



# FUTURE FORWARD

ANNUAL REVIEW 2024



AI-DRIVEN

SMART  
IFM

OUTSOURCED  
SERVICES

ADVANCED  
SECURITY

CONTENTS

ABOUT CERTIS	08
Our Purpose	08
Who We Are	09
Our Accolades	10
Mozart	11
Ops-Tech	12
Our Business	13
OUR LEADERS	14
Chairman's Message	16
President & Group CEO's Message	20
Board Of Directors	24
Executive Leadership Team	30
YEAR IN REVIEW	32
Year In Review: New Wins	34
OUR PEOPLE	38
Investing In Our People	40
Recognising Our Talent	42
An AI-Ready Workforce	44
WIRED FOR THE FUTURE	46
WIRED For Command and Control	48
WIRED For Smart Integrated Facilities Management	50
Tech In The Spotlight	52
SAFER SMARTER BETTER	54
Our Governance Compass	56
Making A Difference	58
Sustainability Statement	62
Environment	63
OUR OFFICES	64



CERTIS AT A GLANCE

\$1.55b

in revenue for FY24,  
with a key focus  
in driving digital  
transformation

66

years in the  
security industry

29

awards and accolades  
in recognition of our growth  
from strength to strength

5

countries and territories  
strengthening our global  
footprint in delivering  
Ops-Tech solutions

28

technology patents to-date,  
sealing our commitment  
towards staying ahead of the  
curve in innovative solutions

30,000

-strong future-ready  
workforce across  
the globe



FORGING

# A Purpose-Driven Future

At Certis, we're focused on shaping a safer, smarter, and better world.

Fueled by our commitment to innovation and quality, we engineer operations-technology solutions tailored to our customers' needs, safeguarding communities and ensuring a secure future for all.

02

03



PAVING

# The Road Ahead for AI

Certis leads the charge in AI innovation, integrating AI across our operations — from dashboards and analytics to predictive insights. With a mission to train all 30,000 team members worldwide, we are committed to delivering smarter solutions that anticipate and exceed our clients' evolving needs.

04

05



DELIVERING

# Operational Excellence

Together with our clients, we co-create outcomes that achieve greater efficiency, effectiveness and cost savings through our award-winning solutions. By integrating cutting-edge technologies and best practices, Certis delivers unparalleled service, driving continuous innovation and operational excellence for a greater future.

06

07



OUR PURPOSE

TO MAKE OUR WORLD  
SAFER, SMARTER, BETTER

CREATING A POSITIVE IMPACT  
WITH OUR PURPOSE



As leaders of the industry, we at Certis understand that every choice we make creates a ripple effect for those around us—Our People, Our Planet, Our Communities and Our Customers. We are committed to making ethical choices for a cleaner, greener Earth and elevating our communities, while also driving inspiration and growth among our people and delivering exceptional value to our customers through groundbreaking and sustainable solutions.

At every step of the way, every business decision made has been in service of our Purpose—to create a world that is safer, smarter, better.

**Our Core Values**  
**Courage**  
**Integrity**  
**Customer Focus**  
**Teamwork**  
**Professionalism**  
**Care**  
**Safety**

WHO WE ARE

HERITAGE MEETS  
TECHNOLOGY



Certis takes pole position as a provider of smart security and integrated solutions. Our solutions, rooted in our security expertise and enhanced by data and AI, are part of our extensive technology development and systems integration, all designed with robust cyber-security in mind.

We pride ourselves on our exceptional partnerships with both private and public sector clients, who value our Operational-Design First approach that ensures seamless

integration of technology and operations in their businesses. By deeply understanding our clients' needs, we co-create customised solutions that deliver optimal outcomes.

With a solid process framework, we offer comprehensive turn-key solutions that drive effectiveness, expertly blending security, facilities management, and customer experience to enhance cost efficiency and support our clients' future growth.



OUR ACCOLADES

A CELEBRATION OF EXCELLENCE

AN INDUSTRY LEADER

Australian Business Awards 2023

- Winner – Business Innovation
- Winner – Digital Transformation

ESGBusiness Awards 2023

- Industrial Energy Efficiency Award – Singapore

Outstanding Security

Performance Awards (OSPA) 2023, Australia

- Outstanding Guarding Company (Digital Transformation Project)

Singapore Business Review

Technology Excellence Awards 2023

- Winner – Analytics in Safety & Security (Mozart)
- Winner – Analytics in Utilities (Smart Toilet Analytics)

Singapore Business Review

National Business Awards 2023

- Winner – Analytics (Mozart)
- Winner – Utilities (Smart Toilet Analytics)

Singapore Security Industry Awards 2023

- Outcome Based Contract of the Year Award

TOP QUALITY SERVICE EXCELLENCE

Australian Security Medals Foundation (ASMF) 2023

- St John Save a Life Award – 5 Security Officers

Chamber of Security Industry, Australia

- Best Security Guard Award 2023-2024 – 3 Front-Liners

Investiture of National Awards (COVID-19) 2023, Singapore

- President's Certificate of Commendation (COVID-19)

Link Service Awards 2023

- Bronze Award in Best Managed Property (Category 1) - Cheung Fat Plaza

Singapore Business Review

Management Excellence Awards 2023

- Executive of the Year (Business Services) – President & Group CEO, Paul Chong
- Team of the Year (Business Services) – Certis Aviation Security

Singapore Retailers Association & Singapore Hotel Association Excellent Service Awards 2023

- 849 awardees for Excellent Service Awards

EMPLOYER OF CHOICE

10th Best Property Safety Management Award, Hong Kong

- Best Property Contractor in Occupational Safety and Health

Employees Retraining Board (ERB)

Excellent Employer Award 2023, Hong Kong

- Manpower Developer Outstanding Employer Award

FastJobs Employer Awards 2023, Singapore

- Gold – Jobseekers' Choice Employer Award 2023: Security Employer
- Gold – Best Employer Branding Award 2023

HR Asia Awards 2023, Hong Kong

- HR Asia Best Companies to Work for in Asia Awards

HR Excellence Awards 2023, Singapore

- Bronze – Excellence in Employer Branding

Mandatory Provident Fund Schemes Authority, Hong Kong

- Good MPF Employer Award

National Workplace Learning (NWpL)

Certification 2023, Singapore

- Winner – Workplace Learning Organisation of Competence (Gold) – Certis Corporate University

Occupational Safety and Health Council 18th Occupational Health Awards, Hong Kong

- Outstanding – Joyful @ Healthy Workplace Best Practices Award
- Outstanding – Rookie Safety Performance Award

Qualification Framework Scheme by the Education Bureau 2023, Hong Kong

- Star Employer Award

Security Association Singapore

- Golden Circle Best Employer Award 2023

The Hong Kong Council of Social Service

- Caring Company Award

MOZART

SECURITY MADE EFFORTLESS

Developed in-house, our multi-service orchestration platform Mozart integrates technology solutions and operations into a single pane to allow us to oversee complete security operations and manage all facility aspects, including guest services. By consolidating real-time data across operations on one screen, Mozart enhances situational awareness, streamlines coordination, and improves decision-making for complex, large-scale operations.



Platform as a Service

Harnesses cloud computing for digital services comprising AI and advanced analytics.

Edge Intelligence

Resolves centralised computing limitations with Certis' multi-sensory pervasive network.

Applied Intelligence

Operationalises AI to orchestrate operations and support decision-making.

Operational Intelligence

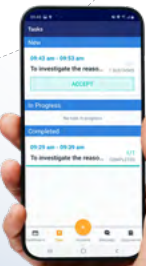
Delivers complete duplex pre-emptive situational awareness through Certis' Operational Intelligence Network framework.

IoT Devices

- CCTVs
- Sensors
- Mobile Devices

Smart Command Centre

- Data Lakes
- Data Insights
- Video Analytics



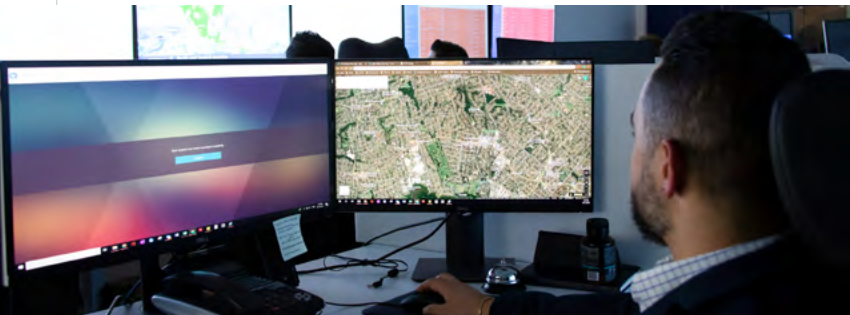
What Mozart Delivers

- Complex Event Processing
- Guided Operational Tasks
- Situational Awareness
- Case Management
- Unified Command and Control
- Virtual Patrols



OPS-TECH

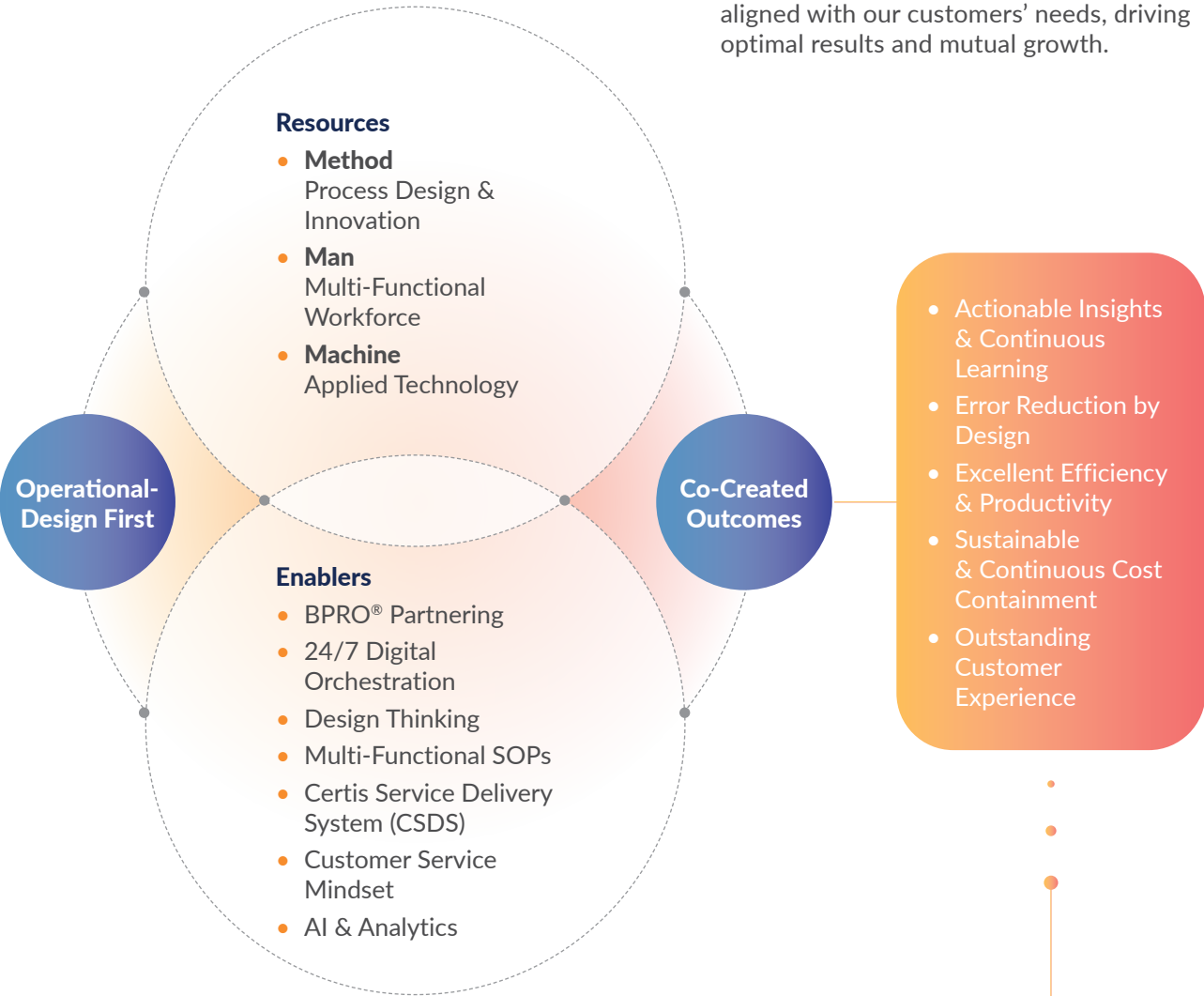
OPERATIONS AND TECHNOLOGY IN PERFECT HARMONY



BUSINESS PROCESS RE-ENGINEERING AND OPERATIONS™ (BPRO®)

At Certis, we view technology and operations as inseparable forces.

Our Business Process Re-engineering and Operations™ (BPRO®) framework is designed to build strong, lasting partnerships by working closely with clients and co-investing in shared success. Leveraging on our extensive technological expertise, an experienced team, and rigorous operational processes, we craft and manage tailored solutions that drive our customers' businesses forward. By starting with the desired outcomes in mind, we ensure that our solutions are precisely aligned with our customers' needs, driving optimal results and mutual growth.

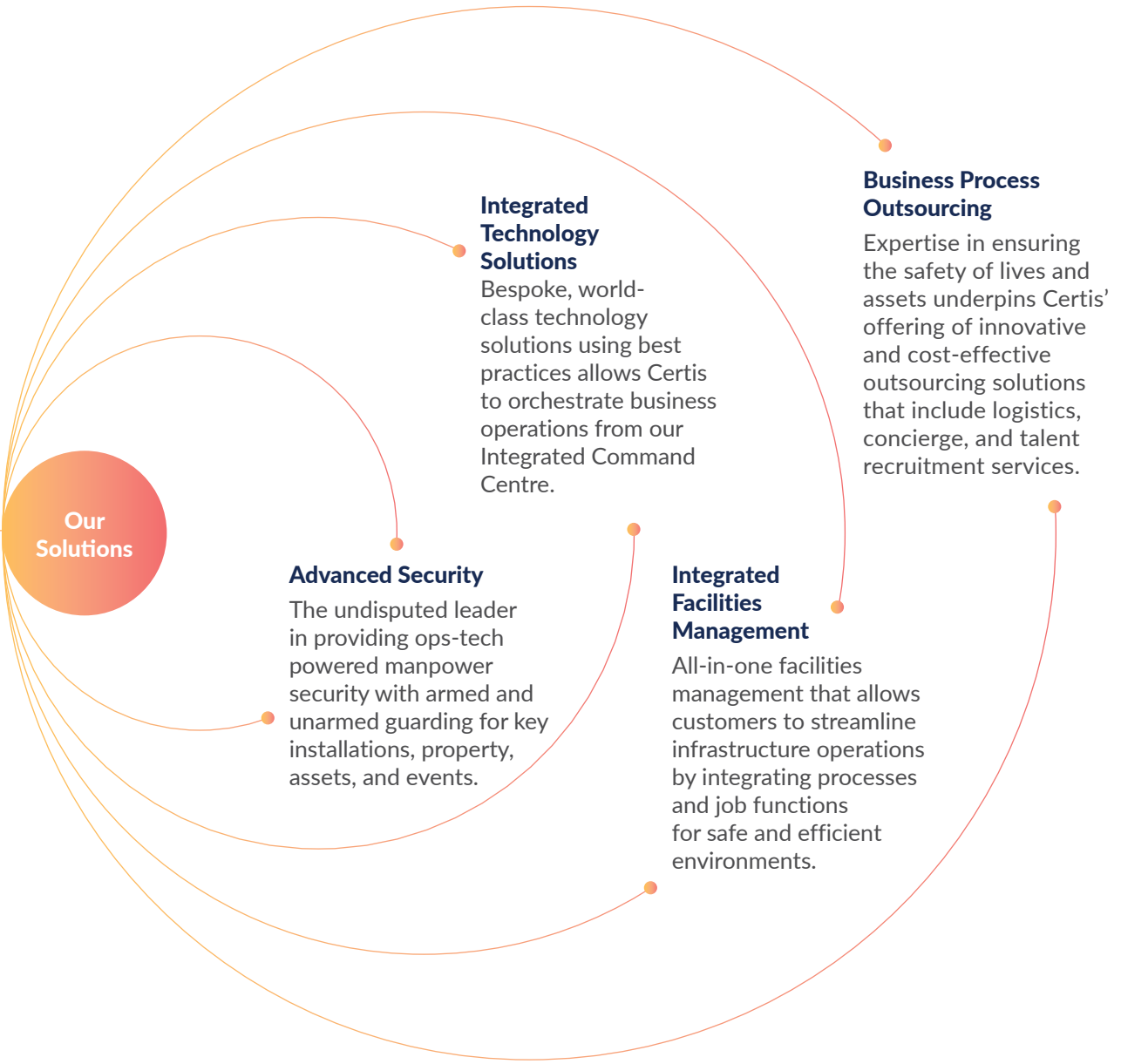


OUR BUSINESS

THE OPS-TECH PARTNER OF CHOICE



Drawing on our deep heritage in physical security and extensive knowledge in cutting-edge technology, Certis develops solutions that deliver transformative results for our customers. As a leading provider of advanced outsourced services, we are the trusted choice for organisations that oversee some of the world's most complex facilities.





## OUR LEADERS

At Certis, we are poised at the forefront of the future, driven by our commitment to shaping the way forward, harnessing cutting-edge technology and innovative strategies to navigate the challenges of tomorrow. As we embrace the future, it is integral that we remain agile and ahead in a rapidly evolving world, driving unprecedented growth and success.





# CHAIRMAN'S MESSAGE

We continue to be a force of change for our customers beyond our core strength in security, but also in facilities and precinct management, concierge services, operations technology, systems integration, analytics, AI and others.

Allen Lew  
Chairman



As I reflect on the past year, it was evident that Certis is at the cusp of new opportunities and challenges. This year, we navigated a landscape that has continued to be marked by economic uncertainties and evolving market dynamics, shadowed by geopolitical tensions.

Yet, through it all, we have managed to persevere as One Certis to emerge stronger. The agility, resilience, and innovative spirit that have defined our journey thus far continue to propel us forward.

## A YEAR OF TRANSFORMATION

FY24 has been a transformative year for Certis. Building on our strong foundation, we have continued to innovate and expand our capabilities. Our focus on digital transformation and operational excellence has enabled us to deliver integrated solutions that meet the complex needs of our clients. We continue to be a force of change for our customers beyond our core strength in security, but also in facilities and precinct management, concierge services, operations technology, systems integration, analytics, AI and others. We orchestrate all of this in our proprietary design thinking process.

## Chairman's Message

We also continue to invest and strengthen what we consider our core strengths are: our people, our technology, and our unwavering commitment to excellence.

As an organisation born out of the security industry, people form the core of what we do. On the frontlines, our Auxiliary Police Officers and Security Officers are the backbone of our operations. We have invested significantly in their training, ensuring they are equipped with the skills, knowledge and technology to handle any situation and to ensure that they are the best in their fields. Our comprehensive training programmes and state-of-the-art technology allows them to work efficiently to meet the evolving demands of the industry.

Next, technology. Leveraging advanced technology has been a cornerstone of Certis. From deploying state-of-the-art surveillance systems to integrating AI-driven analytics, we have enhanced our operational

efficiency and effectiveness. These capabilities were mined over the years through profound culture shift, digital transformation, building an in-house technology group, embracing cutting-edge technologies to enhance our capabilities and deliver innovative solutions. We have invested heavily in digitalisation, development of AI-powered analytics, IoT integration, and cloud-based platforms, resulting in solutions such as BPRO® and Mozart. Our commitment to innovation ensures that we remain at the forefront of the security industry, providing our clients with cutting-edge solutions that address their unique challenges.

Last but not least, operational excellence is at the heart of everything we do. Our rigorous standards and continuous improvement initiatives ensure that we deliver the highest quality of service to our clients. This is why we set up processes such as CSDS to ensure we deliver excellence every time, all the time.

## AT A GLANCE



### Strengthened Through Adversity

Revenue surpassed our pre-COVID numbers, reflecting our success in navigating a post-pandemic landscape.



### Partnering For Change

Together with our partners, we've launched programmes that help empower our beneficiaries to lead purposeful lives.



### Our Five-Year Plan

We aim to achieve \$2 billion in revenue by FY28, delivering sustainable growth and value to our shareholders.



Chairman’s Message

CONTRIBUTING TO SOCIAL GOOD

We remain committed in our ongoing efforts to incorporate sustainability and ESG goals into our business, focusing on how we can be “Better” for our people, community, customers and the environment. I am proud of our Corporate Social Responsibility (CSR) outreach efforts and the lasting relationships that we have built with our partners over the years. Working together, we have launched programmes that create real positive impact for our beneficiaries, enabling them to live purposeful lives.

Modelling our strong commitment to giving back, our global Senior Leadership Team led by example, collaborating with the Disabled People’s Association (DPA). Our leaders walked the ground to complete accessibility mapping for the Central Business District in Singapore, in support of the SmartBFA project, which helps wheelchair users identify barrier-free paths through the SmartBFA app.

In Singapore, we continued our long-standing Breaking Barriers programme in support of SPD’s efforts to help persons with disabilities practise daily living skills and better integrate into society. We also continued our partnership with the Singapore Disability Sports Council on the Dare to Dream programme and Certis Superheroes Challenge initiative, championing inclusivity in sports and enabling a new

generation of aspiring para-athletes.

In our overseas markets, our teams are doing their part to reach underserved groups in their communities too. In Australia, we partnered with Royal Far West to learn more about and support the work they do with disadvantaged children living in remote areas.

In Certis Hong Kong and Macau, our colleagues went the distance and collectively clocked over 170,000 steps in support of youth with disabilities at the Hong Kong Federation of Handicapped Youth’s Joy Charity Walk. In Qatar, the GSS Certis International team supported HOPE Qatar’s Riyadatee 2024 event, securing the event and sponsoring the participants’ attire.

FINANCIAL PERFORMANCE

In FY24, our Group revenue closed higher at S\$1.55 billion, clearly surpassing our pre-Covid revenue. This reflects the Group’s success in navigating a post-pandemic landscape, being able to affirm our position in the market despite macroeconomic pressures.

We are also seeing strong takings in our overseas businesses, which brought in a record S\$550 million revenue last year.

Overall, the Group posted a return on equity of 16.3% for the year, marking a sharp improvement from 11.6% from the previous FY.

Chairman’s Message

As we look to the future, we have embarked on our five-year strategic transformation plan, with a goal of achieving \$2 billion in revenue by FY28, so we can deliver sustainable growth and value to our shareholders.

LOOKING AHEAD: THE FIVE-YEAR PLAN

As we look to the future, we have embarked on our five-year strategic transformation plan, with a goal of achieving \$2 billion in revenue by FY28, so we can deliver sustainable growth and value to our shareholders. This plan is underpinned by our commitment to innovation, operational excellence, and global expansion. We are confident that with the dedication and hard work of our team, we will achieve these goals and continue to make a positive impact on the world.

Certis was born in Singapore, but our vision extends far beyond our shores. We have made significant strides in expanding our presence in key markets such as Hong Kong, Australia, and Qatar. Our success in these markets is a testament to the strength of our brand and the quality of our services. We are committed to continuing our global expansion and establishing Certis as a leading security provider worldwide.

A SHARED VISION

In closing, I want to express my heartfelt gratitude to our employees, clients, and stakeholders for their unwavering support and trust. Together, we have achieved remarkable milestones, and together, we will continue to soar to new heights. Let us embrace the challenges and opportunities that lie ahead with the same spirit of resilience and innovation that has brought us this far.

I would also like to extend our heartfelt gratitude to our past Chairman, Olivier Lim, for his invaluable contributions and guidance. His leadership has been instrumental in shaping our organisation during his tenure, and we are deeply appreciative of his dedication and service.



Sincerely,  
Allen Lew  
Chairman, Certis



# PRESIDENT & GROUP CEO'S MESSAGE

We have maintained strong momentum in Singapore on non-security contracts, serving as a robust foundation for our tech push in Australia, Hong Kong, Macau, and Qatar.

**Paul Chong**  
President & Group Chief Executive Officer



20 In a year marked by dampened macroeconomic sentiments, high interest rates, rising wage costs, and general price inflation, Certis has continued to forge ahead with resilience and innovation. The post-pandemic normal has taught us that digitalisation is now more compelling than ever in today's economic climate.

The operating environment around the world has been harsh in recent years, as a result of escalating geopolitical tensions, supply chain disruptions, stalling growth and roiling financial markets, leading to sharp costs increases. In particular, manpower cost has risen dramatically over the past decade.

Businesses, especially those in labour intensive sectors, have no choice but to restructure operating models to meet cost challenges. Even as technology aided in reducing some of the manpower requirements through automation, I believe companies can do more to drive digitalisation even further, in order to shift the cost base away from manpower.

While contemporary economic challenges might suggest a lower propensity for businesses to spend, Certis has seen an acceleration in the adoption of our Operations Technology solutions over the past year, which are predicated on outcome-based solutioning with a streamlined workforce. We have maintained strong momentum in Singapore on non-security contracts, serving as a robust foundation for our tech push in Australia, Hong Kong, Macau, and Qatar.

## President & Group CEO's Message

### NAVIGATING LABOUR CHALLENGES WITH INNOVATION

One of the most significant challenges we faced post-pandemic was an acute manpower shortage. This issue, while not new to us, was exacerbated by long-term demographic changes and evolving expectations of the general workforce. Coupled with rising wages, the case for innovative, labour-light solutions has become more compelling than ever.

At Certis, we recognised early that this was not a passing storm but a fundamental shift in the labour market. In response, we have proactively adapted our strategies to address manpower challenges head-on by focusing on technological developments and taking active steps to reduce our reliance on headcount to achieve the same outcomes. The investment in technology will allow us to reduce cost pressures for our clients. For many of our long-term clients, we have seen effective reductions in manpower requirements, particularly for lower-skilled staff, leading to overall cost savings.

As leaders in data-powered smart operations, we have embraced digital transformation to enhance operational efficiency and elevate our services. More importantly, we believe that we are able to partner our clients to overcome these macroeconomic factors without compromising on quality. Together, we are not just preparing for the future; we are shaping it true to our Purpose: To Make Our World Safer, Smarter, Better, ensuring a brighter and more resilient Certis for our businesses, employees, stakeholders and the community.

### CELEBRATING WINS

This year, our forward-thinking approach has positioned us to navigate the evolving global landscape with confidence and agility. FY24 has therefore been significant for Certis as we doubled down on our orchestration technology, Mozart, that has proven successful for many customers over the years. We have also widened our horizons beyond security contracts.

One new strategic client we landed in Singapore was SP Group, one of Asia's leading utilities groups, where we have set up a command and control system that integrates operational workflows, sensors, and surveillance unto a single platform.

We have also significantly strengthened our Institute of Higher Learning (IHL) portfolio in Singapore, having been appointed by Nanyang Technological University (NTU) to engineer a major security upgrade for its campus, integrating various security operations and surveillance systems into one command and control platform. This new system will connect all components and converge essential data into a single pane, streamlining detection, response, and reporting of incidents.

These two new customers have affirmed our pivot to a technology-first solution, providing a premier solution for enterprises with large operational and physical footprints to manage their back-of-house operations seamlessly.

Beyond Singapore, we also saw new customers across all markets. In Australia, we added Gold Coast Light Rail in Queensland to our portfolio, expanding our footprint in securing Australia's

### AT A GLANCE



#### Unlocking Greater Partnerships

Leveraging on our proprietary technology to expand our scope, diversifying our portfolio by securing new clients globally.



#### Fueling Intelligence-Driven Growth

2024 saw Certis making bold moves ahead with AI, positioning us at the forefront of tech innovation in our industry.



#### A New Home

Construction of the new state-of-the-art Certis Group headquarters at Paya Lebar Green is in its final stages.



President & Group CEO’s Message

22

public infrastructure. In Hong Kong, we continued success in the residential sector, partnering with key industry players to provide security systems and services.

In Qatar, Certis scored another significant win with Qatar Airways coming on board as our newest aviation client. Event security continues to be a mainstay for us in Qatar, where we served as the principal security service provider for Expo 2023 in Doha.

Our international success is achieved based on our stellar track record backed by our strong operational experience in security, paired with expertise in large-scale smart technology implementation. Our strength as a group allows us to share best practices across the markets we serve. We are able to unlock cost efficiencies and drive superior outcomes for our customers, particularly around costs, thereby allowing us to lead the industry, pushing standards beyond the norm. More importantly, our customers have also come on board with our Purpose to make our world safer, smarter and better together.

EMBRACING  
DIGITALISATION AND AI

Our journey in digital transformation has been instrumental in driving productivity and achieving outstanding outcomes for more

than a decade. Since 2014, we have been at the forefront of ‘going smart’, leveraging technology to enhance our operations and deliver superior services. Our Business Process Re-engineering Operations™ (BPRO®) framework has enabled us to co-create bespoke tech-enabled solutions with our customers, optimising their security protocols, facilities management, and precinct operations.

Core to our transformation is our embrace of emerging technologies, such as artificial intelligence. While interest in AI saw a resurgence globally this year with the proliferation of generative AI platforms, Certis has been integrating AI into our proprietary technology solutions for several years now.

This year, we took significant strides in embracing generative AI to enhance our operations. For instance, we adopted GPT in our incident reporting system, effectively reducing man-hours and increasing efficiency. We achieved a 95% predictive accuracy in classifying incidents, allowing us to respond more swiftly and effectively.

Additionally, we leveraged generative AI to streamline various internal processes, from policy queries to report submissions, ensuring that our team can focus on more strategic tasks. This

commitment to harnessing the power of AI underscores our dedication to innovation and excellence, positioning Certis at the forefront of technological advancement in our industry.

FOSTERING A  
PEOPLE-CENTRIC  
CULTURE

At the heart of our success are our people. We believe that a strong, inclusive, and supportive culture is essential for driving innovation and achieving our strategic goals. Our employees are our greatest asset, and we are committed to investing in their growth and development. Through continuous learning opportunities, leadership development programmes, and a focus on well-being, we strive to create an environment where everyone can thrive.

Our commitment to our people was also recognised in the industry. We are honoured to have received recognition from the industry for our efforts in investing in and caring for our people. In the past year, we have won several awards, including the HR Asia Best Companies to Work for in Asia Awards, Golden Circle Best Employer Award by the Security Association of Singapore and ERB Excellent Employer Award – Outstanding Employer Award, reaffirming our promise in creating a positive and supportive work environment for our people.

President & Group CEO’s Message

While interest in AI saw a resurgence globally this year with the proliferation of generative AI platforms, Certis has been integrating AI into our proprietary technology solutions for several years now.

INVESTING IN OUR  
PEOPLE AND FUTURE

The next lap of our journey is clear: digitalisation will increasingly become a core differentiator between us and our competitors. We want to grow our portfolio of clients taking up smart solutions with us over the next five years.

To achieve this, we will continue to invest in driving deeper technology expertise, cultivating stronger capabilities in how we utilise AI, machine learning, and data in our systems to create better outcomes. We aim to expand our technological capabilities in the markets we serve, making it a core offering for all our customers and their operational needs, unlocking even greater value for our stakeholders through these new innovations. Beyond technology, we will also invest in training our people in these emerging technologies. We will begin training all employees in understanding and using AI, as part of a multi-year upskilling initiative that will see all Certis staff being proficient in AI tools. This will also benefit our customers as they receive better qualified staff on the frontlines and in the control centres.

While the initial investment in smart technologies may be higher, the long-term benefits far outweigh the costs. By reducing reliance on labour and

harnessing data for optimisation, we have demonstrated significant cost savings for our customers, validating the journey we have taken. Our experience with our strategic clients has shown that the upfront costs of going smart are, in time, offset by the savings realised through digital optimisation.

OUR ROAD AHEAD

Looking ahead, we are aiming high with a five-year plan to reach S\$2 billion in revenue by FY28. This ambitious goal requires a fundamental shift in the way Certis operates to a labour-light model, while building upon decades of quality service delivery. We are in the age of advanced technology, but the right technology can only be fostered by a team united by the same Purpose.

My commitment to our stakeholders is that we will continue to uphold a high level of quality, which relies on our people and our culture of excellence. To our clients, we are also committed to working through challenges to surpass the standards we set for ourselves. This is also why we are committed to our people, by providing the necessary training they need to be tech-literate and tech-enabled, as well as fostering the right culture and environment for them to thrive.

We are also in the home stretch for the completion of Paya Lebar

Green, where the new Certis Group headquarters will be located. This will be the nexus where we will showcase our latest technology and capabilities to our people, customers, and stakeholders alike.

As we embark on this exciting journey, we are confident that with our dedicated team, strong partnerships, and unwavering commitment to excellence, Certis will continue to achieve sustainable growth and create long-term value for our stakeholders.

In closing, I would like to express my heartfelt gratitude to our employees, customers, partners, and stakeholders for their unwavering support and trust. I am confident that we will continue to thrive and excel in the years to come.

Thank you for being a part of our journey to make our world safer, smarter, and better.



Sincerely,  
Paul Chong  
President and Group CEO Certis

23



BOARD OF DIRECTORS



ALLEN LEW  
Chairman

Mr Allen Lew was appointed to the Board in January 2022 and subsequently named as Chairman in November 2023.

Mr Lew was Senior Advisor at Singapore Telecommunications Limited (Singtel) between April 2021 and April 2023. He also served as Chief Executive Officer of Group Strategy and Business Development and Country Chief Officer, Thailand from April 2020 to April 2021, and Chief Executive Officer for Consumer Australia and Optus from 2014 to 2020. Prior to this, Mr Lew was Country Chief Officer in Singapore and CEO, Group Digital Life from 2012 to 2014.

Mr Lew began his career with the Singtel Group in November 1980. His first regional exposure was as COO of Advanced Info Service Public Company Ltd (AIS) based in Thailand, Singtel's regional mobile associate. He was the Chief Operating Officer of AIS for three years before his posting to Optus in Australia in late 2001, initially as the Managing Director of Optus Mobile and subsequently as Managing Director of Optus Consumer Business.

Mr Lew is a board member of Raffles Medical Group, and is Chairman of its Audit & Risk Committee as well as a member of the Nomination & Compensation Committee. Mr Lew is also a board member of Citibank Singapore Pte Ltd and Maritime and Port Authority of Singapore. He was formerly on boards of Sentosa Development Corporation, Energy Market Authority, and Singapore Institute of Technology.

Mr Lew holds a Bachelor of Electrical Engineering from the University of Western Australia under a Colombo Plan Scholarship and a Master of Science (Management) from the Massachusetts Institute of Technology.



KHOO BOON HUI  
Director

Mr Khoo Boon Hui was appointed to the Board in February 2016.

With a career of over 30 years serving in the police force and recognised expertise in organisational management, he joined the Singapore Police Force in 1977, and was its Commissioner from 1997 to 2010. He also served as President of INTERPOL from 2008 to 2012. After his stint with the Police, Mr Khoo was appointed as Senior Deputy Secretary of the Ministry of Home Affairs from 2010 to 2014. Upon his retirement from the Government, Mr Khoo was appointed as a Senior Advisor for the Ministry of Home Affairs in 2015, and a year later was re-designated a Senior Fellow. He remains a Senior Fellow of the Civil Service College and an advisor to the Home Team Academy.

Mr Khoo is Chairman of SDAX Exchange Pte Ltd, Cybersecurity Advisory Group for the Minister-in-charge of Cybersecurity, and the INTERPOL Working Group on Governance. He is also a board member of Global Cyber Alliance and Senior Advisor to InfoCepts Pte Ltd.

Mr Khoo also advises numerous entities in physical security, cybersecurity, technology, and philanthropy. He is also a Justice of the Peace and Honorary Fellow of St John's College, Oxford.

Mr Khoo holds a Bachelor in Engineering Science and Economics from Oxford University, and a Master in Public Administration from Harvard Kennedy School.



PAUL RETTER  
Director

Mr Paul Retter was appointed to the Board in November 2018.

He brings to the board leadership and management expertise, as well as significant experience in public service, regulatory compliance, risk management, and security.

Mr Retter was appointed the Chief Executive and Commissioner of Australia's National Transport Commission in July 2013. In this role, he led an organisation whose mandate was to develop, propose, and implement national surface transport reforms in Australia designed to improve safety, productivity, and environmental outcomes. Mr Retter completed his tenure in October 2018.

Prior to that, Mr Retter was the Executive Director of the Office of Transport Security in April 2006, serving as the Australian Government's transport security regulator for the aviation, maritime, and offshore oil and gas sectors. During his seven years in this role, he worked closely with international bodies to harmonise international requirements related to aviation and maritime security measures.

Mr Retter's career highlights include over 30 years in the Australian Defence Force, plus senior public sector appointments at the national level focused on counter terrorism, preventive security, regulatory affairs, and national policy reform.

Mr Retter held a non-executive director appointment with Sydney Night Patrol Pty Ltd from June 2016 to March 2018 and was a member of the Certis International Advisory Panel from April to October 2018. He is also a Principal with PBAR Associates.

Mr Retter holds a Bachelor of Arts degree and a Master of Business Administration. He is a graduate of the Australian Institute of Company Directors.



Board Of Directors

PAUL  
CHONG  
Director,  
President &  
Group Chief  
Executive  
Officer



Mr Paul Chong was appointed to the Board in November 2018 and is currently President and Group Chief Executive Officer.

Mr Chong joined Certis as its founding Chief Executive Officer in 2004. He has led the organisation in its transformation from a statutory board of Singapore's Ministry of Home Affairs to a privatised entity with a global presence. Under his leadership, Certis has successfully diversified into new businesses while strengthening the group's core capabilities. Certis is today the third largest player for security services in Australia.

Prior to joining the private sector in 1995, Mr Chong was the Head of Joint Communications & Electronics (HJCE) of the Singapore Armed Forces (SAF).

As HJCE, he was the lead SAF officer responsible for designing, building, operating, and protecting the SAF's critical computers and communication systems against adversaries.

Upon retirement from military service, Mr Chong joined Singtel in 1995 as Vice President for Consumer Sales. During his five-year tenure at Singtel, he was instrumental for turning around the then loss-making Globe Telecom to become the leading mobile telecom operator in the Philippines. He was also responsible for the deployment of the world's first nationwide broadband network in Singapore as CEO of SingTel Multimedia Division and SingNet.

Mr Chong attended the University of Cambridge on a Singapore Armed Forces Overseas Scholarship, graduating with Honours in Economics and Operations Research. He is also a graduate of the US Army Command & Staff College.

Board Of Directors

CHONG  
EE RONG  
Director



Ms Chong Ee Rong was appointed to the Board in December 2018.

Ms Chong is a seasoned business leader and active board member with several independent board roles. Ms Chong is currently the Vice-Chair of the Singapore Business Federation as well as the National Volunteer and Philanthropy Centre. She is also the Chairperson of the Young Business Leaders Network – Singapore's official representative to the ASEAN Young Entrepreneurs Council and Association.

Ms Chong is currently Independent Non-Executive Director with Certis Group, Jollibee Foods Corporation (PSE-listed), and homegrown fintech digital exchange startup, SDAX Exchange Pte Ltd. Most recently, Ms Chong was appointed as a board director of NS Square Ltd.

Her previous executive roles include leadership positions with venture development firm Rainmaking Innovation, listed healthcare group Raffles Medical Group (RMG), and global integrated marketing agency Ogilvy & Mather.

Ms Chong holds a Bachelor of Economics from the University of Adelaide and Masters in Arts from the University of South Australia. She is a Senior Accredited Director of the Singapore Institute of Directors.

QUEK  
BIN HWEE  
Director



Mrs Quek Bin Hwee was appointed to the Board in May 2019.

Mrs Quek is the former Vice Chairman of PricewaterhouseCoopers (PwC) Singapore, where she was an audit partner for over 25 years. She held global and regional positions, including Deputy Markets Leader of PwC Asia Pacific and Americas, and was a member of the PwC Global Markets Leadership Team and PwC Asia Pacific Executive Team. Mrs Quek has extensive experience in statutory audits, corporate governance, corporatere structuring, fraud investigations, business, and finance.

Mrs Quek is currently a Director of the boards of CapitaLand Integrated Commercial Trust Management Limited, SIA Engineering Company Limited, and Marelli Holdings Co., Ltd. She is also a board member of Gardens by the Bay.

Mrs Quek was formerly President of the Singapore Anti-Narcotics Association, Deputy Chairman of the National Volunteer & Philanthropy Centre, and a board member of the Housing & Development Board, Duke-NUS Medical School, Maritime and Port Authority of Singapore, and Health Promotion Board.

In recognition of her community service, she was awarded the Public Service Medal in 2012 and the Public Service Star in 2017. She was also conferred Justice of the Peace in 2018. Mrs Quek holds a Bachelor of Accountancy (Honours) degree from the University of Singapore, and is a chartered accountant with the Institute of Singapore Chartered Accountants.



Board Of Directors



Mr Lim Chin Hu was appointed to the Board on 1 April 2022.

He was CEO of Frontline Technologies Corp. Ltd, an SGX-listed company that was acquired by British Telecoms in 2008. He was instrumental in bringing Frontline public in 2001 and expanding its footprint from a Singapore-only business to a pan-Asia premier IT services company with a presence in South East Asia, China, and India.

Mr Lim has over 30 years of experience in the technology industry. He started his career with Hewlett Packard (HP) in 1981 and held various management positions in HP Singapore and South East Asia. He was with Sun Microsystems (now Oracle) from 1992 to 2000 and held various positions including Managing Director of Sun Singapore, Country Director for Sun Microsystems in Philippines, Indonesia, Thailand and Vietnam and Director, Partner and e-Channels for Sun Microsystems in Asia Pacific.

He is currently a member on the boards of Singapore Exchange Limited, Singapore Technologies Engineering Ltd, SingHealth, Kulicke & Soffa Inc, G-Able (Thailand) Ltd, ALPS Pte Ltd, and Synapxe Pte Ltd (formerly Integrated Health Information Systems Pte Ltd).

Mr Lim previously served on the boards of Telstra (Australia) and Citibank Singapore.

Mr Lim holds a Bachelor of Science from La Trobe University. He attended the International Director's Programme at INSEAD and the Director's Training programme at UCLA. Mr Lim is a Fellow of the Singapore Institute of Directors, and also received the Public Service Medal (PBM) in 2022.

Board Of Directors



Mr Clarence Yeo was appointed to the Board on 10 July 2024.

Mr Yeo is an Independent Non-Executive Director with Hong Leong Finance and Neon Group, and a board member of D.S. Lee Foundation. He is also a member of Singapore Tote board's Grant Committee.

Mr Yeo was most recently Senior Advisor (Special Duties) in the Ministry of Home Affairs. In the last ten years, he held senior public sector leadership appointments as the Commissioner of Immigration & Checkpoints Authority (ICA), and the Chief Executive of Home Team Academy (HTA). Besides domain experience relating to his tenures at ICA and HTA, he also has experience in leading and driving governance, organisational excellence, enterprise risk management, information technology and digitalisation, and organisational transformation.

Mr Yeo has received several individual awards, including the National Day Public Administration Medal (Gold) (Bar) in 2021, the Public Administration Medal (Gold) in 2013, and the Public Administration Medal (Silver) in 2006. He was also awarded the Medal of Commendation by the Singapore National Trade Union Congress in May 2017 in recognition of his significant contributions towards good labour management relations.

Mr Yeo holds a Master in Public Policy from the National University of Singapore (now offered under Lee Kuan Yew School of Public Policy), and a BSc (Hons) 2nd Class Upper in Economics from the University of London.

He is also an alumnus of INSEAD, having attended a Senior Executive Development Programme at Fontainebleau.



Associate Professor Simon Tay was appointed to the Board on 10 July 2024.

Associate Professor Tay is a tenured associate professor at the National University of Singapore, Faculty of Law. Associate Professor Tay is also Chairman of the Singapore Institute of International Affairs, as well as Senior Consultant at WongPartnership, a leading law firm with regional practices in ASEAN, China and the Middle East.

Associate Professor Tay is presently a board member of the Maritime Port Authority, and Ambassador for Singapore, accredited to Greece on a non-residential basis. He has previously served on the Global Advisory boards of Mitsubishi UFJ Financial Group, Inc. and Toyota Corporation, and was also corporate advisor to Temasek Holdings.

He has previously served on the Global Advisory boards of Mitsubishi UFJ Financial Group, Inc. and Toyota Corporation, and was also corporate advisor to Temasek Holdings. Associate Professor Tay has held several key public appointments in the past, including Chairman of the National Environment Agency (2002-08); Expert and Eminent Person in the ASEAN Regional Forum (2002-2019), and independent Member of Parliament in Singapore (1997-2001). He has also co-chaired a number of national public commissions, such as Singapore 21, the Singapore Green Plan, and the Singapore Concept Plan 2011.

Associate Professor Tay graduated with a Bachelor of Laws (Honours) degree from the National University of Singapore and obtained a Master of Laws from Harvard Law School, where he was a Fulbright Scholar and won the Laylin prize for the best thesis in international law.



EXECUTIVE LEADERSHIP TEAM

PAUL CHONG  
President & Group Chief Executive Officer



GOH SOO LIM  
Group Chief Financial Officer



RONALD POON  
Chief Executive, Singapore



NG BOON GAY  
Deputy Chief Executive, Singapore (Operations)  
Head, Physical Security Business



DR JACLYN LEE  
Chief Human Resources Officer  
Chief Executive, Certis Corporate University



NG WAI KIT  
Group Chief Technology & Operations Officer



LEE HOCK HENG  
Deputy Chief Executive, Singapore (Commercial)  
Chairman EXCO, Qatar



BRETT PICKENS  
Chief Executive, Australia



LAURA LOW  
General Counsel, Group Head of Legal and Corporate Affairs



LEONARD OH  
Chief Executive, Technology Services Business



BENNY LIM  
Chief Executive, Hong Kong & Macau



RAAHUL KUMAR  
Senior Vice President, Strategy and Corporate Development





## YEAR IN REVIEW

Since 1958, Certis has been dedicated to empowering those around us, building on a strong security legacy. Today, we remain at the forefront of the industry, establishing ourselves as leading innovators. We drive global businesses forward, bringing our Purpose to life: To Make Our World Safer, Smarter, Better.



# YEAR IN REVIEW

Leveraging our strong heritage in security and extensive industry experience, we combine our expertise with cutting-edge technologies like AI. This blend of expertise and innovation drives us confidently into the future.



## Paya Lebar Green

New Global Headquarters:  
Future-Ready, Grade-A Office Space

The new Paya Lebar Green, a joint venture between Certis and Lendlease, is poised to set new standards with cutting-edge facilities management, green building techniques and sustainable design.

This redevelopment will transform the Certis headquarters into a future-ready workspace, offering about 220,000 sqft of Grade-A office space with top-tier facilities and a Green Plot Ratio of 3.0. Certis will integrate advanced Smart Integrated Facilities Management, including Artificial Intelligence (AI), Internet of Things (IoT) and robotics into the new development.



Singapore



1

## SP Group

Integrating Systems Across 240 Sites,  
Enhancing Situational Awareness and  
Resource Management

Mozart transformed SP Group's operations by integrating systems, sensors, and devices across 240 sites into a unified orchestration platform. This innovative solution enhances situational awareness and resource management for Security and Facilities Management with a centralised command system. It streamlines incident response, reduces false alarms and improves coordination with real-time alerts and data-driven insights, ensuring more efficient and effective operations.



Singapore

2

## Nanyang Technological University

Security and Privacy Enhancements,  
with 26% Reduction in Operations Cost

The NTU campus will soon experience a major upgrade in security, engineered by Certis. The new system integrates advanced security manpower with a centralised platform that connects all components and converges essential data. This solution is designed to streamline detection, response and reporting of incidents, and improve coordination between security technologies and officers. With this enhancement, NTU is set to achieve a 26% reduction in manpower costs and bolster security and privacy across both the NTU and NIE campuses.



Singapore





3

## National University Singapore

Reinventing Campus Security with Greater Service Effectiveness

Certis is shaping the future of security solutions at NUS in collaboration with the Office of Campus Security. We are enhancing daily operations, managing and responding to incidents, along with ensuring a strong security presence with CERT-trained officers. Our deployment of Mozart across the 150-hectare Kent Ridge campus will further boost productivity and streamline service effectiveness, setting new standards for achieving advanced security outcomes.

4

## Gold Coast Light Rail

Cutting-Edge Security Technology for Service That Goes Beyond

Certis has stepped up to provide cutting-edge security services for the Gold Coast Light Rail with a two-year appointment from Keolis Downer Gold Coast (KDGC), beginning in August 2023. We have deployed mobile patrols and proprietary technology to monitor KDGC infrastructure, ensuring a proactive presence at stations and on light rail vehicles. We will also leverage on innovative technologies for crowd control, hazard identification and more. Additionally, we are providing robust security for major events like Christmas celebrations and the Pacific Airshow, with effective and efficient safety solutions.



5

## Horticultural Expo

Reinventing Security for Major International Event Spanning 175 Hectares

Certis took security to a new level at the Horticultural Expo, an event that spanned six months and featured 74 nations. As the primary hub for security data and access management, we monitored and orchestrated access points and deployed buggies across the vast 175-hectare park, merging incident and visitor reports into a single dynamic dashboard. Enabling ultimate command and control of the event's security operations, we successfully demonstrated greater operational efficiency, facilitating real-time operations adjustments, setting new standards in event security in Qatar.

6

## Cullinan West

Enhancing Security Measures, Optimisation of Efficiency

As MTRC's largest residential project, Cullinan West features 3,410 homes across 14 blocks in Kowloon. In 2023, Certis was entrusted with the pivotal task of revolutionising security services for this landmark development, by building a highly effective security team, establishing a dynamic reliever pool and resolving the previous contractor's significant shortage issue by achieving an average shortage ratio of less than 2%. At Cullinan West, Certis also deploys cutting-edge technological solutions to elevate on-site security.



## OUR PEOPLE

**As a world-class organisation, Certis is devoted to shaping a smart and positive workforce through the integration of advanced technologies and wellness initiatives, creating an environment that is both supportive and rewarding for our people.**



# INVESTING IN OUR PEOPLE

At Certis, we believe in developing our most important resource – our people.



## SINGAPORE MANAGEMENT UNIVERSITY VIRTUAL REALITY LEARNING

As part of an ongoing collaboration, Certis Secure Logistics Services recently began sponsoring Singapore Management University's (SMU) Virtual Reality modular project course. Over 10 weeks, SMU students delved deep into our workflows and outcomes, uncovering fresh ways to elevate our training through the integration of gamification with VR technology. From engaging simulations to interactive modules, their innovations are set to significantly enhance our efficiency, empower our staff and propel us towards even greater success.

## SINGAPORE MANAGEMENT UNIVERSITY-CERTIS ADVANCED CERTIFICATION IN INNOVATION

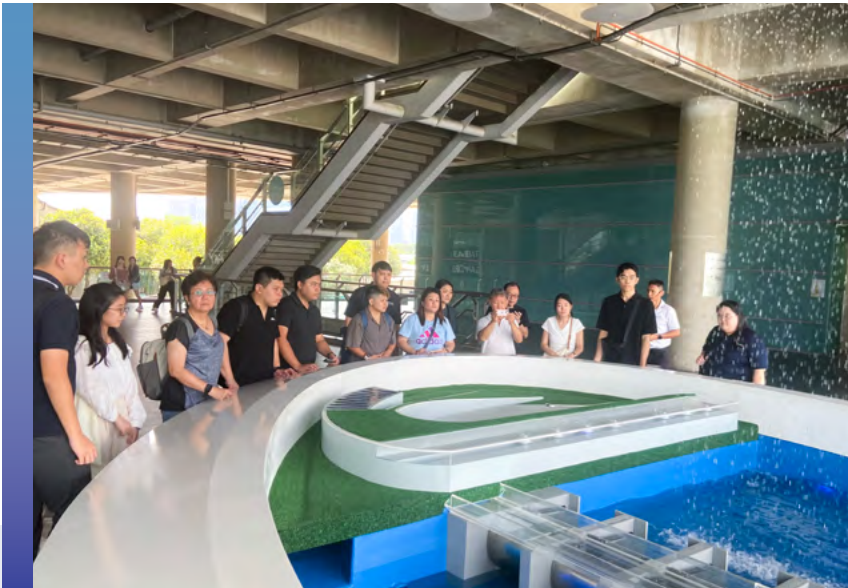
The ACI programme, a six-month innovation course, empowers participants to learn and apply their knowledge in real-world Certis projects. Launched in September 2020 by Certis Corporate University and SMU, the programme uses the 3D framework – Discover, Develop, Deploy – to guide participants in identifying opportunities, prototyping solutions, and scaling projects. To date, 62 management participants have successfully completed the programme, driving continuous innovation within Certis.



## Investing in Our People

### SECURITY INDUSTRY CONFERENCE 2023 AND CERTIS-TEMASEK POLYTECHNIC MOU SIGNING

Certis was invited to be a keynote speaker at the Security Industry Conference 2023, an annual event for security professionals to stay abreast of the latest trends and technologies. Certis and Security Industry Institute (SII) leveraged the conference to sign the Certis-Temasek Polytechnic MOU, agreeing to collaborate on curriculum development, joint workshops and seminars, student internships and attachments, job placements, as well as Certis' continued subscription to suitable training programmes offered by Temasek Polytechnic for security officers and auxiliary police officers.



## CERTIS LEARNING FESTIVAL

To encourage a culture of lifelong workplace learning and inculcate a growth mindset, we recently organised the five-day Certis Learning Festival, attended by over 700 employees, along with external guests that included the People's Association and Changi Airport Group. Talks relating to Artificial Intelligence and the Future of Work saw high employee attendance, with many becoming more confident in applying AI in their work.



# RECOGNISING OUR TALENT

At Certis, we make it a point to express our gratitude to our employees, whose tireless efforts have gotten us where we are today.



## EXCELLENT SERVICE AWARDS 2023

The Excellent Service Awards (EXSA) is a National Service Quality Award launched in 1994 to recognise individuals who have delivered quality service. The award aims to inspire service staff to scale new heights, identify service role models and encourage service champions. At EXSA 2023, Certis Aviation Security came in third among 139 participating companies and topped the non-hotel sector with a total of 221 winners.

## Recognising Our Talent

### CERTIS PINNACLE AWARDS 2023

The Certis Pinnacle Awards, introduced in 2017, recognises employees who exemplify our core values. It aims to identify sterling role models to promote exemplary conduct amidst our ranks and to inspire our people to go above and beyond their call of duty. In 2023, across 5 award categories, 79 employees emerged as winners amongst 253 finalists.



### WORKPLACE WONDERS

Designed to show appreciation to our employees, the Workplace Wonders campaign in Singapore honours inspiring colleagues around us who make a difference to our work lives, telling the stories of three outstanding colleagues who have shown extraordinary compassion, empathy and dedication towards their peers.





# AN AI-READY WORKFORCE

Harnessing the power of Artificial Intelligence to drive greater progress, for business and our people.



## AI ASYMMETRY

As a leader in security and integrated services, Certis' strategic deployment of AI technologies presents a unique opportunity to redefine industry standards and cement our market leadership. To achieve this asymmetric advantage, we have chosen to leverage AI in ways that are distinct and innovative – to not only optimise internal processes, but also create a differentiated customer experience that allows us to stay at the forefront of the industry and the everchanging AI and technology landscape.

## AI SKILLS DEVELOPMENT

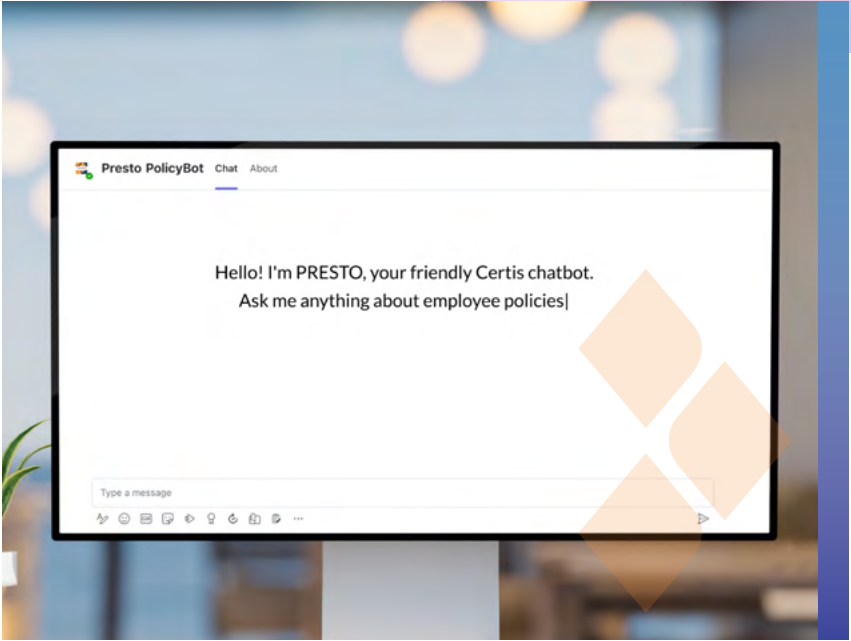
Enhancing our in-house advancements, Certis has partnered eight Singapore universities and polytechnics for research and development and upskilling initiatives. A dedicated committee is shaping our AI strategy and governance for safe, ethical integration. With an AI roadmap underway, some 200 employees have completed Copilot training, and over 450 have attended our Introduction to AI course, setting the stage for Certis and our AI-powered future.

## CERTIS TECHNOLOGY ESCROW PROGRAMME

To safeguard the continuity and ownership of our proprietary technologies and ensure reliable access to software systems, Certis recently established the Technology Escrow Programme. The programme involves collaboration between the Certis Standards and Innovation Centre and our in-house development teams to verify, document, and safeguard software products across four phases: Discussion, Preparation, Verification and Custody. To date, we've managed 25 products in escrow and one system using a third-party escrow service, and begun extending the programme to teams in Hong Kong and Australia.



# An AI-Ready Workforce

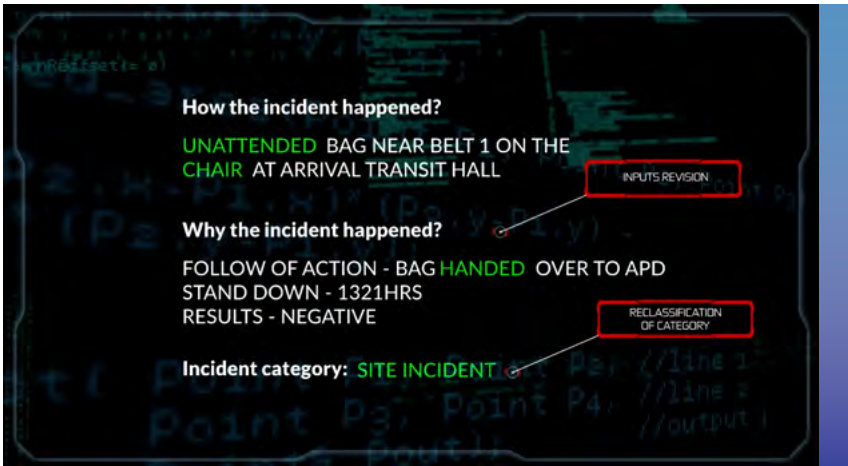


## PRESTO POLICYBOT

The Presto Policybot, our newly developed AI-powered chatbot, helps Certizens access all they need to know about their employee policies on one platform. From claims processes to data protection, employees can simply input any queries into Presto and find the right answers in seconds, anytime, anywhere.

## AI INCIDENT REPORTING AND CLASSIFICATION

Certis is advancing toward autonomous operations with an AI-driven Incident Reporting and Classification process. When front-liners report incidents, AI corrects errors, formats the report, and classifies it, streamlining the workflow. This process, with a 91% report accuracy and a 99% classification accuracy, has significantly reduced human error, enabling faster incident responses and greater operational efficiency across units.





## WIRED FOR THE FUTURE

As we forge ahead, Certis continues leveraging our heritage while looking towards the future, crafting tailored strategies that enhance security and efficiency for our clients.





# WIRED FOR COMMAND AND CONTROL

Utilising our extensive expertise and cutting-edge technology, we develop innovative solutions that empower our clients to enhance their security measures, streamline maintenance, and optimise operations for the future.



## IISS SHANGRI-LA DIALOGUE 2023

### Pivotal International Summit, Strategic Security Solutions

In June 2023, 250 officers were strategically deployed at the Shangri-La Hotel and surrounding areas for the IISS Shangri-La Dialogue 2023. Certis leveraged state-of-the-art policing, intelligent crowd management, and optimised traffic systems to ensure seamless operations and attendee safety. Rapid response protocols were ready to restore order if needed, supporting this pivotal summit where Asia-Pacific defence leaders convened to tackle regional security challenges.

## MAYFAIR BY THE SEA

### Advanced Technological Consultation, Cutting-Edge Security Services

Mayfair by the Sea, a major residential development with 45 blocks and 1,091 units in the Tai Po district, Hong Kong, represents a significant investment in luxury living. In 2023, Certis was appointed to deliver comprehensive security services for this prestigious project over the next 24 months. Our scope includes not just security measures, but also advanced technological consultation services and upgrading of CCTV facilities.



## Wired For Command And Control

### YUEN LONG STADIUM

#### World-Class Athletics Venue, State-of-the-Art Ops-Tech

Certis has teamed up with REC Engineering Company Limited to integrate cutting-edge ops-tech systems into the redevelopment of Yuen Long Stadium. This project involves the re-provisioning of an 11-a-side natural turf football pitch, an eight-lane athletics track, and other advanced field facilities to meet World Athletics standards. The enhancements will boost the efficiency and safety of the venue, and enable hosting of international football matches and large-scale athletics events, marking a significant upgrade for the region.



### SINGHEALTH

#### Increased Situational Awareness, Enhanced Manpower Savings

Certis introduced an Outcome-Based Contracting model for SingHealth to drive technology adoption that integrates manpower, technology, and processes. This approach enhances situational awareness and decision-making, aiming to achieve a 7.2% savings in manpower. By incorporating Electric Vehicles and using our M3 and BPRO® Framework, Certis ensures consistent security, timely responses, and a data-driven and sustainable management strategy.

### CASH FLOAT AUTOMATION

#### Streamlining Processes, Improving Workforce Well-Being

Float packing is a cornerstone of our Cash Services operations, but manual methods have caused fatigue for employees, with some handling loads of up to 15kg. By applying the Value Stream Mapping method, we were able to identify operational inefficiencies and use design thinking to improve our workforce well-being. Innovations like a self-levelling trolley led to the Automated Cash Float Packing System, streamlining the process of cash handling, counting, and packing. This saved over \$121,000 annually, while also increasing productivity by 63% and enhancing employee welfare.



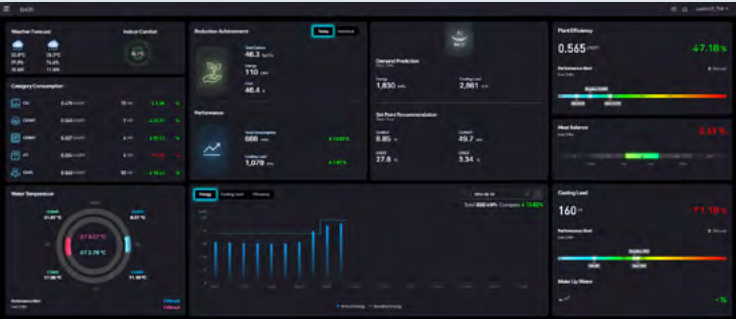


# WIRED FOR SMART INTEGRATED FACILITIES MANAGEMENT

Harnessing advanced innovations and an in-depth understanding of the challenges faced by our clients, we design smart integrated facilities management solutions that enhance protection and efficiency while prioritising sustainability and environmental stewardship.

## SMART ACMV

### Achieving Net-Zero Carbon Emissions, AI-Powered Solutions



With climate change being a global concern, achieving net-zero carbon emissions has never been more important. Certis Integrated Facilities Management's Air-Conditioning and Mechanical Ventilation (ACMV) solution dynamically optimises temperature setpoints based on weather conditions and predictive building load inputs, enhancing overall system performance and efficiency. This generates significant utility savings, going a long way towards helping our clients to meet significant sustainability and Green Building certification requirements.

## JEWEL CHANGI AIRPORT

### Technology-Driven Approach, Effective and Sustainable Outcomes

Certis collaborated with Jewel Changi Airport to design a lean, sustainable operations strategy that tackled manpower shortages as well as rising wage and utilities costs. Our Mozart platform seamlessly integrated data from over 5,000 smart sensors and 700 CCTVs, providing 24/7 surveillance, real-time updates, and data-driven insights for a safer and more efficient environment. This partnership demonstrates how a technology-driven approach can achieve effective, efficient, and sustainable outcomes over the long term.



## Wired for Smart Integrated Facilities Management



## NANYANG TECHNOLOGICAL UNIVERSITY

### Security and Privacy Enhancements, 26% Reduction in Operation Costs

Nanyang Technological University is set for a major security upgrade, powered by Certis. This new system combines our highly-trained security personnel with an advanced centralised platform that seamlessly integrates all components and essential data. Designed to enhance detection, response, and incident reporting, the system also coordinates the complementary capabilities of technology and physical manpower. With this upgrade, NTU will see a 26% reduction in manpower costs while strengthening security and privacy across both the NTU and NIE campuses.

## MOZART FOR CENTRAL PROVIDENT FUND BOARD

### AI-Driven Security Management, Best-In-Class Security

Mozart is deployed at six Central Provident Fund Board (CPF) sites, providing 24/7 live surveillance across all areas, from car parks to offices. With AI-driven features like facial recognition and crowd detection, the system quickly identifies incidents, reducing response times to within five minutes—a 66% improvement. This automation has also cut manpower needs by 6.5%, allowing the security team to focus on more critical tasks, making overall security more effective and efficient.





# TECH IN THE SPOTLIGHT

As a leading advocate for technological advancement, Certis is dedicated to pioneering new technology and expanding our digital portfolio. We actively showcase our innovations at international events, and have garnered recognition all across the globe.



## TECHX SUMMIT

Certis made a splash at the TechX Summit 2024, which attracted over 11,000 attendees. We showcased how our Mozart platform blends technology with operations under the theme "Powering Innovation: A Safe and Secure Future", and visitors got a firsthand look at how smart IoT sensors boost decision-making and efficiency. With every presentation slot filled, we welcomed VIPs like Home Affairs Minister of State, Mr. Muhammad Faishal Ibrahim and more than 300 industry leaders.



Singapore

## Tech In The Spotlight

### DIGITAL TRANSFORMATION LIVE

Certis Australia is redefining physical security with advanced technology and real-time data, enhancing protection and critical services. At Digital Transformation LIVE, we showcased our ops-tech solutions, including drones and a bespoke app with Mozart's command and control. Live demonstrations and discussions highlighted our technology's impact on security. The event, our first expo in Australia, drew over 4,500 participants and generated 107 leads.



Australia



### PROPEX HONG KONG

Certis made a significant impact at the third International Property Management & Procurement Expo (PropEx Hong Kong), engaging with over 5,000 attendees. Across two days, we showcased an interactive demonstration of Mozart's capabilities as a cutting-edge integrated platform. We also highlighted our advanced Guest Management system, CCTVs, and IoT sensors. Our partnership with Gallagher further allowed us to unveil our innovative AI-enabled solutions, reinforcing our dedication to future-forward technology.



Hong Kong





TO MAKE OUR WORLD  
SAFER, SMARTER, BETTER

**At Certis, we believe in creating positive impact for our people and the environment. Every decision we make as a business is guided by this principle, helping us make the world a safer, smarter, better place through everything that we do.**



# OUR GOVERNANCE COMPASS

## MANAGING ENTERPRISE RISKS

The Group’s Integrated Assurance Framework (“IAF”) provides a holistic and systematic approach for identifying, assessing, monitoring and reporting of risks, through combining pre-emptive risk management strategies with assurance-driven audits. The Framework is adapted from both ISO 31000 Risk Management Standards and COSO Enterprise Risk Management Framework. The Group promotes a ‘risk-aware’ culture with both top-down oversight from the Board of Directors (“the Board”) and bottom-up engagement between Management and employees. This ensures a structured and disciplined risk assessment approach, which is aligned with the Group’s business objectives and strategies, while embedding sound risk management practices into the Group’s business and decision-making processes.

The Group has developed key risk indicators, which serve as an early-warning system to highlight risks that have escalated beyond the agreed risk tolerance levels, with appropriate follow-up actions to be taken when the risk thresholds are breached. The Board and Management are updated on material changes in risk profiles, key mitigating controls and status of key risk indicators on a quarterly basis to facilitate comprehensive reviews and discussions.



### Ethical Workplace

Every Certis employee is expected to always act in the best interests of the organisation. One way we ensure this is by engaging our employees to make an annual declaration on conflict of interest. We are also an equal opportunity employer based on merit, ability and transparent employee compensation. To maintain a healthy and open workplace free from discrimination, abuse, offensive or harassing behaviour, we encourage all employees to report any inappropriate acts through our whistleblowing channels.



### Whistleblowing

Certis has an independent whistleblowing channel for employees, suppliers and other stakeholders to report any suspected or actual fraud, corruption, illegal acts or unethical practices by employees of Certis. Such reports will be investigated objectively, thoroughly and expeditiously. We review the whistleblowing policy regularly to ensure its adequacy and effectiveness.



### Ethical Business Practices

Certis and its employees are committed to good corporate governance and the highest standards of integrity and ethics in dealing with all stakeholders. We have zero tolerance for any form of bribery and corruption throughout our global operations. All employees are required to attend training and comply with anti-bribery and anti-corruption legislation, regulations and corporate policies. We strictly prohibit fraudulent acts and participation in any activity reasonably suspected of involving crime proceeds.



### Modern Slavery

Our annual Modern Slavery Statement (Australia) exemplifies our strong support for equity in our business and supply chain. The initiatives demonstrate our commitment to human rights and the steps we take to assess and address modern slavery risks.



### Information and Intellectual Property Protection


Certis safeguards confidential information and prohibits employees from using it for any collateral purpose or personal gain. We require employees to adhere to the Group Personal Data Protection Policy and relevant personal data protection legislation. We respect intellectual property rights by marking and safeguarding all confidential and proprietary materials accordingly. We also mandate that company resources must not be used to support or engage in any illegal activity.



# MAKING A DIFFERENCE

## FEATURED ACTIVITIES

Coffee Chats Series  
Singapore



At Certis, giving back to the community is not just lip service, it's a commitment we take seriously. We organised a series of coffee chats with our charity partners to help our employees better understand how we can make a positive difference to our beneficiaries and do our part to help disadvantaged groups in our community – whether in our work or personal time.

Corporate Social Responsibility Champions Awards  
Singapore



To celebrate our colleagues who walk the talk, we launched the inaugural Corporate Social Responsibility (CSR) Champion Awards to inspire others to follow their footsteps in exemplifying our values. Senior Manager Johnny Teng, who proactively volunteers, engages, and cares for our beneficiaries, was named our first CSR Champion, lighting the path ahead for others to do the same.

# Making A Difference

Dare to Dream 2.0  
April | Singapore




The Dare to Dream partnership programme with the Singapore Disability Sports Council (SDSC) promotes an active lifestyle amongst people with disabilities, and also aims to develop and discover para-sporting talent.

An exciting new initiative is “Goalball29”, a series of learn-to-play goalball programmes designed to reach out to youths with visual impairment, so as to form a new national goalball team at the 2029 ASEAN Para Games, which will be held in Singapore. Dare to Dream 2.0 also reprises the “Certis Superheroes Challenge”, a combination of physical and mental profiling tools to match persons with disabilities to suitable sports.

As part of the launch event, our colleagues spent a fun afternoon learning goalball at the Lighthouse School.

Breaking Barriers 4.0  
September | Singapore



For the fourth year in a row, Certis worked with our longstanding CSR partner, SPD, on our Breaking Barriers programme, aimed at curating specialised workshops to help persons with disabilities learn and practise community living skills. During the launch, participants were chefs for a day, learning to make a simple Hawaiian pizza together with our volunteers and savouring their creations fresh from the oven for lunch.

Wheel for Good at SLT Retreat 2023  
July | Global



Senior leaders across Singapore, Australia, Hong Kong, and Qatar came together for Wheel for Good, an event organised in partnership with the Disabled People's Association (DPA), at the annual Senior Leadership Team retreat, to help wheelchair users find barrier-free accessible paths through crowdsourced data in the SmartBFA app. Accompanied by Inclusion Ambassadors from DPA, our leaders had the opportunity to experience what it was like to use and push a wheelchair while mapping out routes across Singapore, making Certis the largest corporate group to contribute to SmartBFA's data collection completing the Central Business District area.

Supporting Our Customers' CSR Efforts  
September | Singapore



In support of an initiative by Changi Foundation, volunteers from Certis Aviation Security spent a fulfilling afternoon with students from Maitri School, guiding them through an exploratory tour of the Canopy Park at Jewel Changi Airport.

Our colleagues curated a memorable experience outside of the classroom for the students, leading them along the garden trail alongside their parents and teachers, where they indulged in a complete sensory experience discovering the different areas of the park.



Making A Difference

Boys' Town Soccer Activity

October | Singapore



For Children's Day, our colleagues played a friendly soccer match with Boys' Town, a charity that helps children and youths from disadvantaged and disengaged families. The exhilarating match kicked off in the afternoon, with both sides enjoying the game while building camaraderie. The event continued into the evening with conversations over a dinner sponsored by Certis, where our senior leaders helped serve food to the staff and residents of Boys' Town.

Joy Charity Walk – "Inclusion"

October | Hong Kong



Our Certis colleagues collectively clocked over 170,000 steps for the annual Joy Charity Walk, equivalent to walking a distance of 130km! This fundraising event aims to highlight the daily struggles of persons with disabilities and educate participants on disability inclusion, in support of the Hong Kong Federation of Handicapped Youth.

Giving Back at Royal Far West


October | Australia



Some of our colleagues visited our newest partner, Royal Far West's head office to learn more about assisting the most vulnerable families in Australia. As part of the activity, they also assembled dozens of 'Telecare Packs' that contained colourful items designed to stimulate meaningful conversations between the programme's underserved children and their offsite occupational therapists, giving them the chance to learn and express themselves. On a separate occasion, the team also learnt to make 'Fuzzies' which are colourful hand-made balls that help with motor skills, coordination, and social interaction, which are used during tele-health sessions with children in rural and remote communities.

Community Give-Back 5

December | Singapore



In celebration of the fifth anniversary of Community Give-Back, we brought beneficiaries from the Business Times Budding Artists Fund out of the classroom to experience the arts through a variety of interactive exhibitions – an activity that they do not often enjoy. We launched the programme with a visit to the Immersive Disney Animation exhibition at Marina Bay Sands. Together with student trainers, our volunteers guided the beneficiaries through an activity sheet about the exhibition, learned how to draw iconic Disney characters, and ended the day with a Disney movie tunes sing-along session.

Making A Difference

Riyadatee 2024

March | Qatar



GSS Certis International (GSSCI) united in support of the Riyadatee 2024 sports event organised by HOPE Qatar, a charitable organisation dedicated to empowering differently-abled children. Leveraging our expertise, our volunteers were responsible for managing security and facilitating smooth traffic flow at the event, ensuring the safety and well-being of all attendees. In addition to our operational support, GSSCI also sponsored part of the attire the Riyadatee participants wore.

Colours of the Wind

March | Singapore



Organised by our Certis Management Associates, the event brought smiles to 18 children from the Children's Wishing Well with a memorable outing at Marina Barrage. To get to know them better, our volunteers engaged in ice-breaker activities and sparked the children's imagination by assisting them in crafting personalised kites and flying them. The activity aimed to offer avenues for self-expression, outdoor enjoyment, and to demonstrate to these children that they are cherished and supported.

Roller Skating Fiesta with LoveXpress

October | Hong Kong

Certis sponsored and manned a ring toss booth at the Inline Skating Charity Competition in support of families who have children with autism.

ChariTrees 2023

November | Singapore

We donated to ChariTrees for the sixth year running, spreading Christmas cheer at the Marina Bay waterfront in support of our long-time CSR partners.

Charity Lunch with LoveXpress

November | Hong Kong

Certis booked out Josephine's Kitchen, a multi-purpose café in Sham Shui Po that provides employment opportunities for youths with autism, giving the youths a rare chance to gain hands-on experience with serving a large group of customers.

Special Children's Christmas Party

December | Australia

Certis and other corporate volunteers helped hand out over 10,000 presents to disabled, disadvantaged and special needs children at the Special Children's Christmas Party, for the third year in a row.



SUSTAINABILITY STATEMENT

DRIVING SUSTAINABLE CHANGE

At Certis, we are deeply committed to Sustainability, working towards a better tomorrow with a focus on our people, the environment, our community and our customers.

We Care About Our People

Certis has 30,000 employees across the globe, and their growth and welfare will always be a priority. We continue to champion their development with strong initiatives such as our enhanced internal mobility programme that encourages transfers across Business and Corporate Units. Our inaugural Learning Festival was also organised to promote trends in Sustainability, Artificial Intelligence and Mental Wellness.

We care about creating an inclusive place for our people. Certis complies strictly with regulations and fair employment practices, ensuring non-discriminatory hiring through complying with Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) guidelines.

The safety and well-being of our employees is a top priority for us. As a world-class organisation, we strive for the highest standards of excellence in all the markets we operate in. Occupational health and safety certifications we hold include the Bizsafe Organizational Certification (Singapore) and ISO 45001 in all our markets. We support the mental well-being of our employees through our 24/7 Employee Assistance Programme, which offers confidential support for various issues. We have also launched a Mental Wellness module targeting anxiety and depression for all staff. Additionally, we promote mental well-being with activities such as wellness talks, fitness sessions and our Certis Sports & Recreation Club, fostering a vibrant and active workplace culture.

We Protect Our Environment

Although our business operations have a low emissions impact, we are wholeheartedly committed to further reducing our carbon footprint through feasible and practical measures.

To reduce our vehicular fleet emissions, we continually optimise fleet routes and trial the use of greener engines. To date, we have four electric cars, two electric vans and six electric motorbikes on the road in Singapore. In addition, half of our fleet in Australia are hybrid vehicles.

To reduce our indirect emissions from electricity consumption, we've optimised our buildings with LED lights, motion sensors and chillers of the highest efficiency. We are also looking forward to moving into our new Headquarters at Paya Lebar Green, which is one of the few Super Low Energy Buildings in Singapore.

We Give Back To Our Community

At Certis, giving back to the community is deeply ingrained in our identity, and we've made it an integral part of our culture. This commitment is evident in the enthusiastic support from our colleagues, who have embraced this spirit of giving as well. As a world-class organisation, we have the ability to effect change on a global scale. From attending a walkathon in support of handicapped youth to providing underprivileged children in Australia access to education, Certis has stepped up its efforts to help create positive change all over the world, with the help of our amazing people.

We Support Our Customers On Their Sustainability Journey

As a leading provider of Integrated Facilities Management solutions, we continually innovate to support our clients in reducing the carbon footprint of their Built Assets. To that end, we have created solutions such as the Smart ACMV, that utilises AI to enhance efficiency and drive further sustainability. Certis is committed to sustainability, setting a standard by offering ethical solutions for our customers' needs. We aim to foster a better, more inclusive future while promoting positive change within the industry.

ENVIRONMENT

SHAPING A GREENER FUTURE



To help increase efficiency and reduce downtime, we've implemented Mozart across various organisations including the Ministry of Home Affairs, Assisi Hospice and Kwong Wai Shiu Hospital, to help optimise maintenance operations to enhance decision-making, extend equipment lifespan, as well as ensure regulatory compliance.

With climate change being a global concern, achieving net-zero carbon emissions has never been more important. Certis Integrated Facilities Management AI-powered Smart ACMV solution dynamically optimises temperature setpoints based on weather conditions and predictive building load inputs, enhancing overall system performance and efficiency. With an increasing emphasis on Green Building certification and sustainability in the market, the Smart ACMV helps clients meet these requirements and also generates significant utility savings through efficient equipment operation.

Certis is always exploring ways to reduce our carbon footprint. One of the ways we are accomplishing this is through piloting Electric Vehicles (EV) in Singapore to thoroughly understand the concept of operations—in order to contemplate a larger scale EV fleet rollout once the infrastructure for EVs in our markets are more mature. To date, our electric vehicles have traveled more than 100,000km, avoiding roughly 15 tonnes in carbon dioxide emissions.



# OUR OFFICES

## SINGAPORE

**Certis Group Headquarters**

20 Jalan Afifi  
Singapore 409179  
Tel: +65 6747 2888  
Email: info@certisgroup.com

**Bukit Timah / Certis Corporate University**

2 Toh Tuck Terrace  
Singapore 596640

**Commonwealth**

6 Commonwealth Lane  
Singapore 149547

**East Coast**

206 Bedok South Avenue 1  
Singapore 469334

## HONG KONG

**Certis Hong Kong and Macau**

Unit 2008-2011, 20/F, CDW Building  
388 Castle Peak Road, Tsuen Wan,  
Hong Kong  
香港荃灣青山公路388號中染大廈20樓  
2008–2011室  
Tel: +852 2484 2328  
Fax: +852 2423 1800  
Email: hkcs@certisgroup.com /  
hktech@certisgroup.com

## MACAU

**Certis Hong Kong and Macau**

Rua dos Pescadores N°s.354-408,  
Edifício Industrial Nam Fong, Fase 2,  
4o andar H, em Macau  
澳門漁翁街354–408號  
南豐工業大廈第2期4樓H  
Tel: +853 2852 8428  
Fax: +853 2875 7348  
Email: infomo@certisgroup.com

## AUSTRALIA

**Certis Australia**

**Head Office**

Level 3/54 Waterloo Road  
Macquarie Park NSW 2113  
Tel: +61 1300 237 847  
Email: AU\_enquiries@certisgroup.com

**Aviation Office**

The Charles Ulm Building  
Level 3, 10 Cooks River Drive  
Mascot NSW 2020

**Newcastle Office**

2/24 Beaumont Street  
Hamilton NSW 2303

**Canberra Office**

45-51 Grimwade Street  
Mitchell ACT 2911

**Melbourne Office**

47 / 574 Plummer Street  
Port Melbourne VIC 3207

**Brisbane Office**

Helix @ Sw1  
Unit 1B/50-56 Kellar St  
Berrinba QLD 4117

**Perth Office**

Unit F1, 661 Newcastle Street  
Leederville WA 6007

**Adelaide Office**

1 James Schofield Drive  
Adelaide Airport SA 5950

## QATAR

**GSS Certis International**

Fereej Kulaib  
Building 28, Al Jazira Al Arabiya Street 880  
Zone 35, P.O. Box 4728  
Doha, Qatar  
Tel: (974) 4444 8411 / 22  
Fax: (974) 4444 8433  
Email: info\_qa@certisgroup.com




# FUTURE FORWARD

ANNUAL REVIEW 2024



20 Jalan Afifi  
Singapore 409179

[www.certisgroup.com](http://www.certisgroup.com)

 <https://www.linkedin.com/company/certisgroup/>  
 <https://www.facebook.com/CertisWorld/>