

# Towards Blue Skies & New Horizons

ANNUAL REPORT 2021/2022







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**Mr Edmund Cheng**  
Chairman

**Mr Han Kok Juan**  
Director-General

## Chairman and Director-General's Message

The COVID-19 pandemic crisis was unprecedented. To protect public health, borders were shut. Flights were cancelled. International air travel was decimated.

We had a difficult start to the 2021 Financial Year. Air passenger volume at Changi Airport remained low, at under 3% of pre-COVID levels. After over a year of fighting the COVID-19 pandemic, the aviation sector was already stretched to the limit. The situation worsened when in May, we had a COVID-19 cluster connected to Changi Airport. We had to further step up public health controls. For the first time in Singapore's aviation history, we closed our airport terminals to the public.

The challenges were overwhelming. Notwithstanding these, we soldiered on, brought the situation back under control and progressively rebuilt public confidence. In September 2021, we launched the Vaccinated Travel Lane (VTL) and started reopening our borders in a cautious, step-by-step manner. We started with two, and in six months grew

to 32 countries/regions. Passenger traffic increased sixfold from 3% to 18% of pre-pandemic levels by end March 2022. Our direct city links expanded to 125 cities, making Changi the most connected air hub in Southeast Asia.

This sharp turnaround would not have been possible without the hard work and perseverance of our aviation companies, unions and workers, working together as One Aviation. We wish to thank the One Aviation community for keeping faith and for their continued trust and support through some of our darkest hours.

For the Financial Year ended 31 March 2022, CAAS had a net deficit of S\$43 million; revenue from air traffic was low but cost went up because we had to sustain operations and took on new functions to support the revival of the aviation sector. Nonetheless, our financial fundamentals remain strong with S\$2.6 billion in net assets. We will continue to work with our aviation partners to reclaim and rebuild Singapore's position as a premier air hub in the coming year.



As we turn the corner, we would like to place on record our appreciation to CAAS' former Director-General Mr Kevin Shum for his leadership and the other immediate former members of the Authority, namely, Mr Chandra Mohan K Nair, Ms Choo Oi Yee and Professor Wee Chow Hou for their service and invaluable contributions. We also wish to acknowledge the significant contributions of Mr Richard Magnus, who passed away on 14 March 2022. Mr Magnus had contributed extensively to Singapore during his long and distinguished public service career and brought with him a wealth of experience, expertise, sound judgment and deep insights, which benefited CAAS greatly.

We also take this opportunity to welcome our new members of the Authority, Ms Christina Ong and Professor Lam Khin Yong, who were appointed on 1 July 2021. We look forward to the continued guidance of all members of the Authority to carry out our duties and functions to ride through the current challenges and explore new opportunities for the Singapore aviation sector.

In the upcoming Financial Year, we will press on with our efforts to revive air travel and ramp up operations to provide the safe, smooth and seamless travel experience that Singapore is known for.

We will work with all stakeholders to develop a Singapore aviation eco-system that is even more resilient, sustainable and ready for the future. We will restart work on Terminal 5 to expand Singapore's capacity and strengthen Singapore's position as a global aviation hub. We are also developing our next generation of Air Navigation Services systems, to be operational around the end of this decade.

Over the last few years, we have grown, as an organisation and as individuals. We have a good team of dedicated and professional CAAS officers who are deeply committed to the success of the Changi air hub and Singapore. It is a team that has gone through the trial of fire and emerged even stronger in their ability and conviction, and it is a team which will continue to serve, to bring Singapore aviation to greater heights.

A new dawn for Singapore aviation is upon us. Blue skies are returning to Changi again. With the aviation community rallying together, we are confident and optimistic that the future of Singapore aviation will shine even brighter.

The Singapore air hub will continue to connect Singapore to the world and the world to Singapore, provide quality jobs for Singaporeans and be the icon that Singapore is proud of.

“ A new dawn for Singapore aviation is upon us. Blue skies are returning to Changi again. With the aviation community rallying together, we are confident and optimistic that the future of Singapore aviation will shine even brighter. ”



Mr Edmund Cheng  
Chairman



Mr Han Kok Juan  
Director-General



# Members of the Authority

(as at 31 March 2022)



**Mr Edmund Cheng**  
Chairman



**Ms Cham Hui Fong**  
Member



**Mr Mark Chong**  
Member



**Prof Chong Tow Chong**  
Member



**Mr Chua Kwan Ping**  
Member



**Mr Han Kok Juan**  
Member



**MG Kelvin Khong**  
Member



**Prof Lam Khin Yong**  
Member



**Ms Christina Ong**  
Member



**Mr Tan Pheng Hock**  
Member



**Mr Wong Kang Jet**  
Member



**Ms Mary Yeo**  
Member



# The Authority's Committees

(as at 31 March 2022)

› **Staff & Remuneration Committee**

<b>Chairman</b>	Mr Edmund Cheng
<b>Members</b>	Prof Chong Tow Chong Mr Han Kok Juan MG Kelvin Khong Mr Wong Kang Jet
<b>Secretary</b>	Ms Goh Hui Boon

› **Investment Committee**

<b>Chairman</b>	Mr Tan Pheng Hock
<b>Members</b>	Mr Han Kok Juan Ms Christina Ong
<b>Secretary</b>	Ms Chia Sin Yee

› **Audit and Risk Committee**

<b>Chairman</b>	Ms Mary Yeo
<b>Members</b>	Mr Mark Chong Mr Chua Kwan Ping
<b>Secretary</b>	Mr Tan Kwang Wei

› **Tenders Committee**

<b>Chairman</b>	Mr Edmund Cheng
<b>Alternate Chairman</b>	Prof Chong Tow Chong
<b>Members</b>	Ms Cham Hui Fong Mr Han Kok Juan
<b>Alternate Member</b>	Mr Wong Kang Jet
<b>Secretary</b>	Not applicable

› **Cybersecurity and Data Governance Committee**

<b>Chairman</b>	Mr Mark Chong
<b>Members</b>	Mr Baey Chin Cheng Mr Han Kok Juan Prof Lam Khin Yong Mr Tan Pheng Hock Mr Tan Shong Ye Ms Shirley Wong
<b>Secretary</b>	Mr Adrian Chang

› **CAAS Buildings and Infrastructure Committee**

<b>Chairman</b>	Mr Edmund Cheng
<b>Members</b>	Ms Helen Chen Mr Chow Kok Fong Mr Chua Kwan Ping Mr Han Kok Juan Mr Tan Pheng Hock
<b>Secretary</b>	Mr Peter Wee



# Principal Officers

(as at 31 March 2022)



**Mr Han Kok Juan**  
Director-General



**Mr Tay Tiang Guan**  
1 Deputy Director-General



**Mr Ng Tee Chiou**  
2 Deputy Director-General /  
Singapore's Alternate Representative  
on the Council of the ICAO



**Mr Bernard Lim**  
3 Deputy Director-General (Designate)



**Mr Alan Foo**  
Senior Director (Safety Regulation Group) /  
Director (Flight Standards)



**Ms Eileen Poh**  
Singapore's Representative  
on the Council of the ICAO



**Mr Tan Kah Han**  
Senior Director  
(Unmanned Systems Group)



**Mr Adrian Chang**  
Director  
(Futures and Information Technology)



**Mr Chew Choong Cheng**  
Director  
(Aerodrome and  
Air Navigation Services Regulation)



**Ms Chia Sin Yee**  
Director  
(Finance)



**Dr Chong Chun Hon**  
Chairman  
(Civil Aviation Medical Board)



**Mr Gabriel Chong**  
Director  
(Airport Economic Regulation)



**Ms Goh Hui Boon**  
Director  
(Human Resource)



**Mr Ho Yuen Sang**  
Director  
(Aviation Industry)



**Mr Vincent Hwa**  
Director  
(Air Traffic Services)



# Principal Officers

(as at 31 March 2022)



**Mr Sidney Koh**  
Director  
(Airspace Policy)



**Ms Charmaine Liu**  
Director  
(International Relations) /  
(Singapore Aviation Academy)



**Mr Loo Chee Beng**  
Director  
(Aeronautical Telecommunications  
and Engineering)



**Mr Daniel Ng**  
Director  
(Air Transport)



**Mr Randy Ong**  
Director  
(Unmanned Systems  
Operations and Readiness)



**Mr Maran Paramanathan**  
Director  
(Unmanned Systems  
Policy and Regulations)



**Mr Phua Chai Teck**  
Director  
(Airport Development and Planning)



**Mr Tan Chun Wei**  
Director  
(Unmanned Systems  
Technology and Partnerships)



**Mr Dalen Tan**  
Director  
(Safety Policy and Planning)



**Mr Tan Kwang Wei**  
Director  
(Internal Audit)



**Ms Lydia Tan**  
Director  
(Corporate Communications)



**Ms Margaret Tan**  
Director  
(Airport Operations Regulation  
and Aviation Security)



**Ms Tan Siew Huay**  
Director  
(Legal)



**Mr Tan Yean Guan**  
Director  
(Air Traffic Management  
Plans and Development)



**Mr Peter Wee**  
Director  
(Corporate Development and  
Emergency Preparedness) /  
Corporate Secretary / Quality Service Manager





# Protecting Lives and Livelihoods

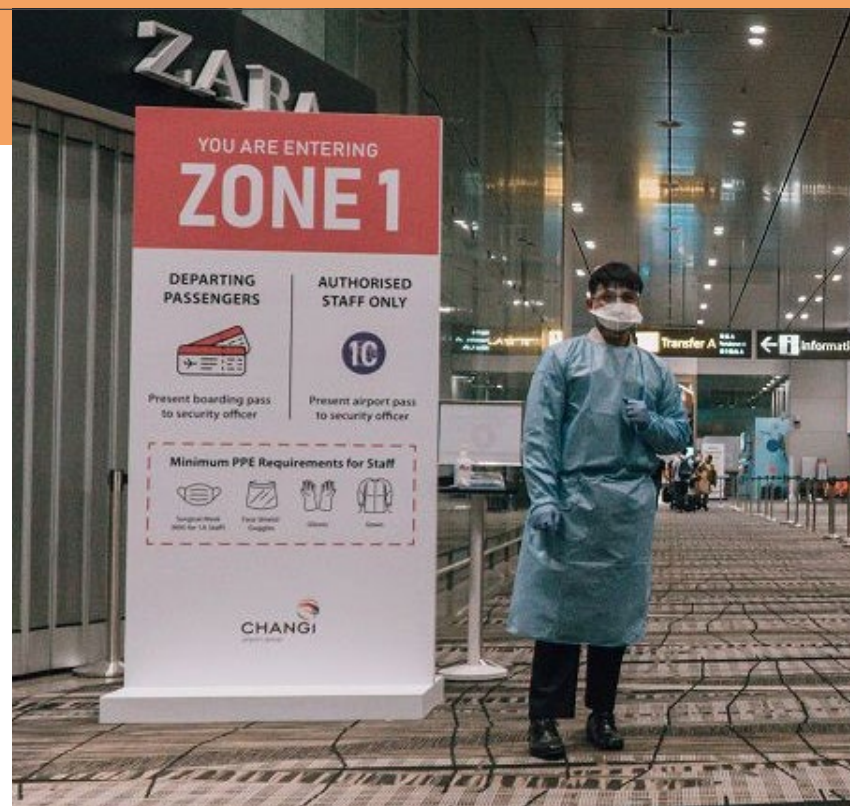


"Today, we stand at a key inflection point to revive and resume international air travel. Our goal as government and industry leaders must be to restore the role of aviation in connecting people, places and opportunities."

Mr S Iswaran  
Minister for Transport



Reopening Singapore's borders safely is critical to safeguarding our air hub status. Throughout the COVID-19 pandemic, we continued to ensure that Singapore remained connected to the world, while safeguarding both lives and livelihoods. Our air hub played a vital role in helping Singaporeans unite with their loved ones and family members. We also facilitated the delivery of essential goods, including food and COVID-19 vaccines, and the supply of critical components for our businesses.



## Ensuring a Safe Hub for Aviation Frontliners and Passengers

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In May 2021, we had a COVID-19 cluster connected to Changi Airport. Changi Airport Terminals 1 and 3 and Jewel were closed to the public for the first time in our history. We made this difficult decision to protect our aviation workers, especially those on the frontlines, and the wider community. We took a multi-layered approach towards managing the risks to public health, to ensure that Changi Airport could reopen safely.

**Sherman Koh**  
Deputy Director  
(Emergency Preparedness)  
Corporate Development and  
Emergency Preparedness

### Safe Management Measures



Travellers with recent travel history to high-risk countries/regions were segregated from other travellers to minimise interaction risk.



Dining-in was not allowed, except in special allocated areas for airport workers.



Airport workers were organised in cohorts to minimise cross-infection.



Enhanced cleaning and disinfection operations to the transit areas.



Airport workers were required to use the appropriate personal protective equipment (PPE). As an added precaution, those in close contact with inbound travellers from high-risk countries/regions were required to wear the full PPE.

### Enhanced COVID-19 Testing and Surveillance

Workers in Terminals 1 and 3 and Jewel underwent a mandatory COVID-19 test in a special testing operation to quickly detect, isolate and treat any potential COVID-19 cases in the airport community. Workers in higher risk roles were placed on a 7-day Rostered Routine Testing cycle with an intermediate Day 3 Antigen Rapid Test, regardless of their vaccination status.

### Protecting Workers Through Vaccination

Vaccination operations were stepped up to fully vaccinate frontline aviation workers, including achieving a 99% booster rate.

### Rallying Public Support

The additional public health safeguards were not easy for airport workers, but they banded together with a can-do spirit. We rallied public support to show appreciation for the sacrifices made by our aviation frontliners to keep Changi Airport operational throughout the pandemic, through various initiatives such as our #BehindTheMask social media campaign.

[CAAS Frontliner Tribute](#) ➤







to the VTL requirements and making ground visits to the declared places of accommodation for travellers who could not be contacted.

We started with 70 CAAS officers and grew to over a hundred in three months. We also benefited from the support of the rest of the Ministry of Transport (MOT) family, with volunteers from the Land Transport Authority and Maritime and Port Authority chipping in to help when the volume of travellers we had to manage grew exponentially.

We closely monitored and assessed the global COVID-19 situation with the Ministry of Health, to ensure that we continued to safeguard public health while reopening our borders. When the Omicron variant emerged, we proactively managed the inflow of VTL travellers and mitigated the risk to Singaporeans. We stepped up controls, stopped new ticket sales on VTL flights and imposed additional post-arrival testing requirements for which we closely tracked compliance.

Notwithstanding this dampener, demand for air travel continued to grow. We worked closely with our partners in the aviation community to ensure that travellers' experience at Changi Airport remained a smooth and pleasant one for Singaporeans and foreign travellers during peak season in December 2021.

By the end of March 2022, we had launched VTLs to 32 countries/regions, which had helped many to reunite with family and friends abroad and in Singapore. Through these VTLs, Changi's passenger traffic grew sixfold from 3% to 18% of pre-COVID levels, with more than half a million travellers having used them to enter or return to Singapore.

"Ensuring compliance of the VTL conditions, especially the COVID-testing regime, was critical to ensure safe restart of air travel into Singapore. The professional conduct of the volunteer enforcement officers performing compliance calls and home visits contributed greatly to good cooperation from the travellers. I am deeply appreciative of their dedication and hard work on top of their regular duties."

**Shaikh Abdullah AB Sukor**  
Head  
(Airport Operations Compliance and Aviation Security)  
Airport Regulatory and Aviation Security

## Paving the Way for Aviation Recovery

The Vaccinated Travel Lane (VTL) was a crucial step towards allowing quarantine-free entry for vaccinated travellers. It allowed us to adjust and refine our travel protocols and build public confidence in reopening our borders safely.

We launched the VTL on 8 September 2021, starting with Brunei Darussalam and Germany. In two months, we expanded the VTLs to 27 countries.

This was made possible by our officers who went above and beyond the call of duty to volunteer for the new VTL Office. Officers volunteered for the VTL Office and sacrificed their family time to perform a range of functions, such as developing the portal for VTL applications and updating it when new VTLs were added; handling public queries and appeals; monitoring and enforcing compliance







## Positioning for Aviation Recovery

As we worked to revive air travel, we provided various support measures to help our aviation companies and workers tide over the pandemic and allowed the aviation industry to be in a better position for recovery.

The Aviation Workforce Retention Grant (AWRG) and various training support grants helped protect jobs for Singaporean aviation workers and preserve 70% of our pre-COVID workforce.

During the lull in travel, we seized the opportunity to accelerate industry transformation and innovation efforts, such as automation and technology trials.



“During the COVID period, the Manpower Development team had to pivot from focusing on skills upgrading and promoting aviation careers to youth, to designing and administering schemes to protect jobs and stepped up engagement with tripartite partners to ensure worker well-being. The work was challenging, but ultimately rewarding.”

**Belinda Ho**  
Manager  
(Manpower and Outreach)  
Aviation Industry

## > Training and Reskilling of Aviation Workers

Together with the National Trades Union Congress, and the Aerospace and Aviation Cluster unions, we launched a S\$3 million Singapore OneAviation Reskilling grant scheme on 22 June 2021 for competencies and reskilling training for workers in the air transport and ancillary sectors. This initiative benefitted about 3,000 aviation workers so far.

## > Accelerating Airport Transformation and Automation

The airport community accelerated and expanded automation and technology trials over the year, ensuring that the pandemic did not set us back on the good progress made in industry transformation thus far. To support industry partners in these efforts, we awarded close to S\$30 million under the Aviation Development Fund for projects which aim to automate or semi-automate ground operations at the airside, enhance baggage handling, and provide a seamless and efficient passenger experience. Such efforts will go a long way towards improving the long-term productivity of the sector, and support job redesign to uplift jobs.

## > Protecting Jobs, Preserving Core Capabilities

Under Budget 2021, an enhanced manpower support budget of S\$330 million was earmarked to provide enhanced wage support and training support for aviation companies through the AWRG and the Enhanced Training Support Programme, respectively. On 27 September 2021, the Government extended the AWRG scheme of about S\$130 million by six months to help aviation companies preserve core capabilities and position themselves for recovery. The schemes have supported over 100 companies in the aviation sector.





## Collaborating with International Aviation Bodies

As civil aviation is cross-border in nature, international collaboration is important. CAAS engaged and worked closely with the International Civil Aviation Organization (ICAO) and other international aviation bodies to enable the safe revival of air travel.

We contributed to work on key initiatives arising from the Asia-Pacific COVID-19 Contingency and Recovery Planning Group and the ICAO Council Aviation Recovery Task Force. Our Singapore Representative on the Council of ICAO, Eileen Poh, was the Co-Rapporteur overseeing the development and updates of the Testing and Cross-Border Risk

Management Measures and technical guides for States to develop multi-layer risk management strategies that were adaptable, proportionate, and non-discriminatory with agreed practices for air travel purposes.

Singapore's Minister for Transport S Iswaran led a Singapore delegation at the ICAO High-Level Conference on COVID-19 (HLCC) held from 12 to 22 October 2021. The HLCC pushed to reach a global consensus to enable the safe and efficient recovery of aviation from the COVID-19 crisis, build a foundation to strengthen resilience in aviation and make it more sustainable in the future.

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"Banding together with Council Representatives, industry partners, public health experts and regulators, under the Council Aviation Recovery Task Force to develop the risk-based and pragmatic global guidelines to protect lives and revive the aviation sector is both inspiring and fulfilling."

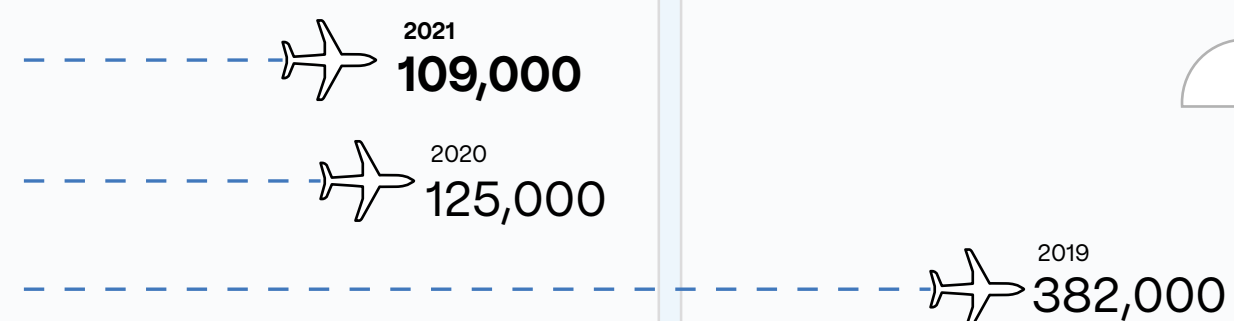
**Eileen Poh**  
Permanent Representative of Singapore  
on the Council of ICAO  
Co-Rapporteur of the ICAO Council  
Aviation Recovery Task Force



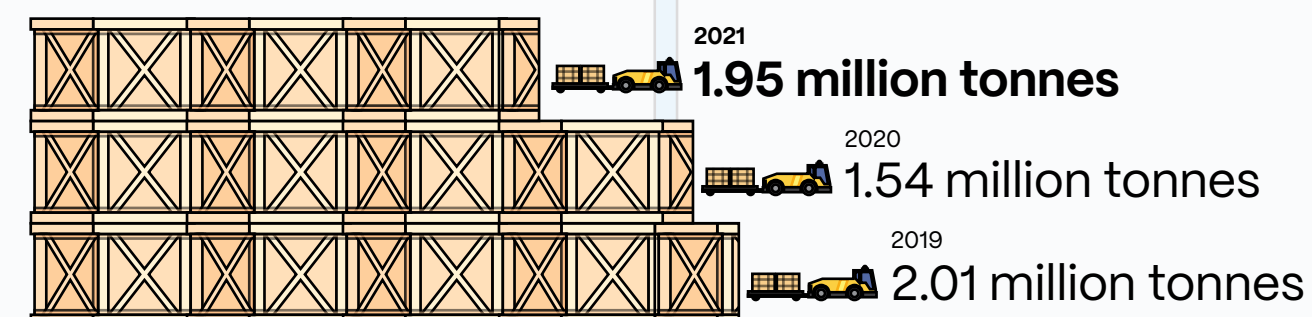
# Changi Airport Key Traffic Statistics

(as at 31 March 2022)

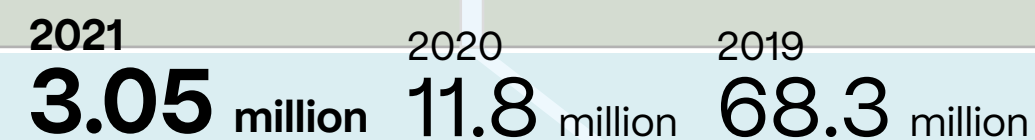
## Commercial Aircraft Movements



## Airfreight Movements



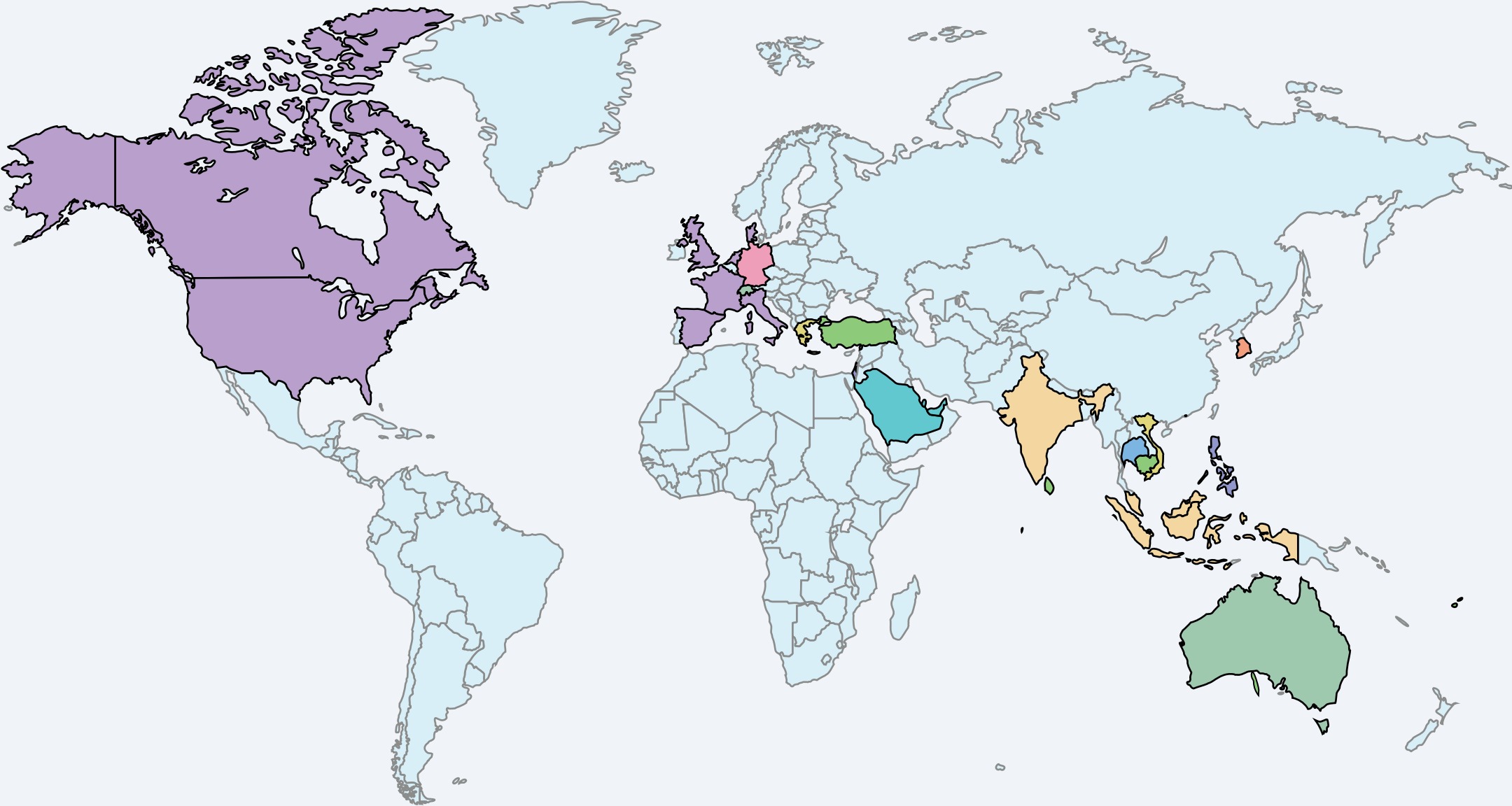
## Passenger Movements





# Vaccinated Travel Lanes

(as at 31 March 2022)



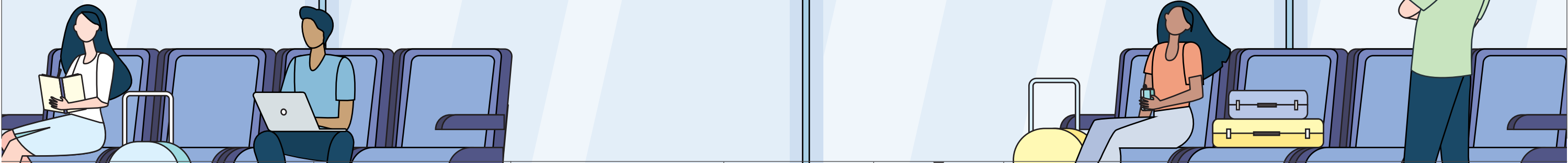
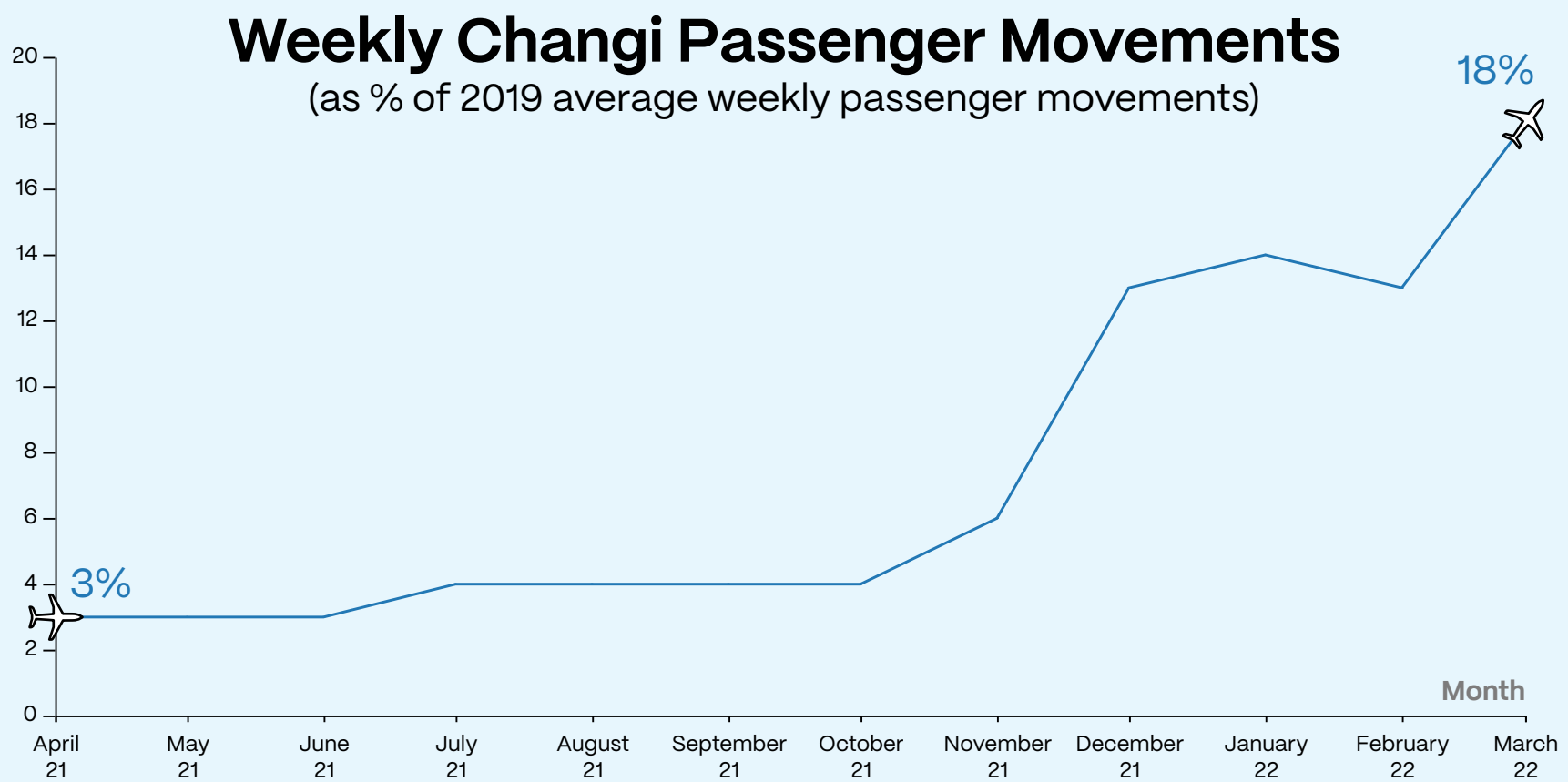
## Reviving Air Travel — Step By Step

- 8 September 2021**  
Brunei Darussalam  
Germany
- 19 October 2021**  
Canada      The Netherlands  
Denmark      Spain  
France      United Kingdom  
Italy      United States of America
- 8 November 2021**  
Australia  
Switzerland
- 15 November 2021**  
Republic of Korea
- 29 November 2021**  
Malaysia      Finland  
Indonesia      Sweden  
India
- 14 December 2021**  
Thailand
- 16 December 2021**  
Cambodia      Sri Lanka  
Fiji      Turkey  
Maldives
- 25 February 2022**  
Qatar      United Arab Emirates  
Saudi Arabia      Hong Kong
- 4 March 2022**      **16 March 2022**  
Israel      Greece  
Philippines      Vietnam



# Weekly Changi Passenger Movements

(as at 31 March 2022)







# Entrusted to Ensure Aviation Safety



"When people fly, they put their trust in us – regulators, aircraft manufacturers and airlines – to get them where they need to go, safely... Each of us, in our respective individual and organisational capacity, will have to play our part. We are highly interconnected and need to work together."

Let us pledge to uphold the highest safety standards as we work together to rebuild and reclaim Singapore's position as a global air hub. Let us soar safely, together."

**Mr Han Kok Juan**  
Director-General, CAAS



Safety is the bedrock of aviation. As Singapore emerges from the COVID-19 pandemic and ramp up operations, aviation safety remains a top priority. In FY2021/2022, we made significant progress in strengthening our safety regime and culture, while supporting the safe ramp up of air operations. We carried out 19 regulatory framework reviews, made 60 rule and guidance material amendments, and conducted five industry consultations.



## Safe Return to Service

We lifted the restrictions on Boeing 737 MAX aircraft operations into and out of Singapore with effect from 6 September 2021. As aviation safety is paramount, we took extra care to assess, monitor and ensure that due diligence had been done and that the Boeing 737 MAX aircraft could operate safely. Before lifting restrictions on operations, we conducted a comprehensive and rigorous technical assessment, which included an evaluation of the design changes to the aircraft made by Boeing and approved by the United



States Federal Aviation Administration and other validating authorities. We also reviewed the operational data from flights of the aircraft that had resumed service over the past nine months and observed that there were no notable safety issues.



## Strengthening Safety Regime and Culture

### › First-ever Safety Charter Launched

Launched on 7 March 2022, the Safety Charter expresses the shared commitment by leaders in the aviation sector to jointly uphold safety standards and strengthen the safety culture of their respective organisations. To date, some 100 key organisations across various domains in the Singapore aviation sector have signed on to the Charter as demonstration of their commitment to safety. These domains include major airlines, aircraft manufacturers, maintenance, repair and overhaul, design and production, and training organisations, airport operator, ground handlers, industry associations and unions. More organisations are expected to come on board.

[Aviation Safety Forum](#)



[State Safety Programme \(SSP\) and Safety Charter](#)



### › Second Edition of the Singapore State Safety Programme (SSP) Published

CAAS, in collaboration with the Transport Safety Investigation Bureau and MOT, published the second edition of the SSP, which articulates our regulatory philosophy, values and commitments to achieve our safety objectives, in order to guide aircraft and aerodrome operators and other aviation stakeholders on upholding safety standards. The SSP Document also articulates the contributions of the aviation industry that have strengthened aviation safety practices in Singapore. Through an effective implementation of safety management systems, aviation organisations may take greater ownership of their safety performance and proactively manage their safety risks; provide relevant and timely safety information to support aviation risk mitigations; and build a strong safety culture through nurturing safety mindsets and personal accountability among their employees.



## Strengthening Safety Regime and Culture (cont'd)

### › Voluntary Reporting

We continued to promote and encourage our aviation community to voluntarily report any safety hazards or unsafe practices that may affect aviation safety through *Tell Sarah*, our voluntary reporting channel. In FY2021/2022, we received 98 reports via *Tell Sarah*, as compared to 42 reports in the last financial year.



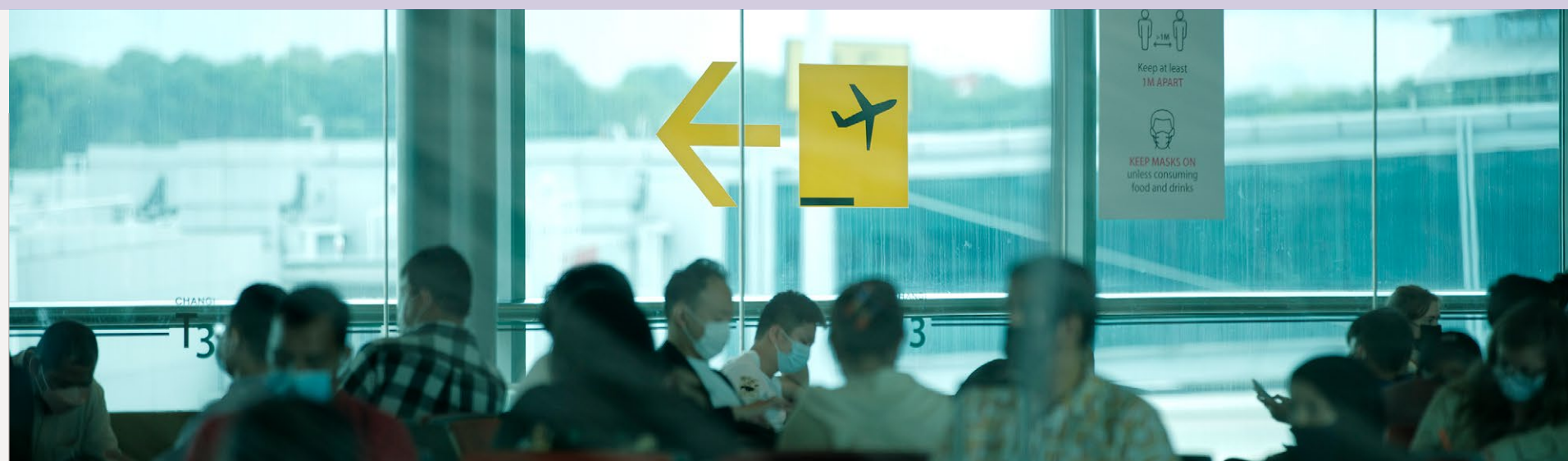
[Tell Sarah](#) >

### › Managing Fatigue Risks

In line with the air traffic control officer (ATCO) fatigue management Standards and Recommended Practices in ICAO Annex 11, we put in place a new programme to manage the fatigue risks of ATCOs. This establishes regulations for monitoring ATCO fatigue, which enable our ATCOs to perform their duties safely.

"Safety is in our DNA. In Singapore, we have built a robust regulatory regime and strong safety culture. This enables us to work with the industry to proactively identify and address safety hazards, and keeps us centred and passionate about upholding a safe aviation environment for travellers, colleagues and loved ones."

**Tan Meng Lee**  
Head (Regulatory Development)  
Safety Policy and Planning



## Safe Ramp Up of Air Operations

As air travel recovered, we stepped up the safety oversight of our regulated entities, particularly in the following areas:

- › Ensuring airworthiness of aircraft and maintenance of crew competencies through our audit, surveillance and licensing of our air operators. This included:
  - › Keeping aircraft airworthy while in storage through robust preservation programmes, and safely returning parked aircraft to service through comprehensive de-preservation actions and functional checks. In FY2021/2022, we inspected a total of 133 aircraft.
  - › Ensuring that Singapore-licensed flight crew remained proficient throughout the pandemic, through training normalcy with no exemptions from ICAO Standards.
  - › Enabling Singapore-licensed flight crew to maintain their licences by developing training programmes for crew to reactivate their lapsed aircraft ratings.
- › We also ensured that ATCOs would be ready when traffic recovers. Continuous training programmes were put in place to enable operational ATCOs to continue to hone their skills and maintain their competencies in managing high levels of traffic volume and complexity.
- › Similarly, we worked with the Changi Airport Group (CAG) to ensure that airside personnel remain familiar with airside operations through refresher training, and that key aerodrome infrastructure and facilities (e.g., runway lighting system, airfield pavement condition) are well maintained through regular maintenance and safety checks.

"We are on the road to recovery. As aviation operations continue to intensify, we are ever more vigilant to ensure that aviation remains safe for the travelling public, even as the sector faces multi-dimensional pressures and challenges."

**Foong Ling Huei**  
Deputy Director  
(Air Operations)  
Flight Standards

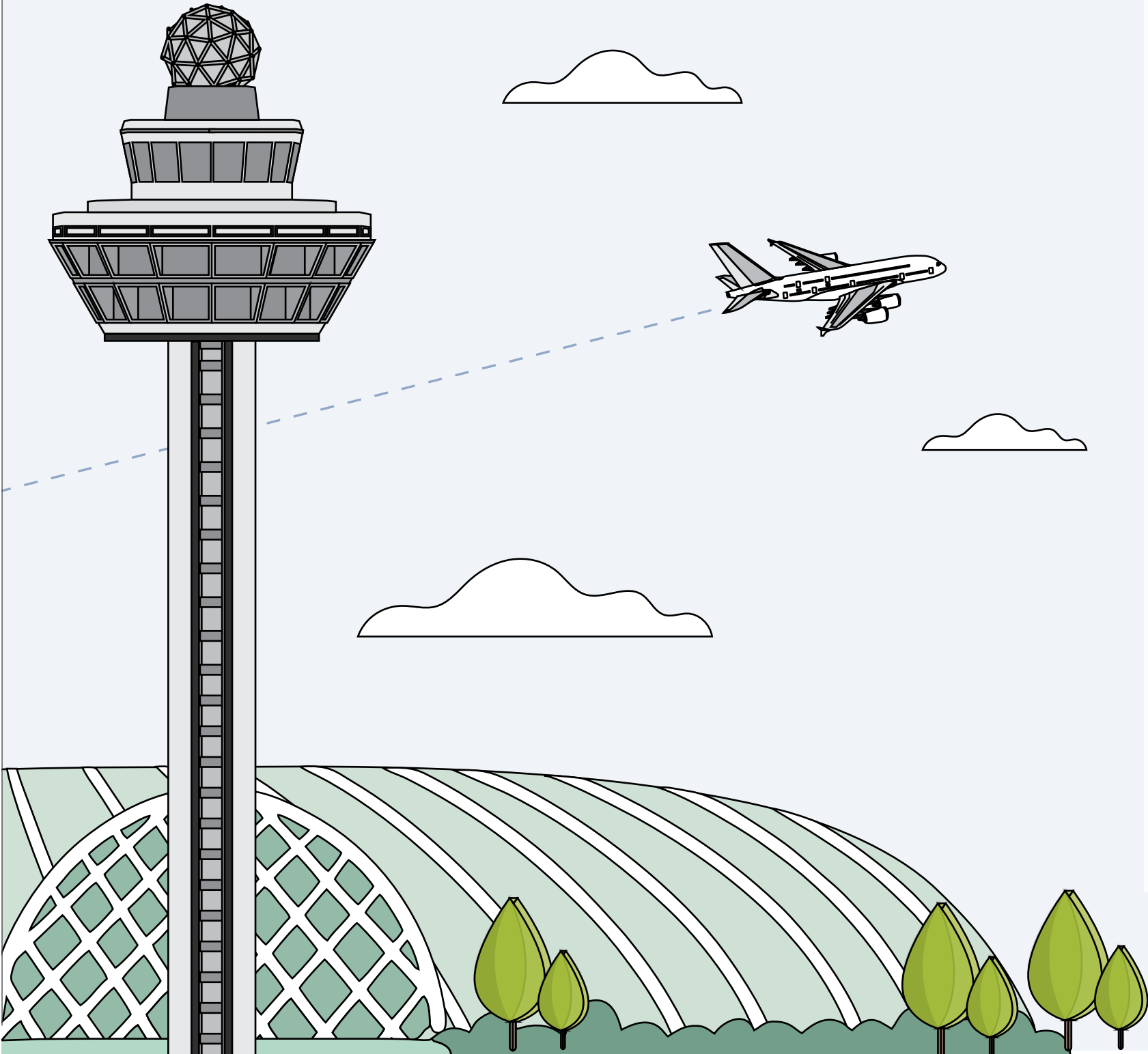
"The airside community has been working together to ensure that operations remain safe even as air traffic recovers tremendously. It is heartening to see workers from different companies and backgrounds going beyond their job scopes and taking their own initiative to help one another complete the work safely and quickly."

**Wong Tseng Lee**  
Head  
(Aerodrome Development Regulation)  
Aerodrome and Air Navigation Services Regulation



# CAAS Approval Holders

(as at 31 March 2022)



Registered aircraft	Air operator certificate holders
235	4
Certified aerodromes	Maintenance and repair organisations
2	145
Design and production organisations	Aviation training organisations
33	7
Maintenance training organisations	Flight crew license holders
10	4264
Aircraft maintenance license holders	Air traffic controller licence holders
2139	498





# Stepping Forward Towards Greener Aviation



"There is strong consensus amongst governments and industry stakeholders around the world that as the aviation sector recovers from the COVID-19 pandemic, it cannot be a return to business-as-usual but the international aviation system we rebuild must be more sustainable; the question is not one of whether but of when and how."

**Mr Han Kok Juan**  
Director-General, CAAS



Sustainability will be a key priority for Singapore's aviation sector in the coming years, as we revive air travel and rebuild the Singapore air hub. It will require strong public-private partnerships and cross-sectoral collaborations to innovate and reinvent the aviation ecosystem. To guide Singapore's efforts, we are developing a Singapore Sustainable Air Hub Blueprint. This will be one big step forward towards Singapore aviation's sustainability efforts and to contribute towards the ICAO global aspirational goals on sustainability.



## Forming Strong Public-Private Partnerships

## Building Blocks for a Sustainable Air Hub

The Singapore Sustainable Air Hub Blueprint will set medium- and long-term targets and practical pathways to meet these targets. The Blueprint will focus on three key areas: airport, airlines, and air traffic management. It will also lay the foundation of four critical enablers to drive sector-wide decarbonisation: policy and regulation, industry development, infrastructure planning and provision, and jobs and skills. The Blueprint is expected to be ready in early 2023.

To support Singapore's sustainability efforts, we are engaging industry stakeholders to canvass ideas and develop practical pathways to make aviation greener, more viable and accessible to all. An International Advisory Panel (IAP) on Sustainable Air Hub was established to guide the development of the Blueprint. The IAP brings together 20 industry, technology and knowledge leaders from Singapore and around the world to discuss how international aviation can be made more sustainable and accessible to all, and how Singapore can contribute to this international effort. They include the International

Air Transport Association, Airports Council International and Civil Air Navigation Services Organisation, the Chief Technology Officers of Airbus, Boeing and Rolls Royce, C-suite executives from Shell and Neste and other knowledge and technology partners. The IAP is chaired by Professor Chong Tow Chong, President of the Singapore University of Technology and Design. The IAP on Sustainable Air Hub's first meeting was held on the sidelines of the Singapore Airshow on 14 February 2022 and it would issue its recommendations in the second half of 2022.



"Sustainability cannot be pursued alone, and requires collaboration among stakeholders. CAAS has played an important role in catalysing such partnerships through the IAP and SAF pilot. In particular, I was impressed by our influence and ability to bring together a group of very high-level experts to form the IAP. Such efforts will continue to be key for advancing sustainable aviation, not just for Singapore but also the rest of the world."

**Chua Sin Ying**  
Assistant Director  
(Sustainability Office)





"Decarbonising air travel is essential given the need for urgent climate action. Despite aviation being a hard-to-abate sector, it is heartening to see that the sector has and continues to develop solutions for decarbonisation, such as sustainable fuels and advanced aircraft concepts. I am proud to be able to work with the various experts in the field to advance such efforts for Singapore and the global aviation sector."

**Ng Shao Hua**  
Manager  
(Sustainability Office)

## Exploring Ways to Decarbonise Air Travel

We stepped up efforts to explore ways to reduce carbon emissions - From creating conducive platforms for sharing knowledge to active participation in global conversations to conducting trials. These included:

### › Participating in the Global ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

Singapore is one of 107 states voluntarily participating in the pilot phase of the CORSIA to contribute to the collective achievement of the global aspirational carbon-neutral growth goal. Singapore is also providing capacity building support to other countries to assist in their implementation of CORSIA.

### › Being a Member of the World Economic Forum Clean Skies for Tomorrow Sustainable Aviation Fuel (SAF) Ambassadors Group

We worked with other participating countries to develop a policy toolkit for SAF which was unveiled on the sidelines of the 26<sup>th</sup> Conference of Parties to the United Nations Framework Convention on Climate Change. The toolkit provides a menu of options to help policymakers around the world grow a sustainable SAF supply, stimulate SAF demand and enable a healthy SAF eco-system.

### › Conducting Technical Feasibility Study on Hydrogen

In partnership with Airbus, CAG and Linde, we launched a two-year technical study on the feasibility of an airport hydrogen hub and the infrastructure requirements to support future hydrogen-powered aircraft operations in Singapore. The study includes conducting a market analysis on projected aviation demand and supply for hydrogen and regional readiness of hydrogen adoption as well as impact to airport infrastructure especially for Terminal 5 developments.

### › Piloting the Use of SAF

Together with Singapore Airlines (SIA) and Temasek, we announced in February 2022 that for a one-year period starting from the third quarter of 2022, all SIA and Scoot flights out of Changi Airport would use a blend of refined jet fuel and neat SAF. This is expected to reduce about 2,500 tonnes of carbon dioxide emissions over the one-year period.

### › Working with Key Stakeholders at Changi Airport

We are working with CAG and key industry players like SIA and SATS on the installation of solar panels, clean energy options for airside vehicles, implementation of energy-efficient systems at Changi Airport.





# Advancing Air Traffic Management Capabilities



"The global air navigation services sector will be transformed in the next decade due to the advent of new technology, concept of operations and business models. CAAS will strengthen its partnership with global industry players, research institutes and other air navigation service providers to leverage these developments to provide even safer, more efficient and more sustainable air navigation services."

**Mr Han Kok Juan**  
Director-General, CAAS



When air traffic volume was low during the COVID-19 pandemic, we stepped up training of our ATCOs, including in simulators, to ensure that they maintained proficiency to provide safe, efficient and reliable air navigation services when traffic picks up. We also continued to work with research institutes and other air navigation service providers to develop and trial new concepts and technology that would enhance safety, efficiency and sustainability of our operations.

## Towards Air Traffic Management Modernisation

"Air traffic is transboundary. It is my privilege to collaborate with colleagues from other Air Navigation Service Providers, share challenges from our years in operations and exchange different perspectives with a common goal towards seamless ATM."

**Joseph Lim**  
Senior ATC Manager  
(ATM Integration and Collaboration)  
Air Traffic Management Plans and Development



On 8 July 2021, we signed a Memorandum of Understanding with the Air Traffic Management Bureau (ATMB) of the Civil Aviation Administration of China. This is the first agreement concluded between ATMB and an air navigation service provider in Southeast Asia and marks a significant milestone in aviation collaboration. The collaboration aims to develop new Air Traffic Management (ATM) concepts, solutions, and technologies to progress ATM capabilities bilaterally and regionally.

»»



## Building ATM Capabilities through Innovation and Research and Development (R&D)

We made good progress on ATM innovation and R&D through partnerships with our local ATM research institutes. MITRE Asia Pacific Singapore worked with our ATCOs to develop the prototype for a new Conflict Resolution Tool which detects potential conflicts amongst aircraft in the air and provides advisory to ATCOs on how best to manoeuvre the aircraft

to avoid them. It will allow our ATCOs to be more effective in their work and improve aviation safety. The joint CAAS-Thales Aviation Innovation Research Lab worked with our ATCOs to develop a Continuous Descent Operation advisory tool which will enable pilots to descend at an optimal profile, thereby reducing fuel burn and carbon emissions.

»»

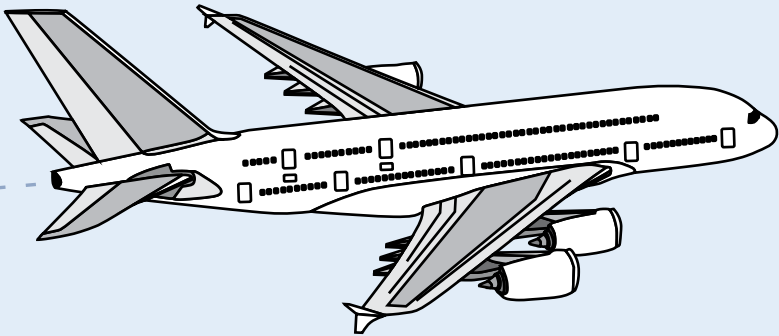
"Through the investment in R&D, we aim to bring transformative changes to air traffic management. My involvement in the research has broadened my horizon on the possible technologies that enable our air traffic controllers to manage operations safely and efficiently while allowing for increase in capacity. This is made possible by our partnership with the overseas and local research institutes."

**Teo Mia Koon**  
Head  
(Air Traffic Management Research Innovation)  
Air Traffic Management Plans and Development



# Air Traffic Movements in the Singapore Flight Information Region

(as at 31 March 2022)



FY2021/2022  
**269,000**



FY2020/2021  
**185,000**



FY2019/2020  
**730,000**



# Unlocking Unmanned Aircraft Potential



"Advancements in Unmanned Aircraft (UA) technologies offer tremendous potential for improved public service delivery and productivity as well as new business and employment opportunities. Singapore seeks to develop a vibrant and innovative UA eco-system to unlock these benefits, through close collaboration with other civil aviation authorities and public-private partnerships."

**Mr Han Kok Juan**  
Director-General, CAAS



We have seen steady growth in unmanned aircraft activities conducted by both recreational and commercial operators here in Singapore. Building on public-private partnerships, we continued to support the development of a vibrant unmanned aircraft eco-system. These have contributed to the expansion of innovative unmanned aircraft commercial use cases, which have benefitted both the public service and the industry.

## Enhancing Unmanned Aircraft Capabilities

In February 2022, we signed a Memorandum of Understanding with ST Engineering Aerospace Ltd to jointly identify and determine the maturity and value of new unmanned aircraft-related technologies. Through data sharing, joint trials and technical studies, this collaboration will also facilitate the development of technical standards needed for the safe introduction of these new technologies and operations in Singapore. The public-private partnership also aims to support the development of the unmanned aircraft eco-system in Singapore by enhancing engineering and technical unmanned aircraft capabilities.



"It is important that we continue to collaborate and forge close partnerships with industry leaders to identify and understand the performance of emerging systems and technologies, so as uncover new potential and use-cases for the UA industry and further grow the UA ecosystem in Singapore."

**Aw Lah Chong**  
Assistant Director  
(Unmanned Systems Technology and Partnerships)  
Unmanned Systems Technology and Partnerships

## Enabling Air Mobility

Unmanned aircraft technologies have shown great potential to be a new segment of aviation industry and contributing to our economy. The prospect of unmanned aircraft technologies to enhance air mobility has seen companies investing heavily to enable air taxis operations. While such novel mode of transport is innovative, it is not without risk especially in Singapore's highly urban and complex operating environment. We are strengthening our regulatory and operational capabilities to facilitate advanced air mobility while ensuring aviation and public safety. Working closely with the industry, foreign civil aviation authorities and research institutes, we are developing regulatory framework for manned electric vertical take-off and landing aircraft commercial trials in Singapore.

"The opportunity to work on regulatory requirements to ensure the safe conduct of Vertical Take-Off and Landing trials in Singapore is both challenging and fulfilling. The engagement with international aviation agencies as well as the industry in this pioneering endeavour allowed me to gain new insights and build new technical capabilities."

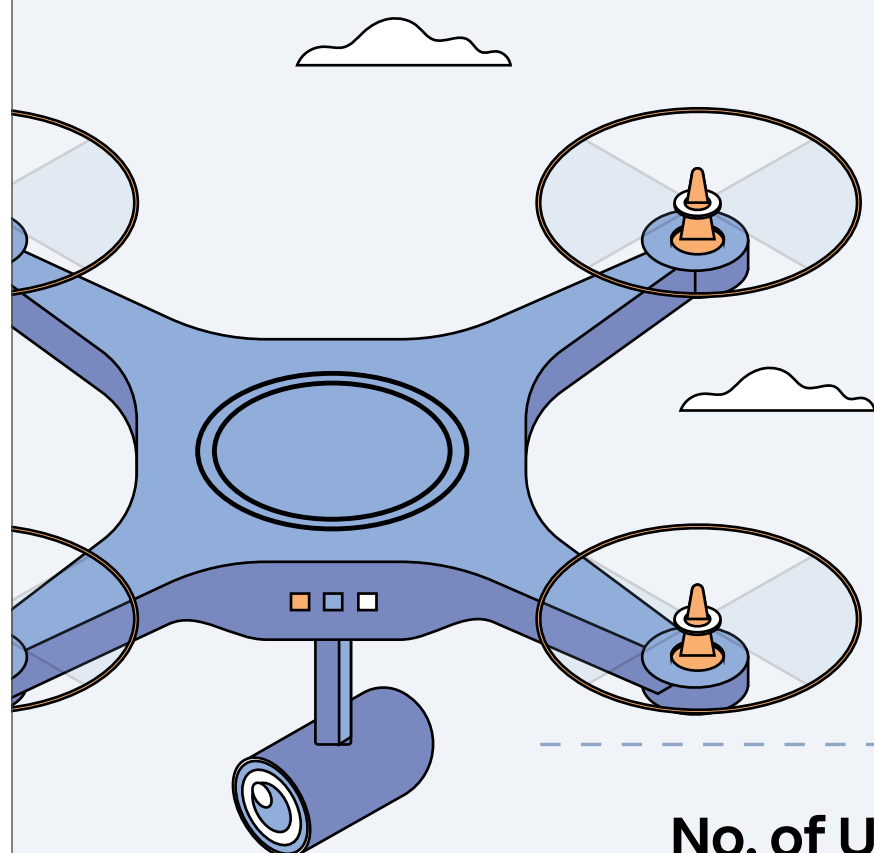
**Leo Zhen Hao**  
Senior Manager  
(Regulatory Oversight)  
Unmanned Systems Policy and Regulations





# Unmanned Aircraft Registered and Approval Holders

(as at 31 March 2022)



## No. of Operator Permit Holders

274

FY2021/2022

277

FY2020/2021

## No. of Activity Permits Issued

3,195

FY2021/2022

2,325

FY2020/2021

## No. of UA Registered

15,357

FY2021/2022

10,919

FY2020/2021

## No. of UA Basic Training Organisations

3

as at 31 March 2022

## No. of UA Pilot Licence Holders\*

1,069

as at 31 March 2022

## No. of UA Basic Training Certificate Holders\*

1,395

as at 31 March 2022

## No. of UA Training & Assessment Organisations

14

as at 31 March 2022

\*As part of our continuous efforts to ensure safe and responsible unmanned aircraft operations in Singapore, we further strengthened our unmanned aircraft regulatory framework. In February 2021, we introduced the Unmanned Aircraft Basic Training Certificate and Unmanned Aircraft Pilot Licence requirements.



# Developing a Future- Ready Aviation Community



"As a world leading air hub, Singapore not only delivers excellent aviation services; we are also a global thought leader and an active contributor to international aviation, including through the quality aviation training we provide to aviation professionals from around the world."

**Mr Han Kok Juan**  
Director-General, CAAS





Providing high quality aviation training to support successive generations of international aviation professionals and leaders is a priority for Singapore. Through our training arm, the Singapore Aviation Academy (SAA), we provide training on core aviation functions, in the areas of air traffic services, airport management and services, aviation safety and airport emergency services, to support smooth and safe air transport operations around the world. Over the years, we have trained more than 150,000 aviation professionals from over 200 States.

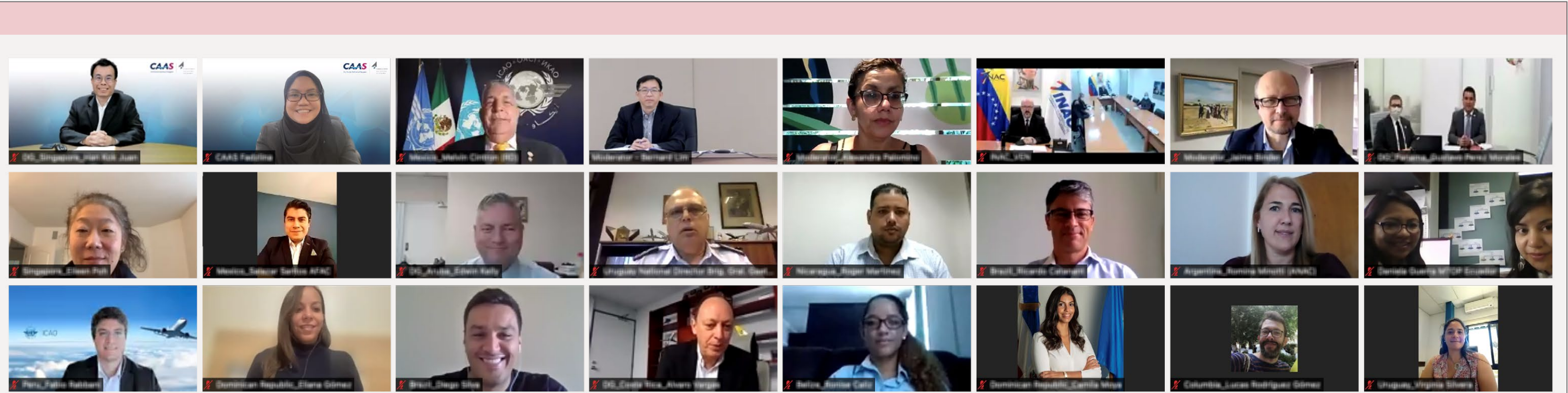
## Innovating and Pivoting Nimbly to Provide Virtual Training

When COVID-19 hit and borders closed, our foreign trainees were not able to come to Singapore. Our trainers quickly pivoted and redesigned the curriculum and training methodology to provide training online and to ensure that online training remained effective. In particular, we designed the online training to continue to allow for effective interaction and sharing of experiences and expertise for participants who were dialling in from around the world. In FY2021/2022, notwithstanding the COVID-19 pandemic, we trained over 2,500 local participants and 1,000 international participants. COVID-19 did not impair our training efforts but instead nudged us to take them to a new level. Many civil aviation authorities welcomed the new virtual format. While in the past they could only send one or two to Singapore, our virtual programmes allowed many more aviation professionals in their countries to participate.

"We had to adapt our technology and training methods to cater to hybrid learning (classroom with both physical and virtual participants). It was challenging but we pulled through and ensured interactivity between trainees attending in-person and those attending virtually. I felt great satisfaction seeing virtual participants deeply engaged in discussions, just as if they were attending the course in person."

**Ong Chuan Bin**  
Principal Training Specialist  
(Air Navigation Services)  
Singapore Aviation Academy





Meeting New Needs

Aviation professionals and leaders from around the world faced unprecedented challenges during the COVID-19 pandemic, including having to make hard trade-offs between lives for livelihoods, adjusting operations for safe management and supporting aviation companies and workers through the crisis. Recovery and rebuilding the aviation sector in the post-pandemic world would also not be a return to business as usual. We updated our existing curriculum and

introduced new training programmes to share lessons learnt and equip aviation leaders and professionals with new skillsets and competencies to be ready for the future. These programmes included the ICAO-Singapore Directors-General for Civil Aviation Programme on Aviation Resilience jointly developed and conducted by ICAO and CAAS, Civil Aviation Management Programme, Airport Management in COVID Recovery, and Aviation Crisis Management.



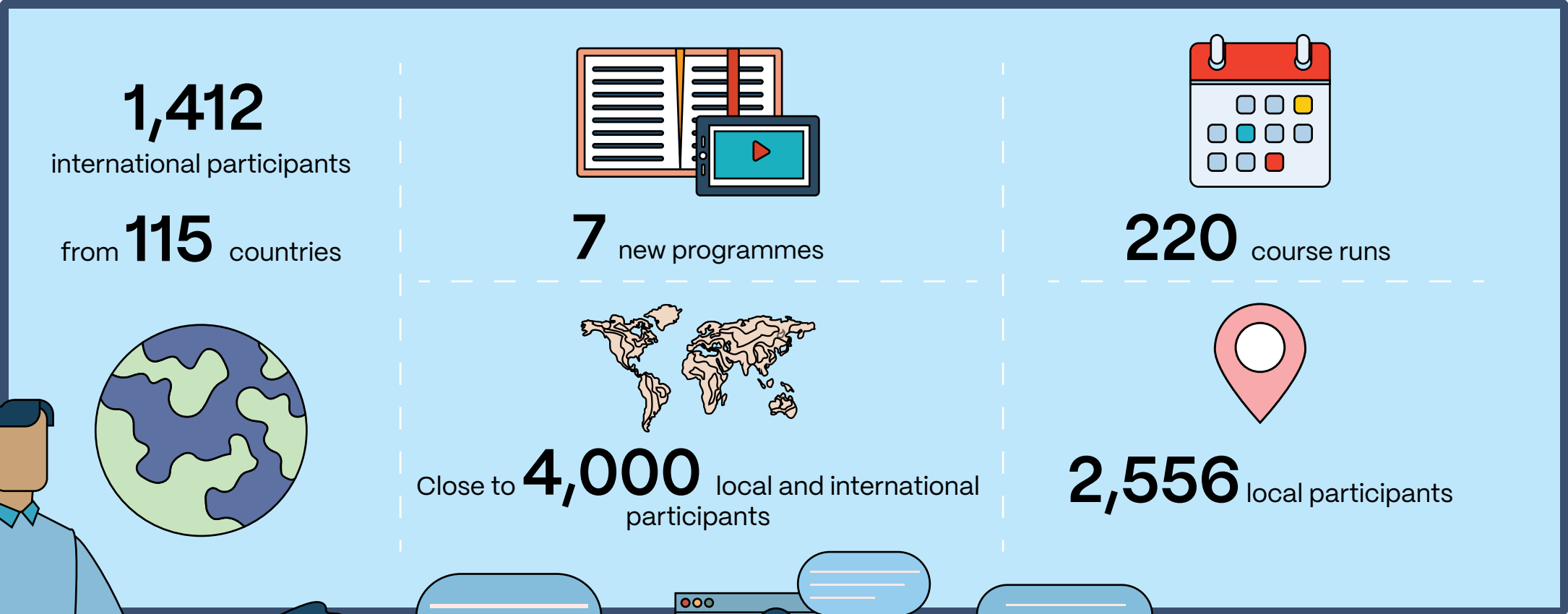
“Curating a new programme to include lessons learnt and new requirements arising from the pandemic was challenging. But it was also rewarding, especially when international participants thanked SAA for keeping them updated on critical aviation knowledge and ideas in their recovery efforts.”

Bala Palani  
Principal Instructor  
Singapore Aviation Academy



# Developing Aviation Professionals Globally

(as at 31 March 2022)







# Bringing Back Blue Skies



" You came together to mobilise public support and show care and concern for aviation frontliners. Through all of these, we have grown, as an organisation and as individuals."

**Mr Han Kok Juan**  
Director-General, CAAS



At the heart of our work are our CAAS officers. They have been the vanguard of our fight against COVID-19 since 2020. They worked side-by-side with our aviation partners to seize transformational opportunities. At the same time, they carved out time amidst dealing with pressing issues to care for our aviation frontliners. Together, as one CAAS, we have remained committed to serve and support our community.

## Supporting and Caring for One Another



The COVID-19 crisis hit CAAS and our officers hard. There was fear and uncertainty. Many worked long hours over long periods. Through these difficult times, we rallied together to care and support one another. We delivered care packs to officers serving Quarantine Orders as well as appreciation packs, thank you cards, and surprise breakfast and tea to everyone involved in COVID-19 operations.

"When I saw the email seeking for volunteers, my heart just told me I should come forward to help. In times of my need, CAAS has been very accommodating to me. Therefore, in times when CAAS needed help, I feel I should reciprocate. There will be no regrets because volunteering will always make you feel good if you just follow your heart to volunteer."

**Lim Lay Eng**  
Principal Manager  
(Meteorology Regulation)  
Aerodrome and Air Navigation Services Regulation

Lay Eng had volunteered in the vaccination operations.



## Embracing a Pro-Enterprise Mindset

In 2021, we received the Pro-Enterprise Survey Recognition Award, which is given by the Pro-Enterprise Panel to agencies that have kept abreast of critical industry trends and facilitated new business ideas for sectoral transformation and growth. This award is a recognition of our officers' pro-enterprise mindset. We will continue to expose our officers to multi-dimensional in-depth engagement with key industry stakeholders and bilateral partners, as well as explore and test the latest aviation technology, so that they can better appreciate and support innovative ideas.





## Showing Appreciation for and Lending Support to our Aviation Frontliners

In the darkest hours of Singapore's aviation history, we came together to "bring back blue skies". In June 2021, Friends for Aviation (FFA), a ground-up initiative by friends and colleagues in CAAS, came together to show appreciation and support for frontline aviation workers who had been working hard to keep our borders safe since the onset of COVID-19. Through this initiative, the FFA raised S\$25,000 among CAAS leadership and staff and mobilised public and industry support. These funds were matched dollar for dollar by the Temasek Trust's oscar@sg fund. With the funds raised, 1,000 aviation frontliners, including cleaners, trolley and baggage handlers were presented with an SGD50 EZLink card.

Many corporate organisations and individuals also offered in-kind sponsorships. In June and July 2021, FFA bundled these goodies into care packages and distributed them to airport workers across the various terminals. Over 2,500 care packs were distributed to aviation frontliners working in the terminals and airside through various distribution initiatives. Over 3,000 meals were also provided to warm the hearts of airside workers through the December travel peak. The overwhelming support, messages and drawings of appreciation and encouragement from members of the public were vital to spur our aviation frontliners on.

"Being eyewitnesses to the tremendous impact COVID-19 had on Singapore aviation, no one was in a better position than us at CAAS, to acknowledge and appreciate all that our aviation frontliners did to keep our borders safe, and to persevere towards #bringingbackblueskies."

Angela Ng  
Co-founder, Friends for Aviation  
and Director (Aviation Industry)





Civil Aviation Authority of Singapore

# Financial Statements

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YEAR ENDED 31 MARCH 2022





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## STATEMENT BY THE AUTHORITY MEMBERS

We, Edmund Cheng and Han Kok Juan, being two of the Authority Members of Civil Aviation Authority of Singapore (the “Authority”), do hereby state that, in the opinion of the Authority Members:

- (i) the accompanying statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows, together with the notes thereto, are drawn up so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2022 and the financial performance, changes in equity and cash flows of the Authority for the financial year then ended in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “Public Sector (Governance) Act”), the Civil Aviation Authority of Singapore Act 2009 (the “Act”) and Statutory Board Financial Reporting Standards;
- (ii) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the financial year have been, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Authority; and
- (iii) the accounting and other records, including records of all assets of the Authority whether purchased, donated or otherwise, have been properly kept.

On behalf of the Authority Members



Edmund Cheng  
Chairman



Han Kok Juan  
Director-General

Singapore

17 June 2022

## INDEPENDENT AUDITOR’S REPORT

### MEMBERS OF THE AUTHORITY CIVIL AVIATION AUTHORITY OF SINGAPORE

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#### Report on the Audit of the Financial Statements

##### *Opinion*

We have audited the financial statements of Civil Aviation Authority of Singapore (the “Authority”), which comprise the statement of financial position as at 31 March 2022, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 6 to 61.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “Public Sector (Governance) Act”), the Civil Aviation Authority of Singapore Act 2009 (the “Act”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to give a true and fair view of, the financial position of the Authority as at 31 March 2022 and of the financial performance, changes in equity and cash flows of the Authority for the year ended on that date.

##### *Basis for Opinion*

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### *Information other than the financial statements and auditor’s report thereon*

Management is responsible for the other information. The other information obtained at the date of this auditor’s report is the Statement by the Authority Members set out on page 1.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



# INDEPENDENT AUDITOR’S REPORT

MEMBERS OF THE AUTHORITY  
CIVIL AVIATION AUTHORITY OF SINGAPORE

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with the provisions of the Public Sector (Governance) Act, the Act and SB-FRS, and for maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament’s approval. In preparing the financial statements, management is responsible for assessing the Authority’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Authority or for the Authority to cease operations.

Those charged with governance’s responsibilities include overseeing the Authority’s financial reporting process.

*Auditor’s Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control.

# INDEPENDENT AUDITOR’S REPORT

MEMBERS OF THE AUTHORITY  
CIVIL AVIATION AUTHORITY OF SINGAPORE

*Auditor’s Responsibilities for the Audit of the Financial Statements (cont’d)*

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Report on Other Legal and Regulatory Requirements**

*Opinion*

In our opinion:

- (i) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the year are, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Authority; and
- (ii) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise.

*Basis for Opinion*

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Compliance Audit* section of our report. We are independent of the Authority in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management’s compliance.



INDEPENDENT AUDITOR’S REPORT

MEMBERS OF THE AUTHORITY  
CIVIL AVIATION AUTHORITY OF SINGAPORE

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Authority. This responsibility includes monitoring related compliance requirements relevant to the Authority, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor’s Responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management’s compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Authority.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.

*Deloitte & Tatcho LLP*

Public Accountants and  
Chartered Accountants  
Singapore

17 June 2022

STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2022

	Note	2021/22 S\$'000	2020/21 S\$'000
<strong>Equity</strong>			
Capital account	10	2,179,741	2,179,380
Investment revaluation reserve	11	(3,189)	(351)
Accumulated surplus		437,231	480,720
		<u>2,613,783</u>	<u>2,659,749</u>
<strong>Non-current assets</strong>			
Property, plant and equipment	12	358,884	329,952
Right-of-use assets	13	5,636,365	5,707,017
Capital work-in-progress	14	133,233	157,469
Investment in joint venture	15	39,884	39,248
Investment in associate	16	12,490	10,786
Long-term investment	17	150	150
Financial assets at fair value through other comprehensive income (“FVTOCI”)	18	64,268	41,841
Other receivables and prepayments	19	29,876	34,499
		<u>6,275,150</u>	<u>6,320,962</u>
<strong>Current assets</strong>			
Trade and other receivables and prepayments	19	250,895	181,169
Financial assets at fair value through other comprehensive income (“FVTOCI”)	18	8,295	6,371
Cash and cash equivalents	20	630,713	708,524
		<u>889,903</u>	<u>896,064</u>
<strong>Current liabilities</strong>			
Trade and other payables	21	339,719	278,365
Lease liabilities	22	7,262	5,855
Contribution payable to Government Consolidated Fund	24	-	5,957
		<u>346,981</u>	<u>290,177</u>
<strong>Non-current liabilities</strong>			
Grants received in advance	23	26,741	43,653
Lease liabilities	22	15,766	19,795
Deferred income	25	5,508	5,918
Deferred capital grants	26	4,148,019	4,189,036
Provision for pension and post-retirement medical benefits plan	27	8,255	8,698
		<u>4,204,289</u>	<u>4,267,100</u>
<strong>Net assets</strong>		<u>2,613,783</u>	<u>2,659,749</u>
Changi Airport Development Fund:			
- net assets	33	<u>4,587,655</u>	<u>4,847,126</u>

The accompanying notes form an integral part of the financial statements.



**STATEMENT OF COMPREHENSIVE INCOME  
YEAR ENDED 31 MARCH 2022**

	Note	2021/22 S\$'000	2020/21 S\$'000
<b>Income</b>			
Airport and aerodrome licence fee		6,300	3,280
Aviation levy		7,774	2,967
Annual ground rent		75,682	77,083
Fees for airport and related services		252,539	214,682
Aviation training programme fee		5,414	3,414
Certification, examination and licence fee		16,184	16,362
Other operating income		4,744	5,875
	28	<u>368,637</u>	<u>323,663</u>
<b>Expenditure</b>			
Salaries, wages and staff benefits	29	205,051	183,224
Maintenance of buildings and equipment		61,039	57,752
Rental expense		2,376	2,362
Depreciation of property, plant and equipment	12	42,567	41,277
Depreciation of right-of-use assets	13	76,435	75,368
Property tax		19,711	20,228
Services related expenses		40,903	45,560
Grants to industry		25,871	37,754
Other operating expenses		35,512	23,303
		<u>509,465</u>	<u>486,828</u>
Non-operating income, net	30	3,340	101,868
Interest expense on lease liabilities		(439)	(565)
Share of results of joint venture	15	636	1,299
Share of results of associate, net of tax	16	1,704	(880)
<b>Deficit for the year before government grants</b>		<u>(135,587)</u>	<u>(61,443)</u>
<b>Government grants</b>			
Deferred capital grants amortised	26	45,692	45,902
Operating grants	23	46,406	51,003
		<u>92,098</u>	<u>96,905</u>
<b>(Deficit)/Surplus for the year before contribution to Government Consolidated Fund</b>		<u>(43,489)</u>	<u>35,462</u>
Contribution to Government Consolidated Fund	24	-	(5,957)
<b>Net (deficit)/surplus for the year</b>		<u>(43,489)</u>	<u>29,505</u>
<b>Other comprehensive income</b>			
<i>Items that may be reclassified to profit or loss</i>			
Net fair value loss on investments in debt instruments measured at FVTOCI	11	(2,838)	(351)
<b>Total comprehensive (loss)/income for the year</b>		<u>(46,327)</u>	<u>29,154</u>

The accompanying notes form an integral part of the financial statements.

**STATEMENT OF CHANGES IN EQUITY  
YEAR ENDED 31 MARCH 2022**

	Note	Capital account S\$'000	Investment revaluation reserve S\$'000	Accumulated surplus S\$'000	Total S\$'000
<b>At 1 April 2020</b>		2,179,233	-	459,511	2,638,744
Net surplus for the year		-	-	29,505	29,505
Other comprehensive income		-	(351)	-	(351)
Total comprehensive income for the year		-	(351)	29,505	29,154
Equity contribution received from Government during the year	10	147	-	-	147
Dividends paid to Government during the year	10	-	-	(8,296)	(8,296)
<b>At 31 March 2021</b>		2,179,380	(351)	480,720	2,659,749
Net deficit for the year		-	-	(43,489)	(43,489)
Other comprehensive income		-	(2,838)	-	(2,838)
Total comprehensive loss for the year		-	(2,838)	(43,489)	(46,327)
Equity contribution received from Government during the year	10	361	-	-	361
<b>At 31 March 2022</b>		<u>2,179,741</u>	<u>(3,189)</u>	<u>437,231</u>	<u>2,613,783</u>

The accompanying notes form an integral part of the financial statements.



**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2022**

	Note	2021/22 S\$'000	2020/21 S\$'000
<b>Cash flows from operating activities</b>			
Deficit for the year before government grants		(135,587)	(61,443)
Adjustment for:			
Share of results of joint venture		(636)	(1,299)
Share of results of associate, net of tax		(1,704)	880
Depreciation of property, plant and equipment	12	42,567	41,277
Depreciation of right-of-use assets	13	76,435	75,368
Gain on disposal of right-of-use assets	30	-	(92,105)
Loss on disposal of property, plant and equipment	30	948	580
Loss on lease modification		-	184
Loss/(Gain) on disposal of financial assets measured at FVTOCI	30	222	(27)
Foreign exchange (gain)/loss on financial assets measured at FVTOCI	30	(319)	184
Interest income	30	(3,680)	(7,319)
Interest expense on lease liabilities		439	565
Provision for pension and post-retirement medical benefits	27	(98)	13
Amortisation of deferred income	25	(410)	(410)
Amortisation of prepaid lease	19	410	410
Write back on trade receivables/accrued income	19	(203)	(327)
Operating cash flows before changes in working capital		(21,616)	(43,469)
Changes in working capital:			
Trade and other receivables and prepayments		(59,463)	(5,940)
Trade and other payables		36,346	7,492
Pension and post-retirement medical benefits paid		(459)	(579)
Cash generated from operations		(45,192)	(42,496)
Interest paid		(439)	(565)
Contribution paid to Government Consolidated Fund		(5,957)	(5,012)
<b>Net cash flows used in operating activities</b>		<b>(51,588)</b>	<b>(48,073)</b>
<b>Cash flows from investing activities</b>			
Interest received		3,678	14,956
Purchase of property, plant and equipment and payment for capital work-in-progress		(48,211)	(106,405)
Purchase of financial assets measured at FVTOCI		(38,532)	(54,520)
Proceeds from disposal of financial assets held at FVTOCI		11,440	5,800
Purchase of right-of-use assets <sup>(1)</sup>		(312)	(2,069)
Proceeds from disposal of property, plant and equipment		-	1
Repayments of finance lease receivables		19	210
<b>Net cash flows used in investing activities</b>		<b>(71,918)</b>	<b>(142,027)</b>

**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2022**

	Note	2021/22 S\$'000	2020/21 S\$'000
<b>Cash flows from financing activities</b>			
Repayments of lease liabilities	32	(7,996)	(6,605)
Dividends paid to Government	10	-	(8,296)
Grants received from Government <sup>(1)</sup>	32	53,330	151,319
Equity contributions received from Government		361	147
Funds held on behalf of Government	20	5,930	(14,038)
<b>Net cash flows from financing activities</b>		<b>51,625</b>	<b>122,527</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(71,881)</b>	<b>(67,573)</b>
Cash and cash equivalents at beginning of year		692,717	760,290
<b>Cash and cash equivalents at end of year</b>		<b>620,836</b>	<b>692,717</b>

<sup>(1)</sup> In 2020/21, the Authority had a non-cash exchange of state land with a related party at market value. The new right-of-use assets acquired of S\$146,815,000 were funded by the sales proceeds of S\$109,900,000 and a capital grant of S\$36,915,000 (Note 32).

The accompanying notes form an integral part of the financial statements.



## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

### 1. DOMICILE AND ACTIVITIES

The Civil Aviation Authority of Singapore (the "Authority") was reconstituted under the Civil Aviation Authority of Singapore Act 2009. The supervisory ministry is the Ministry of Transport. Its principal place of business and registered office is at 4th level, Terminal 2, Singapore Changi Airport, Singapore 819643.

The principal functions and duties of the Authority are:

- (a) to regulate safety and promote safety and security in civil aviation and to exercise safety regulatory oversight over civil aviation operations in Singapore and the operation of Singapore aircraft outside Singapore;
- (b) to exercise licensing and regulatory functions in respect of the operation of airports and the provision of airport services and facilities in Singapore;
- (c) to regulate and promote competition and fair and efficient market conduct in the operation of airports and the provision of airport services and facilities or, in the absence of a competitive market, to prevent the misuse or abuse of monopoly or market power;
- (d) to regulate, encourage, promote, facilitate and assist in the use, development and improvement of air services, airports and aerospace industries;
- (e) to ensure that there are, provided in every airport (whether by itself or by any airport licensee), adequate and efficient airport services and facilities on such terms as the Authority thinks expedient;
- (f) to provide air navigation services within the Singapore Flight Information Region and such other area as the Minister for Transport may authorise;
- (g) to provide or co-ordinate search and rescue services to aircraft in distress within the Singapore Search and Rescue Region;
- (h) to coordinate with the Air Accident Investigation Bureau of Singapore in relation to investigations under Part 2A of the Air Navigation Act 1966;
- (i) to encourage, promote, facilitate and assist in the development and improvement of civil aviation capabilities, skills and services in Singapore;
- (j) to provide technical, consultancy and management services relating to any of the matters referred to in this subsection;
- (k) to act internationally as the national authority or body representing Singapore in respect of matters relating to civil aviation;
- (l) to discharge or facilitate the discharge of international obligations of the Government as a Contracting State or otherwise in respect of civil aviation;

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

### 1. DOMICILE AND ACTIVITIES (cont'd)

- (m) to collaborate and enter into agreements and arrangements with organisations in respect of any matter relating to civil aviation and any other matter as the Authority thinks expedient;
- (n) to foster appropriate education and provide training and training facilities in respect of any matter relating to civil aviation;
- (o) to advise the Government on all matters relating to civil aviation;
- (p) to promote understanding of civil aviation policies and programmes;
- (q) to promote research and development on any matter relating to civil aviation; and
- (r) to carry out such other functions and duties as are conferred or imposed on the Authority by or under the Civil Aviation Authority of Singapore Act or any other written law.

The principal activities of the joint venture and associate are disclosed in Notes 15 and 16 respectively.

### 2. BASIS OF PREPARATION

#### 2.1 *Statement of compliance*

The financial statements have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "Public Sector (Governance) Act"), the Civil Aviation Authority of Singapore Act 2009 (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS"). SB-FRS includes Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General. As a statutory board, the Authority is required to comply with policies and instructions issued from time to time by the Ministry of Finance ("MOF") and other central government agencies.

#### 2.2 *Basis of measurement*

The financial statements have been prepared on the historical cost basis except as otherwise described in the accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

#### 2.3 *Use of estimates and judgements*

The preparation of the financial statements in conformity with the SB-FRS and the Authority's accounting policies as described in Note 3 requires management to exercise judgements, make estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenditure. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.



## 2. BASIS OF PREPARATION (cont'd)

### 2.3 *Use of estimates and judgements (cont'd)*

Information about critical accounting estimates, assumptions and judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in Note 4.

### 2.4 *Adoption of new and revised standards*

On 1 April 2021, the Authority has adopted all the new and revised SB-FRS and amendments to SB-FRS that are relevant to its operations. The adoption of these new/revised SB-FRS and amendments to SB-FRS does not result in changes to the Authority's accounting policies and has no material effect on the disclosure or on the amounts reported for the current or prior years.

## 3. SIGNIFICANT ACCOUNTING POLICIES

### 3.1 *Joint arrangements*

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Authority with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation.

To the extent the joint arrangement provides the Authority with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Authority recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out in Note 3.2.

### 3.2 *Joint ventures and associates*

An associate is an entity over which the Authority has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Authority's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Authority's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

## 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### 3.2 *Joint ventures and associates (cont'd)*

The results and assets and liabilities of associates or joint ventures are incorporated in these financial statements using the equity method of accounting. Under the equity method, an investment in an associate or a joint venture is initially recognised in the statement of financial position at cost and adjusted thereafter to recognise the Authority's share of the profit or loss and other comprehensive income of the associate or joint venture. When the Authority's share of losses of an associate or a joint venture exceeds the Authority's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Authority's net investment in the associate or joint venture), the Authority discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Authority has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

The requirements of SB-FRS 36 *Impairment of Assets* are applied to determine whether it is necessary to recognise any impairment loss with respect to the Authority's investment in an associate or a joint venture. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with SB-FRS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount, any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with SB-FRS 36 *Impairment of Assets* to the extent that the recoverable amount of the investment subsequently increases.

The financial statements of the associates and joint ventures are aligned to the same reporting date as the Authority. Where necessary, adjustments are made to bring the accounting policies in line with those of the Authority.

### 3.3 *Functional and presentation currency*

The financial statements are presented in Singapore Dollar, which is also the Authority's functional currency. All financial information presented in Singapore Dollar has been rounded to the nearest thousand (S\$'000), except when otherwise stated.

Transactions in foreign currencies are translated to the functional currency of the Authority at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the rate of exchange ruling at the end of the reporting period.

Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in income or expenditure.



### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.4 Financial instruments

Financial assets and financial liabilities are recognised on the statement of financial position when the Authority becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

##### (a) Financial assets

All regular way purchases or sales of financial assets are recognised and de-recognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

##### Classification

##### (i) Financial assets held at amortised cost

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

##### (ii) Fair value through other comprehensive income ("FVTOCI")

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss ("FVTPL"). Despite the foregoing, the Authority may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.4 Financial instruments (cont'd)

##### (a) Financial assets (cont'd)

##### Classification (cont'd)

##### *Amortised cost and effective interest method*

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial instruments other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Authority recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognised in profit or loss and is included in the "non-operating income" line item.



3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.4 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Classification (cont'd)

*Debt instruments classified as at FVTOCI*

The bonds held by the Authority are classified as at FVTOCI. Fair value is determined in the manner described in Note 7(a). The bonds are initially measured at fair value plus transaction costs. Subsequently, changes in the carrying amount of these bonds as a result of foreign exchange gains and losses, impairment gains or losses, and interest income calculated using the effective interest method are recognised in profit or loss. The amounts that are recognised in profit or loss are the same as the amounts that would have been recognised in profit or loss if these bonds had been measured at amortised cost. All other changes in the carrying amount of these bonds are recognised in other comprehensive income and accumulated under the heading of investment revaluation reserve. When these bonds are derecognised, the cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate as at each reporting date.

For debt instrument measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortised cost of the debt instrument are recognised in profit or loss in the "non-operating income" line item. As the foreign currency element recognised in profit or loss is the same as if it was measured at amortised cost, the residual foreign currency element based on the translation of the carrying amount (at fair value) is recognised in other comprehensive income in the investment revaluation reserve.

For other financial assets that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the "non-operating income" line item.

Impairment of financial assets

The Authority recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Authority recognises lifetime ECL for trade receivables and accrued income. The expected credit losses on these financial assets are estimated based on the Authority's historical credit loss experience, assessed individually for each debtor, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.4 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Impairment of financial assets (cont'd)

For all other financial instruments, the Authority recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Authority measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

*Significant increase in credit risk*

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Authority compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Authority considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The Authority presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Authority has reasonable and supportable information that demonstrates otherwise.

The Authority assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if (i) the financial instrument has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Authority regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.



### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.4 Financial instruments (cont'd)

##### (a) Financial assets (cont'd)

###### Impairment of financial assets (cont'd)

###### *Definition of default*

The Authority considers that default has occurred when a financial asset is more than 90 days past due unless the Authority has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

###### *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

###### *Write-off policy*

The Authority writes off a financial asset when there is information indicating that is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings or in the case of trade receivables, when they are over one year past due, whichever occurs earlier.

###### *Measurement and recognition of expected credit loss*

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Authority in accordance with the contract and all the cash flows that the Authority expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with SB-FRS 116 *Leases*.

If the Authority has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Authority measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Authority recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.4 Financial instruments (cont'd)

##### (a) Financial assets (cont'd)

###### Derecognition of financial assets

The Authority derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Authority neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Authority recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Authority retains substantially all the risks and rewards of ownership of a transferred financial asset, the Authority continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss.

##### (b) Financial liabilities

Trade and other payables represent liabilities for goods and services provided to the Authority prior to the end of financial year which are unpaid.

Trade and other payables are initially recognised at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis except for short-term payables where the effect of discounting is immaterial.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost as at each reporting date, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the "non-operating income" line item in profit or loss for financial liabilities that are not part of a designated hedging relationship.

The Authority derecognises financial liabilities when, and only when, the Authority's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

##### (c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Authority has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.



### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.5 Property, plant and equipment and capital work-in-progress

##### Recognition and measurement

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The cost of a self-constructed asset includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, and the cost of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

##### Subsequent cost

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in income or expenditure when incurred.

##### Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in income or expenditure on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset.

Depreciation is recognised from the date that the property, plant and equipment is installed and ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative years are as follows:

	2021/22	2020/21
Buildings	15 to 50 years	15 to 30 years
Plant and equipment	7 to 20 years	7 to 15 years
Vehicles	5 to 10 years	5 to 10 years
Office/other equipment, furniture and fixtures	3 to 8 years	1 to 3 years
Capital improvements	5 to 20 years	5 to 15 years

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.5 Property, plant and equipment and capital work-in-progress (cont'd)

No depreciation is provided on capital work-in-progress as these assets are not yet available for use. Capital work-in-progress is transferred to the various categories of property, plant and equipment and right-of-use assets, and depreciated upon the completion of the capital project.

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment. The gain or loss on disposal is recognised net within non-operating income or expenditure.

#### 3.6 Impairment of non-financial assets

The carrying amounts of the Authority's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash generating unit ("CGU") exceeds its estimated recoverable amount.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use and are largely independent of the cash inflows of other assets or CGU.

The Authority's corporate assets do not generate separate cash inflows and are utilised by more than one CGU. Corporate assets are allocated to CGUs on a reasonable and consistent basis and tested for impairment as part of testing of the CGU to which the corporate asset is allocated.

Impairment losses are recognised in income and expenditure.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.7 Provisions

Provisions are recognised when the Authority has a present obligation (legal or constructive) as a result of a past event, it is probable that the Authority will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

#### 3.8 Employee benefits

##### Defined contribution plans

The Authority makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

##### Defined benefit plans

The defined benefit liability is the present value of the defined benefit obligation (derived using a discount rate based on government bonds) at the end of the reporting period.

Provision is made for the payment of retirement benefits to those pensionable ex-employees who did not opt for transfer to the Central Provident Fund scheme. The cost of providing benefits under the defined benefit plans is determined separately for each plan using the Projected Unit Credit Method.

Defined benefit costs comprise the following:

- Service costs
- Interest cost on defined benefits liability
- Re-measurements of defined benefit liability

Service costs which include past service costs and gains or losses on non-routine settlements are recognised as expense in income or expenditure. Past service costs are recognised when plan amendment or curtailment occurs.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.8 Employee benefits (cont'd)

##### Defined benefit plans (cont'd)

Interest cost on defined benefit liability is the change during the period in the defined benefit liability that arises from the passage of time which is determined by applying the discount rate based on the Singapore Government bond yield to the defined benefit liability. Interest cost on the defined benefit liability is recognised in income or expenditure.

Re-measurements comprising actuarial gains and losses are recognised immediately in other comprehensive income in the period in which they arise. Re-measurements are recognised in accumulated surplus within equity and are not reclassified to income or expenditure in subsequent periods.

##### Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Authority has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

##### Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the statement of financial position date.

#### 3.8 Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Authority recognises revenue when it transfers control of a product or service to a customer.

A non-exchange revenue is recognised when the Authority receives resources and provide no or nominal consideration directly in return.

##### Airport and aerodrome licence fee

Licence fee income is recognised on a straight-line basis over the term of the licences.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.9 Revenue recognition (cont'd)

##### Aviation Levy

Pursuant to the provisions in the Civil Aviation Authority of Singapore (Aviation Levy) Order 2018, the aviation levy is payable and recognised as income upon every air passenger ticket that covers flights that departed from Changi Airport or Seletar Airport.

Aviation Levy is assessed to be a non-exchange revenue under SB-FRS 1001 *Accounting and Disclosure for Non-Exchange Revenue*.

##### Rental income

Rental income is recognised on a straight-line basis over the term of the lease.

##### Fees for airport and related services

Fees for airport and related services is payable by the airport licensees of Changi Airport and Seletar Airport for services provided by the Authority in connection with the airports. The fees for airport and related services are recognised as income as and when the services are rendered by the Authority.

##### Aviation training programme fee

Income is recognised upon the completion of training courses.

##### Certification, examination and licence fee

Certification, examination and licence fee income are collected pursuant to regulatory requirements under the respective legislations. Income is recognised upon the issuance of certificates or licences.

##### Other service income

Income from services is recognised as and when services are rendered.

##### Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

##### Dividend income

Dividend income from investments is recognised when the Authority's right to receive the payment have been established.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.10 Government grants

Government grants are not recognised until there is reasonable assurance that the Authority will comply with the conditions attached to them and the grants will be received. Government grants issued for the construction or acquisition of non-current assets are recognised as deferred capital grants in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful life of the related assets. Grants that compensate the Authority for expenses incurred are recognised in income or expenditure on a systematic basis in the same period in which the expenses are recognised.

Government grants received but not utilised are included in the "Grants received in advance" account.

#### 3.11 Leases

##### (a) As lessee

The Authority assesses whether a contract is or contains a lease, at inception of the contract. The Authority recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Authority recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Authority uses the incremental borrowing rate specific to the Authority.

The incremental borrowing rate is defined as the rate of interest that the Authority would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The Authority has determined the incremental borrowing rate specific to each lease to approximate Singapore Government bond yield.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments), less any lease incentives.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.



### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.11 Leases (cont'd)

##### (a) As lessee (cont'd)

The Authority remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Authority incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SB-FRS 37 *Provisions, Contingent Liabilities and Contingent Assets*. The costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Authority expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Authority applies SB-FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 3.6.

As a practical expedient, SB-FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Authority has not used this practical expedient for certain leases. For such leases where the contract contains a lease component and one or more additional lease or non-lease components, the Authority allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

### 3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

#### 3.11 Leases (cont'd)

##### (b) As lessor

Leases for which the Authority is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. When the Authority is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the asset arising from the head lease.

Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 3.9.

#### 3.12 Income tax

The Authority is a tax-exempted institution under the provisions of the Income Tax Act 1947.

#### 3.13 Club memberships

Club memberships are stated at cost less accumulated impairment losses. Gain or loss on disposal of club membership is determined as the difference between the net disposal proceeds and the carrying amount of the club membership and is accounted for in income or expenditure as they arise.

#### 3.14 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, bank balances and term deposits that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### 3.15 Related parties

For the purpose of these financial statements, parties are considered to be related to the Authority if the Authority has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Authority and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Authority is a statutory board under the purview of the Ministry of Transport and is an entity related to the Government of Singapore. Accordingly, the Authority's related parties include Government-related entities such as Ministries, Organs of State and other Statutory Boards.

In accordance with Paragraph 25A of SB-FRS 24 *Related Party Disclosures*, the Authority is exempted from disclosing transactions and outstanding balances with government-related entities other than Ministries, Organs of State and other Statutory Boards, unless there are circumstances to indicate that these transactions are unusual and their disclosure would be of interest to primary readers of the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

**3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

**3.15 Related parties (cont'd)**

The Authority also applies the exemption in Paragraph 26 of SB-FRS 24. Required disclosures of transactions and related outstanding balances with government-related entities are limited to the following information to enable users of the Authority's financial statements to understand the effect of the related party transactions on the financial statements:

- (a) The nature and amount of each individually significant transaction with Ministries, Organs of State and other Statutory Boards; and
- (b) For other transactions with Ministries, Organs of State and other Statutory Boards that are collectively, but not individually, significant, a qualitative or quantitative indication of their extent.

**3.16 Changi Airport Development Fund**

The Changi Airport Development Fund (the "Fund") is a fund set up to account for moneys received and disbursed for the specific purpose of expanding Changi Airport. The net assets of the Fund are presented as a line at the bottom of the statement of financial position as prescribed by SB-FRS Guidance Note 3 *Accounting and Disclosures for Trust Funds*. Receipts and expenditure relating to the Fund are accounted for directly in this Fund on an accrual basis. Details of receipts, expenditure, assets and liabilities are disclosed in Note 33.

**3.17 Standards issued but not yet effective**

At the date of authorisation of these financial statements, the following amendments to SB-FRS that are relevant to the Authority were issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 103 <i>Business Combinations: Reference to the Conceptual Framework</i>	1 January 2022
Amendments to SB-FRS 16 <i>Property, Plant and Equipment – Proceeds before Intended Use</i>	1 January 2022
Amendments to SB-FRS 37 <i>Onerous Contracts – Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to SB-FRS 2018-2020	1 January 2022
Amendments to SB-FRS 1 <i>Classification of Liabilities as Current or Non-Current</i>	1 January 2023
Amendments to SB-FRS 1 and SB-FRS Practice Statement 2 <i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to SB-FRS 8 <i>Definition of Accounting Estimates</i>	1 January 2023

The Authority anticipates that the adoption of the above amendments to SB-FRS in the future periods will not have a material impact on the financial statements in the period of their initial adoption.

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

**4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS**

The preparation of the Authority's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of income, expenditure, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In the process of applying the Authority's accounting policies, management is of the opinion that there is no instance of application of judgement which is expected to have a significant effect on the amounts recognised in the financial statements.

**Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Authority based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Authority. Such changes are reflected in the assumptions when they occur.

Defined benefit plans

The cost of defined benefit pension plans and other post-employment medical benefits as well as the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates, mortality rates and medical inflation rates. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are highly sensitive to changes in these assumptions. All key assumptions are reviewed at each reporting date. The net benefit liability as at 31 March 2022 is S\$8,687,000 (2020/21: S\$9,244,000). Further details are provided in Note 27.

Useful lives of property, plant and equipment

As described in Note 3.5, the Authority reviews the estimated useful lives of property, plant and equipment at each reporting date.

During 2021/22, management determined that the useful lives of the following categories of property, plant and equipment should be extended for better alignment of accounting useful lives with actual economic useful lives.

	Revised	Original
Buildings	15 to 50 years	15 to 30 years
Plant and equipment	7 to 20 years	7 to 15 years
Office/other equipment, furniture and fixtures	3 to 8 years	1 to 3 years
Capital improvements	5 to 20 years	5 to 15 years



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (cont'd)**

*Useful lives of property, plant and equipment (cont'd)*

The revision in useful lives was accounted for prospectively as a change in accounting estimate and the effect of this change on the Authority's depreciation expense for property, plant and equipment is as follows:

	2021/22 S\$'000	2022/23 S\$'000	2023/24 S\$'000
Decrease in depreciation expense	3,773	2,505	1,941

In 2020/21, the Authority reviewed and revised the estimated useful lives of certain air traffic management systems from 10 years to 15 years. As a result, the Authority's depreciation expense for property, plant and equipment for 2020/21 was reduced by S\$20,499,000.

**5. FINANCIAL INSTRUMENTS**

The following table sets out the financial instruments at the end of the reporting period:

	2021/22 S\$'000	2020/21 S\$'000
<b>Financial assets</b>		
Financial assets at fair value through other comprehensive income	72,563	48,212
Financial assets at amortised cost:		
- Cash and cash equivalents	630,713	708,524
- Trade and other receivables	225,205	166,729
	855,918	875,253
<b>Financial liabilities</b>		
Financial liabilities at amortised cost:		
- Trade and other payables	(179,392)	(148,304)
Lease liabilities	(23,028)	(25,650)

**6. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

*Overview*

The Authority is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and foreign currency risk.

This note represents information about the Authority's exposure to each of the above risks, the Authority's objectives, policies and processes for measuring and managing risk.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**6. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)**

*Risk management framework*

Risk management is integral to the operations of the Authority. The Authority has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Authority's risk management process to ensure that an appropriate balance between risk and control is achieved.

(a) *Credit risk management*

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Authority. As at 31 March 2022, the Authority's maximum exposure to credit risk, without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Authority due to failure to discharge an obligation by the counterparties arises from the carrying amount of the respective recognised financial assets as stated in the statement of financial position.

The Authority has adopted a policy of dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Authority manages these risks by monitoring credit-worthiness and limiting the aggregate risk to any individual counterparty. Therefore, the Authority does not expect to incur material credit losses on its financial instruments. The Authority develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Authority's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

At the end of the reporting period, the Authority has a concentration of credit risk as about 99% (2020/21: 99%) of the trade receivables were due from one of the Authority's major customers.

Further details of credit risk on trade and other receivables are disclosed in Note 19.

The Authority's current credit risk framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses ("ECL")
Performing	The counterparty has a low risk of default and does not have any past-due amounts	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
In default	Amount is > 90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL - credit-impaired
Write-off	Amount is > 1 year past due or there is information indicating that the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, whichever occurs earlier	Amount is written off

**NOTES TO THE FINANCIAL STATEMENTS**  
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**6. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)**

(a) *Credit risk management (cont'd)*

The table below details the credit quality of the Authority's financial assets and other items, as well as maximum exposure to credit risk by credit risk rating grades:

	Note	External/ Internal credit rating	12-month or lifetime ECL	Gross carrying amount S\$'000	Loss allowance S\$'000	Net carrying amount S\$'000
<b>31 March 2022</b>						
Trade receivables	19	(i)	Lifetime ECL (simplified approach)	89,279	-	89,279
Accrued income	19	(i)	Lifetime ECL (simplified approach)	29,651	-	29,651
Financial assets at fair value through other comprehensive income	18	Performing	12-month ECL	72,563	-	72,563
Grants receivable	19	Performing	12-month ECL	19,148	-	19,148
Sundry receivables (as agent to the Government)	19	Performing	12-month ECL	84,221	-	84,221
Other receivables	19	Performing	12-month ECL	2,906	-	2,906
<b>31 March 2021</b>						
Trade receivables	19	(i)	Lifetime ECL (simplified approach)	82,130	(203)	81,927
Accrued income	19	(i)	Lifetime ECL (simplified approach)	25,005	-	25,005
Financial assets at fair value through other comprehensive income	18	Performing	12-month ECL	48,212	-	48,212
Grants receivable	19	Performing	12-month ECL	13,187	-	13,187
Sundry receivables (as agent to the Government)	19	Performing	12-month ECL	33,076	-	33,076
Liquidated damages receivables	19	Performing	12-month ECL	278	-	278
Other receivables	19	Performing	12-month ECL	13,526	(203)	13,526

**NOTES TO THE FINANCIAL STATEMENTS**  
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**6. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)**

(a) *Credit risk management (cont'd)*

- (i) The Authority has applied the simplified approach to measure the loss allowance at lifetime ECL and in determining, has taken into account the historical default experience of the debtor and an analysis of the debtors' current financial position in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

(b) *Liquidity risk management*

Liquidity risk is the risk that the Authority will encounter difficulty in meeting financial obligations due to shortage of funds. The Authority's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Authority monitors and maintains a level of cash and cash equivalents deemed adequate by management to finance the Authority's operations and to mitigate the effects of fluctuations in cash flows.

Non-derivative financial liabilities

The following table details the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the contractual cash flows of financial liabilities based on the earliest date on which the Authority can be required to pay.

	Weighted average effective interest rate	Within 1 year	Between 1 year and within 5 years	More than 5 years	Unearned Interest	Total
	%	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
<b>2021/22</b>						
Trade and other payables	-	179,392	-	-	-	179,392
Lease liabilities	1.85	7,612	13,706	2,595	(885)	23,028
		187,004	13,706	2,595	(885)	202,420
<b>2020/21</b>						
Trade and other payables	-	148,304	-	-	-	148,304
Lease liabilities	1.93	6,292	18,319	2,156	(1,117)	25,650
		154,596	18,319	2,156	(1,117)	173,954



**NOTES TO THE FINANCIAL STATEMENTS**  
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**6. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)**

(c) *Foreign currency risk management*

The Authority transacts business in various foreign currencies and therefore is exposed to foreign exchange risk.

At the reporting date, the carrying amounts of significant monetary items denominated in currencies other than the Authority's functional currency are as follows:

	Liabilities		Assets	
	2021/22 S\$'000	2020/21 S\$'000	2021/22 S\$'000	2020/21 S\$'000
United States Dollar	(279)	(293)	232	262
European Euro	(704)	-	-	-
Australian Dollar	-	-	456	374
Canadian Dollar	-	(32)	1	1
	<u>(983)</u>	<u>(325)</u>	<u>689</u>	<u>637</u>

Foreign currency sensitivity

The following table details the sensitivity to a 5% (2020/21: 5%) increase and decrease in the relevant foreign currencies against the functional currency of the Authority. 5% (2020/21: 5%) is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes outstanding foreign currency denominated monetary items. The analysis adjusts the translation at year end for a 5% (2020/21: 5%) change in spot foreign currency rates for monetary items.

If the relevant foreign currency were to strengthen by 5% (2020/21: 5%) against the functional currency of the Authority, (deficit) (2020/21: surplus) before contribution to Government Consolidated Fund will (increase)/decrease (2020/21: increase/(decrease)) by:

	2021/22 S\$'000	2020/21 S\$'000
United States Dollar	(2)	(2)
European Euro	(35)	-
Australian Dollar	23	19
Canadian Dollar	*	(2)
	<u>(14)</u>	<u>15</u>

\* Denotes less than S\$1,000.

A 5% (2020/21: 5%) weakening of the above currency against the Singapore Dollar at the reporting dates would have equal but opposite effects on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

The Authority does not engage in speculative foreign exchange transactions.

**NOTES TO THE FINANCIAL STATEMENTS**  
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**7. FAIR VALUES OF ASSETS AND LIABILITIES**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Authority takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the financial statements is determined on such a basis, except for leasing transactions that are within the scope of SB-FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value in use in SB-FRS 36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

*Fair value hierarchy*

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Authority can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

(a) *Assets and liabilities that are measured at fair value on a recurring basis*

Some of the Authority's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

Financial Assets	Fair value as at		Fair value	Valuation technique(s)
	2021/22	2020/21	hierarchy	and key input(s)
	S\$'000	S\$'000		
Quoted debt securities	<u>72,563</u>	<u>48,212</u>	Level 1	Quoted bid prices in an active market

(b) *Financial instruments whose carrying amount approximates fair value*

Management has determined that, other than financial assets held at FVTOCI, the carrying amounts of all other financial assets, which comprise trade and other receivables, cash and cash equivalent, and trade and other payables based on their notional amounts, reasonably approximate their fair values because these are mostly short term in nature or are repriced frequently.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**8. CAPITAL MANAGEMENT**

The Authority reviews its capital structure at least annually to ensure that the Authority will be able to continue as a going concern.

The capital structure of the Authority comprises capital and accumulated surplus. The Authority's overall strategy remains unchanged from 2020/21.

**9. RELATED PARTY TRANSACTIONS**

Some of the Authority's transactions and arrangements are with related parties. The related party balances are unsecured, interest-free and repayable on demand unless otherwise stated.

**Key management personnel compensation**

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Authority.

Key management personnel compensation is as follows:

	2021/22 S\$'000	2020/21 S\$'000
Salaries and other short-term employee benefits	2,485	2,502
Central Provident Fund contributions	63	55

**Other related party transactions**

During the financial year, other than those disclosed elsewhere in the financial statements, there were the following significant related party transactions between the Authority and related parties:

	2021/22 S\$'000	2020/21 S\$'000
Meteorological services from National Environment Agency	9,335	8,906

In the Authority's role as an agent to the Government, it manages and provides oversight of the funding provided by the Government for Changi East development projects and grants to industry. During the year, S\$1,266,872,000 (2020/21: S\$710,981,000) was received on behalf of the Government of which S\$9,825,000 (2020/21: S\$15,807,000) was held on behalf by the Authority as part of restricted bank balances (Note 20) as at the end of the reporting period.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**10. CAPITAL ACCOUNT**

This represents the net value of assets and liabilities transferred from the former Department of Civil Aviation when the Authority was established, and any subsequent equity contribution from or return of assets to the Government.

**Dividend**

Under the Capital Management Framework for Statutory Boards, the Minister for Finance, the body incorporated by the Minister for Finance (Incorporation) Act 1959, as the ultimate shareholder of the Authority, expects an annual return in the form of dividends in return for the Government's equity injections.

**11. INVESTMENT REVALUATION RESERVE**

The investment revaluation reserve comprises the investment in debt instruments classified as at FVTOCI, net of cumulative loss allowance recognised on these investments and cumulative gain/loss reclassified to profit or loss upon disposal or reclassification of these investments.

	2021/22 S\$'000	2020/21 S\$'000
Balance at beginning of year	351	-
Net fair value loss on investments in debt instruments classified as at FVTOCI	3,060	324
Cumulative (loss)/gain on investments in debt instruments classified as at FVTOCI		
- Reclassified to profit or loss upon disposal	(222)	27
Balance at end of year	3,189	351



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**12. PROPERTY, PLANT AND EQUIPMENT**

	Buildings S\$'000	Plant and equipment S\$'000	Vehicles S\$'000	Office/other equipment, furniture and fixtures S\$'000	Capital improvements S\$'000	Total S\$'000
<b>Cost:</b>						
At 1 April 2020	186,658	548,038	1,563	34,296	55,280	825,835
Additions	-	-	-	43	-	43
Transfers from capital work-in-progress (Note 14)	1,340	21,823	1,928	2,738	758	28,587
Disposals/write-off	(625)	(1,896)	(66)	(417)	-	(3,004)
At 31 March 2021	187,373	567,965	3,425	36,660	56,038	851,461
Additions	-	-	-	27	-	27
Transfers from capital work-in-progress (Note 14)	713	69,867	-	1,520	320	72,420
Disposals/write-off	-	(18,173)	-	(578)	(300)	(19,051)
At 31 March 2022	188,086	619,659	3,425	37,629	56,058	904,857

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**12. PROPERTY, PLANT AND EQUIPMENT (cont'd)**

	Buildings S\$'000	Plant and equipment S\$'000	Vehicles S\$'000	Office/other equipment, furniture and fixtures S\$'000	Capital improvements S\$'000	Total S\$'000
<b>Accumulated depreciation:</b>						
At 1 April 2020	99,968	308,465	421	31,467	42,915	483,236
Depreciation for the year	5,175	31,328	340	2,285	2,149	41,277
Disposals/write-off	(625)	(1,896)	(66)	(417)	-	(3,004)
At 31 March 2021	104,518	337,897	695	33,335	45,064	521,509
Depreciation for the year	3,350	35,930	340	1,496	1,451	42,567
Disposals/write-off	-	(17,301)	-	(578)	(224)	(18,103)
At 31 March 2022	107,868	356,526	1,035	34,253	46,291	545,973
<b>Carrying amount:</b>						
At 31 March 2022	80,218	263,133	2,390	3,376	9,767	358,884
At 31 March 2021	82,855	230,068	2,730	3,325	10,974	329,952

During 2021/22, management determined that the useful lives of certain categories of property, plant and equipment should be extended for better alignment of accounting useful lives with actual economic useful lives.

In 2020/21, the Authority reviewed and revised the estimated useful lives of certain air traffic management systems from 10 years to 15 years.

The effect of the change in useful lives on the Authority's depreciation expense is disclosed in Note 4.



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**13. RIGHT-OF-USE ASSETS (The Authority as Lessee)**

The Authority leases several leasehold land, office spaces and plant and equipment. The lease terms of each category of leases are as follows:

Leasehold land	2 to 94 years
Office spaces	2 to 5 years
Plant and equipment	2 to 15 years
Vehicles	3 years

The Authority also made upfront payments to secure the right-of-use of certain leasehold land.

	Leasehold land S\$'000	Office spaces S\$'000	Plant and equipment S\$'000	Vehicles S\$'000	Total S\$'000
<b>Cost:</b>					
At 1 April 2020	6,500,245	36,227	4,880	-	6,541,352
Additions	148,884	44	-	-	148,928
Termination of leases	(28,351)	(506)	-	-	(28,857)
End of leases	-	-	(178)	-	(178)
Adjustments	-	-	(90)	-	(90)
At 31 March 2021	6,620,778	35,765	4,612	-	6,661,155
Additions	-	307	4,364	850	5,521
Adjustments	-	-	262	-	262
At 31 March 2022	6,620,778	36,072	9,238	850	6,666,938
<b>Accumulated depreciation:</b>					
At 1 April 2020	881,828	6,794	546	-	889,168
Depreciation for the year	67,987	6,851	530	-	75,368
Termination of leases	(10,199)	(21)	-	-	(10,220)
End of leases	-	-	(178)	-	(178)
At 31 March 2021	939,616	13,624	898	-	954,138
Depreciation for the year	68,580	6,870	656	329	76,435
At 31 March 2022	1,008,196	20,494	1,554	329	1,030,573
<b>Carrying amount:</b>					
At 31 March 2022	5,612,582	15,578	7,684	521	5,636,365
At 31 March 2021	5,681,162	22,141	3,714	-	5,707,017

In 2020/21, the Authority had an exchange of state land with a related party at market value. The resulting gain on disposal of S\$92,105,000 was recorded in the statement of comprehensive income (Note 30).

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**14. CAPITAL WORK-IN-PROGRESS**

	Note	2020/21 S\$'000	2019/20 S\$'000
At beginning of the year		157,469	893,893
Additions during the year		48,184	106,362
Transfer to property, plant and equipment	12	(72,420)	(28,587)
Transfer/Disposal <sup>(1)</sup>		-	(814,199)
At end of the year		133,233	157,469

<sup>(1)</sup> In 2020/21, the Authority transferred certain capital work-in-progress ("WIP") amounting to S\$813,617,000 to a third party. The capital grant (Note 26) relating to these WIP was also transferred to the same third party.

**15. INVESTMENT IN JOINT VENTURE**

	2021/22 S\$'000	2020/21 S\$'000
Cost of investment in joint venture	31,070	31,070
Share of post-acquisition results	8,814	8,178
Investment in joint venture	39,884	39,248

Details of the joint venture are as follows:

Name	Principal activities	Place of business	Authority's interest 2021/22 %	2020/21 %
Airport Logistics Park of Singapore <sup>(1)</sup>	Developing, marketing, managing and provision of facilities to the free trade zone logistics park	Singapore	20	20

<sup>(1)</sup> Unincorporated entity.

Airport Logistics Park of Singapore is structured as a separate vehicle and the Authority has a residual interest in its net assets. The Authority jointly controls the venture with other partner under the contractual agreement and requires unanimous consent for all major decisions over the relevant activities. Accordingly, the Authority has classified its interest in Airport Logistics Park of Singapore as a joint venture.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**15. INVESTMENT IN JOINT VENTURE (cont'd)**

The summarised financial information in respect of Airport Logistics Park of Singapore, based on its FRS financial statements and reconciliation with the carrying amount of the investment in the financial statements are as follows:

	2021/22 S\$'000	2020/21 S\$'000
Revenue	6,720	6,826
Interest income	322	919
Depreciation expense	(1,641)	(1,577)
Other (expenses)/income	(2,221)	329
Profit before tax	3,180	6,497
Income tax expense	-	-
Profit after tax	3,180	6,497
Other comprehensive income	-	-
<b>Total comprehensive income</b>	<b>3,180</b>	<b>6,497</b>
Cash and cash equivalents	104,568	100,904
Trade and other receivables	201	255
<b>Total current assets</b>	<b>104,769</b>	<b>101,159</b>
Non-current assets	115,466	117,107
<b>Total assets</b>	<b>220,235</b>	<b>218,266</b>
Current liabilities	(2,592)	(2,852)
Non-current liabilities	(18,223)	(19,174)
<b>Total liabilities</b>	<b>(20,815)</b>	<b>(22,026)</b>
<b>Net assets</b>	<b>199,420</b>	<b>196,240</b>
Net assets	199,420	196,240
Proportion of the Authority's ownership	20%	20%
Authority's share of net assets	39,884	39,248
<b>Carrying amount of interest in joint venture</b>	<b>39,884</b>	<b>39,248</b>

There are no other financial liabilities included in the current and non-current liabilities except for trade and other payables and provisions.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**16. INVESTMENT IN ASSOCIATE**

	2021/22 S\$'000	2020/21 S\$'000
Cost of investment in associate	9,446	9,446
Share of post-acquisition results, net dividend received	3,044	1,340
<b>Investment in associate</b>	<b>12,490</b>	<b>10,786</b>

Details of the associate are as follows:

Name	Principal activities	Place of incorporation and business	Effective interest held by the Authority 2021/22 %	2020/21 %
Experia Events Pte Ltd	Organising and management of conferences, exhibition and other related activities	Singapore	17	17

Although the Authority has 17% equity interest in Experia Events Pte Ltd, the Authority determined that it has significant influence because it has representation on the board of Experia Events Pte Ltd.

The summarised financial information in respect of Experia Events Pte Ltd, based on its FRS financial statements and reconciliation with the carrying amount of the investment in the financial statements are as follows:

	2021/22 S\$'000	2020/21 S\$'000
Revenue	34,503	11,225
Profit/(loss) after tax	10,021	(5,175)
Other comprehensive income	-	-
<b>Total comprehensive income/(loss)</b>	<b>10,021</b>	<b>(5,175)</b>
Current assets	51,651	36,983
Non-current assets	43,258	46,072
Current liabilities	(16,676)	(15,155)
Non-current liabilities	(4,763)	(4,451)
<b>Net assets</b>	<b>73,470</b>	<b>63,449</b>
Net assets	73,470	63,449
Proportion of the Authority's ownership	17%	17%
Authority's share of net assets	12,490	10,786
<b>Carrying amount of interest in associate</b>	<b>12,490</b>	<b>10,786</b>



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**17. LONG-TERM INVESTMENT**

The long-term investment relates to the Authority's corporate membership at the National Service Resort and Country Club.

**18. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME**

	2021/22 S\$'000	2020/21 S\$'000
Investment in debt instruments classified as at FVTOCI:		
Quoted debt securities	72,563	48,212
Comprising:		
- Current	8,295	6,371
- Non-current	64,268	41,841
	72,563	48,212

The bonds are held by the Authority within a business model whose objective is both to collect their contractual cash flows which are solely payments of principal and interest on the principal amount outstanding and to sell these financial assets. Hence, the bonds are classified as at FVTOCI.

For purpose of impairment assessment, the bonds are considered to have low credit risk as they are held with counterparties with minimum credit rating of "BBB" by Standard & Poor's or "Baa2" by Moody's. The Authority holds no collateral over this balance. Accordingly, for the purpose of impairment assessment for these debts instruments, the loss allowance is measured at an amount equal to 12-month expected credit losses ("ECL").

In determining the ECL, management has taken into account the historical default experience, the financial position of the counterparties, as well as the future prospects of the industries in which the issuers of these debt instruments obtained from economic expert reports, financial analyst reports and considering various external sources of actual and forecast economic information, as appropriate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

The valuation methodology for these investments is disclosed in Note 7(a).

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**19. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS**

	2021/22 S\$'000	2020/21 S\$'000
<i>Other receivables and prepayments (non-current)</i>		
Prepaid lease	5,508	5,918
Prepayments	24,031	28,145
Other receivables	337	436
	29,876	34,499
<i>Trade and other receivables and prepayments (current)</i>		
Trade receivables:		
- Related parties	506	270
- Others	88,773	81,657
Accrued income	29,651	25,005
Prepaid lease	410	410
Liquidated damages receivable	-	278
Prepayments	24,929	13,773
Grants receivable	19,148	13,187
Sundry receivables (as agent to the Government)	84,221	33,076
Other receivables	3,257	13,513
	250,895	181,169

(a) *Trade receivables*

In 2021/22, the average credit period for trade receivables ranges from 7 to 350 days as the Authority has extended the credit terms for certain transactions in view of the impact of COVID-19 (2020/21: 7 to 350 days). No interest is charged on the trade receivables for payment received before due date of the invoice. Thereafter, the Authority reserves the right to charge interest at 5.5% or 8% (2020/21: 5%, 5.5% or 8.5%) per annum on the overdue balance.

The table below is an analysis of trade receivables as at 31 March:

	2021/22 S\$'000	2020/21 S\$'000
Trade receivables	89,279	82,130
Loss allowance	-	(203)
Total trade receivables, net	89,279	81,927

The Authority's exposure to credit risk arises through its trade receivables. Due to the nature of the Authority's operation, the authority has a concentration of credit risk of about 99% (2020/21: 99%) (Note 6 (a)) that were due from one of the Authority's major customers as at the end of the financial year.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**19. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (cont'd)**

(a) *Trade receivables (cont'd)*

A trade receivable is written off when there is information indicating that there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over one year past due, whichever occurs earlier.

Loss allowance for trade receivables has been measured at an amount equal to lifetime expected credit losses ("ECL") based on individual assessment of debtors. The ECL on trade receivables are estimated based on past default experience of the debtors and an analysis of the debtors' current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The movements in credit loss allowance are as follows:

	2021/22 S\$'000	2020/21 S\$'000
	Individually assessed	
Balance at beginning of year	203	30
Loss allowance recognised in income or expenditure during the year on:		
- New trade receivables originated	-	203
- Reversal due to settlement of receivables	(203)	(30)
	(203)	173
Balance at end of year	-	203

Based on historical default rate, the Authority believes that, apart from the above, no impairment allowance is necessary in respect of other trade receivables outstanding at the date of the statement of financial position.

**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (cont'd)**

(b) *Prepaid lease*

Prepaid lease represents premium paid in advance to Singapore Land Authority for leasehold land. The land is leased to the Authority's associate, Experia Events Pte Ltd, under a back-to-back lease arrangement and the amount received was recognised as deferred income (Note 25).

	S\$'000
<b>Cost:</b>	
At 1 April 2020, 31 March 2021 and 31 March 2022	12,290
<b>Accumulated amortisation:</b>	
At 1 April 2020	5,552
Amortisation charge for the year	410
At 31 March 2021	5,962
Amortisation charge for the year	410
At 31 March 2022	6,372
<b>Carrying amount:</b>	
At 31 March 2022	5,918
At 31 March 2021	6,328

As the net investment in this lease arrangement is S\$nil, no finance lease receivable and lease liability are recognised upon the application of SB-FRS 116.

(c) *Accrued income*

This pertains to services provided to customers for which invoices are not billed. Accordingly, none of the amounts due from debtors at the end of the reporting period is past due.

In the opinion of the management, the carrying amount of accrued income approximates their fair value at the date of the statement of financial position.

Accrued income is written off when there is information indicating that there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Loss allowance for accrued income has been measured at an amount equal to lifetime expected credit losses ("ECL"). The ECL on accrued income are estimated based on the past default experience of the debtors and an analysis of the debtors' current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**19. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (cont'd)**

(c) *Accrued income (cont'd)*

The movements in credit loss allowance are as follows:

	2021/22 S\$'000	2020/21 S\$'000 Individually assessed
Balance at beginning of year	-	500
Loss allowance recognised in income or expenditure during the year on:		
- Derecognition upon billing	-	(112)
- Reversal of due to settlement of receivables	-	(388)
		(500)
Balance at end of year	-	-

Based on historical default rate, the Authority believes that, apart from the above, no impairment allowance is necessary in respect of other accrued income at the date of the statement of financial position.

(d) *Liquidated damages receivable*

The contract for the delivery of the Long Range Radar and Display System ("LORADS") III Air Traffic Control ("ATC") System allows the Authority to claim liquidated damages from the contractor for delays in meeting agreed contractual milestones.

As at 31 March 2021, the Authority has a liquidated damages credits receivable of S\$288,000 under this contract arising from agreed contractual milestones not being achieved by the contractor. The credits receivable was fully utilised in 2021/22.

As at 31 March 2021, the credits receivable was measured at an amortised cost of S\$278,000. The initial credits receivable was measured and recognised in 2012/13 at its fair value based on the discounted cash flow method. The discount rate used was based on the average cost of debt applicable to the industry and the jurisdiction of the contractor. The fair value of the credits receivable on the liquidated damages was estimated based on the Authority's assumption to fully utilise them by the end of 2021.

(e) *Grants receivable*

This pertains to accrued grants receivable from the Government that are not billed. Accordingly, none of the amounts due from the Government at the end of the reporting period is past due.

Grants receivable are considered to have low credit risk as they are not due for collection at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. The Authority believes that no loss allowance is required. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**20. CASH AND CASH EQUIVALENTS**

	2021/22 S\$'000	2020/21 S\$'000
Bank and cash balances	620,336	692,717
Term deposits	500	-
Cash and cash equivalents in the statement of cash flows	620,836	692,717
Add: Restricted bank balances <sup>(1)</sup>	9,877	15,807
	<u>630,713</u>	<u>708,524</u>

<sup>(1)</sup> At the end of reporting period, included in the restricted bank balances are funds held on behalf for the Ministry of Transport.

The carrying amounts of cash and cash equivalents approximate their fair values.

The bank and cash balances include amounts placed with Accountant-General's Department under the Government's Centralised Liquidity Management ("CLM") scheme. These amounts are centrally maintained at consolidated pool and are available upon request.

In 2021/22, term deposits bear an average effective interest rate of 0.4% per annum with an average tenure of 6 days.

**21. TRADE AND OTHER PAYABLES**

	Note	2021/22 S\$'000	2020/21 S\$'000
Trade payables:			
- Related parties		1,145	1,801
- Others		9,753	14,958
Income billed and received in advance		82,106	76,849
Accrued expenses		39,961	50,958
Accrued payroll expenses		33,911	30,581
Sundry and other payables		312	846
Sundry payables (as agent to the Government)		94,046	48,883
Deposits received		265	277
Current portion of:			
- Grants received in advance	23	31,686	6,702
- Deferred income	25	410	410
- Deferred capital grants	26	45,692	45,554
- Provision for pension and post-retirement medical benefits plan	27	432	546
		<u>339,719</u>	<u>278,365</u>

The average credit period on purchases of goods and services is 1 month (2020/21: 1 month).

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**22. LEASE LIABILITIES**

	2021/22 S\$'000	2020/21 S\$'000
Maturity analysis:		
Year 1	7,612	6,292
Year 2	8,924	8,005
Year 3	2,920	7,757
Year 4	974	2,200
Year 5	888	357
Year 6 and onwards	2,595	2,156
	23,913	26,767
Less: Unearned interest	(885)	(1,117)
	23,028	25,650
Comprising:		
- Current	7,262	5,855
- Non-current	15,766	19,795
	23,028	25,650

The Authority does not face significant liquidity risk with regards to its lease liabilities.

**23. GRANTS RECEIVED IN ADVANCE**

	Note	2021/22 S\$'000	2020/21 S\$'000
At beginning of the year		50,355	-
Operating grants received during the year	32	48,517	90,485
Movement in grant accruals	32	5,961	10,873
		54,478	101,358
Transfer to income or expenditure:			
- Grants for property tax		(19,700)	(24,998)
- Grants for industry		(6,703)	(17,145)
- Grants for research and development		(18,278)	(6,713)
- Others		(1,725)	(2,147)
		(46,406)	(51,003)
At end of the year		58,427	50,355
Comprising:			
- Current	21	31,686	6,702
- Non-current		26,741	43,653
		58,427	50,355

The Authority received government operating grants for certain operating activities. These grants received in advance will be recorded in the income and expenditure statement when the expenses are incurred.

**NOTES TO THE FINANCIAL STATEMENTS**  
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**24. CONTRIBUTION PAYABLE TO GOVERNMENT CONSOLIDATED FUND**

The contribution to the Government Consolidated Fund is payable in accordance with Section 3(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act 1989. The contribution is based on a percentage of the net surplus as specified by the Minister for Finance. The contribution rate is pegged to the prevailing corporate tax rate and the applicable rate for 2021/22 is 17% (2020/21: 17%).

The Authority's contribution to consolidated fund for FY2021/22 is S\$nil due to a net deficit position. The Authority has approximately S\$45,000,000 of unrecognised unutilised deficits to be carried forward to offset against future surpluses.

**25. DEFERRED INCOME**

	Note	2021/22 S\$'000	2020/21 S\$'000
At beginning of the year		6,328	6,738
Amortisation for the year		(410)	(410)
At end of the year		5,918	6,328
Comprising:			
- Current	21	410	410
- Non-current		5,508	5,918
		5,918	6,328

Deferred income represents amount received from the land leased to the Authority's associate, Experia Events Pte Ltd. The land lease amount is amortised over 30 years effective September 2006.

**26. DEFERRED CAPITAL GRANTS**

	Note	2021/22 S\$'000	2020/21 S\$'000
At beginning of the year		4,234,590	5,023,069
Capital grants received during the year	32	4,813	98,419
Capital grants transferred	32	-	(813,617)
Movement in grant accruals	32	-	(27,379)
		4,813	(742,577)
Amortisation for the year		(45,692)	(45,902)
At end of the year		4,193,711	4,234,590
Comprising:			
- Current	21	45,692	45,554
- Non-current		4,148,019	4,189,036
		4,193,711	4,234,590

The Authority received government capital grants mainly for the alienation of land and related construction cost. There is no unfulfilled condition or contingency attached to the grants.



**NOTES TO THE FINANCIAL STATEMENTS**  
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**27. PROVISION FOR PENSION AND POST-RETIREMENT MEDICAL BENEFITS PLAN**

The Authority provides pension and post-retirement medical benefit schemes to certain of its retired employees who did not opt for transfer to the Central Provident Fund Scheme. The pension and post-retirement medical benefits schemes are closed to new entrants.

(a) *Pension Scheme*

An eligible employee, upon reaching his retirement date and who has completed at least 10 years of service, is entitled to opt for one of the three retirement benefit options:

- Option (i) : Fully commuted pension gratuity
- Option (ii) : Full annual pension
- Option (iii) : Partial commutation of pension with gratuity

(b) *Post-Retirement Medical Benefits Scheme*

An eligible employee, upon reaching his retirement date and who has completed at least 10 years of service, is entitled to the following post-retirement medical benefits:

- Option (i) : Hospitalisation benefits
- Option (ii) : Outpatient benefits
- Option (iii) : Dental benefits

The actuarial valuation of the present value of the defined benefit obligation was carried out in 2019/20 by a qualified independent actuary in accordance with SB-FRS 19 *Employee Benefits*. In assessing the plan's liabilities, the Projected Unit Credit actuarial methodology has been applied. For the purpose of ascertaining the obligation as of 31 March 2022, management has conducted a review of the bases and underlying assumptions used in the calculation.

The principal financial assumptions used for the purpose of the actuarial valuations were as follows:

		Valuation at	
		2021/22	2020/21
		%	%
<b><i>Pension Scheme</i></b>			
Discount rate		1.2	1.2
<b><i>Post-Retirement Medical Benefit Scheme</i></b>			
Discount rate		1.4	1.4
Medical inflation rate		3.2	3.2
The amount recognised in the statement of financial position in respect of the Authority's defined benefit obligation is as follows:			
	Note	2020/21 S\$'000	2019/20 S\$'000
Current	21	432	546
Non-current		8,255	8,698
		<u>8,687</u>	<u>9,244</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**27. PROVISION FOR PENSION AND POST-RETIREMENT MEDICAL BENEFITS PLAN (cont'd)**

Amounts recognised in income or expenditure in respect of the defined benefit plan are as follows:

	Note	2021/22 S\$'000	2020/21 S\$'000
Interest cost		115	120
Gain on settlement		(213)	(107)
	29	<u>(98)</u>	<u>13</u>

The charge for the year is included in salaries, wages and staff benefits expense in the statement of comprehensive income.

Changes in the present value of the defined benefit obligation are as follows:

	2021/22 S\$'000	2020/21 S\$'000
Opening defined benefit obligation	9,244	9,810
Interest cost	115	120
Gain on settlement	(213)	(107)
Benefits paid	(459)	(579)
Closing defined benefit obligation	<u>8,687</u>	<u>9,244</u>

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming if all other assumptions were held constant:

		Increase/(decrease) in Defined Benefit Obligation	
		2021/22 S\$'000	2020/21 S\$'000
	%		
<b><i>Pension Scheme</i></b>			
Discount rate	+ 0.5	(166)	(186)
	- 0.5	172	193
<b><i>Post-Retirement Medical Benefit Scheme</i></b>			
Discount rate	+ 0.5	(231)	(227)
	- 0.5	252	248
Medical inflation rate	+ 0.5	267	265
	- 0.5	<u>(245)</u>	<u>(244)</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**28. REVENUE**

	2021/22 S\$'000	2020/21 S\$'000
<b>Timing of revenue recognition</b>		
<u>SB-FRS 115 revenue</u>		
At a point in time:		
Aviation training programme fee	5,414	3,414
Certification, examination and licence fee	16,184	16,362
Over time:		
Fees for airport and related services	252,539	214,682
Airport and aerodrome licence fee	6,300	3,280
Other service income	3,998	4,993
<u>Non SB-FRS 115 revenue</u>		
SB-FRS 116 Leases:		
Annual ground rent	75,682	77,083
Other rental income	746	882
SB-FRS 1001 <i>Non-exchange revenue</i> :		
Aviation levy	7,774	2,967
	<u>368,637</u>	<u>323,663</u>

**29. SALARIES, WAGES AND STAFF BENEFITS**

The following are included in salaries, wages and staff benefits:

	Note	2021/22 S\$'000	2020/21 S\$'000
Pension and post-retirement medical benefits cost	27	(98)	13
Employer's contribution to Central Provident Fund		<u>19,853</u>	<u>18,044</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**30. NON-OPERATING INCOME, NET**

	2021/22 S\$'000	2020/21 S\$'000
<b><i>Non-operating income</i></b>		
Gain on foreign exchange	-	290
Foreign exchange gain on financial assets measured at FVTOCI	319	-
Interest income	3,680	7,319
Gain on disposal of right-of-use assets	-	92,105
Gain on disposal of financial assets measured at FVTOCI	-	27
Others	692	2,891
	<u>4,691</u>	<u>102,632</u>
<b><i>Non-operating expense</i></b>		
Loss on foreign exchange	(181)	-
Foreign exchange loss on financial assets measured at FVTOCI	-	(184)
Loss on disposal of property, plant and equipment	(948)	(580)
Loss on disposal of financial assets measured at FVTOCI	(222)	-
	<u>(1,351)</u>	<u>(764)</u>
Non-operating income, net	<u>3,340</u>	<u>101,868</u>

**31. COMMITMENTS**

(a) *Capital commitments*

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	2021/22 S\$'000	2020/21 S\$'000
Capital commitments in respect of property, plant and equipment	<u>131,555</u>	<u>102,166</u>

(b) *Operating lease commitments – as lessor*

Maturity analysis of operating lease receivables:

	2021/22 S\$'000	2020/21 S\$'000
Year 1	76,340	76,133
Year 2	76,322	75,743
Year 3	76,059	75,726
Year 4	75,654	75,701
Year 5	75,648	75,693
Year 6 and onwards	<u>1,188,541</u>	<u>1,264,683</u>
	<u>1,568,564</u>	<u>1,643,679</u>



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**32. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES**

The table below details changes in the Authority's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Authority's statement of cash flows as cash flows from financing activities.

			Non-cash charges					
	1 April 2021	Financing cash flows (i)	Grants received/ (utilised)	Grants accruals	Grants amortised	New lease liabilities	Other changes (ii)	31 March 2022
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Lease liabilities (Note 22)	25,650	(7,996)	-	-	-	5,209	165	23,028
Grants received in advance (Note 23)	50,355	48,517	(46,406)	5,961	-	-	-	58,427
Deferred capital grants (Note 26)	4,234,590	4,813	-	-	(45,692)	-	-	4,193,711
Cash at bank - Restricted balance (Note 20)	(15,807)	5,930	-	-	-	-	-	(9,877)
	4,294,788	51,264	(46,406)	5,961	(45,692)	5,209	165	4,265,289

(i) The cash flows made up of repayment of lease liabilities and operating/capital grants received in the statement of cash flows.

(ii) Other changes include grants transferred, lease modification adjustments.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**32. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (cont'd)**

	Non-cash charges							
	1 April 2020	Financing cash flows (i)	Grants received/ (utilised)	Grants accruals	Grants amortised	New lease liabilities	Other changes (ii)	31 March 2021
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Lease liabilities (Note 22)	33,808	(6,605)	-	-	-	44	(1,597)	25,650
Grants received in advance (Note 23)	-	89,815	(51,003)	10,873	-	-	670	50,355
Deferred capital grants (Note 26)	5,023,069	61,504	36,915	(27,379)	(45,902)	-	(813,617)	4,234,590
Cash at bank - Restricted balance (Note 20)	(1,769)	(14,038)	-	-	-	-	-	(15,807)
	5,055,108	130,676	(14,088)	(16,506)	(45,902)	44	(814,544)	4,294,788

(i) The cash flows made up of repayment of lease liabilities and operating/capital grants received in the statement of cash flows.

(ii) Other changes include grants transferred, lease modification adjustments and rent concessions.



**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**33. CHANGI AIRPORT DEVELOPMENT FUND**

- (a) The Changi Airport Development Fund (the "Fund") was established in accordance with Section 25A and Section 25B of the Civil Aviation Authority of Singapore Act 2009 which came into effect on 1 September 2015. The moneys in the Fund may be withdrawn by the Authority only for the specific purpose of expanding Changi Airport. The Authority was given the authority to administer the Fund under Sections 25A and 25B of the Civil Aviation Authority of Singapore Act 2009. Upon dissolution of the Fund, the remaining balance would be transferred back to the Consolidated Fund and the past reserves of the Government.

- (b) The results of the Fund for the year are as follows:

	2021/22 S\$'000	2020/21 S\$'000
<b>Income</b>		
Funds from Government	-	8,296
Airport development levy	14,065	525
Interest income	54,593	60,017
Write back of loss allowance on airport development levy receivable	347	559
	<u>69,005</u>	<u>69,397</u>
<b>Expenditure</b>		
Grants disbursed to a third party	328,476	-
	<u>328,476</u>	<u>-</u>
Net (deficit)/surplus for the year	(259,471)	69,397
Accumulated surplus as at 1 April	4,847,126	4,777,729
Accumulated surplus as at 31 March	<u>4,587,655</u>	<u>4,847,126</u>

- (c) The assets and liabilities of the Fund as at 31 March are as follows:

	2021/22 S\$'000	2020/21 S\$'000
<b>Accumulated fund</b>	<u>4,587,655</u>	<u>4,847,126</u>
<b>Non-current assets</b>		
Investment in Special Singapore Government Securities	857,288	3,787,692
<b>Current assets</b>		
Investment in Special Singapore Government Securities	3,025,046	49,597
Cash placed with Accountant-General's Department under CLM scheme	675,315	986,271
Airport development levy receivable	6,517	435
Less: Loss allowance	-	(347)
Interest receivable	23,489	23,478
	<u>3,730,367</u>	<u>1,059,434</u>
<b>Net assets</b>	<u>4,587,655</u>	<u>4,847,126</u>

The assets and liabilities of the Fund are excluded from the assets and liabilities of the Authority.

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**34. IMPACT OF CORONAVIRUS DISEASE 2019 ("COVID-19")**

The COVID-19 pandemic has persisted in 2021/22 and has impacted the Authority's operations and its financial performance for the year ended 31 March 2022. Set out below is the impact of COVID-19 on the Authority's financial statements for the year ended 31 March 2022:

- (i) Grant to industry

The Authority supports the Government in implementing various COVID-19 assistance measures. Besides the S\$879,218,000 (2020/21: S\$430,564,000) grants administered in the Authority's role as an agent to the Government (Note 9), the Authority also provided S\$6,703,000 (2020/21: S\$34,431,000) in fee rebates and grants under certain assistance packages to the aviation industry during the year, of which S\$6,703,000 (2020/21: S\$17,145,000) was financed by operating grant from the Government.

- (ii) Rental concessions

The Authority received S\$nil (2020/21: S\$670,000) in office rental concession and these concessions are recorded as an operating grant income in the statement of comprehensive income.

The Authority has assessed that the going concern basis of preparation for this set of financial statements remains appropriate. The Authority has assessed the impact of COVID-19 on its operations and anticipated that adequate funds are available for its operating requirements so to enable it to continue as a going concern for at least the next 12 months from the date of authorisation of the financial statements.

**35. RECLASSIFICATIONS AND COMPARATIVE FIGURES**

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with the current financial year's financial statements.

As a result, certain line items have been amended in the statement of financial position. The reclassification has no impact on the statement of financial position of the Authority as at 1 April 2021 and, accordingly, the restated statement of financial position as at 1 April 2021 is not presented.

These items were reclassified as follows:

	Previously reported S\$'000	After reclassification S\$'000
<b>31 March 2021</b>		
<b>Statement of financial position</b>		
<b>Current liabilities</b>		
Trade and other payables	<u>322,018</u>	<u>278,365</u>
<b>Non-current liabilities</b>		
Grants received in advance	<u>-</u>	<u>43,653</u>

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR ENDED 31 MARCH 2022

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#### 36. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements for the year ended 31 March 2022 were authorised for issue by the Authority members on 17 June 2022.





Singapore Changi Airport  
P.O. Box 1 Singapore 918141

