

Air Traffic Statistics

PASSENGER MOVEMENTS (IN MILLIONS)

42.6M



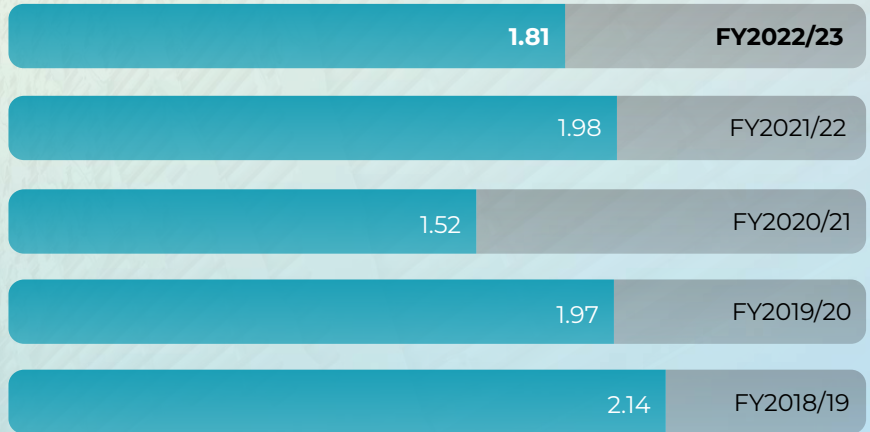
COMMERCIAL AIRCRAFT MOVEMENTS (IN THOUSANDS)

256,589




AIRFREIGHT THROUGHPUT - TONNES OF AIRFREIGHT (IN MILLIONS)

1.81M



Global Connectivity



Abu Dhabi	Bangalore	Chongqing	Doha	Houston
Addis Ababa	Bangkok	Christchurch	Dubai	Hyderabad
Adelaide	Barcelona	Cincinnati	Frankfurt	Indianapolis
Ahmedabad	Beijing	Coimbatore	Fukuoka	Ipo
Amritsar	Berlin	Colombo	Fuzhou	Istanbul
Amsterdam	Brisbane	Copenhagen	Gold Coast	Jakarta
Anchorage	Brussels	Da Nang	Guangzhou	Jeddah
Angeles/ Mabalacat	Busan	Dallas	Guwahati	Jeju
Athens	Cairns	Darwin	Haikou	Johannesburg
Auckland	Cape Town	Davao	Hangzhou	Kathmandu
Bahrain	Cebu	Delhi	Hanoi	Kochi
Baku	Chengdu	Denpasar	Hat Yai	Koh Samui
Balikpapan	Chennai	Dhaka	Helsinki	Kolkata
Bandar Seri Begawan	Chiang Mai	Dili	Ho Chi Minh City	Kota Kinabalu
			Hong Kong	Krabi
			Honolulu	Kuala Lumpur

Connecting Singapore
to 145 cities in
49 countries/territories

As at 31 March 2023

Kuantan
Kuching
Kunming
Langkawi
Leipzig
Lombok
London
Los Angeles
Louisville
Luxembourg
Macau
Madurai
Makassar
Malé
Manado

Manchester
Manila
Medan
Melbourne
Memphis
Milan
Miri
Mumbai
Munich
Nadi
Nagoya
Nairobi
Nanjing
Nanning
New York
Nouméa
Osaka

Paris
Paro
Pekanbaru
Penang
Perth
Phnom Penh
Phuket
Port Moresby
Pune
Qingdao
Riyadh
Rome
San Francisco
Sapporo
Seattle
Semarang

Seoul
Shanghai
Sharjah
Shenzhen
Sibu
Siem Reap
Surabaya
Sydney
Taipei
Tianjin
Tiruchirapalli
Tokyo
Trivandrum

Vancouver
Vientiane
Visakhapatnam
Wuhan
Xiamen
Xi'an
Yangon
Yogyakarta
Zhengzhou
Zurich



Leading Travel Recovery

It was a year of strong recovery for the aviation industry, with passenger traffic at Changi Airport growing steadily during this period. As the airport leading the Asia-Pacific region in international travel recovery, Changi registered 42.6 million passenger movements in financial year 2022/23, more than eight times the traffic of the previous year. Aircraft movements also more than doubled year-on-year to 257,000 take-offs and landings. Monthly passenger traffic in March 2023 surpassed 80% of pre-Covid levels for the first time since the pandemic.

GROWING CHANGI AIRPORT'S NETWORK

Changi Airport welcomed eight new passenger airlines during the year – Air Macau, Aircalin, Bamboo Airways, Cambodia Airways, Citilink, Firefly, Thai Vietjet Air and T'way Air. Aircalin is the flag carrier of the French Pacific Territory of New Caledonia, and its launch in Singapore marked two key milestones for Changi – a new city link and a new airline. Since its launch, CAG has worked closely with Aircalin, and its key airline partner Air France, to add more flights and expand their services at Changi.

Many airlines also resumed services at Changi in 2022/23, such as Ethiopian Airlines, Shenzhen Airlines, Sichuan Airlines, Spring Airlines and Thai Lion Air. Four new city links were also established, namely, Jeju, Nouméa, Pune and Sibiu. With Jeju and Pune, Changi was connected to more destinations in South Korea and India than it had been pre-Covid. As of March 2023, Changi had restored its connectivity to 145 city links, served by some 100 airlines.

TRAVEL CAMPAIGNS TO DRIVE DEMAND

CAG, Singapore Airlines (SIA) and Singapore Tourism Board co-developed a two-year framework to strengthen Singapore's appeal, spur travel, and reinforce Changi's status as an aviation hub. Two travel recovery campaigns were launched in the year. The 'Discover Singapore Pass' campaign, which ran in seven markets such as Australia, Korea and Vietnam, comprised discounted tourist pass packages and SIA airfare deals to attract leisure travellers. The other campaign, which was rolled out to 24 markets, promoted new, lesser known and refreshed attractions in Singapore for visitors to enjoy. To increase transfer and transit

traffic, CAG also launched in-market Changi Rewards e-Voucher campaigns in 12 markets. This was powered by the new Air Hub Campaign Solution (AHCS), a digital solution that replaced the physical Changi Dollar Vouchers which were distributed pre-Covid, for greater convenience and efficiency. The pan-Korea campaign was especially successful in driving Changi Rewards member acquisition, resulting in the doubling of Korean loyalty members.

DEEPENING RELATIONSHIPS WITH KEY INDUSTRY PARTNERS

Engagement with industry partners continued to be a priority for CAG. In May 2022, CAG hosted the annual Changi Airline Awards for the first time since 2019. More than 120 guests from 71 airlines were in attendance. This marked the first time the airline community gathered in a large group setting since the outbreak of the pandemic. Special awards such as the Resilience Awards, Connectivity Awards and New Airline Awards were presented at the event, as Changi thanked its airline partners for weathering



CAG thanked airline partners for their support at the annual Changi Airline Awards event, which returned for the first time since 2019.

through tough times with the airport over the past two years. Separately, to commemorate their contribution to Changi Airport's air cargo growth, CAG's airline partners were also presented with air cargo awards, including Top 5 Cargo Airlines (by Freighter Flight Movements Growth), Top 5 Passenger Airlines and Airlines Groups (By Passenger Freighter Flight Movements) and Special Commendation Award, during the Let's Talk Cargo event in March 2023.

CAG was also the host for the CAPA Asia Aviation Summit held in Capella Singapore in November 2022, which welcomed about 400 attendees, including airline and airport representatives. The Summit was part of CAPA's regional summit series and was highly regarded as an industry benchmark event across Asia.

During the year, CAG continued to engage members of its Changi Travel Circle (CTC) programme to keep them updated on Changi Airport's latest developments. One of the activities conducted was a Jewel Virtual Tour to provide the travel trade with a deeper appreciation of Jewel Changi Airport as a lifestyle destination, as a good portion of the travel trade had missed the chance to visit Jewel during the pandemic years. With active engagement, CTC's membership base grew to more than 2,000 overseas members and close to 100 local inbound partners.

ENHANCING CARGO CONNECTIVITY AND CAPACITY

On the cargo front, Changi handled 1.81 million tonnes of airfreight throughput in 2022/23, 8.4% lower than the previous year. Throughout the year, CAG facilitated the expansion of



The partnership between Singapore Airlines and DHL Express enhanced Changi's cargo capacity and connectivity.

freighter flight operations and supported express integrators, such as DHL Express (DHLE), FedEx and UPS, on their operational needs to grow their respective regional hub in Changi Airfreight Centre.

Notably, CAG facilitated a partnership between DHLE and SIA, wherein SIA would operate DHLE's five B777 freighters with a dual DHLE-SIA livery, based in Singapore, to the United States of America (USA) via North Asia points. In July 2022, Changi Airport also successfully onboarded Atlas Air, a new scheduled long-haul freighter operator, to its airline family, strengthening the strategic connectivity between Singapore and USA. These developments buttressed the growth of the Singapore air cargo hub.

STRENGTHENING CARGO CAPABILITIES

In 2022/23, CAG completed the pilot for the Truck Dock Slot Booking (TDSB) application as part of its drive to accelerate digital transformation of the air cargo industry. TDSB aimed to reduce truck congestion and provide insights for landside activities to enable resource optimisation and increase cargo handling speed,

while supporting sustainability efforts by reducing greenhouse gas and tailpipe emissions. During the pilot phase, CAG worked with the air cargo community to refine the TDSB application and operational processes, while supporting change management efforts and tools to increase adoption and success rates. With the successful completion of the TDSB pilot, the air cargo community was ready to move forward with the community-wide implementation of TDSB as the new process for cargo lodgement and collection.

INDUSTRY RECOGNITION

During the year, Changi Airport was recognised as the Best Airport – Asia (over 1 million tonnes) at the 2022 Asian Freight Logistics and Supply Chain (AFLAS) Awards. It also received commendation by the panel of judges for the Cargo Hub of the Year categories at the Air Cargo News Awards 2022. The Global Cargo Airport of the Year award was also presented to Changi Airport at the 9th Payload Asia Awards, recognising Changi as a leader at the forefront of innovations in air cargo and logistics.

Refreshing the Travel Experience

Since Singapore relaxed Covid-19 border restrictions in April 2022, Changi Airport saw a strong recovery in air travel. Terminals 2 (T2) and 4 (T4), which had been closed during the pandemic, reopened progressively with refreshed offerings to better serve the restored flights and increasing passenger traffic.

Despite the pandemic challenges, CAG held fast to its commitment to deliver the best airport experience. In financial year 2022/23, Changi was recognised by Airports Council International's Airport Service Quality Awards in three categories in the Asia-Pacific region – Best Airport (over 40 million passengers), Airport with the Most Dedicated Staff, and Easiest Airport Journey. Changi was also named by Skytrax as the World's Best Airport for the 12th time. These accolades bore testament to Changi's unwavering dedication to serve its customers with excellence.

REOPENING TERMINALS TO WELCOME MORE TRAVELLERS

In 2022, CAG accelerated the

reopening of T2 to support the strong air traffic recovery. Preparations for flight operations at T2 were carried out prior to its phased reopening, which led to the successful commencement of arrival operations at T2 south wing on 29 May 2022, ahead of the June school holiday peak. On 11 October 2022, departure operations at T2 south wing also reopened in anticipation of the return of the year-end peak. The revamped T2 south wing offered a refreshed check-in, immigration and baggage claim experience. To support further traffic recovery, inter-terminal relocations of 22 airlines were carried out in 2022/23 to rebalance and optimise capacity across Changi's terminals.

T4 also reopened its doors on 13 September 2022 to respond to the increasing traffic demand. Prior to that, security sweeps of the departure transit, arrival corridor, and baggage claim halls were completed. More than 30 trials with airport partners were held to ensure the operational readiness of key infrastructure, manpower, building systems and processes. Five pairs of orientation flights were also organised to ensure

airport staff would be familiar with touchpoints across T4. These concerted efforts enabled the successful relocation of 14 airlines to T4 within two weeks of its reopening. To optimise the airport's operations, Jetstar Group was also successfully relocated to T4 from Terminal 1 (T1) in March 2023.

The reopening of T2 and T4 were important milestones for Changi, marking the airport's progressive return to four-terminal operations.

FACILITATING FLIGHTS AT SELETAR AIRPORT

Over at Seletar Airport, commercial flight operations also resumed in June 2022, with Firefly reinstating regular scheduled flights to Sultan Abdul Aziz Shah Airport in Subang, Malaysia. To prepare for the resumption of operations, CAG conducted multiple operational trials and system tests with Seletar's airport partners. Airport staff participated in refresher training sessions and briefings on operational and safety requirements to get them ready to serve passengers, once again.



Passengers checking flight information at the newly reopened T2 south departure hall.

Seletar Airport also facilitated the safe and smooth movement of about 300 private jets during the Singapore Grand Prix 2022 Formula 1 Race weekend in September 2022. Seletar Airport worked closely with the Civil Aviation Authority of Singapore and Economic Development Board to ensure that flights were handled smoothly.

RESTARTING OTHER FACILITIES AND SERVICES

As Changi welcomed back more passengers to the terminals, it also restarted some of the facilities and services that were put on hold over the last two years due to the low traffic volume. In the transit area, T2's Sunflower Garden reopened, much to the delight of transfer and transit passengers. At Terminal 3 (T3), butterflies were reintroduced in the Butterfly Garden. Steel in Bloom, T4's transit garden with a koi fish pond, also reopened its doors. T4's Heritage Zone and the Chandelier, a 16-metre-tall play structure, were also made available for passengers' enjoyment before their flights.

Over in Jewel Changi Airport, the Early Check-In Lounge reopened on 4 May 2022. It offered passengers greater convenience and an alternative check-in option away from the passenger terminals' departure halls. Since the lounge's reopening, 11 airlines (AirAsia, Air France, Emirates, Finnair, Jetstar, KLM, Malaysia Airlines, Qantas, Qatar Airways, Scoot and Singapore Airlines) had restarted their early check-in operations. Passengers could check in up to 24 hours at Jewel ahead of their flight, depending on the airline they are travelling with.



Firefly reinstated connections between Seletar Airport and Kuala Lumpur in June 2022.

FACILITATING SMOOTHER JOURNEYS

Departure and arrival immigration are key touchpoints in a passenger's journey through Changi. To improve passengers' experience, CAG supported the plans by the Immigration & Checkpoints Authority (ICA) to deliver its New Clearance Concept in 2024 to extend the automation of the immigration process.

ICA rolled out two new processes as a first step towards this transition. The first is the Automated Clearance Initiative. Instead of manual counters, first-

time foreign travellers from 51 eligible jurisdictions can use the automated lanes across T1 to T4 for faster immigration clearance. CAG worked with ICA to install additional lanes in T1 and T3 to facilitate the higher number of travellers expected to use automated lanes.

The second is the automated Special Assistance Lane (SAL). Previously, travellers on wheelchairs and family groups with young children needed to use the manual counters for immigration clearance. With the automated SAL, travellers on



The ONE Changi community was recognised at the Annual Airport Celebration for their unwavering support to keep Changi running.

Refreshing the Travel Experience

wheelchairs and family groups of up to four persons can also enjoy the convenience of automated immigration clearance. This makes Singapore the first country in the world to introduce an automated lane allowing multiple travellers to perform self-clearance through immigration as a group.

CELEBRATING THE ONE CHANGI COMMUNITY

The Annual Airport Celebration returned after a two-year hiatus. Held at Raffles City Convention Centre on 26 October 2022, the event paid tribute to the airport community for their efforts in keeping the airport open and running throughout the Covid-19 pandemic and for rising to meet the demands of traffic recovery with agility. Thirteen airport staff received service awards for their exemplary service. These included the All-Star Service Team, which comprised staff from Certis, P-Serv and SATS, who went above and beyond the call of duty to provide round-the-clock care for a traveller in need in the Transit Holding Area. ICA was presented with the Service Partner of the Year award for its tremendous contributions to border security and passenger experience as well as its strong display of the ONE Changi spirit.

Project Lionheart, a roving community activation campaign commissioned by the Ministry of Culture, Community and Youth, made Changi Airport its symbolic last stop in December 2022 because of its significance in Singapore's fight against Covid-19. The campaign featured stories and reflections from Singaporeans, including five airport staff, who persevered through the pandemic and demonstrated the qualities of hope, strength, duty, invention, and compassion.



CAG reinvented the airport experience with the opening of Changi Airport's first live music bar, Overflow.

ENGAGING AIRPORT VISITORS WITH NOVEL EXPERIENCES

CAG continued to expand on the variety of attractions at Changi Airport to engage Singapore residents and travellers. In its widely anticipated year-end festive campaign, CAG capitalised on the blockbuster, *Avatar: The Way of Water*, to design various festivities for Changi Festive Village 2022. Anchoring the celebrations was the life-sized seven-metre-tall Marui Pod at T3, which offered breathtaking photo opportunities in the day, and came alive at night with orchestral performances against multi-sensory light and sound shows. Adding to the thematic mix were the first-ever *Avatar*-inspired glampicnics and glampicnics in Jewel, as well as gamified archery and illuminated jellyfish workshops in the vicinity to level up the fun for families. Dino Kart 3.0 returned by popular demand for the third year running, where delighted thrill-seekers raced go-karts up to 28km/h under immersive disco lights in the weatherproof comfort of T3's basement.

Extending the festivities outdoors, the 3.5-kilometre-long Changi Airport Connector, including Changi Jurassic Mile, was illuminated by 1,100 levitating jellyfish, 3,600 mushrooms and 4,000 dandelions. Themed 'Dino Glow', the festive light-up attracted more than 210,000 visitors. Besides the dazzling light-up, visitors participated in new experiences, such as the first-ever phygital Puzzle Hunt with augmented reality games and a virtual marathon for runners and cyclists. The year-end activities formed part of Changi Airport's commitment to bring novel experiences to all visitors, including non-travellers.

During the year, CAG also opened the airport's first live music bar, Overflow, at the southern end of T2. Set in lush greenery next to the popular Hub & Spoke café, this music joint with live band provided travellers and Singapore residents alike with a new alfresco hang-out place all year round.

Enhancing Airport Operations

Even as passenger traffic recovered and aircraft movements increased, safety and security continued to be the top priority at Changi and Seletar Airports. In financial year 2022/23, CAG continued to explore using innovative technology to enhance operations.

ENSURING EMERGENCY PREPAREDNESS

With the lifting of Covid-19 safe management measures, CAG's Airport Emergency Service (AES) resumed the conduct of full-scale, multi-agency crisis readiness exercises at Changi and Seletar Airports in the same intensity as pre-Covid days. These exercises, which simulated aircraft crashes, tested the emergency responses of CAG and its coordination with the airport community as well as mutual aid agencies. More than 180 students from Republic Polytechnic, Temasek Polytechnic and the Institute of Technical Education College East role-played as casualties and next-of-kin to add realism to the exercises.

During the year, AES explored using technology to support operations. One example was the deployment of remote-controlled robots to convey casualties from an incident site to the casualty assembly area, removing the need for stretcher conveyance by firefighters. This helped to conserve their energy for more physically demanding tasks, such as rescue operations and firefighting. AES also experimented with the use of unmanned aircraft systems to identify hotspots via thermal infrared capabilities. This enhanced the firefighters' situational awareness and allowed for more efficient deployment of firefighting resources.

AES resumed in-person staff engagement activities, which remained crucial to building team camaraderie and showing appreciation to officers for their hard work. The AES Festival at Jewel Changi Airport held in June 2022 allowed the firefighters' families to understand more about

their jobs in AES with hands-on experiences.

MAINTAINING A SAFE AIRPORT ENVIRONMENT

Throughout the Covid-19 pandemic, CAG stayed committed to providing a safe airport environment for all airport users and held its Airport Safety Awards campaign for the sixth year. The airport-wide campaign, which aimed to inculcate a culture of safety at Changi and Seletar Airports, received strong participation from airport partners and saw close to 500 airport staff being recognised for their safety contributions.

During the year, CAG also launched a new safety influencer programme among the airport community. Selected individuals were empowered as spokespersons within their companies to reinforce the message of safety at Changi and Seletar Airports.



AES firefighters using robots to help convey casualties during an air crash exercise.

Enhancing Airport Operations

To further ensure that Changi's Safety Management System stayed effective, CAG developed new SMS safety performance indicators for tracking and monitoring. This drew praise from International Civil Aviation Organization safety assessors during an airport audit visit to Singapore.

In further recognition of Changi's safety record, it achieved a deficiency-free rating from the International Federation of Air Line Pilots' Associations in February 2023 for the 42nd consecutive year since 1981.

CAG was also recognised for its efforts in promoting workplace safety. It clinched the bizSAFE Partner Award 2022 from the Singapore Workplace Safety & Health Council for the second consecutive year. CAG was also conferred the Gold Medal recognition by UK-based non-profit organisation RoSPA after being a five-time winner of its Achievement Award.

MASTER PLANNING FOR A SUCCESSFUL FUTURE

In land-scarce Singapore, the appropriate and optimal use

of airport land is essential for safe, sustainable and efficient airport operations, and to provide adequate capacity to support the projected aviation traffic needs. As the aerodrome operator for Changi and Seletar Airports, CAG is required to update and submit land use master plans to the Civil Aviation Authority of Singapore for regulatory approval. During the year, CAG successfully secured approvals for the Changi Airport Master Plan for the planning period from April 2022 to March 2065, and for the Seletar Airport Master Plan for the planning period from April 2022 to March 2042.

As part of CAG's long-term climate resilience strategy, it completed the installation of flood protection measures for operationally critical airfield facilities in November 2022. These measures, which included localised flood barriers and bund walls, would ensure operational continuity should exceptionally intense rainfall and flooding occur.

Meanwhile, CAG pushed ahead with its development plans to ensure that the airport has sufficient capacity to support

the projected increase in passenger traffic. These included the planned expansion of the Terminal 1 east and west arrival immigration halls to facilitate faster immigration clearance, and the expansion of bus gates at Terminal 2 (T2) to meet the projected demand in remote flight operations.

IMPROVING THE BAGGAGE HANDLING SYSTEM

CAG brought forward the reopening of T2 south wing in May 2022, as passenger traffic returned. Coinciding with the reopening, CAG successfully rolled out an upgraded baggage handling system at T2. The new system has intelligent features that analyse data and monitor bag status in real time to detect abnormalities and facilitate early baggage recovery intervention actions. This lowers the risk of mishandled baggage.

Going a step further, CAG introduced a personalised baggage tracking function for travellers on its Changi app in December 2022. This first-of-its-kind offering enables passengers travelling through Changi to keep track of the status of their check-in bags on the go at any time.

DRIVING AIRSIDE INNOVATIONS

Over at Changi's airside, CAG worked with its technology partner, NCS, to upgrade and implement iFerret 2.0, a fully automated foreign object debris (FOD) detection system, on its runways. This Singapore-designed intelligent FOD surveillance system, with a detection rate of more than 95%, helps to safeguard Changi's runway operations while improving airside manpower efficiency. This upgraded iFerret system is also being marketed to overseas airports.



CAG conducted intensive tests of the upgraded baggage handling system at T2 before its reopening.



iFerret provides automated round-the-clock surveillance of the runway to reduce the threat of foreign object debris.

CAG also trialled the use of video analytics to monitor apron activities, thereby strengthening airside safety and improving operational efficiency. The system automated the detection of safety infringements at the aircraft parking stand and the sending of alerts to the relevant party, as well as any lapses in conducting FOD inspections. This system would enable CAG to have round-the-clock vigilance against infringements and reduce the risk of safety incidents. Plans are underway to roll out the video analytics system airport wide.

CAG has continued trialling the use of autonomous vehicles (AV) to augment baggage delivery and unlock greater manpower productivity on the airside. It achieved a milestone with the set-up of the AV tele-operations system. This allowed the AV fleet supervisor to troubleshoot from a secure remote location should the AV require intervention, bringing CAG a step closer to removing the need for an onboard safety operator.

To meet the future needs of airport operations in Terminal 5 (T5), CAG is also experimenting with the use of auto dollies to automate driving and replace the baggage tractors. In recent trials, the auto dolly was tested for its ability to travel autonomously on airside roadways as well as within the baggage handling area.

To reduce the likelihood of errors when conducting aircraft pushbacks, CAG launched a digital solution for airtug drivers in October 2022. Phase one of Way2Go consisted of visual animations of pushback procedures that airtug drivers could easily refer to on their mobile phones or dedicated devices to help overcome potential memory lapse or misunderstanding of instruction scenarios. Way2Go has been used in more than 40% of live departures since its introduction and will be closely monitored to support a full roll-out in the coming months.

CAG has also used augmented reality technology to improve the way airfield maintenance is conducted, especially in low light

or adverse weather conditions. With an Augmented Underground Services Visualiser, maintenance staff can pinpoint their real-time location with respect to nearby landmarks, then visualise underground assets with an overlay of virtual routes and assets. This 'X-ray' vision reduces the time required to locate underground or buried assets for troubleshooting and repair. CAG is considering the potential of expanding the use of the visualiser in more areas of the airfield.

As Changi moves toward three-runway operations in the latter half of this decade, airside operations will become increasingly complex. CAG is training its new 80-strong airside shift team to thrive in this new operating environment. The Airside Professional Shift Team transformation programme involves redefining job scopes, and upskilling and multiskilling existing employees to empower them to take full command and control of airside operations. They are also trained to collaborate with stakeholders to uphold airside safety, while meeting capacity and efficiency needs in this new concept of operations.



The autonomous vehicle fleet supervisor could take control of the vehicles remotely, where needed, to manoeuvre around obstacles.

Building Changi's Future

Due to the Covid-19 pandemic, Changi Airport's Terminal 5 (T5) project was paused for two years. During this period, a study was conducted to re-assess the trajectory of aviation growth, review T5's design to make it more modular, and to enhance its resilience and sustainability. The review has since been completed and the preliminary design was unveiled during the National Day Rally (NDR) in August 2022.

Prime Minister Lee Hsien Loong said during the NDR that in the longer term, air travel will keep growing because of a fast-expanding middle class in this region, hence the decision to go ahead and restart the T5 project and redesign T5 to be more resilient. In particular, to operate more safely and flexibly during a pandemic – to scale operations up and down more easily, and to isolate passengers from different flights to limit cross infection. He also said that efforts were made to make T5 greener and more energy-efficient and that when completed, T5 will show the world what sort of place Singapore is.



T5's design was reviewed to make it more modular, and to enhance its resilience and sustainability.

Construction for T5 is expected to commence in 2025, for it to be operational around mid-2030s.

ONGOING CONSTRUCTION AT CHANGI EAST

While Runway 2 was closed for infrastructure upgrades, CAG continued its tunneling works connecting T2 and the future T5, and the fit-out works for the tunnels.

Construction of the Intra-Airside Road Connection (ARC) progressed well. The ARC is a dedicated roadway for airside vehicles to traverse the airfield without interfering with aircraft movements on the ground. The first 1.1km stretch of the 2.8 km ARC was completed in August 2022 and would be used as a road for construction vehicles until T5 is operational.



The T5 design was unveiled at the National Day Rally in August 2022.

Reviving Travel Retail

With the surge in both outbound and inbound travel demand, CAG worked closely with existing tenants to reopen their outlets to serve the rapid growth in passenger traffic. In the face of a severe manpower crunch, CAG also stepped up and assisted tenants in hiring staff to meet their resourcing needs for the shops' reopening. With travel retail sales in Changi Airport growing in parallel, CAG also accelerated the leasing and operationalisation of Terminals 2 (T2) and 4 (T4) concessions, securing numerous brands and operators within a short lead time.

After extensive marketing and negotiation efforts amid an uncertain business climate, CAG successfully concluded more than 140 airside concession leases and secured 19 new-to-Changi brands and concepts. In particular, a large-scale leasing exercise for 20 F&B outlets in T2 saw an overwhelming response from the market.

REVITALISING SPACES TO REDEFINE TRAVEL RETAIL EXPERIENCE

In anticipation of the return of travellers, CAG also made use of the lull period during the pandemic to elevate passenger experience

and increase commercial yield. The revamp of the central piazza in Terminal 1 (T1) Departure Transit Hall, which comprised a full enhancement of the landscaping, garden and events area, was completed in financial year 2022/23. Three new iconic luxury boutiques, Dior, Louis Vuitton and Tiffany & Co., take pride of place in the piazza and have since commenced operations in time to capture the improving travel retail demand in a post-Covid era. The leases of these boutiques were negotiated and sealed during a climate of business uncertainty and construction obstacles, bearing testament to the confidence these brands have in Changi.

With the successful rejuvenation of the central piazza in 2022/23 and the west wing the previous year, CAG has started planning for the revamp of the T1 east wing. The project, which will see the enhancement of a popular F&B cluster and the injection of new retail spaces, will increase the net leasable area, expand the offerings to passengers and uplift the ambience in the zone.

KEEPING THE MAGIC OF SHOPPING ALIVE

Since the reopening of borders, CAG has been working relentlessly

with brand partners to capture the imagination of shoppers while highlighting the wide array of product offerings and travel exclusives.

To solidify Changi's position in the premium wines and spirits category and offer a platform for brand partners to showcase their innovations to VIPs and clients, CAG ran its inaugural World of Wines & Spirits (WOWS) programme from September to December 2022.

The campaign featured over 200 premium wines and spirits from more than 75 brands, including rare and exclusive products, with customers invited to purchase from a curated selection on the WOWS online portal. A three-day VIP event was also held at Jewel Changi Airport, featuring industry masterclasses, performances, and tastings from a range of fine items. The event received an overwhelming response and extensive media coverage, with support from brand partners and customers.

CAG's long-term vision is to run the WOWS program annually with key wines and spirits retailers as partners and be the top



The revamped central piazza in T1's Departure Transit Hall gives brands more visibility and creates a serene space for passengers to relax in.

Reviving Travel Retail

destination in Singapore to offer a wide range of premium exclusive products for its customers.

In November 2021, CAG launched the first run of 'Win With Changi', a year-long campaign in partnership with Porsche Asia Pacific that lasted until October 2022. Shoppers had the chance to win up to 100 million Changi Rewards points and an all-electric Porsche Taycan by making a minimum spend of S\$50 at participating outlets. The promotion was a success with 1.6 million participating entries and positive feedback from survey results.

During the year, there were Changi 1st pop-ups in the departure transit areas to liven the shopping scene for travellers. These Changi 1st collaborations with CAG's brand partners, strategically located at areas with high footfall, not only give brands and products more visibility, but allow passengers to have deeper and more intimate understanding of them, hence elevating the shopping and gifting experience. With nine Changi 1st outposts in 2022/23 and more to come, transit travellers can expect to encounter more of these novel outposts as travel recovery continues.

On the e-commerce front, iShopChangi stepped up merchant listing targeted at travellers. Off-airport merchants like IDS Skincare and Kinohimitsu are now able to sell to travellers. CAG also launched the Revenge Travel campaign to rebuild mindshare during the year-end travel season. The campaign garnered more than 1 million online views within a period of two months.



Changi 1st pop-ups feature immersive experiences and allow customers to have more meaningful engagement with the brands.

VISITORS ENTHRALLED BY ACTIVITIES IN THE PUBLIC AREAS

Along with the reopening of T4 and the southern wing of T2, CAG brought in a fresh new mix of brands to provide visitors with a rejuvenated shopping and dining experience. In 2022/23, there were 28 new awards, of which 23 were new-to-Changi brands, such as dual concept brands WOKE Ramen and Penang Culture (T1), GO Noodle House and PappaRich (T2) as well as Vietnamese cuisine NamNam (T3) and Japanese restaurant AJI ICHI (T4).

With more new brands joining the tenant mix, CAG rolled out various initiatives to continue to attract footfall to the airport terminals. One of these initiatives was the collaboration with Uncle Ringo to run a six-month-long underground carnival in Changi. The carnival featured over 30 rides and games from three different eras and was launched in tandem with the Changi Festive Village to generate more buzz. In March 2023, the team also collaborated

with San-X's branded content Rilakkuma and friends to extend the carnival to the departure hall area in T3.

Other activities that created much buzz included the PEANUTS-themed Snow Hangout in June 2022 and the opening of Singapore's latest rock-climbing facility Climb@T3. The re-activation of activities at ST3PS, such as daily movie screenings, and airing of international events such as the world's most anticipated football tournament also created hype and excitement, driving footfall and spend in the public areas.

Besides working with Mastercard to offer attractive F&B deals during the reopening of T2 and T4, CAG also continued the crowd-favourite 2xGST promotion, and even increased the savings to 8% + 8% instead of the usual 7% + 7% savings. To top it off, there was an additional S\$8 Changi Pay e-voucher incentive to encourage the use of CAG's mobile wallet Changi Pay.

Leveraging Digital Technology

As a customer-centric organisation, CAG places utmost importance on delivering exceptional Changi experience to its customers, while simultaneously focusing on cost effectiveness and efficiency. Throughout the year, CAG continued to leverage technology to gather and consolidate data and insights within the enterprise and its subsidiaries to offer personalised and tailored experiences to customers.

ENHANCING CAG'S CUSTOMER DISCOVERY INSIGHTS PLATFORM

The Customer Discovery Insights (CDI) platform, a centralised customer database across all customer touchpoints, has been a crucial component of CAG's customer engagement strategy since its launch in 2017. It provides a unified view and deeper understanding of CAG's customers, with the goal of establishing a complete view of customers to deliver personalised services and offerings to them.

In 2022, the CDI platform was transformed to significantly increase its capability and capacity to handle more data sources and process near real-time data. This allowed CAG to engage its customers in a more timely and personalised manner. The migration to a more scalable cloud platform resulted in more than 40% cost savings for CAG by eliminating the need to maintain on-premise IT systems, infrastructure and maintenance personnel.

The upgraded platform was renamed to Enterprise Data Platform (EDP) and offers various benefits to CAG, including greater productivity, enhanced security and access control, and shorter time-to-market. Furthermore, the platform's capacity to incorporate additional data sources when future needs arise, will help CAG fulfil its ambition of serving customers with more targeted and personalised services and offerings, especially during their visits to Changi Airport.

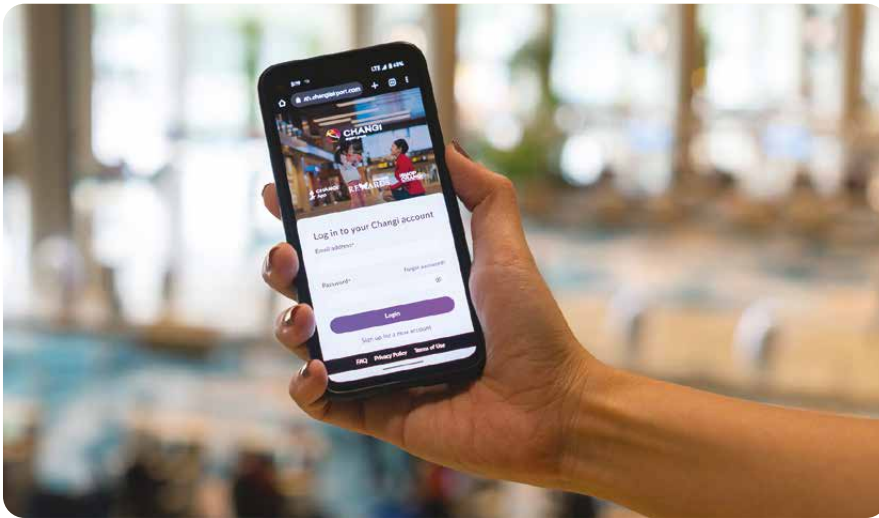
TRANSFORMING CHANGI'S CUSTOMER SERVICE CHATBOT

CAG enhanced its chatbot to offer tailored experiences for customers on the Changi Airport and iShopChangi websites as well as the Changi app. Changi customers could also seek help on new channels, such as Telegram and Facebook Messenger. The enhanced chatbot now embodies the personality of Changi's service mascot, MAX, for more engaging and user-friendly interactions.

The redesigned chatbot features an improved user interface. It is fully integrated into Changi's customer service support team, allowing customers to connect with frontline staff via online conference or voice calls. Built on a low-code chatbot management platform, the new chatbot allows CAG's business users to directly feed the chatbot with updated information and promotions at Changi, resulting in about 80% cost savings in developing the new chatbot.

The enhanced chatbot now embodies the personality of Changi's service mascot, MAX, for more engaging and user-friendly interactions.

Leveraging Digital Technology



With the convenience of a single One Changi login ID, customers can connect and transact on Changi's digital platforms.

Going forward, CAG plans to expand the chatbot's language options to include Simplified Chinese and Bahasa Indonesia, and to expand channel coverage to include WhatsApp and WeChat, to better serve Changi's diverse customer base. There are also plans to integrate key chatbot data with the EDP platform for users who are logged in to their Changi accounts to receive personalised information and recommendations.

IMPROVING CHANGI'S CUSTOMER IDENTITY AND ACCESS MANAGEMENT PROGRAMME

Back in 2017, CAG launched its customer identity and access management programme, 'One Changi ID', which allowed customers to use a single login ID across all of CAG's digital platforms.

The programme was revamped in December 2022 with a streamlined

sign-up experience, in line with prevailing cybersecurity and data privacy best practices to protect the personal data customers have shared with CAG. The improved programme also offers several benefits, including the opportunity to deliver more omni-channel and hyper-personalised content and services to customers.

TRANSFORMING THE WAY CAG LEVERAGES DIGITAL TECHNOLOGY

CAG continued to accelerate its digital transformation efforts and created a vibrant and cohesive digital ecosystem by driving the enhancements of key digital platforms and enablers, such as the Changi App and the Changi Rewards loyalty programme.

CAG also leveraged various technology and data science models to gain deeper insights on its customers. With a focus on rigorous innovation, CAG's experimentation efforts have yielded the creation of over 20 new digital products. One of these products is the baggage tracker, which allows travellers to track their checked-in bags in real time.



A personalised baggage tracking function on the Changi app enables passengers travelling from or to Changi to keep track of the status of their bags, as well as be updated should their arrival baggage at Changi be delayed due to inclement weather.

Expanding Travel Solutions

Changi Travel Services (CTS), a wholly-owned subsidiary of CAG, provides travel products and services to both leisure and business travellers. With the reopening of international borders and an uplift in global tourism, its consumer-facing brand Changi Recommends ramped up its core business of serving travellers, not only for their departure, but also during their journey overseas.

In financial year 2022/23, sales for travel products exceeded pre-pandemic levels. By reinforcing its position as the go-to travel concierge, Changi Recommends' popular inbound and outbound travel essentials saw a marked increase in average spend per customer. These include overseas connectivity options such as ChangiWiFi router and tourist SIM cards, tickets and passes for transport, attractions and tours overseas, travel services like luggage wrapping and meet-and-greet services in Singapore, as well as travel insurance and hotel bookings.

As part of CTS' pursuit to be a one-stop shop with a full suite of travel services, ChangiFX was introduced to provide brick-and-mortar foreign currency exchange service to passengers at Changi Airport. Despite being relatively new to the currency exchange business, ChangiFX gained significant market share steadily over the last year.

Through continuous innovation, ChangiFX Online was introduced as an alternative to address the currency exchange needs of different groups of travellers. Since its launch, ChangiFX Online has served about 15,000 travellers and continues to be a popular choice for travellers who value the convenience of ordering their foreign currencies online with a few simple clicks and collecting them at Changi Airport before departing.

Apart from serving travellers, CTS also leveraged its competitive knowledge in the aviation industry and expanded its services to provide general sales services



Demand for travel essentials such as the ChangiWiFi router had surged with the resumption of travel.

to new airlines such as Aircalin (New Caledonia), Myanmar Airways International (Myanmar) and Citilink (Indonesia). The services provided by CTS include marketing and partnership efforts, reservations, sales generation and operational support.

During the year, CTS continued to expand its services to serve the telecommunications needs of the Singapore market via its Changi Mobile business. Despite being one of the newest Mobile Virtual Network Operators (MVNO) in Singapore, Changi Mobile was voted third best MVNO Service Provider in HardwareZone's Tech Awards 2022, and doubled the growth of subscribers from the previous year to over 30,000. Changi Mobile's attractive value proposition and customer-centric perks enabled it to successfully retain its customers and grow its revenue by 150%.

During the year, Changi Mobile also introduced new travel plans and roaming options to its customers, providing more choices for a seamless travel journey.



Despite being relatively new to the currency exchange business, ChangiFX gained market share steadily over the last year.

Sparkling Brightly Again

On the back of travel recovery, Jewel Changi Airport (Jewel) saw the return of international travellers and a significant increase in visitors. Financial year 2022/23 saw the launch of large-scale marketing activations, influx of new brands and strategic partnerships that continued to profile Jewel as a unique leisure and lifestyle destination in Singapore for both local residents and tourists.

Sales at Jewel rebounded to pre-Covid-19 levels, with December 2022 registering the highest sales since it opened in 2019.

ONE-OF-A-KIND EVENTS TO DRIVE FOOTFALL

Unique events at Jewel brought new experiences that drew in the crowds.

In June, eight characters from LINE FRIENDS' BT21 took visitors on a musical journey through Jewel in a first-in-Southeast Asia event. Visitors could interact, sing and dance with the FRIENDS at several specially-curated installations and enjoy BT21-themed glamping and *glampicnic* experiences. Fans were

also pumped up by the K-pop inspired Light & Sound Show at the HSBC Rain Vortex that ran every night.

For the year-end festive season, an underwater theme inspired by Disney's *Avatar: The Way of Water* transformed Canopy Park into an oceanic seascape of bioluminescent light displays and marine-themed installations. A special edition of the Light & Sound Show featuring creatures from the *Avatar* film, along with the return of snowfall at Jewel, also entranced visitors.

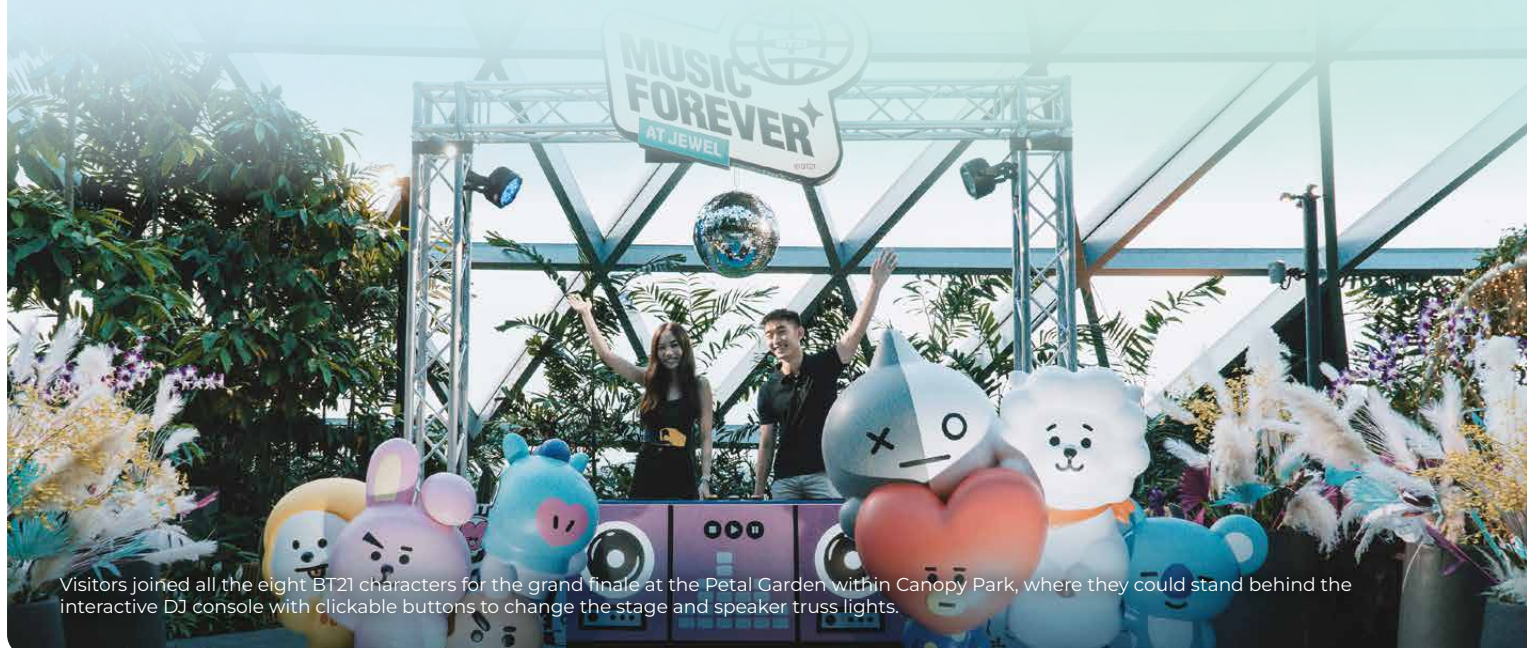
As the world's biggest football event took place in 2022, Jewel hosted its first mega indoor screening in December. Titled *Football Mania*, this was the largest public screening of the matches in Southeast Asia supported by Qatar Airways. Cheers from football fans reverberated throughout Jewel as they watched the live screenings (from the Round of 16) at the Shiseido Forest Valley. Visitors also participated in exciting football-themed fringe activities which had attractive prizes up for grabs.

MAJOR COLLABORATION WITH DISNEY

Another acclaimed premiere at Jewel was The Walt Disney Company's centennial celebration in Singapore. *Disney100: Experience Wonder at Jewel* kickstarted a slew of activities that paid tribute to 100 years of Disney storytelling.

The first instalment of Jewel's partnership with this iconic brand took place between January and April. Disney fans immersed themselves in the magical world of Disney through 10 exclusive *Disney100* milestone photo spots depicting scenes from Disney, Pixar, Marvel and Star Wars movies. The specially-designed photo installations also spotlighted significant Disney films like *Steamboat Willy – Mickey Mouse's debut* and Disney's very first animation with sound. In the evenings, visitors enjoyed the spectacular *Disney100* themed Light & Sound Show and sang along to a medley of original Disney soundtracks.

During the launch weekend special from 13 to 15 January,



Visitors joined all the eight BT21 characters for the grand finale at the Petal Garden within Canopy Park, where they could stand behind the interactive DJ console with clickable buttons to change the stage and speaker truss lights.

Disney fans interacted up close and personal with Disney's special friends - Mickey Mouse, Minnie Mouse and Donald Duck, through exclusive meet-and-greet sessions. Fans also dressed up in outfits inspired by their favourite Disney characters for free entry to Canopy Park.

NEW AND TANTALISING F&B OPTIONS

22 new brands joined Jewel's mix of more than 100 F&B outlets in 2022/2023 including local brands Backyard Bakers, Sampanman, Sourbombe and The Hainan Story Chapter 2. In line with Jewel's vision to showcase promising Singapore brands to the world, these brands introduced unique Singapore flavours to travellers visiting Jewel.

Sourbombe opened their first dine-in boutique in Jewel, offering innovative sourdough-Italian Bomboloni ('Bomb' shaped doughnuts stuffed with pastry cream) pastries along with Jewel exclusive menu items such as sourdough waffles with soft serve. Targeted at seafood lovers, Sampanman was another Halal-certified restaurant that made Jewel its home. This seafood restaurant by the Arteastiq Group serves up hearty seafood boil in custom-made sampan boat grills.

Other international brands include Fong Sheng Hao, a Taiwanese charcoal grilled toast and milk tea brand, Wa-En Wagyu Yakiniku, which is known for its Michelin Bib Gourmand Japanese grilled meat concept from Hong Kong and Hitoyoshi Izakaya, a Japanese bar and restaurant famous for its premium sashimi and sake.

Japan's biggest discount store chain, DON DON DONKI, opened its aviation-themed outlet, the



The magic and wonder of Disney came to life at Jewel with a series of themed activities for fans and families.

largest in the east of Singapore, with Jewel-exclusive offerings such as a first-ever dedicated Halal section. The outlet also boasts the widest variety of sake at the sake bar.

STRATEGIC MARKETING PARTNERSHIPS

Shiseido Travel Retail, one of Jewel's pioneering partners, renewed its brand naming rights of Jewel's iconic indoor forest sanctuary – the Shiseido Forest Valley – for three additional years, until April 2025. Together, both brands reaffirmed their commitment to creating an oasis for the senses that combined

nature, design and technology, to refresh and energise visitors. The partnership was officiated at Jewel, complete with a sake breaking ceremony and planting of the *Garcinia subelliptica*, also known as 'Happiness Tree', at the Shiseido Forest Valley.

Jewel also inked a three-year partnership with Mastercard worth over S\$4 million, aimed at driving local and tourists spend in Singapore and Jewel. Leveraging Mastercard's network and broad suite of capabilities, Jewel will further its outreach to overseas visitors and enhance its reputation as a key Singapore travel destination.



In an expression of new beginnings, Shiseido Travel Retail President & CEO Philippe Lesné (left) and Jewel Changi Airport Devt. CEO James Fong (right) planted a *Garcinia subelliptica*, also known as Happiness Tree - the first of its kind in Jewel.

Investing Overseas

Changi Airports International (CAI) has investments in several countries in its portfolio.

In China, CAI holds a 49% stake in Sino-Singapore Chongqing Airport Commercial Management Co., Ltd, a joint venture with Chongqing Airport Group, which manages the non-aeronautical business of Chongqing Jiangbei International Airport. In financial year 2022/23, the joint venture continued to refresh the airport's commercial offerings by attracting top international travel retailers to the airport. In March 2023, CAI also signed a strategic cooperation agreement with Yantai International Airport Co., Ltd. to explore joint venture opportunities in its airport business.

In Brazil, CAI has a 51% stake in the concessionaire which operates Tom Jobim International Airport in Rio de Janeiro. The concessionaire previously filed to return the airport concession in February 2022 following years of weak economic growth due to the country's deep recession which was exacerbated by the Covid-19 pandemic. The concessionaire signed an amendment to the concession agreement with the regulator in November 2022 to begin the process to return the concession. Until a new operator is selected, the concessionaire continues to manage the airport with high standards of service

for passengers and other stakeholders.

In India, CAI holds a 30% stake in Bengal Aerotropolis Projects Limited, which develops Durgapur Aerotropolis, India's first privately managed airport city. At Kazi Nazrul Islam Airport, the post Covid-19 traffic recovery witnessed strong rebound, and the airport regained air connectivity to the five major Indian metro cities. Indigo and Spicejet operated daily flights to Bangalore, Chennai, Delhi, Hyderabad and Mumbai, and the average load factor for all services stood at 79%. Demand for land at the aerotropolis was healthier than the previous financial year.

In the Philippines, CAI holds a 15% stake in Luzon International Premiere Airport Development Corp (LIPAD), which operates and maintains Clark International Airport. CAI worked closely with LIPAD to open the airport's new passenger terminal in May 2022 – the first in the Philippines to deploy a full suite of contactless passenger solutions. CAI also worked with the airport to rebuild traffic post Covid-19. Passenger traffic saw some recovery in key markets including Korea, the Middle East and Singapore. The airport also welcomed two new airlines, EVA Air and China Southern. Cargo tonnage increased 30% year-on-year.

EXPORTING CHANGI'S EXPERTISE

During the year, CAI continued to expand its international presence, providing consultancy services to a number of overseas airports. CAI successfully won the competitive bid issued by Maldives Airport company Limited in October 2022 to provide consultancy services for Velana International Airport (VIA), the main international airport in the Maldives. The project, which consists of reviewing and updating the airport master plan for VIA, will be completed in 2023.

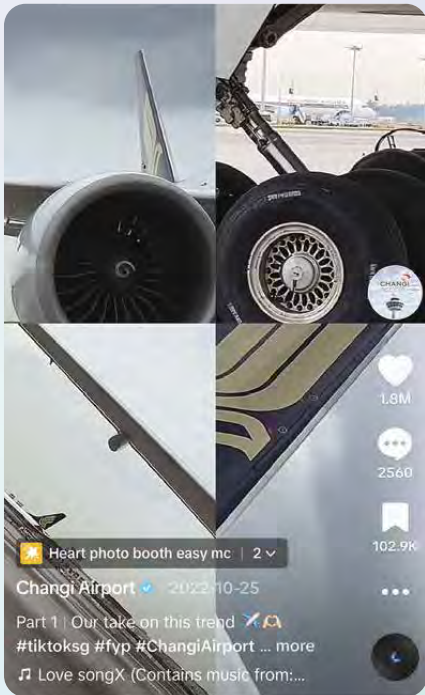
In November 2022, CAI signed a three-year service agreement with Cambodian Airport Investment Co. Ltd. to help prepare Techo Takhmao International Airport (the new airport near Phnom Penh) for its opening. The multi-disciplinary scope covers several aspects, including operational model strategy, key preparation reports leading to Operational Readiness & Airport Transfer, information communication technology design peer review, technical support for testing and commissioning and transition plan.

CAI also made headway in Central Asia. In January 2023, CAI inked a strategic partnership agreement with Uzbekistan Airports Group to explore potential collaborations for the new Tashkent International Airport.



CAI won the competitive bid to provide consultancy services for the Maldives' island airport, including the seaplane terminal.

Connecting with Fans Globally



Changi Airport debuted on TikTok with a series of entertaining content about the airport to capture the potential of this fast-growing channel.

As travel resumed, CAG sought new ways to engage travellers and accelerated the growth of Changi Airport's fanbase across various social media platforms. CAG created social content to inspire travel and reinforce Changi's position as a well-connected air hub.

ENGAGING FANS WITH FRESH CONTENT AND NEW PLATFORM

To expand Changi's social media presence, CAG launched its new TikTok channel (tiktok.com/@changiairport) on 25 April 2022. Through active trend-spotting and serving a diverse mix of bite-sized video content, the channel quickly garnered over 80,000 followers and over 18 million video views in the financial year 2022/23.

With more people watching videos in the vertical format on their mobile devices, CAG also ramped up its efforts to publish video content on Instagram Reels and

doubled Changi's reach year-on-year on Instagram.

In December 2022, CAG launched a new YouTube series titled 'Our Interns Tried'. Produced by and targeted at Gen Zs, the video series featured CAG interns from various divisions attempting different challenges around the airport. These long-form videos showcased Changi and its offerings in a light-hearted, entertaining manner to engage this generation of airport users. The series was well-received with an average of 210,000 views per episode.

CELEBRATING THE RETURN OF TRAVEL AND TERMINAL REOPENINGS

CAG marked the return of travel with the reopening of Terminals 2 and 4. Ahead of this, Changi's social platforms created lively content to raise awareness and anticipation. Key information on airline operations was also conveyed to keep passengers informed. In total, the content reached over 4.3 million fans and followers, with over 70,000 engagements.

To fuel travel recovery and familiarise travellers with new travel processes, CAG shared related content on its social platforms to guide passengers travelling through Changi. These included a departure video guide for travellers, travel checklists for Singapore residents, and useful Changi app features for a smoother passenger experience.

BUILDING A GLOBAL AUDIENCE

With the lifting of Covid-19 border restrictions, there was renewed interest in Singapore from international travellers. CAG reached out to travellers in overseas markets using familiar platforms to

educate them on the relaxation of travel guidelines to Singapore.

CAG tailored its engagement in Australia, China, India and Indonesia to the language and interests of each market. In China, CAG reached out to followers through popular Chinese social media platforms – WeChat, Weibo and Xiao Hong Shu. Campaigns were timed with key festive seasons to build rapport and increase the brand presence of Changi. An example was a campaign during the mid-Autumn festival, where CAG hopped on a trend centred on 'reunion'. CAG encouraged followers on Xiao Hong Shu to virtually create a photo of themselves with parts of Changi. This resulted in over 850,000 impressions and 120,000 views.

In Indonesia, CAG engaged nine influencers through a partnership with a travel agency. They produced a series of engaging content to showcase and promote Changi as a must-visit destination when travelling to Singapore. These influencers created 150 pieces of content on Instagram and reached an audience of over 2.5 million.



To keep Changi top-of-mind for Chinese tourists, CAG launched fun campaigns during key festive seasons to engage this market creatively.

Developing Talents

During the year, CAG continued to prioritise employee communication, engagement, and well-being as key tenets of its people policy. It redoubled efforts to build capability for its workforce to fast-track innovation and support the company's ambition of creating the airport of the future.

REFRESHED EMPLOYEE ENGAGEMENT APPROACH

As Singapore returned to normalcy after two years of Covid-19 restrictions, CAG established a hybrid work arrangement to offer flexibility for its employees while ensuring that its business and operations continue to run smoothly.

To promote more interaction among colleagues, CAG introduced new initiatives to enhance the workplace experience and foster social cohesion. Barista-made coffee and tea are served at a designated pantry on 'Perk-Me-Up' days, common days when most employees are back in the office. A monthly 'Snack Attack', when thematic snacks are curated at various pantries, boosts the range

of pantry offerings and sparks conversation among colleagues.

CAG's workplace came alive with more onsite activities to appreciate employees and celebrate achievements, such as CAG's 13th anniversary and the reopening of Terminals 2 and 4. An airport-wide carnival was also held to thank all employees and the airport community when Changi Airport clinched Skytrax's World's Best Airport award for the 12th time in 2023.

Internal communications channels such as In.Touch – an internal social media app, electronic direct mailers, and the intranet continue to be timely and important means to inform employees of company and airport news and developments.

In June 2022, CAG relaunched In.Touch on a new platform. The intuitive user interface and improved accessibility enhanced employees' experience over the previous app. Employees were empowered to share ideas, work updates and achievements via a central newsfeed or within

thematic groups such as company innovation. Like-minded colleagues also formed interest groups to connect and bond. Alongside milestones such as new airline launches and global events such as the world's biggest football tournament in 2022, staff competitions with attractive prizes were held to generate engagement and buzz. The new In.Touch platform was hugely popular among colleagues, with a sign-up rate of over 90% within the first three months.

Employee wellness is also a top priority. CAG's 'Healthy Habits, Happy Life' programme introduced new activities for which employees could sign up and track their own progress. A suite of workshops centred on physical, mental and financial health was held to support CAG employees in managing their personal and professional well-being. In one such event, called 'Elephant in the Room: Breaking the Mental Health Taboo', a guest speaker from Changi General Hospital provided practical advice and expert counsel on mental wellness.



CAG's 'Healthy Habits, Happy Life' initiatives aim to help employees achieve physical, mental and financial health.

EQUIPPING EMPLOYEES TO INNOVATE

CAG stayed focused in its pursuit to be one of the most innovative companies in Singapore. It reinforced its efforts to create an environment that fosters innovation and inspire all employees to cultivate behaviours and mindsets that support experimentation.

The CAG Accelerator programme, with its internal network of consultants, is a key catalyst for the development of new ideas within the company. In financial year 2022/23, over 75 project teams leveraged the technical expertise of the Accelerator to co-create innovative solutions, leading to significant productivity gains.

In support of its bold ambition to redefine the future of air travel, CAG took the leap to move into a unique '4D+' work approach to speed up and scale up innovation. In January 2023, the company transformed its way of working to focus on routine day-to-day work for four days ('4D') in a week and dedicate Fridays to innovation ('i'). On 'i-Fridays', all employees are encouraged to explore innovation, develop ideas, refine concepts, and build new capabilities through planned programmes such as brown bag talks, ideathons, pitch days, and innovation exchange platforms.

The strategy of setting aside bandwidth for innovation gave teams across CAG more opportunities to ideate and collaborate. This helped to unlock fresh ideas and the potential for novel solutions to take place. Within a month, over 60% of employees had attended at least one i-Friday activity, and close to 70% had suggested new



An engaging InnoXchange event held in January 2023 showcased new projects and how CAG is working to redefine the airport of the future.

ideas and/or joined a project team to work on an innovative idea. With this bold step, CAG is turbocharging its thrust to innovate, redefine its airport offerings, and stay ahead of the curve.

CAG's people are the most critical enabler of its zealous transformation journey. The company continued to equip its employees with new skills in mastering digital tools and imbued a mindset that supports continuous learning and improvement so that they could excel in their careers. The one-day Growth Mindset programme, which helps employees thrive amid change, continued into its third year. A new Growth Conversation module was added to bring employees deeper into the practical application of the growth mindset, particularly in meetings and conversations. This helped to unleash individual and team's potential and set the foundation for innovation.

STRENGTHENING EMPLOYER BRANDING

CAG maintained its appeal as an employer of choice. During the year, it received three notable industry awards. In the Randstad Employer Brand Award, CAG retained its top 10 position among

the most attractive employers in Singapore for the 10th year running. In Singapore's 100 (S100) Leading Graduate Employers ranking, CAG emerged as a double winner for the first time in both the Aviation, Transport & Supply Chain, and Hospitality, Leisure & Tourism sectors. It also won a bronze award for Excellence in Learning & Development in the HR Excellence Awards, an affirmation of its talent development programme.

CORPORATE SOCIAL RESPONSIBILITY

CAG remains invested in being an organisation that cares for the community. Its philanthropic arm, Changi Foundation, continued to work with Metta School to support youth with special needs. This included providing them with training opportunities needed as they work towards attaining sustainable livelihoods in the future.

CAG volunteers also continued their support for the Arts@Metta programme, curating an in-house arts programme for special needs artists to hone their marketing skills and sell their artistic creations. It culminated in a two-week art exhibition at the CAG office, where more than 60% of the displayed art pieces received bids.