



Centurion Corporation Limited

Update of business and operations amidst Covid-19 outbreak

27 April 2020



CONTENTS



1. Status of Covid-19

2. Measures Taken at Westlite Dormitories



3. Learnings from Dealing with Covid-19



4. Business Impact



5. Media Engagement





1. Status of Covid-19



Status of Covid-19 in Centurion's Markets



UK under lockdown till 7 May 2020¹
Confirmed cases: 138,078



South Korea: No lockdown²
Confirmed cases: 10,708



US lockdown: different restriction levels and validity periods across states⁶
Confirmed cases: 868,395



Singapore under Circuit Breaker Measures till 1 Jun 2020³
Confirmed cases: 12,075



Malaysia under Movement Control Order till 12 May 2020⁴
Confirmed cases: 5,691



Australia under lockdown till 16 May 2020⁵
Confirmed cases: 6,667


Confirmed cases as at 24 April 2020

Sources:


1. <https://www.standard.co.uk/news/uk/how-long-coronavirus-lockdown-last-a4415731.html>
2. <https://www.scmp.com/week-asia/health-environment/article/3080764/coronavirus-lockdowns-are-not-reason-hong-kong-and>
3. <https://www.straitstimes.com/politics/prime-minister-lee-hsien-loong-to-address-nation-on-covid-19-situation-at-5pm>
4. <https://www.straitstimes.com/asia/se-asia/coronavirus-malaysia-pm-muhyiddin-says-to-extend-movement-curbs-by-two-weeks-to-may-12>
5. <https://www.dailymail.co.uk/news/article-8224271/Scott-Morrison-issues-bleak-warning-Australias-economic-future.html>
6. <https://www.cnet.com/how-to/when-will-the-coronavirus-quarantine-end-where-can-you-go-in-lockdown-and-stay-at-home-order/>

Confirmed Cases in Centurion's Assets



	Westlite Toh Guan*	Westlite Mandai*	Westlite Juniper^	Westlite Woodlands^	ASPRI-Westlite Papan	Total as at 22 Apr
Bed Capacity	7,800	6,300	1,900	4,100	7,900	28,000
Physical Occupancy as at 24 Apr	6,282	4,890	964	2,722	5,776	20,634
Confirmed Cases as at 24 Apr	175	149	23	23	0	370



	dwell College & Crown
Bed Capacity	206
Confirmed Cases	1

As of 24 Apr, a total of **25** foreign worker dormitories have been gazette as isolation areas.
 Total Foreign Worker confirmed COVID-19 cases was **10,380**, including dormitory residents and W-pass holders not residing in dorms,

* Gazetted as an Isolation Area
 ^ Identified as a Cluster

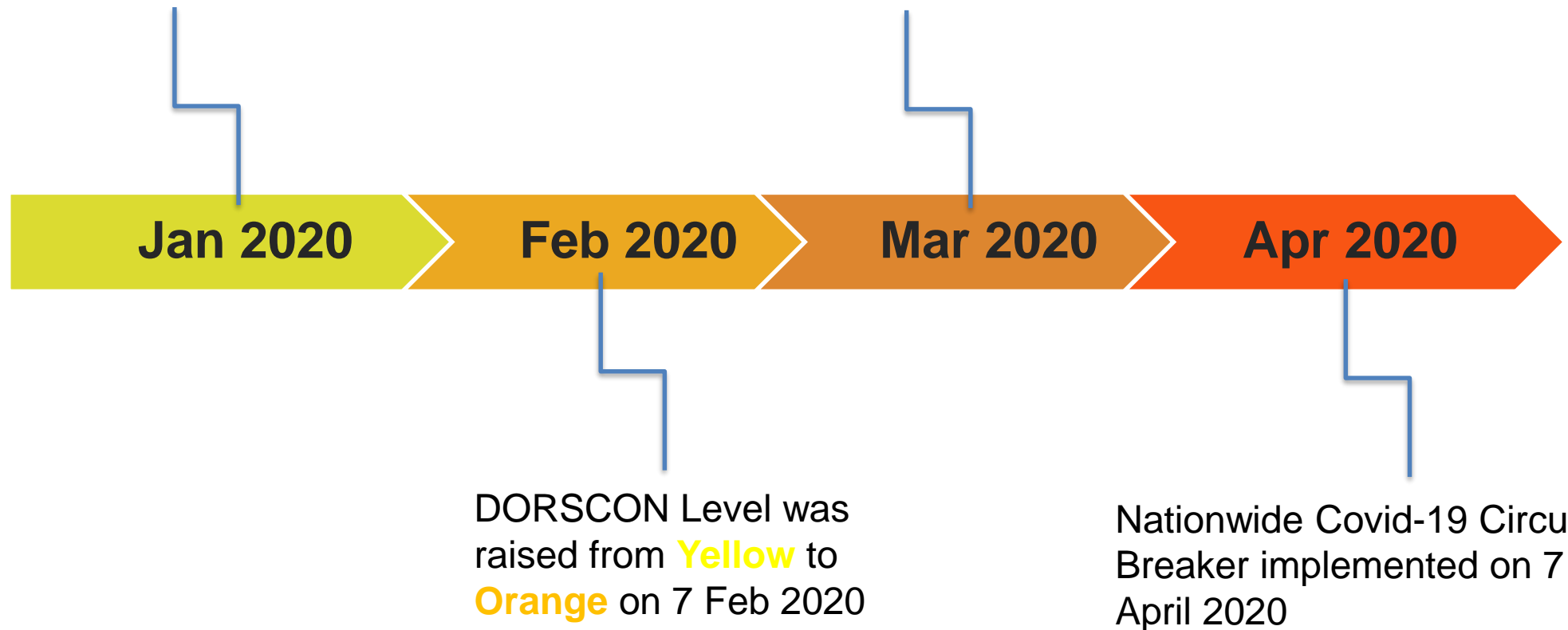
Source : Ministry of Health Situation Report – 24 Apr 2020, Coronavirus Disease (COVID-19)

No confirmed cases in other Centurion accommodation assets to date

Covid-19 Situation in Singapore

DORSCON Level was raised from **Green** to **Yellow** on 21 Jan 2020

Restriction movement requirements in place from 27 Mar 2020



'Disease Outbreak Response System Condition', or DORSCON, is a colour-coded framework that shows you the current disease situation. It also demonstrates what needs to be done to prevent and reduce the impact of infections.



2. Measures Taken at Westlite Accommodation Dormitories



Measures Taken at Westlite Accommodation Dormitories

Since DORSCON was raised to **Yellow**, we had:

- Displayed health advisories and posters at all sites
- Increased health protection of our frontline security staff, including:
 - Mandatory flu jabs (non-security staff were strongly recommended to take the flu jab)
 - Twice-daily taking of temperature
- Monitored travel history of staff, including:
 - Implementing overseas travel restrictions
 - Imposing a compulsory 14-day leave of absence (LOA) for all staff who had returned from mainland China in the last 14 days
 - Requiring all staff to submit a travel and health declaration form
- Activated the Pandemic Management Plan by Centurion's Pandemic Task Force
- Enlisted Centurion's Global Security Operations Centre (GSOC) to monitor and provide daily updates on COVID-19
- Source and activate the purchase of thermal image cameras



Measures Taken at Westlite Accommodation Dormitories

Since DORSCON was raised to **Yellow**, we had:

- Established isolation protocols for residents, including:
 - Setting up Isolation and Quarantine Rooms.
 - Strict restriction on movements of workers under LOA to their isolation room, with food and essentials being provided.
 - Taken twice-daily temperature of all residents under LOA, under Westlite Accommodation's staff supervision.
- Stepped up hygiene and cleanliness regime, including:
 - Increasing cleaning frequencies.
 - Replenishing and ensuring sufficient stock of personal protective equipment (PPE).
- Implemented temperature and health screening for visitors and contractors.



Measures Taken at Westlite Accommodation Dormitories

Since DORSCON was raised to **Orange**, we have:

- Batched and clustered all returning residents who need to serve SHN in pre-identified isolation rooms based on their return dates to minimise risks
- Implemented movement controls, including:
 - Suspending mass gatherings / community events
 - Restricting visitors and contractors on site
 - Limiting cross-deployment of frontline security staff between dorms
- Devised operational strategies at the dormitories, including:
 - Splitting operations and segregating dormitory operations workflow
 - Re-calibrating frontline security operations to alleviate strain due to additional tasking to contain COVID-19
- Equipped frontline staff with full PPE when engaging residents at isolation/quarantine rooms
- Provided free disinfectants for all residential units



Measures Taken at Westlite Accommodation Dormitories

Since DORSCON was raised to **Orange**, we have:

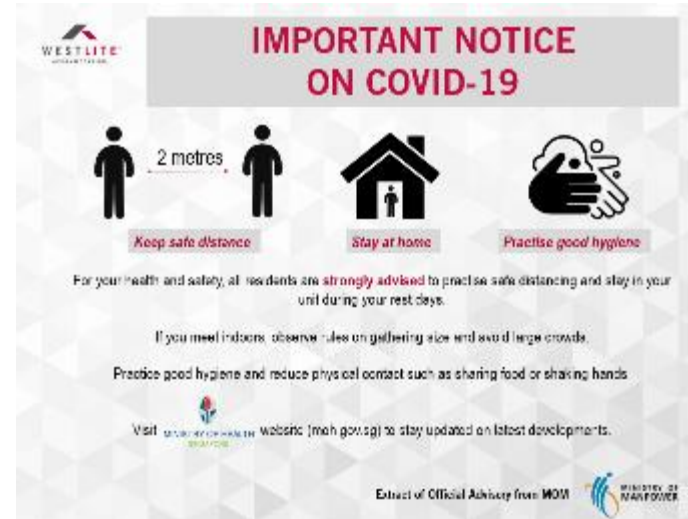
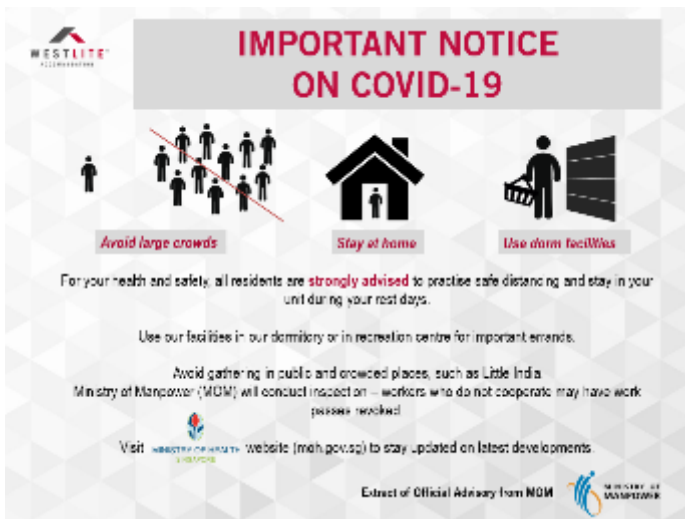
- Installed health and security monitoring equipment, including:
 - Intrusion Detection System (IDS) door contact sensors and cameras with video analytics for monitoring isolation and quarantine rooms at Westlite Singapore.
 - Thermal cameras for mass screening of temperatures at Westlite Singapore.



Measures Taken at Westlite Accommodation Dormitories

Prior to Covid-19 Circuit Breaker measures, we have:

- Heightened and enforced safe distancing measures, including:
 - Introducing signages and markings at all sites to educate safe distancing
 - Instructing to return to rooms between going to and from work
 - Restricting social gatherings and inter-mixing of residents from different blocks and levels.
- Increased frequency and intensity of cleaning regime of common areas as well as high touch points



Measures Taken at Westlite Accommodation Dormitories

Prior to Covid-19 Circuit Breaker measures, we have:

- Worked closely with Westlite Resident Ambassadors and Migrant Worker Council ambassadors to manage resident morale and enquiries.
- Conducted briefings with residents to share about COVID-19 situation.
- Increased security monitoring, maintenance as well as cleaning, hygiene and sanitisation measures.
- Closed all communal facilities and recreational areas to reduce social mingling.



In Response to Covid-19 Circuit Breaker measures, we have:

- Ensure necessary provisions to residents are undisrupted, including:
 - Working with our supermarket and canteen operators to ensure food and necessities are adequate and well-provided for.
 - Providing free WiFi services in-room, beyond common areas to allow residents to keep in close contact with family and friends and remit money back home if they need to.
- Set up communication channels via MyMA mobile application and through WhatsApp groups, for regular updates and feedback.



Measures Taken at Westlite Accommodation Dormitories

In response to Covid-19 Circuit Breaker measures, we have:

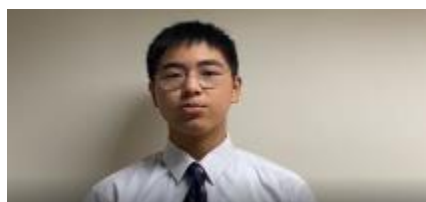
- Stepped up on health and security surveillance, including:
 - Increased monitoring of residents placed in isolation, with added mobile WiFi CCTV and alarms installed at quarantine floors
 - Supervising workers when they leave their rooms for a 2 hour yard time each day to exercise and buy groceries, on a rotational schedule
 - Conducting more regular temperature checks on our service staff and residents, including thermal scanning at our entrance gantry area
- Stepped up on hygiene and cleanliness regime, including:
 - Increased frequency of cleaning and hygiene maintenance within the dormitory
 - Installed more hand sanitiser points within the dormitory to allow easy access to sanitisation for residents
- Implemented segregation of movement paths between essential service workers and non-essential service workers
- Engaged more manpower to manage peak hours' social distancing and crowd control



Measures to Improve Residents' Wellbeing

In response to Covid-19 Circuit Breaker measures and to prevent cabin fever within our resident community, we have:

- Rolled out virtual inspections of units' hygiene and introduced "Clean Your Unit Competition"
- Increased entertainment feeds via MyMA push notification – in form of light-hearted messages, jokes, precautionary and entertainment updates in the app
- Ordering of groceries and necessities using the app for deliveries
- Celebrated New Year of 4 nationalities – with free goodies distributed, PA music streaming session playing popular native songs and ACS International students' New Year greetings
- Rolling out daily activities and contests that resident could keep themselves occupied
- Provided additional remittance service options including physical and digital platforms within the dormitory to allow ease of remittance back to family



Further Measures In Response to Spike in Cases

Deployment of FAST Teams by Government:

- Set up food distribution point to allow staggered timing collection of meals
- Set up Medical Post on site to allow those feeling unwell to seek immediate medical help
- Set up Swab Isolation Facility and Dormitory Isolation Facility
- Provide logistical support to dormitory operations

Further Measures implemented by Westlite:

- Stringent enforcement of safe distancing
- Developed mobile QR applications to record and maintain orderly food collections to prevent food wastage
- Distribution of thermometers, sanitizers and reusable mask to residents
- Providing surgical mask to residents that do not have re-usable masks
- Disable biometric facial recognition entry system



Further Measures In Response to Spike in Cases

Further measures implemented by Westlite:

- Compulsory wearing of masks by all residents
- Deploy dedicated cleaning personnel to only clean high touch points
- Communicated to all employers to alert when workers report sick or on medical leave
- Collaborate with Employer to monitor residents health status via the use of Mobile Application MyMa to record temperature taking twice daily
- Implementing longer-lasting disinfecting chemical at all high touch points
- Increase manpower for distribution of foods, cleaning and maintenance
- Protective Visors provided and worn by staff and assistants
- Disinfectant stations set up to allow residents to replenish disinfectants for use in units





3. Learnings from Dealing with Covid-19



Limitations of Covid-19 Measures

Covid-19 is a virus unlike many infectious disease known to the world. It has led to a global spread leading to unprecedented border closures and lock down.

Our measures are developed based on past knowledge of infectious disease such as SARs or H1N1. Found not to be as effective in dealing with Covid-19.

Challenges faced:

- Covid-19 infected patients can be asymptomatic
 - thermal cameras and thermometers are not able to detect sick patients as some have no fever
- Timely isolation and segregation of sick Covid-19 residents is not always possible
 - infected Foreign Workers (FW) will not report sick if they do not have obvious symptoms
 - continue to work and interact with others
- Covid 19 has an uncertain hibernation period
 - swab results may be negative at first, but positive on later tests

Hindsight and learnings dealing with this pandemic:

- all residents (sick or healthy) must wear masks
- practice Safe distancing, a new concept, due to Covid 19
- close collaboration needed with employers when worker-residents are sick



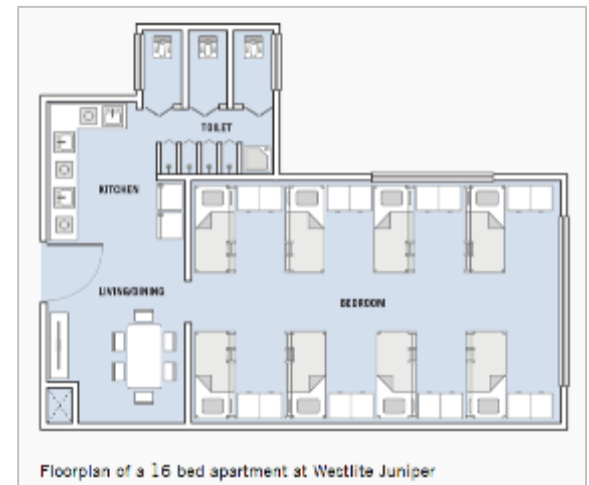
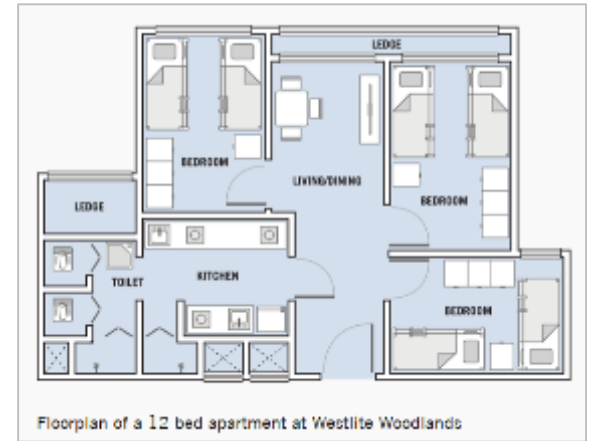
Analysing the Spread of Infection

- some media reports and social media commentary have focussed on the poorer worker dormitories in reporting Covid-19 conditions among migrant or foreign workers (FW)
 - fortunately, most dormitories are not as depicted: “cramped, unhygienic, mistreating FW”
- most PBWA are actually well-maintained and have implemented extensive precautionary measures
 - built to prescribed standards, to accommodate FW in a community
 - regulated by the Foreign Employee Dormitory Act (FEDA)
 - with frequent, stringent inspections carried out by authorities
 - fines and penalties on non-compliance
- Covid-19 is spread by close human-to-human interaction
 - foreign workers community is close-knit
 - socialise within their community, ‘their family away from home’
- many sources and causes for widespread outbreak, beyond the dormitories
 - transportation/commute between work and home
 - at their worksites (eg Project Glory worksite)
 - social / leisure spaces (eg Mustafa)



Westlite Accommodation

- All Westlite Accommodation properties in Singapore are long-term PBWA
 - permanent structures built to high specifications for security, hygiene and community spaces
 - adheres to regulatory standards set by MOM's Foreign Employee Dormitories Act (FEDA)
- Residents live in 1, 2 or 3 bedrooms apartments ensuite with toilets, showers, kitchen and living/dining spaces, similar to public housing
 - do not share personal hygiene or cooking amenities with large numbers of other residents
 - only with fellow residents in the same apartment unit
- Typical apartment units are designed for 10, 12 or 16 residents
 - varying with size of apartment



ASPRI-Westlite Papan

Westlite Juniper

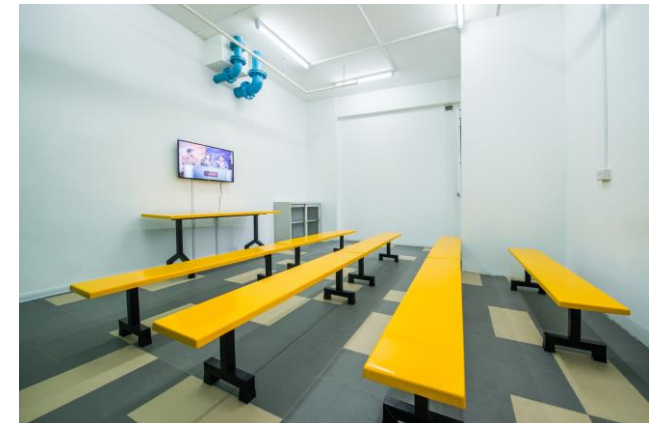
Westlite Mandai

Westlite Toh Guan

Westlite Woodlands

Spacious and well-appointed communal facilities

- pre-Covid-19, PBWA are designed as communal living spaces for FWs
 - balancing living areas with community facilities and amenities
 - serve their needs as their home away from home.
 - conducive, friendly environment to live, learn and play together
- extensive precautionary measures now implemented
 - closure of all common facilities and recreational areas
 - strict safe distancing



Containing the spread, caring for our residents

- Centurion believes that our first priority is the well-being of our residents
 - medical services for proactive testing and segregation
 - logistic support for equipment and meals
 - multiple channels for feedback and communication
 - provision of wi-fi and technology solutions for lifestyle and entertainment needs





4. Business Impact



Business Impact Due to Covid-19

Our PBSA and PBWA businesses, like any other businesses, are not immune to the disruptions from Covid-19.

- a. Affects bookings and occupancy due to travel ban and restrictions
- b. Pre-termination of leases which led to lower bed occupancy
- c. Rental waivers, discounts and deferment to assist customers who are in financial distress and needed financial assistance
- d. Increasing operating and capital cost to deal with Covid-19
- e. Increasing debt delinquencies and collection cycle
- f. Softening of demand for PBSA and PBWA beds should Covid-19 prolong

Government assistance provided shall be passed back to customers:

- Rental rebates and property tax rebates in Singapore (subject to IRAS guidance on distribution)
- Utility rebates in Malaysia



Business Impact Due to Covid-19

UK PBSA operations anticipates a reduction in revenue for current AY19/20, of between GBP3 - 5 million, depending on number of residents who terminate their leases.

Australia, Korea, US and Singapore PBSA experiencing reduction in occupancy and some requests for pre-terminations and cancellations. We are monitoring and reviewing each market as the Covid-19 situation develops.

Cost increases to deal with Covid-19 is high in Singapore / Malaysia due to operational disruptions and precautionary measures but not significant to the entire Group.

Will make appropriate announcements if there are significant developments.





5. Media Engagement



Media and community relations

- we have actively engaged with the media to communicate to the public and our stakeholders
 - mentioned more than 250 times in mass media since Feb 2020
 - mainly reproductions of gov.sg announcements
 - of which, over 50 were pitched articles / broadcast segments
 - Centurion and / or Westlite management, staff or residents were featured or quoted in neutral to positive light
 - there have been instances of false news or misrepresentations, some of which we were able to correct
- media & communications activities aim to:
 - reassure public of Westlite operational readiness and management actions (differentiated from other operators)
 - quickly scaled up precautionary measures, equipped with management processes and technology platforms
 - coordinate efforts with government agencies, industry and community bodies to address larger industry issues
 - Ministry of Manpower, Migrant Worker Centre, Dormitory Association of Singapore Ltd, Indian High Commission
 - hosted visits and media announcements by government agencies and ministries



<https://www.tnp.sg/news/singapore/minister-assures-foreign-workers-confined-dorms-they-will-be-paid>





Thank You.

