



CONNECT21

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MESSAGE FROM THE CDO

Resilience in Motion: Building Strength for Tomorrow

In today's world of global trade uncertainties, resilience is no longer a buzzword—it is a necessity. Disruptions caused by pandemics, geopolitical tensions, and supply chain shocks have shown us that the ability to adapt and recover quickly is what separates thriving organizations from those that falter.

Nationally, Singapore has been championing logistics resilience through strategic initiatives: leveraging our position as a global hub, investing in world-class infrastructure, embracing digital transformation, and fostering public-private partnerships. These efforts ensure that essential goods continue to flow even in times of crisis. For the logistics sector, this means rethinking traditional models and building systems that can withstand volatility.

At Alliance 21, resilience is not just about weathering storms—it's about moving forward with purpose. Our commitment to digital transformation, sustainability, and regional expansion forms the backbone of our strategy. By harnessing technology such as data sharing, AI, and cloud solutions, we are creating smarter, more agile operations. By embedding sustainability into our processes, we are future-proofing our business while contributing to a greener planet. And by expanding our regional footprint, we are diversifying our capabilities to serve customers better across borders.

But resilience is not only a corporate goal—it is a personal one. Each of us plays a role in building a culture that embraces change, learns from challenges, and grows stronger through adversity. Whether it's adapting to new systems, supporting one another during tough times, or finding innovative ways to serve our customers, resilience starts with us.

As we look ahead, let us keep moving—together, stronger, and more resilient than ever.


CHIEF DEVELOPMENT OFFICER



Thailand Team Showcases Expertise at THECA and Regional Business Forum 2025

In August, our Thailand team represented Alliance 21 Group at Thailand Electronics Circuit Asia 2025 (THECA), held at BITEC Bangkok. The event highlighted PCB/PCBA manufacturing, supply-chain innovation, and Thailand's vision to become a regional electronics hub.



We connected with key manufacturers, suppliers, and logistics partners, reinforcing our expertise in time-critical and high-precision freight, aligned with Thailand's Industry 5.0 goals.



We also attended the 9th Singapore Regional Business Forum (SRBF 2025), the Forum's first edition in Thailand, themed “*Business Resilience in Asia.*” Through this event, we engaged with regional business and government leaders, further strengthening our position in ASEAN trade and logistics connectivity.



Indonesia Team Strengthens Air-Mobility Expertise at Heli Expo Asia 2025

August also saw our Indonesia team attending the Heli Expo Asia 2025 (HEXIA) in Tangerang (20-24 Aug). HEXIA is a leading platform for the helicopter and air-mobility industry in Asia.

Through this event, we deepened our understanding of air-mobility logistics, advanced lift-and-cargo operations and networked with OEMs, operators and service providers in the aviation-logistics ecosystem. This aligns with our strategic growth in specialised air-project and high-value freight.



Showcasing Expertise: Alliance 21 at the Air Cargo Job Fair 2025



On 28 August 2025, our Chief Development Officer Rodney Ee delivered a presentation at the Air Cargo Job Fair held at the Civil Service Club in Changi. Rodney's talk covered emerging trends in cargo logistics, talent pathways and the critical role of agile freight services in the region.

This event underpins our internal ambition to attract fresh talent, build stronger operational capabilities and remain ahead of the curve in freight-services innovation.



Alliance 21 Marks Milestone in Live-Animal Transport



September marked a milestone with our successful execution of a live-animal shipment involving four (4) possums. The operation required precision coordination across customs, handling, environmental protocols and logistics touchpoints, demonstrating Alliance 21's capability in highly regulated, sensitive shipments.

This accomplishment not only showcases our operational excellence but also opens up further service-offerings in the pet/animal-transport sector, a niche yet growing vertical for high-service logistics.

Resilience in Motion: Stories That Moved Us Forward



In today's fast-paced logistics landscape, resilience isn't just a buzzword, it's a core competency. At Alliance 21, our people demonstrate this every day, juggling customer demands, operational complexities, and personal responsibilities with quiet strength and unwavering commitment.

For this issue of Connect21, we invited employees to share how they stay grounded, focused, and adaptable amid life's constant shifts. The response was inspiring, but three stories stood out for their authenticity, courage, and practical wisdom.

These Top 3 selected entries remind us that resilience isn't about being unshakeable, it's about staying in motion, even when challenges hit hard.

A Journey of Strength and Teamwork

Resilience in Motion By Leslie Garcia-Tan



Resilience is not just about staying strong. It is about learning to stand again when life puts significant obstacles in front of us. It is about moving forward even when the road becomes difficult. This year, our team learned what “resilience in motion” truly means.

In August, we faced one of our hardest challenges. A client’s evolving requirements required significant changes to our operations and resource deployment. This made me feel extremely anxious and worried.

But in moments like these, we discover the true strength of the people around us.

The Management stepped in with patience and guidance. They reminded us that difficulties like these are part of every journey, and that every challenge can open a new opportunity. Their confidence gave me strength when I was feeling unsure.

Most of all, my team became my source of light. They supported, encouraged, and stood with me during the most stressful days. Instead of dwelling on the challenges we chose to focus on redefining our value proposition. Together, we talked, planned, and slowly rebuilt our direction.



We made the brave decision to restructure the team. It was not easy. Change never is. But we faced it together, step by step. And through this process, our teamwork became stronger, our communication clearer, and our spirit more united than ever.

Looking back, I realised something important: resilience is not a moment; it's a movement. It's every small step we take when things get tough. It's every hand that reaches out to help. It's every voice that says, "We can do this."

Today, we stand stronger—not because everything went perfectly, but because we kept moving even when it was painful. Our team showed what resilience in motion looks like: courage, unity, and hope working together.

And for that, I am truly grateful.

Leslie T.



Finding Strength in the Quiet Rhythm of Working from Home

Resilience in Motion By Ratna Anugraheni

Working from home every day was enjoyable at first - no traffic, more flexibility, and the freedom to manage my own time. But over time, I realized that working from home also brings its own challenges. As there are no clear boundaries between work and personal life, it can feel isolating without face-to-face interactions, and staying motivated becomes harder when everything happens in the same space.



One of the biggest challenges I encountered was maintaining focus and taking care of my mental well-being. With everything happening virtually, I often felt like I had to be “always on,” found it hard to truly rest, and easily felt drained even though I wasn’t going anywhere physically.

To overcome this, I started building small routines that helped me stay balanced and productive. I set clearer working hours, took mini breaks whenever I felt overwhelmed, and created a workspace that felt more comfortable and intentional. At home, I also started doing workouts, and even short ones like just stretching helped me maintain my energy, improve my mood, and enabled me to stay grounded throughout the day.

Slowly, I learned that resilience isn’t always about facing big challenges. Sometimes it’s about showing up through the small daily struggles, and giving your best even when the situation isn’t ideal. This experience has made me more disciplined, more independent, and more appreciative of the balance between work and personal life.

Working from home taught me that the movement toward resilience often starts with simple things: resetting our rhythm, managing ourselves with more intention, keeping our body moving, and continuing to move forward little by little.

Ratna A.

Rising from the Waters

Resilience in Motion By Kevin Tan



Help Naga City & Camarines Sur Victims Recover From Typhoon Kristine.

In October 2024, Typhoon Kristine struck my hometown of Naga City, Camarines Sur, while I was there working remotely. In just twenty-four hours, 700 millimeters of rain fell—two and a half months' worth—flooding our home and displacing seventy percent of the city's population. I watched the water rise, swallowing everything we had built.

The challenge was overwhelming: protecting my family, salvaging what we could, and somehow maintaining my work commitments with no power and unstable internet. Rather than give up, I adapted—finding signal where I could, communicating with my team about delays, and helping neighbors evacuate between tasks. My technical skills became useful beyond work, which I used to help coordinate local relief efforts.

This experience transformed me. As an employee, I learned to stay calm under pressure and communicate proactively during crises. As a person, I discovered that resilience means taking action despite chaos. Our home is being rebuilt, and so am I—stronger, more resourceful, and deeply grateful for every ordinary day.



Kevin T.

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