



Changi

connection

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A King of the Tarmac is Crowned

The Changi GP Festival revved off to an exhilarating start with the highly-anticipated "Race of a Lifetime" at Singapore Changi Airport.

Pages 6 and 7



CHANGI
airport group

A New Dawn in Singapore Aviation

1 Jul 2009 marked a new dawn in the Singapore aviation landscape as Minister Mentor Lee Kuan Yew officially launched Changi Airport Group. Changi Airport Group is formed from the corporatisation of Changi's airport operations; it will work with the Civil Aviation Authority of Singapore (CAAS) to further develop Singapore as a leading air hub and global city. Minister Mentor Lee graced the launch event at Changi Airport Terminal 3 on 1 Jul and unveiled the new logos of the two entities.

Minister for Transport and Second Minister for Foreign Affairs, Raymond Lim, announced the corporatisation of Changi Airport and the restructuring of CAAS in Aug 2007. The corporatisation allows for more focused roles and greater flexibility, thereby enabling the new CAAS and Changi Airport Group to better meet future challenges.

Changi Airport Group will manage the airport operations and undertake operational functions focusing on airport operations and management and airport emergency services. The Group will work together with airport partners as a team to think of innovative and exciting ways to bring an extraordinary Changi Experience to each and every passenger. In addition to its role in airport operations, investments in foreign airports will also be under the ambit of Changi Airport Group. The new CAAS's focus will be on the development of the air hub and aviation in Singapore as a whole as well as the provision of air navigation services.

Speaking at the launch ceremony, Minister Mentor Lee said the government decided to corporatise Changi Airport in 2007 to meet the challenges ahead. While Changi has won over 300 awards since 1987, he cautioned that it would be a mistake to believe that past achievements will guarantee continued success in the years ahead. Minister Mentor added, **"Our competitors are catching up, with some beginning to equal, if not outperform us in certain areas. As airport users become more discerning and demanding, our service excellence and know-how must enhance the Changi Experience."**



As a corporation, [Changi Airport Group] is better able to aggressively pursue overseas business ventures and investment opportunities. It has the advantage of Changi as a brand name to enlarge its international presence. This will give greater flexibility to respond quickly to changes in the industry and in the global business environment. It will also attract and retain top talent to compete with global airport operators.



Minister Mentor
Lee Kuan Yew



Changi Airport Group Chairman, Liew Mun Leong, presenting a replica of the *Coming Home* sculpture, specially designed by Chinese artist Han Meilin (centre) to Minister Mentor Lee.



Minister Mentor also spoke on the challenges confronting the aviation industry. **“The aviation industry is in survival mode, with record-high fuel prices last year and an on-going global recession. The demand for air travel and services has dropped drastically. We must restructure and strengthen our airport operations and regulatory system. The economic crisis has seriously dampened air travel. But once the global economy recovers, the aviation industry will bounce back. When recovery comes, Singapore’s aviation sector must be ready to meet new challenges,”** he said.

Notwithstanding the current and future challenges confronting the aviation industry, Changi Airport Group remains committed to anticipating the needs of air travel and meeting these needs with the highest service standards, to continually offer moments of magic for every passenger that passes through Changi Airport.



Minister Mentor Mr Lee Kuan Yew, together with senior officials from the Ministry of Transport, CAAS and Changi Airport Group, launching the new logos of both entities.

L to R: CAAS Director-General, Yap Ong Heng, CAAS Chairman, Lee Hsien Yang, Senior Parliamentary Secretary for Ministry of Community Development, Youth and Sports & Ministry of Transport, Teo Ser Luck, Minister for Transport and Second Minister for Foreign Affairs, Raymond Lim, Minister Mentor, Lee Kuan Yew, Minister Prime Minister’s Office and Second Minister for Finance and Transport, Lim Hwee Hua, Changi Airport Group Chairman, Liew Mun Leong, Permanent Secretary for Transport, Choi Shing Kwok and Changi Airport Group Chief Executive Officer, Lee Seow Hiang

DEAR READERS

It has been a busy few months for all of us at Changi Airport Group (CAG) since the company's corporatisation on 1 Jul 2009. We too have been working hard to put together this new publication and we are proud to present the inaugural edition of **Changi Connection**, CAG's corporate magazine.

Changi Connection will fill you in on developments at Changi Airport. We will include news from our airport partners to keep you abreast of what's happening in the Changi community as well as updates from our subsidiary, Changi Airports International.

In our first issue, we feature some of the exciting events and activities at the airport since July, including the launch of Changi Airport Group and the new Civil Aviation Authority of Singapore, celebrity appearances at the airport and new airlines joining the Changi family. On the cover, we showcase our highlight of the year so far – the Changi Airport Race.

We hope this magazine will help you stay **connected** to the airport community and all that's happening at Changi Airport. We will be happy to hear from our partners and stakeholders and welcome your ideas and suggestions. Just send your email to **changiconnection@changiairport.com**. We also invite partners to alert us of news or developments regarding your operations at Changi that we can feature in **Changi Connection**.

In the meantime, we look forward to your support for **Changi Connection** and happy reading!

The Editorial Team

CAI TAKES STAKE IN Bengal Aerotropolis



Changi Airport Group's international arm, Changi Airports International (CAI), has taken a 26% stake in Bengal Aerotropolis Projects Limited (BAPL). The project, sealed on 16 Jul 2009, is CAI's first investment in an Indian greenfield airport city project and the Group's first overseas investment as a corporatised entity.

The Durgapur Aerotropolis is India's first aerotropolis project and its first privately owned merchant airport. The project involves the setting up of an industrial park, a logistics hub, an information technology park and a township around the privately owned greenfield airport. Overall, the project aims to attract about US\$2.5 billion in investments.

CAI has in place a Technical Service Agreement to support the planning and development of Durgapur Airport, and will enter into an Operations and Management Agreement to assist in the management of the airport once construction is completed.

CAI's Chief Executive Officer Wong Woon Liong said, "This deal signifies an important step forward for CAI to participate in the growing Indian aviation industry. With this definitive milestone, we will use our expertise to support the expansion of the Durgapur Aerotropolis into a major industrialised area."

Changi Airport Group's Chief Executive Officer Lee Seow Hiang said the investment sets a milestone for the Group. "We are excited to be a part of this significant development in the Indian aviation sector. We hope to inject our technical expertise and experience to help develop Durgapur Airport and its surrounding area to its fullest potential. The Durgapur Aerotropolis marks the Group's first investment in an aerotropolis concept, and we believe the plan for this airport city will help deliver a vibrant new economic hub for the West Bengal region."

A COOL PORT at Changi



Come the first quarter of 2010, Singapore will have its first on-airport perishables handling centre. Coolport @ Changi will be the first dedicated on-airport facility for handling terminal and transit perishables cargo within the Free Trade Zone. The facility will be run by Singapore Airport Terminal Services Limited (SATS), one of the ground handling agents at Changi Airport. The new centre is set to further enhance Changi's attractiveness as a cargo hub.

Costing approximately S\$12 million, Coolport @ Changi will have multi-tiered zones, with different temperatures ranging from -28°C to 18°C, to handle a wide range of commodities such as live seafood, ornamental fish, meats, fresh produce and flowers. A first in Singapore, the centre will also have a dedicated system in place to handle urgent medical cargo.

Located within SATS Airfreight Terminal 2, Coolport @ Changi will have an annual operating capacity of approximately 250,000 tonnes, with scope for expansion from the current 8,000 square metres to 14,000 square metres. A host of value-added services including warehousing and distribution, live tanking, inventory management & control, and ripening facilities provides a complete cool chain logistics solution.

President and Chief Executive Officer of SATS, Mr Clement Woon said, **"We believe Coolport @ Changi will present our airline customers with new opportunities to access new sources of business and help them differentiate themselves better. Our vision is for Coolport @ Changi to become the preferred transshipment hub for those categories of products requiring a secure cool chain logistics process."**

MORE FLIGHTS at Changi Airport



More flights continue to land and take off at Changi Airport. There were 4,782 weekly scheduled flights in Aug 2009, the highest since Dec 2008. As at 1 Sep 2009, Changi is served by 85 airlines connecting Singapore to 197 cities in 60 countries.

Even as Changi Airport's connectivity continues to grow, air links between Singapore and Latin America look set to improve on the back of new air services agreements. The Civil Aviation Authority of Singapore announced on 26 Aug 2009 that Singapore has concluded an Open Skies Agreement with Peru, which allows carriers from Singapore and Peru to operate unlimited passenger and cargo flights between and beyond the two countries. There are also unlimited 'hubbing' rights for cargo operations.

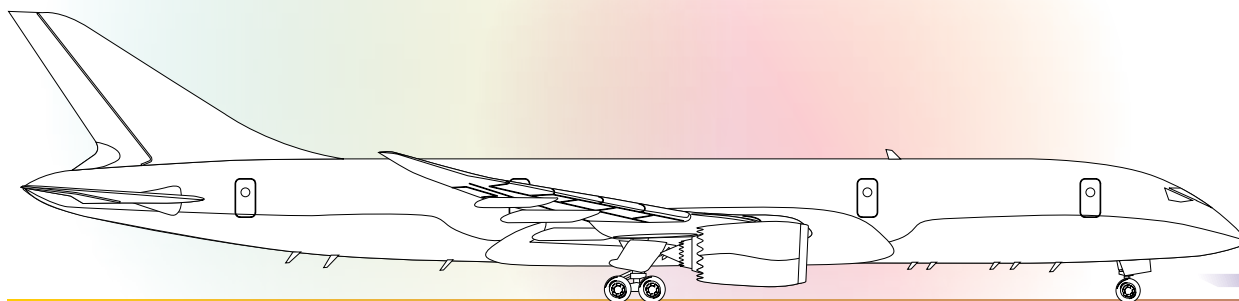
In addition, Air Services Agreements (ASA) have been concluded with Colombia and Ecuador. Under the Singapore-Colombia ASA, carriers of each country are allowed to operate up to eight passenger flights and eight cargo flights weekly. The frequencies will increase to 14 weekly flights each by January 2011. The Singapore-Ecuador ASA allows carriers from both sides to operate up to 56 weekly passenger flights between and beyond the two countries. The ASA also includes an open skies arrangement for cargo operations, with 'hubbing' rights.

With the air services frameworks in place, carriers can swiftly respond to business opportunities that may arise, particularly in trade and the tourism market.

Cover Story

A KING of the Tarmac is CROWNED AT THE Changi Airport Race

THE CHANGI GP FESTIVAL REVVED OFF TO AN EXHILARATING START WITH THE HIGHLY-ANTICIPATED "RACE OF A LIFETIME" AT SINGAPORE CHANGI AIRPORT.



The Changi Airport Race, held on 5 Sep 2009, saw a Porsche 911 GT3 Carrera Cup car go up against a Jett8 Airlines Boeing 747 for the title of 'king of the tarmac'. Hundreds were gathered at the airport to hear and experience the first-ever jetliner versus car race in Asia up close and participate in a myriad of festivities at the airport.

After a close battle which saw the jetliner take an early lead, the Porsche edged up in the final seconds to cross the finishing line just split seconds ahead of the Boeing 747! The hundreds at the grandstand and many more gathered at Terminal 3's Row 1 cheered as Guest-of-Honour, Mrs Lim Hwee Hua, Minister, Prime Minister's Office and Second Minister for Finance and Transport, presented the trophy to the Porsche driver, Yuey Tan.

Chief Executive Officer of Changi Airport Group, Lee Seow Hiang, said, **"This has been indeed the race of a lifetime. The hundreds gathered at Changi Airport today enjoyed every second of the nail-biting race. And we expect many more to catch the action on-line. What an exciting start to the Changi GP Festival!"**

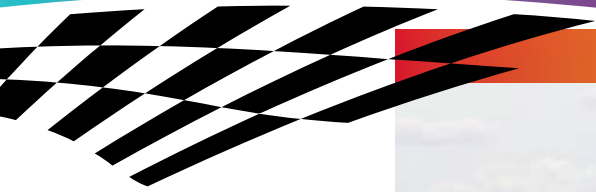
The Changi Airport Race was followed by a month of exciting race-related activities at the airport to celebrate the Singapore GP Season. Highlights of the Festival, which ran until 30 Sep, included a go-kart station and racing consoles featuring a Grand Prix circuit at the airport. Passengers and airport visitors also got to experience the excitement and adrenalin-pumping action of working at a pit stop at the Pit-Stop Challenge game station. For a dose of celebrity power, there was a special appearance by McLaren F1 driver Heikki Kovalainen on 23 Sep. The new Porsche 911 GT3 road car was also unveiled for the very first time in Asia Pacific at Terminal 3.



“
The line-up of race-related activities right here at Changi Airport will enhanced the unique Changi experience. Beyond being an efficient airport, Changi Airport will be showcased as an exciting venue for passengers and the public.”

”
Minister, Prime Minister's Office
and Second Minister for Finance and Transport

Mrs Lim Hwee Hua
(seated in the middle)



The Porsche narrowly pips the jetliner for a photo finish to the Changi Airport Race.



Participants getting ready for the go-kart challenge at Terminal 3's Basement 2.



The audience at Row 1 engrossed in the live feed of the action on the runway.



Captain Peter Leo who piloted the Boeing and Yuey Tan, the Porsche driver.

CHANGI AIRPORT WELCOMES Firefly & AeroLogic



FIREFLY ADDS NEW CITY LINKS TO MALAYSIA

A ceremony to welcome Firefly was held on 3 Jul 2009 at Changi Airport's Budget Terminal (BT). Firefly, which commenced operations at the BT on 1 Jul, operates eight daily flights between Singapore and Subang (Kuala Lumpur). The airline also operates other routes between Singapore and destinations in Malaysia, such as Ipoh, Kuala Terengganu and Kuantan.

Changi Airport Group's Chief Executive Officer Lee Seow Hiang, said, "(Firefly's) entry heralds a new milestone in the development of air connectivity between Singapore and Malaysia. For the first time in many years, Firefly will connect Changi Airport to new Malaysian destinations, namely Ipoh, Kuala Terengganu and Kuantan. I believe these new links will greatly benefit the tourism and business sectors in our two countries."

Mr Lee added, "Given the strong traffic potential on the Singapore-Malaysia routes and the extensive air network of Changi Airport, I am confident Firefly will find many new business opportunities at Changi. I therefore encourage Firefly to further expand its operations at Changi Airport, and add new services from other Malaysian cities to Singapore. Changi Airport is committed to supporting Firefly in its growth in Singapore."

AEROLOGIC'S COMMENCEMENT SIGNIFIES CONFIDENCE IN AIR CARGO SECTOR

Changi Airport Group welcomed AeroLogic, an airline formed from the joint venture between DHL Express and Lufthansa Cargo, at the JetQuay CIP Terminal on 27 Jul 2009. AeroLogic's commencement of operations to Singapore underscores the carrier's and its joint venture partners' commitment and confidence in the growth potential in air cargo traffic between Europe and Asia. AeroLogic, the first carrier at Changi Airport to operate the B777 Freighter aircraft, commenced services into Singapore on 30 Jun and operates 10 weekly flights on the Leipzig – Bahrain – Singapore – New Delhi – Leipzig route.

AeroLogic's commencement of operations to Singapore is significant amid the global economic downturn. Speaking at the welcome ceremony, Changi Airport Group's Chief Executive Officer Lee Seow Hiang, said, "The airfreight market is undergoing a very challenging time that is unprecedented. The cargo community is hit not only by the drop in demand but also a shrinking of yields. Changi Airport has not been spared, as Singapore is an open economy that is highly dependent on international trade. AeroLogic's decision to commence operations during these difficult times further affirms the commitment of DHL Express and Lufthansa Cargo to Singapore and their confidence in the growth potential of our country and the region. Despite the current challenge, we remain optimistic of the medium to longer term prospects of the airfreight market in Singapore and the Asian region. We believe that the industry will emerge from this current downturn even stronger. We are pleased that AeroLogic shares our confidence. Changi Airport Group is committed to stay relevant to our cargo partners in the years ahead."



Connecting Lives Made Easier at Changi Airport



Passengers can now enjoy a more hassle-free and user-friendly travel experience with two new innovative features at Changi Airport – the **Common Use Self-Service kiosks** and the **Passenger Reconciliation System**. These features simplify the airport experience for passengers and aim to minimise the inconvenience commonly associated with airport check-in processes.

The common use kiosks present a convenient check-in alternative for passengers and better support airlines' operating needs at Changi Airport. Passengers can use these mobile kiosks to check in themselves, saving time and streamlining their travel experience. There are eight common use kiosks at Terminals 1 and 3, serving the passengers of Royal Dutch Airlines, Northwest Airlines, Cathay Pacific, Air France and United Airlines.

Another new initiative – the **Passenger Reconciliation System (PRS)** – has been implemented to further improve the check-in experience at Changi Airport. With this new system, participating airlines can connect their own check-in systems with the PRS to allow real-time automated checks on self-printed boarding passes. With PRS, departing passengers with no check-in baggage can enjoy a seamless journey as they no longer need to queue at the check-in counters to get their self-printed boarding passes verified by counter staff. They can instead proceed straight to the immigration access point where their passes will be verified automatically by security officers using 2D barcode scanners. Cathay Pacific is the first airline to fully leverage the advantages of the PRS.

The launch of these two innovations underscores Changi Airport Group's continued commitment to enhancing the Changi Experience for its passengers by simplifying the travel process.

DOLLS DOMINATE CHANGI!

American pop group the Pussycat Dolls was greeted with wild cheers by hordes of fans and excited passengers at Changi Airport Terminal 2's Departure Transit Mall on 3 Jun. Cameras flashed endlessly as the vivacious Dolls, including lead singer Nicole Scherzinger and members Ashley Roberts, Melody Thornton and Kimberly Wyatt made their special appearance at a meet-and-greet session. The group entered the stage in rock-chick gear and dazzling smiles, adding a shot of glam factor to Changi Airport.



The Pussycat Dolls achieved worldwide success with their debut album, *PCD*. Their second album, *Doll Domination*, solidified their popularity and the Dolls have gone on to enthrall vast audiences with their catchy repertoire of songs and sizzling dance moves during their Doll Domination tour. Adoring fans took advantage of the meet-and-greet event at Changi to ask the Pussycat Dolls questions during the question-and-answer session, while some lucky fans even got the rare chance to pose with the Dolls for a photograph, or two!



LEGO MANIA



Brick Jamboree, a Lego-based exhibition, was held in Terminals 2 and 3 across the months of Jun and Jul 2009. The exhibition featured Lego pieces constructed by certified Lego professionals and included a mini competition for young passengers to create their very own masterpieces and win attractive prizes.

Over the weekends, there were also demonstrations by a Singapore-based Lego certified professional, Nicholas Foo. Passengers were invited to the hands-on interactive corner to

build and play with the Lego bricks to create the first-ever Changi Airport Lego wall mural under the guidance of Nicholas.

The grand finale was on 31 Jul when a group of young members from the Befrienders Club of the City Community Services, together with Changi Airport Group's Chief Executive Officer Lee Seow Hiang, put the final pieces of the Lego wall mural together, symbolising the outreach that Changi Airport has with the community.



Going Gaga for the Lady



Starry-eyed passengers at Changi Airport went wild at the meet-and-greet session with dance-pop sensation Lady Gaga at Terminal 2's Departure Transit Mall on 12 Aug. Famed for her daring and fashion-forward outfits, the Grammy-nominated singer did not disappoint fans with a pair of oversized sunglasses, studded vest, leather leggings and ultra-high platform heels. She completed her dance diva ensemble with an eye-catching bubblegum pink hair bow.

Lady Gaga's star has been on the rise since the release of her 2008 debut album, **The Fame**. Her star power was further boosted when her popular hit **Just Dance** garnered a nomination at the 51st Grammy Awards. This was followed by a string of mega hits including **Poker Face** and **Paparazzi**. After a question-and-answer session, the meet-and-greet ended on a high note with Lady Gaga posing with an adorable young fan for a rare photograph.



FREE CUPPA on Monday Mornings

Passengers at Changi Airport can now look forward to a free cup of freshly-brewed coffee to start their Monday mornings. It's 'Java Mondays with Changi' from 6.30 to 7.30am every Monday morning till Feb 2010. This special treat is a gesture from Changi Airport Group to delight passengers with a free cuppa to perk up their Monday mornings and chase the 'Monday blues' away.

The complimentary coffee to be distributed is the brew of the day from Starbucks. To get the free treat, passengers just need to look out for staff carrying dispensers at the Departure Check-In Halls and Baggage Claim Halls at Terminals 1, 2 and 3.

Gems



AT CHANGI AIRPORT

GEMS Up, the second phase of the “Go the Extra Mile for Service” movement in Singapore aims to take service delivery to a higher level over the next three years. As part of the key plan to transform Singapore’s service delivery, Changi Airport Group (CAG) has joined ION Orchard and Sentosa Leisure Group, as one of the Customer-Centric Initiative (CCI) icons to spearhead transformation projects to achieve breakthroughs in service standards.

Mr Lee Yi Shyan, Minister of State for Trade & Industry and Manpower, who is also an Advisor to the GEMS Up Steering Committee, commended the CCI icons for their commitment and foresight in gearing themselves up to be the service leaders in Singapore. “**These three companies understand how excellent service will drive growth and increase customer loyalty. Already leaders**

in terms of service levels in their respective industries, the three companies are still setting higher standards for themselves. I commend them on their commitment to service excellence.”

CAG will meet the challenge of being a CCI icon head-on. It aims to create a Changi Class experience for all customers: one that encompasses seamless and efficient operations at every touch-point, with friendly and personalised service by airport staff, and comprehensive range of terminal facilities. Over the next 18 months, CAG will roll out initiatives to improve service levels in three key areas: improving customer experience, operational efficiency and feedback management. These will be carried out with 1,000 of CAG’s own staff and 9,000 of its partners’ frontline staff.

editorial team

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designed by

Oculus Design
Pte Ltd

our mission

To be the world’s leading airport company, growing a vibrant air hub in Singapore and enhancing the communities we serve worldwide

our vision

Exceptional people,
Connecting lives

our values

We value our People

We are committed to our Customers

We succeed with our Partners

We are passionate about being the best in our Business

Integrity is at the heart of everything we do

DID YOU KNOW?

PoWee – Post on Wheels – is a mobile postal buggy that offers a range of postal products and services for passengers on-the-go at the airport.

The mobile buggy can be found at the Departure/Transit Malls of T1 and T3.

2

Pre-order shopping is available online at www.changiairport.com.

Just visit the website, place your orders, then collect it from the respective stores when you are at the airport!

Changi Airport has been voted “Best Airport in the World” by Business Traveller (UK edition) for 22 consecutive years.

3

CHANGI AIRPORT GROUP (SINGAPORE) PTE LTD

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