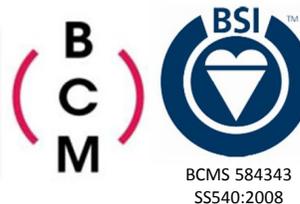




## CATHAY ORGANISATION PTE LTD

started its operations in 1935. Through seven decades, we have evolved and expanded our business to be what we are now - a multi-faceted organisation.



In addition to cinema operations, film acquisition and distribution, the company has also diversified into property management services, retail malls, restaurant, museum gallery, a unique brand of hotel, advertising and event management services. More recently, the company has undertaken Cineplex Development and Cinema Operations Management consultancy works in Dubai, United Arab Emirates. Cathay is a household name, and our valued customers include the general public, mall tenants, and tourists who hail from all around the world.



Mr Vincent Chang (BCM Coordinator, Property), Ms Veronica Yong (BCM Coordinator, Cineplexes), Ms Long Chay Tai (Secretariat), Ms Dora Yeo (BCM Coordinator, Hotel), Mr Suhaimi Rafdi (CEO)

**Why did we decide to embark on the BCM programme?** At Cathay, we recognize the need and importance to avoid business disruptions brought about by unexpected crises, risks and other operational vulnerabilities. Cathay's mission is to maintain our reputation as a top-notch service provider as well ensuring safe environment for our customers. By undertaking the BCM programme, we would be able to achieve our corporate mission.

Let's take the SARS situation back in 2003 as a point of discussion. Like any other frontline service provider, we experienced a drastic decline in our business undertakings. It was so severe that on some days we faced an 80% reduction in cinema patronage. The nature of the epidemic also meant we were concerned about our customers and employees' safety and well-being. Now with our BCM system into place, we are ever ready to deal with an unexpected situation. As a team, we are more equipped to fight a crisis, as compared to back then, when the SARS situation first broke out.

From the industry's perspective, I believe we are the first organization in the entertainment industry to have introduced BCM. We are proud to be the first, and hope to inspire other cinema exhibition operators, hotels and mall operators to follow suit. From the PR perspective, we are willing to be a case study and share with the media what we have learnt during the BCM programme Implementation, so as to put forth the importance of the programme to the rest of the industry.

On the business front, we will inform our current business partners in the Middle East, as well as future business partners, on the BCM initiative we have embarked on. As a service, Cathay provides consultancy and management support to these partners. Now that we are BCM-ready, our partners are assured of our continuity in support to them. It also value adds to their operations when we impart our BCM know-how to them.

In the beginning, we, especially our line managers, were not sure what BCM is all about and what it entailed. However, the comprehensive training and guidance provided by the BCM consultant gave us a better understanding of how we can apply BCM in our current operations. With this acquired knowledge, we were able to carry out the implementation without any

real issues or need to make changes to existing systems. In retrospect, it was not as difficult as we thought it to be.

Acceptance in internalizing BCM was not an issue for Cathay for senior management, like myself, as I personally was involved in managing the SARS situation at Cathay. Similarly, the feedback from our Operations staff on the BCM project was also forthcoming. There was steadfast support from all levels of the organisation. In fact, the Management wants BCM to be the foundation of achieving our corporate mission – i.e. to serve our customers efficiently and with their safety and comfort in mind.

It is important to maintain the BCM system into perpetuity. This requires all our business functions to be on a constant lookout for new risks that may emerge in the future. We will need to review our BCM processes and information on a regular basis to ensure that they are current and relevant. Additionally, we will test the BCM system ensuring that both people and plans are actually effective to respond to crisis situations. Hence, through regular training, audits and simulation exercises, we will tweak and fine-tune the BCM system to keep our crisis management capability, ready for the day when it becomes necessary to use it.

Suhaimi Rafdi, Chief Executive Officer, Cathay Organisation