

# AIDE MÉMOIRE

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**The Republic of Singapore seeks the support of International Civil Aviation Organization (ICAO) Member States for Singapore's re-election to the ICAO Council in Part II of the elections at the 42<sup>nd</sup> ICAO Assembly in September 2025.**

2 Aviation is existential for Singapore. As a small island State that has benefitted from the support of other States since our foundation years, we know we cannot secure our future on our own. Therefore, we are fully committed to the global compact under the Convention on International Civil Aviation, working with ICAO Member States and industry, to better connect people and businesses and facilitate the flow of goods and services to support shared growth and prosperity.

## **Future-ready Skies: Preparing for the Next Generation of International Air Travel**

3 Singapore has invested heavily to serve international aviation through the years. We are a major air hub today, with over 160 city links served by more than 365,000 flights, connecting close to 70 million passengers in Singapore in 2024. This is possible because of the strong collaborations we have with airlines and airports of fellow ICAO Member States.

4 Air passenger volume is expected to double by 2040, promising tremendous opportunities for our people, businesses and countries. To embrace this growth, Singapore will further strengthen our connectivity and invest in the provision of facilities for international civil aviation to better serve the global community in the coming years. We aim to grow our network to over 200 city links to better connect Singapore to the region and the world. We are developing a new terminal at Changi Airport (Terminal Five), which will increase Changi Airport's capacity by around 50 million passengers per annum, on top of the current capacity of 90 million passengers per annum when it commences operations from the mid-2030s.

5 Singapore is also developing and investing in next generation air navigation services systems to enhance the safety and efficiency of our services to meet growing air traffic demand. The new systems will incorporate state-of-the-art technology such as artificial intelligence and big data analytics. These advancements will support regional and global collaboration, through initiatives such as Air Traffic Flow Management, Flight and Flow Information for a Collaborative Environment, Free-Route Operations and Trajectory-Based Operations.

## **Fostering International Aviation Cooperation: Partnering for Growth**

6 A Member State of ICAO since 1966, Singapore is a firm believer and supporter of ICAO's work. We contribute actively as a member of the ICAO Council and the Air Navigation Commission. We currently serve on 17 ICAO panels and close to 100 expert bodies, holding 21 leadership positions. Taking the work forward at the regional level, we have collaborated with partners to initiate and set up three platforms for stronger regional collaboration over the last few years. These are the Asia Pacific Air Navigation Service Provider Committee, the Meeting of Asia Pacific Regulators and the Regulators-Industry Engagement Meeting on Advanced Air Mobility and Unmanned Aircraft Systems. Singapore has also supported the Flight Safety Foundation in establishing the Asia Pacific Centre for Aviation Safety in Singapore, and we jointly organise the annual Asia Pacific Summit for Aviation Safety.

7 ***Advancing sustainable aviation.*** Singapore remains committed to contributing to ICAO's sustainable aviation initiatives, including ICAO's long-term aspirational goal of net zero carbon emissions for international aviation by 2050. In 2024, Singapore launched the Singapore Sustainable Air Hub Blueprint, which serves as Singapore's State Action Plan for aviation decarbonisation, with targets for 2030 and 2050 and concrete initiatives in the airport, airline and air traffic management domains. Singapore is kickstarting its adoption of Sustainable Aviation Fuel (SAF) by requiring flights departing Singapore to use SAF from 2026, starting with a 1% SAF target with the goal to raise this to 3 – 5% by 2030, subject to global developments and the wider availability and adoption of SAF. To support the region's aviation decarbonisation efforts, Singapore is establishing an Asia Pacific Sustainable Aviation Centre to develop capabilities for sustainable aviation policy research and promote understanding of regional SAF feedstocks.

8 ***Leveraging innovation for the future.*** Singapore has set up the International Centre for Aviation Innovation to bring together governments, industry and research institutes to share risk and pool resources and expertise to leverage on innovation to support the anticipated phenomenal growth in international aviation. The Centre, which recently launched an International Airport Lab with Airbus, Boeing, Changi Airport Group, Narita International Airport, International Airlines Group, Singapore Airlines, SATS Ltd, Singapore University of Technology & Design and the Civil Aviation Authority of Singapore, will provide a platform for multiple parties to marshal their combined expertise and build an international business case to provide truly transformative solutions to global challenges.

9 ***Empowering aviation leaders.*** Singapore is a firm believer and a longtime partner of ICAO in capacity building and human capital development. Since 1958, the Singapore Aviation Academy has awarded over 9,500 fellowships and scholarships and trained more than 160,000 aviation professionals from over 200 States and territories through flagship programmes like the ICAO-Singapore Directors-General of Civil Aviation Programmes, Aviation Foundation Programme and Directors Programme in Aviation Management. We support the ICAO Next Generation of Aviation Professionals initiative and will be hosting the first ICAO-Singapore Asia-Pacific Youth for Aviation Programme in July 2025 to bring together student leaders from across the region to discuss the future of aviation and their role in it.

10 Singapore shares ICAO's vision of safe, secure, efficient and sustainable international civil aviation and is fully committed to contributing to the betterment of international civil aviation through the global compact under the Convention on International Civil Aviation. We are grateful for the support of ICAO Member States for our ICAO Council membership over the years and seek Member States' support for our re-election to the ICAO Council in Part II of the elections at the 42<sup>nd</sup> ICAO Assembly in September 2025. We look forward to our continued partnership with the international aviation community to take aviation to greater heights for the benefit of all.

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# CIVIL AVIATION SINGAPORE



WE CONTRIBUTE ACTIVELY AS A MEMBER OF THE  
**ICAO COUNCIL**  
AND THE  
**AIR NAVIGATION COMMISSION**

WE CURRENTLY SERVE ON  
**17** ICAO PANELS

CLOSE TO  
**100** EXPERT BODIES

HOLDING  
**21** LEADERSHIP POSITIONS.



SINGAPORE IS A MAJOR AIR HUB TODAY WITH OVER  
**160** CITY LINKS

SERVED BY MORE THAN  
**365,000** FLIGHTS

CONNECTING CLOSE TO  
**70 Million** PASSENGERS IN SINGAPORE IN 2024



WE AIM TO GROW OUR NETWORK TO OVER **200** CITY LINKS TO BETTER CONNECT SINGAPORE TO THE REGION AND THE WORLD



SINGAPORE HAS BEEN A MEMBER STATE OF ICAO SINCE  
**1966**



AND WAS ELECTED TO SERVE ON THE ICAO COUNCIL SINCE  
**2003**

**2003**

ON THE CARGO FRONT, SINGAPORE IS ALSO ONE OF THE  
**LARGEST AIR CARGO HUBS** IN THE WORLD



CHANGI AIRPORT SAW STRONG GROWTH IN 2024 ACROSS ALL CARGO FLOWS - EXPORTS, IMPORTS AND TRANSHIPMENTS, HANDLING CLOSE TO  
**2 Million** TONNES OF AIRFREIGHT

WE ARE DEVELOPING  
**A NEW TERMINAL** AT CHANGI AIRPORT (TERMINAL FIVE)



SINGAPORE IS KICKSTARTING ITS ADOPTION OF  
**SUSTAINABLE AVIATION FUEL (SAF)**

BY REQUIRING FLIGHTS DEPARTING SINGAPORE TO USE SAF FROM 2026



STARTING WITH A  
**1%** SAF TARGET WITH THE GOAL TO RAISE THIS TO 3-5% BY 2030



SINCE 1958 THE SINGAPORE AVIATION ACADEMY HAS AWARDED OVER

**9,500** FELLOWSHIPS AND SCHOLARSHIPS



AND TRAINED MORE THAN  
**160,000** AVIATION PROFESSIONALS FROM OVER  
**200** STATES AND TERRITORIES THROUGH FLAGSHIP PROGRAMMES



WHICH WILL INCREASE CHANGI AIRPORT'S CAPACITY BY AROUND  
**50 Million** PASSENGERS PER ANNUM



ON TOP OF THE CURRENT CAPACITY OF  
**90 Million** PASSENGERS PER ANNUM WHEN IT COMMENCES OPERATIONS FROM THE MID-2030S

