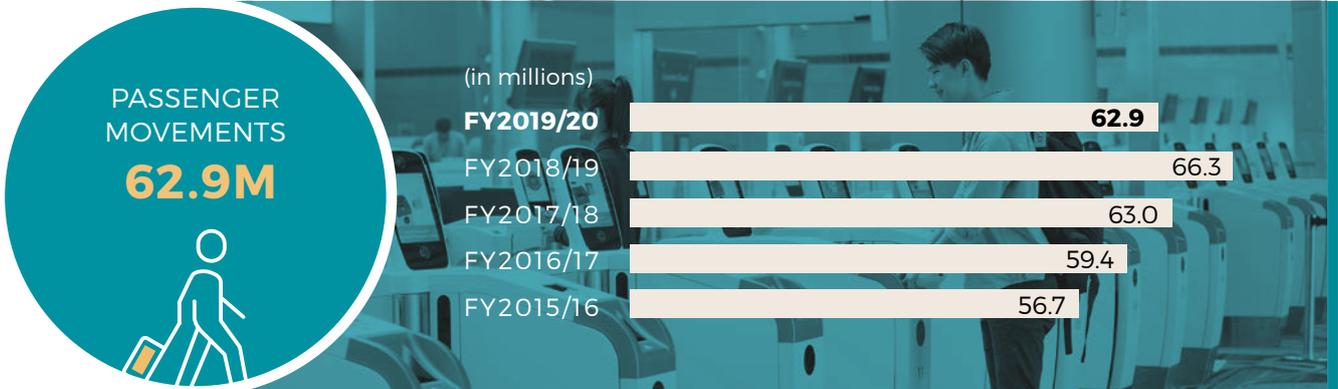
To contain the spread of Covid-19, a nation-wide 'circuit-breaker' was announced on 7 April 2020, with only essential services (such as food & beverage takeaways and supermarkets) allowed to operate. Most of the retail stores and attractions at Changi Airport and Jewel had to be shut and businesses were hard hit with low domestic demand.

Like the rest of the world, Singapore's aviation industry has been severely impacted by this unprecedented crisis and the outlook for recovery remains uncertain as countries continue to grapple with the policies, regulations and measures required for safe travel in a Covid-19 era. The Airports Council International has reported that passenger traffic globally was at rock bottom levels, recording a year-on-year traffic decline of over 90% in April 2020, and a 42% year-on-year decline for the period from January to April 2020. Airports in Asia-Pacific and the Middle East are forecast to lose US\$36.4 billion for the full year 2020, and this is due to a significant drop in passenger traffic, with the two regions jointly standing to lose two billion passengers.



➤ Temperature screening at Terminal 3

AIR TRAFFIC STATISTICS



CONNECTING SINGAPORE TO THE WORLD

Changi Airport registered 62.9 million passenger movements in financial year 2019/20, a decline of 5.1% due to the impact of Covid-19 in February and March 2020. Aircraft movements declined by 6% to 363,000 takeoffs and landings. Passenger movements had increased by 4.2% during the first 10 months of the financial year.

Earlier in the year, Changi welcomed six new airlines – AirAsia X, Chongqing Airlines, GoAir, Jeju Air, Urumqi Air and Vistara. Four new city links were also established to Busan, Hefei, Kota Bharu and Seattle.

In May 2019, CAG announced a partnership with Busan Metropolitan City, Korea Airports Corporation, Eastar Jet, SilkAir and Jeju Air through a six-party Memorandum of Understanding to develop connectivity between Singapore and Busan, which is Singapore's second link to Korea.

Singapore's connectivity to Malaysia was also deepened, with Seletar Airport officially welcoming Firefly's turboprop services from Subang International Airport in April 2019.

The inaugural flight FY3126 was received in Seletar's new terminal and witnessed by the Transport Ministers of both countries.

On the ultra-long-haul front, Changi's connectivity to the United States was boosted with Singapore Airlines' commencement of non-stop services to Seattle in September 2019. This was the fourth non-stop point to United States from Singapore, in addition to Los Angeles, Newark and San Francisco.

At the 2019 World Routes Marketing Awards, Changi Airport was awarded the top prize in the 'Over 50 Million Passengers' category. This was voted by a panel of airline network planners and the fourth time that Changi has been recognised in the past five years.

Growing Travel Demand with Partners

CAG had also been cultivating fly-cruise as a passenger segment before Covid-19 hit the industry. In November 2019, the Group entered a new five-year tripartite marketing partnership with the Singapore Tourism Board and Royal Caribbean International to promote fly-cruises.

Changi Airport's Free Singapore Tour for transfer passengers was refreshed during the year with the launch of a brand-new Jewel itinerary. In October 2019, the twice-daily Jewel walking tour was launched, where participants could get up close with Jewel's iconic landmarks such as the Rain Vortex, Forest Valley and Canopy Park, while also learning about Singapore's local food fare.

Driving Excellence at the Changi Air Cargo Hub

On the cargo front, Changi welcomed two new freighter operators during the year, amid a slowdown in global trade flows. In May 2019, Etihad Cargo launched a weekly freighter service, directly connecting Singapore to Abu Dhabi and Ho Chi Minh City. Qatar Airways commenced a twice weekly freighter service directly connecting Chicago to Singapore in July 2019.

In November 2019, CAG, together with the Civil Aviation Authority of Singapore, Enterprise Singapore and Workforce Singapore, announced their support of the air cargo community – to pursue the IATA CEIV Fresh¹ certification – the first in Southeast Asia. This initiative strengthens Changi's capabilities in the handling of perishable cargo and ensures industry best practices are in place for the handling of perishable products in Changi.

Supporting the Global Supply Chain during Covid-19

In the last two months of 2019/20, Changi's cargo operations were disrupted by Covid-19. Nevertheless, CAG and its air cargo partners stepped up to play a vital role in maintaining the distribution of global supplies.



➔ A six-party MOU was signed to jointly promote trade, business and tourism flows between Singapore and Busan.



➔ The continuity of Changi's air cargo operations is essential to supporting communities and fighting the Covid-19 pandemic.

Aligned with the strong calls by IATA and various industry bodies to keep air cargo flying, critical connectivity and capacity were secured during this period, with increased freighter frequencies and the introduction of cargo-conveyance using passenger aircraft. CAG worked alongside the Singapore authorities to introduce clear guidelines on cargo conveyance on passenger aircraft,

as well as facilitate flight crew turnaround and layover. This ensured the timely distribution of cargo, especially vital commodities such as medical and food supplies, to minimise supply chain disruptions.

Several flights by British Airways, SF Airlines, Singapore Airlines, SpiceXpress and Swiss International Air Lines conveyed critical supplies

from Singapore. Shipments containing medical products such as personal protective equipment, test kits and masks were among the air cargo uplifted from the region to and through Singapore. Following the Singapore-New Zealand Declaration on Trade in Essential Goods for Combating the Covid-19 Pandemic, the first chartered flight from Auckland to Singapore (NZ6172) arrived at Changi Airport on 22 April 2020, carrying over 20,000 kilogrammes of chilled meat. As part of Singapore's humanitarian efforts, the donation of Covid-19 test kits to various countries was also facilitated from Changi Airport.

In the last quarter of the financial year, Changi's weekly cargo flights, including cargo-only passenger aircraft flights, increased by over 40% to about 600 a week. More than 10 carriers, such as AirAsia X, Air China, Cathay Pacific, Scoot and Singapore Airlines launched cargo-only passenger aircraft flights to some 30 destinations from Singapore. Changi Airport ended the year with a total airfreight throughput of 1.97 million tonnes, a decrease of 7.5% year-on-year.



➔ Cultivating the fly-cruise segment with industry partners.

It was also encouragement for Changi Airport to be accorded various awards during the year for its commitment towards air cargo excellence. These included "Best Green Airport" at the Asian Freight Logistics & Supply Chain Awards 2019, as well as the "Gold - Top Airports (over 1 million tons)" and "Best Airport - Asia" awards at the 2019 Air Cargo Excellence Awards. And for the first time, Changi Airport was honoured as the 'International Cargo Airport of the Year' at the 2020 STAT Trade Times Awards for Excellence in Air Cargo.

1 International Air Transport Association's (IATA) Centre of Excellence for Independent Validators for Perishable Logistics (CEIV Fresh)

BUILDING ON SERVICE EXCELLENCE



BEYOND CHANGI'S WORLD-CLASS FACILITIES AND EFFICIENT AIRPORT OPERATIONS, CAG STROVE TO DELIVER THE BEST CHANGI EXPERIENCE TO PASSENGERS AND VISITORS THROUGHOUT THE YEAR.



This philosophy persevered even during the Covid-19 pandemic which upended operations at the airport. Be it anticipating the travel needs of passengers or providing service that went the extra mile, the safety and comfort of everyone passing through Changi were always at the top of the minds of the Changi team.

CAG was encouraged to be recognised by passengers the world over when Changi Airport was named by Skytrax as the World's Best Airport in 2020 for the eighth consecutive year, and the 11th time in the history of the awards. Changi Airport was again named Best Airport by size and region in the Airports Council International's Airport Service Quality surveys, and recognised for 'Best Environment and Ambience by Size', 'Best Customer Service' and 'Best Infrastructure and

Facilitation' for airports that serve more than 40 million passengers a year. These achievements are built upon the unwavering passion of the airport community to do their best every day for passengers.

Creating Fresh Experiences

CAG continued to present refreshing activities at Changi Airport, with the highlight being the year-end festivities. Passengers and visitors were treated to a fun-packed winter adventure as Changi Airport was transformed into a fantastical Frozen Wonderland with more than 10,000 fans attending the over 30 meet-and-greet sessions with popular characters from Disney's Frozen 2 movie. A crowd-pleaser, the daily projection light shows at T3, set against vivid backdrops inspired by the movie, enthralled more than 90,000 visitors in total. Jewel joined in the festive celebrations with a 16-metre-tall Christmas tree, dazzling Christmas light-ups at the Forest Valley and a bustling Jewel Festive Market.

Changi Airport's annual year-end celebration 'A Frozen Wonderland at Changi' delighted fans with life-sized set-ups and exciting family-friendly activities



~
 BUILDING ON
 SERVICE EXCELLENCE

Recognising the growing interest in eSports, CAG partnered the Drone Racing League (DRL) to educate the community on drone technology and the responsible use of drones through a high-speed drone race and drone technology workshops. The first major drone racing event in Singapore, the 'DRL Allianz: Singapore Champions' was held at Gardens by the Bay on 26 November 2019. The experience was also brought closer to home through a series of workshops conducted at the Changi Experience Studio in Jewel where guests could engage with drone pilots and use a drone simulator to experience the race virtually.

Upgrading for an Enhanced Passenger Experience

During the year, CAG continued to work closely with airline partners to ensure that they had sufficient space to grow at Changi, and that their passengers are well-served. Before Covid-19 dampened travel demand, Scoot's operations were successfully relocated from T2 to T1 on 22 October 2019. With Scoot serving about nine million passenger movements in 2019, this was the largest cross-terminal move ever completed at Changi. Planning started in 2018 and required close coordination among CAG, Scoot and many airport partners. The T1 expansion project along with its integration with Jewel, included additional FAST check-in kiosks, automated bag-drop machines, a new baggage handling system, an expanded and rejuvenated baggage claim hall and meeters and greeters hall, higher ground transport capacity and more F&B and retail options. In addition, the capacity for immigration, roadway and remote handling at the terminal were also enhanced.

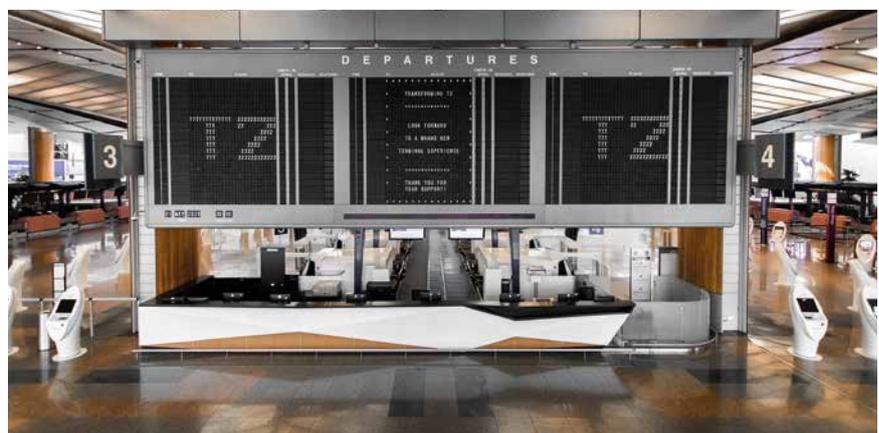


➔ The upgraded T2 will feature more greenery and natural elements, in line with Changi's signature garden theme in its terminals.

Upgrading works at T2 were announced in January 2020 with the appointment of Takenaka Corporation as the main contractor. Last refurbished in 2006, the expansion and renovation works at T2 will add 21,000 square metres to the terminal building and increase T2's passenger handling capacity by five million passengers per annum. Designed to incorporate more greenery, retail and F&B options for passengers, the expanded Departure and Arrival Halls will feature a transformed check-in layout, giving more room for airport operations such as check-in and immigration clearance. T2's Baggage Handling System would

be refreshed as part of this project, with the addition of new baggage claim belts and a fully-automated early bag storage system. The renovation works will also include replacing facilities and amenities nearing the end of their shelf lives.

The suspension of T2 since May 2020 is part of CAG's efforts to consolidate and optimise resources in view of the low passenger traffic resulting from the Covid-19 outbreak. Riding on the T2 suspension, major structural works could now take place simultaneously across different areas within the terminal without compromising the



➔ In March 2020, one of the iconic analogues flight information display boards at T2 was retired and donated to the National Heritage Board to be preserved as part of Singapore's National Collection.

passenger experience. The well-loved flight information display board, operational since 1999, was decommissioned due to increasing difficulties faced in maintenance and sourcing of spare parts.

Keeping the ONE Changi Spirit High

The strong cohesive spirit of the ONE Changi community is the driving force of Changi Airport's pursuit of service excellence. To build closer bonds with its various partner agencies, CAG enhanced the OneChangi App in November 2019. This convenient and easy-to-use tool helped to keep everyone in the community, across various agencies, updated on the latest airport developments and retail promotions. It also facilitated inter-agency interaction. To encourage continuous learning among the airport community, bite-sized training content was made available through the app for airport staff to watch while on-the-go. The app also has a leaderboard where airport staff can exchange learning credits earned for rewards and incentives.

Outside of the airport, CAG actively engaged service partners to contribute back to the community through initiatives such as the

One Changi Fiesta which was jointly organised with Certis in November 2019. Fifteen airport partners came together to organise a charity bazaar to raise funds for Metta School's Student Welfare Fund. Changi Foundation also lent its support by pledging to match every dollar raised at the bazaar. In addition, the airport community came together and clocked over a million steps through exercise machines from the Health Promotion Board, to promote health and fitness and to raise funds. The event concluded with a talent show competition where airport staff took to the stage to showcase their unique talents and skills. A total of S\$48,315 was raised for the students of Metta School.

Protecting Health and Safety at the Airport

Amid the Covid-19 pandemic, safeguarding and protecting the health and safety of all passengers and airport workers remains the utmost priority for CAG. From the onset of the virus outbreak, enhanced precautionary and cleaning measures were implemented across Changi's terminals and at Jewel to ensure a safe environment for visitors and airport workers.

On 3 January 2020, temperature screening was first implemented for inbound passengers arriving on flights from Wuhan, China, when news of the virus outbreak became known. This was subsequently expanded to cover all passengers as the situation escalated. Temperature screening was also been put in place for guests entering Jewel, as well as staff entering the transit areas of the airport. In addition, cleaning and disinfecting protocols in the airport and at Jewel were stepped up with all cleaning staff equipped with

disposable gloves and masks for their personal safety.

The focus of the extra cleaning and disinfecting was on frequently-used amenities, such as automated check-in kiosks, GST refund counters, door-knobs and handrails. More than 1,200 hand sanitisers were also placed at key touchpoints, including immigration areas and dining outlets. Most of the sanitisers are housed in automatic dispensers, which do not require users to touch them.

One key innovation in CAG's bio-safety regime has been the application of an added protective disinfectant coating (quaternary ammonium chloride). The coating, which has a nanoneedle-like structure, allows the surfaces to be self-disinfecting after each use as the nanoneedles deactivate viruses and bacteria upon contact.

For the first time, ozone-infused water, was also being used to disinfect the toilets. Compared to chlorine, the most common liquid disinfection chemical, ozone is a much stronger and faster disinfectant in deactivating viruses and bacteria.

A total of 34 autonomous cleaning machines have also been deployed to scrub hard floors with disinfectant while another two sweep the carpets daily. With these heightened housekeeping measures, Changi Airport became the first group of transport nodes to be awarded the SG Clean quality mark (awarded by the National Environment Agency), and Jewel similarly attained the certification for its attractions in March 2020.

As travel restrictions and border closures were rapidly introduced in many countries, CAG continued



➔ The airport community came together to raise funds for Metta School students during the One Changi Fiesta event in November 2019



➔ For an added layer of protection, CAG has treated all frequently-touched surfaces at Changi such as automated check-in kiosks and lift buttons with a protective disinfectant coating.

to maintain close communication with airport partners through engagement sessions and circulars to ensure that the airport community was kept up to speed on the evolving developments. In the initial phase where supplies were in acute shortage, CAG procured medical supplies such as contactless thermometers, masks, gloves, and hand sanitisers in large quantities to ensure that there was sufficient stock for airport workers who needed them.

Caring for Airport Workers and the Community

Keeping Changi Airport operational is crucial and ensuring the airport continues running are the everyday heroes at Changi. To show care and appreciation to airport staff, over 30,000 “thank you” packs containing hand sanitiser and Vitamin C supplements were distributed to frontline airport staff from February 2020. The airport community also received many thank you notes from members of the public and schools across Singapore, warming the hearts of the Changi airport community. These acts of encouragement were another source of strength for the frontline staff, who continue to work tirelessly to keep Changi going.

An inter-terminal food delivery service by Smarte Carte was made available at no added cost to the airport community to serve the needs of workers even as they continued to work on-site at Changi.

When the Singapore Red Cross Society shared that inventory of certain blood types at the Health Sciences Authority national blood bank were critically low, the airport community stepped forward to donate blood at the Changi Airport Recreation Club.

To create a more inclusive environment and a seamless airport experience for all passengers, CAG enhanced an existing accessible toilet at the T3 basement by equipping it with an adult diaper changing station and a height-adjustable nursing bench. This facility provided a conducive space for caregivers to attend to the needs of Persons with Reduced Mobility (PRMs). Apart from airport amenities, airport staff are also trained to identify and assist PRMs effectively. Passengers could also pre-book wheelchairs, strollers and shopping concierge services before they embarked on their travel journey, allowing them to

navigate Changi more easily and independently.

Flying Singaporeans Home

As the Covid-19 situation worsened and flight availability deteriorated significantly, many Singaporeans were left stranded overseas. CAG supported the Ministry of Transport and the Ministry of Foreign Affairs to facilitate the return of Singaporeans from other countries, as well as assisted on the repatriation of foreign nationals in Singapore.

Singaporeans were flown home on chartered or scheduled commercial flights, with many repatriation flights arranged from countries such as China, Germany, Egypt, India and Jordan. These passengers were either served quarantine orders or stay-home notices (SHN) upon their arrival back to Singapore.

When the policy was tightened to mandate all returnees to serve SHN at designated hotels in Singapore, special facilitation was set up to send returnees directly to the hotels from the airport.

Optimising and Consolidating Resources

In addition to the suspension of operations at T2, operations at T4 were also subsequently suspended from 16 May 2020, in view of the small number of flights operating there. The airlines still operating were relocated to T1 or T3 instead.

The consolidation of terminal operations has helped CAG and its airport partners optimise resources in tandem with the sharp decline in flight movements. CAG has saved on running costs such as utilities and cleaning. When air travel demand picks up and airlines relaunch flights, CAG stands ready to ramp up Changi’s operations and reactivate its reserve capacity.

STAYING OPERATIONALLY READY

In the airside, away from travellers' eyes, workers keep Changi Airport's pulse strong. Like clockwork, they deliver in-flight meals, luggage and cargo to the right aircraft, and ensure that planes take off and land safely. Over the past year, CAG implemented various initiatives to improve safety and productivity, so that operations continued to run smoothly and efficiently. When Covid-19 disrupted flight schedules and the way ground operations had to be managed, CAG kept a keen eye on the work that needed to be done to ensure business continuity and support for airport partners.

Renewing Certification for the Changi and Seletar Aerodromes

The Air Navigation Order requires all civil aerodromes in Singapore to hold a valid certificate. CAG successfully completed four phases of comprehensive audits by the Civil Aviation Authority of Singapore (CAAS) which ascertained that both the Changi and Seletar Airport aerodromes complied with regulatory requirements in all aspects. The five-year certificates for both airports were successfully renewed on 1 July 2019.

Preparing for Emergencies

CAG conducted two exercise drills to enhance its emergency preparedness and rescue capabilities. Both exercises – one at Changi Airport and one at Seletar Airport – simulated an aircraft crash at sea.

For the exercise at Changi Airport, which was conducted in October 2019, a record number of 10 sea rescue vessels were deployed, and a total of 17 agencies with over 600 personnel participated. Over 200 role-players were deployed as 'casualties' to stress-test the emergency response network.

The exercise was successfully completed, validating CAG's crisis preparedness.

Promoting a Culture of Safety

For maintaining its safety record, Changi Airport achieved a deficiency-free rating by the International Federation of Air Line Pilots' Associations (IFALPA) for the 38th consecutive year since its opening in 1981.

A safe airport environment is important to ensure a positive travel experience for passengers, and to enable staff to return home safely every day. The Airport Safety Awards (ASA) was established in August 2016 to recognise outstanding safety acts and safety-related projects by the airport community. The ASA continued to be well-regarded by the CAAS and key airport partners as an initiative to recognise the safety acts and projects of their staff.

Since March 2019 when the Service Workforce Empowerment & Experience Transformation (SWEET) mobile app was made more accessible to the airport community via the Apple App Store and Google Play Store,

the app has welcomed more than 9,000 new users, effectively doubling its user base. Adoption of the app helped to increase the participation rate for hazard reporting by 70%, to more than 1,700 reports in 2019/20. By empowering the airport community with this easy-to-use tool, CAG aims to strengthen Changi's safety culture and to enable every staff to have a positive impact on the airport's safety culture.

Improving Training Safety and Efficiency

CAG has started the use of virtual reality technology in the training of staff working in the airside, to enable them to learn in a safe and controlled environment. Through the use of a driving simulator, drivers can improve their performance and test their reactions in handling different scenarios.

In addition to the driving simulator, a Passenger Loading Bridge (PLB) simulator was also developed to enable PLB operators to familiarise themselves with standard operating procedures and to practise their response to



➔ The PLB simulator enables operators to train effectively in a safe environment

STAYING OPERATIONALLY READY

exceptional scenarios safely in a controlled environment, before proceeding for practical training at the aircraft stands. In addition, trainers can also use the PLB simulator to repeat specific training modules for operators who need more practice.

Enhancing Wildlife Management through Use of Pyrotechnics

For more effective dispersal of such large birds, CAG incorporated the use of pyrotechnics into its wildlife hazard management plan.

As pyrotechnics are restricted in Singapore, CAG had to obtain the necessary approvals from regulatory agencies, as well as agreement with other airport stakeholders before implementation. The implementation of pyrotechnics saw a 40% reduction in the number of egrets sighted, compared to the previous migratory season.

Rationalising List of Prohibited Items

During pre-board security screening, prohibited items found on passengers or in their cabin bags would be confiscated before passengers are allowed to board the aircraft. However, many passengers whose items had been confiscated gave CAG their feedback that some of these prohibited items were generic and should not be perceived to be of threat.

To address such feedback, CAG compiled a list of such commonly confiscated items and rationalised it with the Airport Police Division through a risk assessment. The rationalisation exercise was successfully completed, with most of the commonly confiscated items on the list removed from the prohibited items list. Not only did



➔ At the E&D Innovation Day, engineers shared their projects with other colleagues

this help to improve the passenger experience, it also streamlined the pre-board security process.

Inaugural Engineering Innovation Day

The Engineering & Development Cluster (E&D) showcased more than 20 projects through interactive exhibits during its inaugural Innovation Day on 20 November 2019. Through this event, E&D hoped to introduce its transformation journey to CAG staff, and to cultivate the spirit of innovation among its engineers, regardless of their seniority, age or area of expertise.

The event also aimed to inspire CAG's engineers to pick up new skills, and to explore the use of artificial intelligence and automation. It also aimed to encourage them to develop their in-house knowledge, moving away from a reliance on off-the-shelf solutions.

Upgrading of T1's Baggage Handling System

Part of T1's expansion works completed in June 2019 included the upgrading of its T1's baggage

sorting area to support the redevelopment of the T1 Baggage Handling System (BHS) and Fast and Seamless Travel. The upgrade saw the BHS converted to a fully automatic system, equipped with automatic sortation capability to support the implementation of self check-in and self bag-drop functions at T1, as well as early check-in facilities at Jewel. This improved productivity for airlines and ground handlers, as well as increased check-in capacity. Two additional arrival baggage claim belts were also added, further increasing the terminal's baggage claim capacity.

Increasing throughput of T3 Contact Stands

CAG, together with Singapore Airlines and other airport partners, embarked on a joint project to enable more flights to operate during peak hours at T3, by reducing the time aircraft spend at the gate. Through close cross-organisation collaboration, gate availability was improved, correspondingly reducing the number of flights that needed to be assigned to remote aircraft stands.

STAYING
OPERATIONALLY READY

This was achieved by introducing a common planning tool, improving overall efficiency and effectiveness of gate planning and operations, and establishing daily performance dialogues.

Smooth Implementation of Taxiway Renaming

In 2019/20, CAG embarked on the first of a five-phase project to rename Changi Airport taxiways as part of preparation works for Changi East and the airport's expansion. This was the first time that Changi had renamed its taxiways since it opened 38 years ago.

The first phase, which was completed on 5 July 2019, saw prefix "A" and "B" taxiway designations changed to "P" and "R" respectively. In total, 95 signs spanning 72 locations in the Changi airfield were changed under four hours in the wee hours of the morning. This allowed Changi to reopen the taxiways ahead of schedule, with minimal impact to flights and airside users.



Workers changing taxiway signage in the wee hours of the morning



About 200 aircraft stand grounded at Changi's airfield

Activating Business Continuity Measures

Faced with the global Covid-19 pandemic, physical segregation of staff from critical units such as the Airport Emergency Service, Airside Operations, Airside Management, Ground Operations and essential engineering services was implemented to manage the risk of exposure and ensure that Changi Airport would be able to continue operating safely. These measures required staff in each team to work from separate locations, as well as perform contactless handing over and taking over of duties.

CAG also worked with airport partners in the Airport Operations Centre to exercise alternate site plans as part of efforts to ensure key airport operations could still function if a temporary evacuation was required, such as for thorough disinfection works.

The Aerodrome Safety Unit led safety assurance efforts in order to minimise any safety impact from the changes to airport operations.

It worked with line divisions to review risk assessments and ensured that CAG continued to maintain high standards of safety despite the dynamic situation.

Parking Grounded Planes

With travel restrictions in place, many Singapore-based airlines have had their fleets grounded. While some of these planes have been shifted to overseas storage facilities, most of these aircraft required parking space at Changi. It was a herculean task to arrange for some 200 aircraft to be parked around Changi's airfield. CAG's Airport Operations Planning & Airside (AOP&A) team worked with the airlines and their ground handling agents to categorise planes according to frequency of use. Aircraft used more often for flights are parked at gates around the terminals for easy access, while others, flown occasionally, are allocated parking at remote stands and taxiways, including those at Changi East. AOP&A supervised the towing and parking of these planes closely, to ensure that they were carried out safely.

PREPARING FOR THE FUTURE AT CHANGI EAST

Progress continued to be made on the Changi East development in financial year 2019/20. The project on a 1,080-hectare plot consists of five sub-programmes - a new Terminal 5 (T5); a three-runway system for Changi Airport; tunnel systems and other related infrastructure and transport links; landside and aviation support facilities; and the Changi East Industrial Zone. When completed, Changi East will help to enhance Singapore's air hub status and ensure Changi's continued competitiveness and relevance.

Since the appointment of the Master Building Consultants (MBC) and the Master Civil Consultants (MCC) in April 2018, CAG has been working closely with the consortia, and other stakeholders, throughout the year to develop T5's schematic design as well as the airfield infrastructure design.

Preparation works for civil operations, including the construction of taxiways, pavements and drains, testing and commissioning, continued at Runway 3, which is currently used solely by the military.

Construction work on the tunnels sub-programme also commenced in 2019/20.

CAG also constructed new ancillary buildings to support operations within the Changi airfield. These include airfield lighting control centres serving Runway 2, and an interim fire station to serve the area around Runway 2. Temporary roads and utilities infrastructure have also been laid across the Changi East site to support construction.

In preparation for other upcoming development tenders, CAG has engaged the local construction industry to garner interest and

improve its understanding of Changi East. These engagements, such as the SME Day in October, allowed interested companies to ready their resources for when the tenders open.

Impact of Covid-19

Many of the foreign construction workers working on the Changi East site are housed in on-site dormitories. In response to the Covid-19 situation, CAG worked closely with its contractors and dormitory operators to ensure the safety and well-being of the workers. Health and safety regulations issued by the Ministry of Manpower (MOM) and the Building and Construction Authority were strictly followed; this included daily temperature checks and the prohibition of mingling of workers from different blocks and floors. Additional measures, such as erecting physical barriers between blocks, and assigning specific staircases and passageways for use, were also implemented to minimise contact among workers. In addition, all communal facilities were closed for use. Meals were catered and packed in individual portions for consumption.

Taking care of workers' needs and well-being continues to be a priority. Necessities like kettles, electric fans and daily essentials were sent to the dormitories. Free SIM cards were also provided so that the workers could stay connected with their families. Throughout the circuit breaker period, daily newsletters were sent to the workers to keep them abreast of the latest news and developments. Regular updates from the government, as well as useful information and videos on maintaining personal hygiene, were also shared. To mark Hari Raya Puasa, festive meals, dates and care packs were distributed to the workers.



➔ New ancillary buildings, like this airfield lighting control centre, were constructed

As the situation changed rapidly, CAG promptly responded to the changing needs on the ground. Areas such as rest shelters and an existing office were converted to lodging for workers, to ensure safe distancing. Spaces within the dormitories and on the Changi East site were set up to create additional capacity for isolation, quarantine and medical needs like checks, swabbing and blood tests. On-site teleconsultation and medical services were also provided. In line with MOM regulations, floors within the dormitories were re-zoned and re-purposed as care facilities or clean rooms for workers who had recovered and returned to the dormitories.

Given the significant impact that Covid-19 has had on the aviation industry, the T5 development has been put on hold for at least two years. This is to allow for time to assess traffic conditions, as well as to undertake studies to understand how the current designs could be adapted for potential new safety and regulatory requirements that are to be expected. Nevertheless, the government has confirmed that T5 remains a critical long-term infrastructure investment for the future of Singapore's economy, and CAG is committed to seeing through the completion of the development in the years to come.

STRENGTHENING RETAIL AT CHANGI



➔ French rose garden by Dior – A Changi 1st experience

Changi Airport ended 2019/20 with S\$2.6 billion in concession sales, a decrease of 9.2% as depressed passenger traffic following the Covid-19 outbreak meant a significant negative impact on sales in the airport stores in February and March. In contrast, concession sales at Changi rose 1.5% year-on-year during the first 10 months of the year.

Twenty-nine new brands were launched at Changi Airport during the year, including premium coffee retailer Bacha Coffee, jewellery brand Chow Tai Fook and Jamie Oliver's Jamie's Deli in the transit areas. Wine retailer, 8 by Bottles & Bottles, the first DON DON Donki airport store outside Japan and the second outlet of Japan Gourmet Hall SORA, also opened in the airport's public areas.

Changi Airport's online duty-free portal iShopChangi achieved a healthy growth of 58% in sales in the first 10 months of 2019/20. As Changi continues to strengthen its online presence and offer travellers the widest range of

offerings, iShopChangi onboarded more than 10,000 new products from brands like Aveda, Banyan Tree Essentials, Too Faced and more.

During the year, Changi Airport's loyalty programme - Changi Rewards, grew its membership base by 50% compared to the previous year.

A Shopping Destination

With the aim of bringing travellers the newest product launches and unique shopping experiences, the Changi 1st programme is a result of CAG's close partnership with its retailers and brands. There were a total of 19 Changi 1st activations in 2019/20. Some of the highlights included a rose garden at Terminal 1 by Dior, along with its range of iconic fragrances, and a limited-edition collection of Johnnie Walker whiskies inspired by the well-known *Game of Thrones* series.

Throughout the year, CAG continued to attract travellers and local visitors with its calendar of events across Changi's terminals,

especially during the school holidays. The World of tokidoki landed at Changi Airport in March 2019, featuring tokidoki-themed inflatable playground, show flat and merchandise, in addition to exclusive meet-and-greet sessions with the brand's most popular characters. Designed by Simone Legno, an Italian artist who was infatuated with Japan, tokidoki is known for its cute and quirky characters which live in different whimsical worlds.



➔ Fans striking a pose with the superhero at the Spider-Man: Far From Home exhibition

In June 2019, Changi Airport continued to inspire travel with a destination-themed event that featured cities like London, Prague and Venice in conjunction with the latest Spider-Man movie franchise, *Spider-Man: Far From Home*. In September 2019, Changi Airport hosted an art installation featuring cities around China and a mala hotpot-inspired playground.

With the addition of a lifestyle event space, ST3PS, at Terminal



3's Basement 2 (T3B2), CAG was pleased to expand its line-up of fun activities for the young and young-at-heart in the public area of the terminal. From movie screenings, live performances, yoga sessions and storytelling to the first Changi Trivia Night, the various programmes helped to drive footfall and reinforced T3B2 as a family favourite place, for recreation.

New Partnership

It was a significant year for CAG's commercial business, with Lotte Duty Free (Lotte) introduced as a new anchor partner, following the award of Changi Airport's core Liquor and Tobacco concession to the world's second largest travel retailer in terms of sales turnover. Lotte will operate all 18 stores across Changi's four terminals, spanning more than 8,000 square metres of retail space.

With its experience in the travel retail industry, Lotte presented a proposal that aligned with Changi's vision of delivering the best-in-class offerings for passengers in the Liquor and Tobacco category.

Passengers can look forward to brand new store designs, an extensive selection of brands, experiential concepts, and annual large-scale events. Renovation works will commence in phases in 2020/21.

Greater Support for Concessionaries

When Covid-19 began to affect travel in the last two months of the year, CAG launched marketing and promotional campaigns to generate domestic demand in support of its tenant partners

in both the transit and public areas. These efforts, which were in addition to various rental assistance packages were provided for concessionaries, encouraged local visitors to shop and dine at Changi with free parking promotions, added benefits for Changi Rewards members, and free playground passes. While the March 2020 school holiday event (Trolls World Tour) was downsized to factor in safe-distancing measures, families still had fun with photo opportunities with key characters from the film, free screenings of the first Trolls movie at ST3PS, and exclusive Trolls merchandise.

As the virus outbreak continued to show no abatement and brought Singapore into a 'Circuit Breaker' period in April 2020, iShopChangi served a new segment, non-travellers, through home delivery. iShopChangiWines also offered wines and spirits which had taxes and duties absorbed. During this period, only stores providing essential services were open and F&B outlets served customers with takeaway or delivery options.

To help tenants manage cost and optimise their resources, CAG worked closely with them to adjust their outlet operating hours according to flight schedules. Tenants were also constantly kept informed of the changes in travel advisories and related safe distancing measures to ensure full compliance of the regulatory measures.

With the trend of more consumers shopping online, e-commerce will be a key business driver for CAG's future growth, particularly in a post-Covid-19 environment.

UNVEILING A SPARKLING ICON TO THE WORLD



A KEY HIGHLIGHT FOR CAG DURING THE YEAR WAS UNDOUBTEDLY THE UNVEILING OF JEWEL CHANGI AIRPORT (JEWEL) TO THE WORLD ON 17 APRIL 2019.



The 135,700 square metre multi-dimensional lifestyle destination welcomed an overwhelming number of local and foreign visitors who were awed by the wonders of its iconic architecture and design by world-renowned architect Moshe Safdie.

Built on the site of the former T1 open-air car park, this joint venture with CapitaLand is home to over 280 retail and F&B outlets, a hotel, an 11-hall cinema, a supermarket and a plethora of airport facilities. Setting Jewel apart, flagship outlets, new-to-market brands and new-concept stores brought novelty to the Jewel experience, where visitors have a variety of experiential

options such as dining under the sparkling glass roof on Level 5 or enjoying a unique duplex shopping experience.

Beyond that, Jewel introduced one-of-a-kind play attractions created by top designers from Britain, France, Germany, the Netherlands and Singapore, offering fun for people of all ages. Visitors can navigate their way through the Mirror Maze and Hedge Maze, walk or bounce on the Sky Nets, explore the sculptural playscape of Discovery Slides, and enjoy a spectacular view of the world's tallest indoor waterfall, the Rain Vortex and the majestic Forest Valley from the Canopy Bridge.

Young children are also able to frolic in the mist of the Foggy Bowls to enjoy a play experience on 'clouds'. Additionally, the Topiary Walk, featuring animal topiaries such as the orangutan, crocodile, elephant, peacock and chameleon, and the Petal Garden with its seasonal floral displays

Situated at the heart of Changi Airport, Jewel is home to world-class experiences



UNVEILING A SPARKLING
ICON TO THE WORLD



Jewel's grand opening launch ceremony officiated by PM Lee

Jewel's grand opening on 18 October was graced by Singapore's Prime Minister Lee Hsien Loong, in conjunction with CAG's 10th anniversary celebrations. A new light and sound show for the majestic 40-metre Rain Vortex was unveiled at the event. The new show was set to the song 'As I Believe', the brainchild of three of Singapore's top music talents; with the melody composed by JJ Lin, English lyrics written by Dick Lee, and arrangements by renowned music director, Goh Kheng Long.

have been some of the favourite Instagrammable spots in Jewel.

At level 4, visitors are also able to explore the Changi Experience Studio, conceived to tell interesting virtual stories of Changi Airport, featuring a garden that 'sings', a throwback to a runway race, missions to collect airport trolleys and to top the charts of a smile competition. With a collection of over 20 different touchpoints and 10 zones spread over 3,000 square metres, the attraction utilises technology to present a wide mix of unique digital experiences, including interactive games, projection storytelling, immersive shows and gallery exhibits. Adjacent to the Changi Experience Studio, GIFT by Changi Airport allows visitors to bring home a piece of the airport or Jewel-themed memorabilia, as well as a wide range of specially curated travel lifestyle products.

For its complexity in design and construction, retail curation, operations and attractions, Jewel was accorded the Special Jury Award at the MAPIC Awards 2019, an event held in Cannes, France, where the world's most outstanding

retail real estate projects are honoured.

Celebrating the Opening of Jewel

As part of the marketing efforts for Jewel, CAG teamed up with Singaporean singer-songwriter, JJ Lin (林俊杰), for his composition – The Right Time (对的时间点). Moved by Jewel's iconic Rain Vortex, it became JJ Lin's inspiration in his song writing. The collaboration leveraging JJ Lin's appeal as an international artiste and the attractiveness of Jewel as a unique backdrop for the song's music video production, amplified the branding of Jewel way beyond Singapore's shores.

Reinventing the Changi Airport Experience

Elevating the travel experience, Jewel houses airport facilities and services managed by CAG that offer passengers passing through Changi even greater convenience and enjoyment. To facilitate check-in efficiency, the Jewel early check-in facility and baggage storage service were introduced to give passengers more time and flexibility to explore the wonders of Jewel and Changi Airport's terminals. With a total of 35 airlines onboard, the early check-in facility at Jewel can serve close to 80% of all departing passengers. The airlines that



A plethora of digital activities await at Changi Experience Studio, perfect for a family day out

UNVEILING A SPARKLING
ICON TO THE WORLD



British Airways celebrates 100 years with a fashion show of its crew uniforms over the decades at the Cloud9 Event Piazza

offered this service include Cathay Pacific, Malaysian Airlines, Qantas Group and the Singapore Airlines Group. The Jewel early check-in facility served more than 387,000 passengers during the year. The Cloud9 Event Piazza (Level 5) was used for conferences, lifestyle events, networking sessions, and by Changi's aviation partners for corporate gala dinner celebrations.

CAG partnered with the Singapore Tourism Board and Singapore Airlines to introduce a new 2.5-hour free walking tour of Jewel, giving transit travellers flying through Changi a taste of Singapore's newest attraction. Led by an experienced guide, this complimentary tour took travellers through the many features of Jewel, including a closer look at the architecture marvel, local food tastings, and with a complimentary entry to the Canopy Park.

Delighting Visitors with Fresh New Experiences

To excite shoppers, shopping promotions were launched to ensure that the Jewel retail experience remained refreshing for both locals and foreign travellers alike. Shoppers at Jewel can enjoy the exclusive privileges of the Jewel Double Rewards programme, brought about by two

of Singapore's largest membership programmes – Changi Rewards and CapitaStar, which have a combined membership of over two million members.

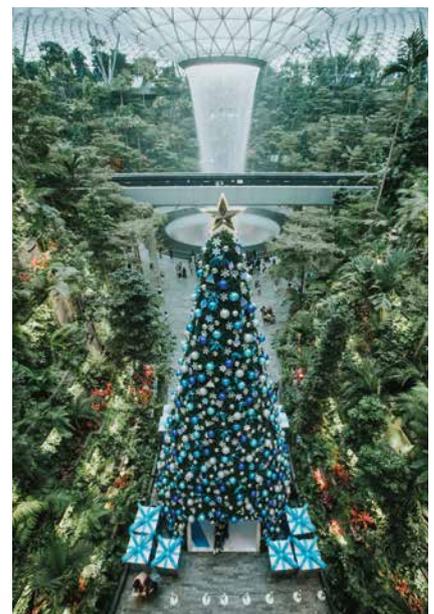
To strengthen its position as a go-to weekend destination for local residents, Jewel introduced a slew of exciting events. In collaboration with its tenant, Pokémon Centre Singapore, a weekly Pokemon Parade where cute and lovable characters from the brand made their appearance and performed at the Forest Valley. In addition, Jewel fulfilled the dreams of many for a white Christmas with snow at the Canopy Park and Forest Valley, along with a plethora of other activities such as a festive market and a Christmas-themed light and sound show, to bring up the festive sparkle.

Keeping Jewel's sparkle amid the Covid-19 outbreak

The well-being of guests, tenants and partners is a top priority for Jewel, and all the more so during the Covid-19 pandemic. Since February 2020, precautionary measures and enhanced cleaning have been put in place to safeguard and protect the health of staff, tenant partners and visitors at Jewel. These include setting up temperature screening at all entry points,

adding more hand sanitisers, as well as increased frequency in the cleaning and disinfecting of high-contact areas. Similar to Changi's terminals, ozone-infused water was used for cleaning and frequently touched surfaces were coated with a protective disinfectant.

During this difficult period, Jewel Changi Airport Development stayed committed to supporting its tenants with rental relief and marketing initiatives to help drive sales. Jewel was one of the first mall landlords in Singapore to reach out to tenants to offer rental rebates from February. When operating conditions were exacerbated by the circuit breaker measures imposed in April, further rent relief was granted from April to June. In addition, Jewel stepped up marketing initiatives to help capture footfall and worked with partners to introduce delivery services during the circuit breaker period.



To spread the festive cheer, visitors were greeted with a 16-metre-tall Christmas tree in Jewel, the tallest ever in Changi

OUR GLOBAL PRESENCE

Transforming Airports Worldwide

Changi Airports International (CAI), a wholly-owned subsidiary of Changi Airport Group, invests in and consults for airports around the world. Its portfolio includes airports in Brazil, China, India, Japan, the Philippines, and Russia. In financial year 2019/20, it consulted on projects in Canada, China and Southeast Asia.

Brazil

CAI has a 51% stake in the concessionaire which operates Tom Jobim International Airport in Rio de Janeiro, Brazil. The airport's business remained resilient in 2019/20 despite the country's challenging economic situation. Nearly 14 million passengers, a third of whom were international passengers, passed through the country's second largest international gateway. Overall, passenger traffic declined close to 9% from the previous year due to the collapse of the

country's third largest domestic carrier, Avianca Brasil, and international capacity reduction by LATAM Airlines.

During the year, 29 new commercial outlets were added to offer passengers a wider selection of dining and retail options. These included Café Ritazza, Mania de Churrasco and Maybelline.

The airport also launched RIOgaleaLOC, an 8,000 square metre grade 'A' logistics warehouse, to enhance its position as a key cargo hub. A first of its kind in Brazil, it handles import and export logistics in one place, with a higher level of security and shorter processing time.

The airport renewed its CEIV Pharma¹ certification by the International Airport Transport Association. It also topped the list for *Passenger Services* and *Efficiency in Security Processes*

in a passenger satisfaction survey conducted by the Brazil Transport Ministry.

China

Chongqing

CAI's commercial joint venture with Chongqing Airport Group Co., Sino-Singapore Chongqing Airport Commercial Management Co., Ltd, outperformed expectations in its first year.

In the first three quarters of the financial year, revenue grew over 10% year-on-year, higher than the overall passenger growth.

Commercial facilities were upgraded with the award of 44 new concessions in Terminals 2 and 3A, including two local mass-market brands and a two-star Michelin restaurant. The refreshed options catered to different traveller needs and enhanced the airport's sense of place.



➔ Tom Jobim International Airport expands its dining options

1 Center of Excellence for Independent Validators in Pharmaceutical Logistics

OUR GLOBAL PRESENCE

The airport clinched two Best Airport awards for customer service and environment for the over 40 million passengers per annum (mppa) category at the Airports Council International (ACI) Airport Service Quality (ASQ) Awards 2019.

CAI holds a 49% stake in the joint venture, formed to manage the airport's non-aeronautical business.

Shenzhen

In August 2019, CAI signed a three-year technical services agreement (TSA) with Shenzhen Bao'an International Airport to strengthen its service quality. This included developing the airport's service management framework, introducing innovative service concepts, and implementing new service strategies to uplift overall customer experience. The contract is CAI's first service-focused, multi-year TSA in China.

India

Durgapur Aerotropolis is India's first privately managed airport city. CAI has a 30.2% stake in Bengal Aerotropolis Projects Limited, which develops the aerotropolis.

With airline promotion efforts, Kazi Nazrul Islam Airport is now directly linked to four out of five of India's metro cities outside of West Bengal. During the year, the airport raised flight movements to 20 weekly flights, with load factors of over 80%.

Japan

Fukuoka Airport is CAI's first investment in Japan. A CAI consortium, through its operating company, Fukuoka International Airport Co., took over airport operations on 1 April 2019.



➔ Fukuoka airport opens a new dessert hall

A key focus was to expand the airport's traffic network. During the year, the airport welcomed three new airlines and three new city links, despite lower than expected international traffic due to geopolitical trade tensions between Japan and Korea.

Airport retail and F&B offerings were enhanced. The commercial area was expanded by 12% through space reconfiguration, and a new dessert hall with 14 specialty stores opened. The airport also facilitated the G20 Finance Ministers and Central Bank Governors Meeting in Fukuoka in June 2019.

The Philippines

CAI and its partners won a 25-year concession to operate and maintain Clark International Airport in the Philippines. In August 2019, the new operator, Luzon International Premier Airport Development Corp. (LIPAD), took over airport operations.

CAI partnered LIPAD to engage airlines and tourism authorities. Passenger traffic continued to grow by double digits as the airport welcomed new city links to Korea,

China, Taiwan, and within the Philippines.

New amenities, refreshed retail options, and more hassle-free processes were introduced in time for the airport to serve as the alternative hub to welcome sports teams for the 30th Southeast Asian Games. Plans to open a new 110,000 square metre passenger terminal in 2021, which will double its current capacity, are underway.

CAI holds a 15% stake in the operating company.

Russia

Krasnodar Region

In 2012, CAI invested in a group of airports in Russia's Krasnodar region. Since then, traffic at the Anapa, Krasnodar and Sochi airports more than doubled to 13.2 mppa.

CAI worked with its partners to attract airlines and launch new city pairs. Sochi and Krasnodar airports registered double-digit growth in international traffic, with more flights to Asia, Europe and the Middle East. All three airports

OUR
GLOBAL PRESENCE

maintained steady domestic growth with more regional routes.

Plans for capacity expansion are on track. Krasnodar airport completed the concept masterplan for a new 70,000 square metre terminal, which will double the airport's handling capability to 2,600 passengers per hour. New areas were also developed for passenger comfort. These included new summer terraces at Anapa and Krasnodar, and a revamped courtyard at Sochi.

The airports once again clinched top accolades. At the ACI ASQ Awards 2019, Sochi retained the Best Airport (5-15 mppa, Europe) title for the third consecutive year, after having won the same award in the 2-5 mppa category previously. Sochi, Krasnodar and Anapa airports also won Best Airport awards in their respective traffic categories at Russia's National Aviation Infrastructure Show 2020.

CAI has a 30% stake in the airports and their management company, Basel Aero.

Vladivostok

Vladivostok International Airport in Russia's Far East continued its steady traffic growth to reach nearly three million passengers. Through targeted marketing programmes, the airport witnessed double-digit increases across most international markets, with Japan registering the highest at over 80%. South Korea continued to be a key market. Within Russia, demand to Moscow remained robust, while traffic to other destinations, such as, Irkutsk, Novosibirsk and Yuzhno-Sakhalinsk, grew significantly.

Passenger experience was uplifted with reconfigured commercial space, an enhanced domestic business lounge, and a new walk-through duty-free shop. Plans to develop a hotel are underway. To elevate service levels, customised service blueprinting workshops were conducted for frontline staff.

The airport won second place for Best Airport (up to 4 mppa) for the third consecutive year at Russia's National Aviation Infrastructure Show 2020.

In January 2020, Sochi International Airport became the controlling shareholder of Vladivostok International Airport (VVO). Through Sochi airport, CAI currently holds effective stakes of 20.0% in Terminal Vladivostok and 18.6% in International Airport Vladivostok.

Impact of Covid-19

The global aviation sector has been upended by the Covid-19 pandemic and the ensuing travel restrictions in the first quarter of 2020. In some countries, airport operations have been adversely impacted, except for essential services.

CAI worked with its asset airports on mitigation measures, implementing operational best practices and corporate strategies to ensure business continuity. For business sustainability, a slew of initiatives was introduced to support the partners and stakeholders operating at the airports, as well as to ensure they are well-positioned for post-pandemic recovery.



➔ Vladivostok Airport opens a revamped domestic business lounge

SOLUTIONS FOR EVERY TRAVELLER

Formed in 2012, Changi Travel Services (CTS), a wholly-owned subsidiary of CAG, has been providing travel solutions for leisure and business travellers.

In 2019/20, CTS tripled its product offerings, serving a total of 2.7 million customers. As CTS continues to build its regional presence, its consumer touchpoints has grown by 40% to a new high of 46 airport counters in Singapore and 13 major Asian cities in eight territories – Brunei, Indonesia, Japan, Malaysia, Philippines, Taiwan, Thailand and Vietnam.

Its core Changi Recommends (CR) brand has been the market leader of Wi-Fi router rental services in Singapore, with its cloud-based device management system recognised at the Singapore Business Review Technology Excellence Award 2019 as an innovator of connectivity in the travel industry. Apart from its current operations of 26 service counters in Changi Airport, CR has expanded its touchpoints with two new counters in Seletar Airport and one in HarbourFront Cruise Centre.

To aid stronger brand recall and optimise marketing resources, CTS consolidated its regional operations under the Travel Recommends (TR) brand. This resulted in almost 2.8 times more website traffic and greater sales growth. In the last financial year, TR expanded its footprint in three new territories – Brunei, Fukuoka and Taiwan, as well as added new and enhanced counters in existing markets such as Bangkok, Jakarta, Kuala Lumpur and Manila.



➔ Changi Travel Services' international brand Travel Recommends has presence in 8 countries around the region

With rising demands from free and independent leisure travellers, CR and TR continued to grow their range of products and services to cater to their needs. They include a new luggage delivery service which offers travellers convenient, same-day delivery of their baggage from the airport to the hotel. Travellers can also now make use of the recently launched foreign exchange pick-up service to purchase their foreign currencies online and pick them up at the airport before they fly. Overall, products in the attractions, hotels, Wi-Fi/SIM cards and transportation segments increased by three times.

During the year, CTS also gained new business and corporate travel contracts from leading organisations in Singapore, including government agencies and global MNCs. In 2019/20, CTS made its first foray as a General Sales Agent (GSA) and representative office for international airlines. Within six

months, it was appointed as the official GSA by Citilink, Myanmar Airlines International and Vistara, representing them in the Singapore market to partner with key travel distributors and agents.

With its travel business impacted by the Covid-19 pandemic, CTS has had to capitalise on emerging opportunities and leverage its competencies to find new businesses. CTS provided meet and greet services to manage seamen processing, as well as offered its remittance services to foreign workers staying in dormitories. When the circuit breaker took effect in April 2020, CTS pivoted its e-commerce and retail businesses to provide delivery services for grocery, household essentials, food and other items via Changi Recommends' Get It and uNeed platforms. Delivery services were also localised for overseas markets under the TR brand.

DEVELOPING PEOPLE, CONNECTING HEARTS



IN 2019/20, CAG CONTINUED TO RECEIVE RECOGNITION AS AN EMPLOYER OF CHOICE WITH SIX KEY ACHIEVEMENTS UNDER ITS BELT.

The company was named, for the sixth consecutive year, one of the top three most attractive employers in the 2019 Singapore Randstad Employer Brand Awards. CAG also clinched the ACI Asia Pacific HR Excellence Recognition Program (Silver) for demonstrating effective change management through CAG's workplace transformation efforts.

For Corporate Social Responsibility (CSR), CAG received Gold in the "Excellence in CSR Strategy" category at the HR Excellence Awards 2019, as well as the Community Chest Volunteer Partner Award and Charity Platinum Award at the Community Chest Awards 2019. It was also awarded the Corporate Giving Inspiration Award at the inaugural SportCares Awards for supporting, Saturday Night Lights (SNL), since 2014. SNL is a programme for youths to participate in weekly football training sessions and quarterly friendly matches, where CAG employees are volunteer trainers or play alongside the youths.

With the belief that employers can play a part to promote employee

health, CAG continued to motivate its employees to stay healthy through the "Healthy Habits, Healthy Life" initiative. Employees are encouraged to participate in health talks, fitness classes and health challenges. In recognition of its efforts, CAG was accorded the Corporate Achievement Award at the Health Promotion Board's biennial Singapore HEALTH Award.

Engaging Employees

During the year, CAG continued to engage and empower employees at its annual Learning Festival. With technology playing a vital role in the aviation industry, the 2019 'Safe to Speed' edition was held to accelerate digital readiness and innovation capabilities. One key objective was to enable employees to adapt to change with greater speed and agility, premised on a strong foundation in cybersecurity and risk management.

The festival, attended by close to 400 employees saw various CAG teams sharing about how they have tackled real-life challenges with the use of technology and innovation. A range of workshops, such as Python and Javascript coding for beginners, were also made available to equip participants with the practical skills to better manoeuvre the digital landscape.

To celebrate CAG's 10th anniversary, the 2019 Family Day was held at Jewel for employees and their families to have a preview of the attractions at Canopy Park and Changi Experience Studio before they were opened to the public. A special commemorative video which chronicled the memorable experiences that CAG's long-time employees had of Changi, was also launched at the carnival-themed event.



Family Day fun for CAG employees while celebrating CAG's 10th anniversary

Transforming Learning in CAG

A new Learning Management System (LMS) - Learn@CAG - was launched in April 2019, adding to the suite of cloud-based HR systems available to enhance the employee experience. Employees can now enjoy the convenience of accessing learning content on the go, customising their learning experience with playlists and connecting with others through learning communities.

Leveraging this technology has enabled CAG to achieve the speed and flexibility of deploying content for learning. Since its launch, compliance training sessions developed in-house, such as the Anti-bribery and Cybersecurity e-modules, have been effectively deployed.

The People Team also partnered line divisions to develop in-house training content for their respective functional areas, to enable more effective onboarding and job-specific learning, as well as to equip employees with skills and knowledge on-demand.

Caring for Employees during Covid-19

When Covid-19 hit Singapore, CAG's immediate priorities were to ensure the safety and well-being of employees, while ensuring business continuity. The company's stockpile of personal protective equipment was ramped up to secure ample supplies for a sustained period. Masks, thermometers and care-packs were distributed to all 2,000 employees.

An easily accessible daily temperature logging system for employees to submit their temperature readings online was also rolled out. CAG also introduced General Practitioner tele-consultation at corporate rates to enable employees to seek medical advice without having to be at clinics physically, with medication delivered to their homes.

During the initial phases of Covid-19, CAG stepped up precautionary efforts to ensure general safety in the workplace. This included setting up visitor screening and putting in place travel advisories and travel declarations for employees. The office was re-configured to ensure safe distancing. To enable split-team working, six alternate workplaces were set up, and more meeting rooms were equipped with video-conferencing facilities.

Even as the Covid-19 situation worsened in Singapore, requiring employees to work from home, CAG continued to communicate regularly with all employees through email bulletins and its internal social app – In.Touch. Employees were kept updated on latest developments in the company and at Changi, with guides on how to adapt to working from home, health and fitness



➔ CAG volunteers and NorthLight students with wide smiles after a day of packing and delivering 450 food bundles to distribute to the elderly

tips, as well as online learning opportunities. A virtual town hall was also hosted by CAG's senior management to share on the pandemic's effect on the company and served as a platform for employees to seek clarification.

Giving back to the Community

Volunteerism among CAG employees reached a new high in 2019/20, with a total of 2,800 hours spent on CSR activities. Changi Foundation, the philanthropic arm of CAG, continued to organise volunteerism programmes for the airport community, as well as initiatives to support disadvantaged youths.

During the year, CAG continued to provide its beneficiaries with on-the-job exposure for work-readiness. Together with airport partners, it facilitated a record high of 147 work opportunities in Changi for NorthLight School and Metta School students.

Metta School students also had the opportunity to sharpen their social and independent life skills through buying groceries at FairPrice supermarket and meals at the food court or McDonald's. In addition,

Changi Foundation established a new partnership with Raffles Medical Group where the students learned to seek medical treatment. The students role-played describing their "symptoms" to the doctor, and were paired with a CAG volunteer who guided them through the entire medical consultation process.

Another programme implemented with Metta School was the Independent Travel Programme where its students were tasked to travel on their own from their school in Simei to Kallang Leisure Park. CAG volunteers shadowed the students to ensure that they crossed the road safely, took the right train and were generally safe.

During this time of Covid-19, Changi Foundation collaborated with 16 Town Councils by donating 650 litres of sdst disinfectant which were applied to more than 26,000 lifts in Singapore's public housing estates. Changi Foundation and Changi Travel Services also co-sponsored 100 WiFi-routers, which were provided to Beyond Social Services to support students' Home-Based Learning during the circuit breaker period.

THE WORLD'S MOST FOLLOWED AIRPORT

Covid-19 may have kept travellers away from their dream destinations, but it has not prevented Changi Airport from keeping their desire for travel alive. Through its social media channels, CAG has maintained a close connection with fans and followers of Changi to encourage them to look forward to the days when international travel is possible, and everyone can fulfil their wanderlust again.

Throughout the year, CAG has continued its online engagement with fans from around the world to deepen their affinity with Changi. From generating awareness about the airport's new events and facilities, to highlighting commercial promotions, passengers around the globe were kept abreast of the latest happenings on popular social channels like Facebook, Instagram and WeChat.



Changi Airport also maintained its position as the world's most followed airport, with more than 4.6 million Facebook fans and close to 350,000 Instagram followers. CAG added to its range of social media platforms as well, launching the world's first airport channel on Telegram – a cloud-based instant messaging service. This new channel serves as an avenue for broadcasting advisory alerts



➔ A sample compilation of promotions and deals broadcasted on Changi's Telegram channel

and promoting Changi's latest promotions and deals.

New Forms of Engaging Content

Complementing the beautifully curated mix of airport architecture, aircraft and destination imagery, CAG also tried out new forms of content to deepen its engagement and build brand love. Calling out for user-generated suggestions, Changi Airport showcased more content that its followers requested, such as fun facts and behind-the-scenes features.

Supporting Commercial Initiatives

For years, CAG's social media channels have played a key role in driving awareness of the airport's commercial events and promotions. With an increased demand for online shopping, Changi's e-commerce portal iShopChangi has become pivotal in the travel retail business. During the year, there were more targeted shopping promotions on social media, leveraging functions like Instagram Stories and Instagram Shoppable Tags to bring products to the fore, allowing followers to go from product inspiration to product information in just a few taps.

For on-ground shopping, CAG has also introduced new ways of showcasing the retail offerings at its landside and transit stores. Engagement with audiences was strengthened through the use of more videos and lifestyle photography.

Being Relevant to our Chinese Audience

Since 2014, CAG has been actively engaging travellers from China through WeChat and Weibo. By creating content about Changi that is tailored to their interests, CAG has built a sizeable follower base and seen more interactions with its fans. With the introduction of more functions on WeChat, CAG has also leveraged opportunities and pushed boundaries to deliver appealing content that drive online to offline conversions.

As the world continues to be affected by the Covid-19 situation, social media will remain an essential communications channel for Changi Airport to maintain its share of voice in the global travel space. Regardless of where they are around the world, Changi's fans on social media can continue to look forward to news, information and interesting content about the airport even as they await the day they can visit again.



➔ WeChat article showcasing Changi's media partnership fronted by Chinese actor, Chen Xing Xu.