



# ground connection

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## Changi Airport – Jetstar's largest Asian hub

Changi Airport Group and Jetstar sign a groundbreaking air hub deal for Jetstar to make Changi Airport its largest air hub in Asia.

Pages 6 and 7



**CHANGI**  
airport group



# New Aviation Gallery opens at T2

The Changi Aviation Gallery has opened at Terminal 2, providing aviation enthusiasts and members of the public with interesting insights about Changi Airport and the history of aviation in Singapore. Visitors can also enjoy a close-up view of aircraft on the airport tarmac.

A multi-sensory zone with hands-on interactive displays, the Changi Aviation Gallery includes eight 'islands' of information covering a spectrum of topics, including many of the 'on-the-ground' activities that take place at the airport; such as passenger facilities, aircraft landing and take-off, baggage handling, horticulture, environment-friendly measures, staff working at the airport, and emergency and rescue services.

In addition to the interactive and informational display panels, the gallery provides ample resting space for visitors to observe aircraft and activities on the tarmac comfortably. Located at the airport's landside, the gallery has free admission and is open round the clock.

A sister gallery featuring 'in-the-air' aspects of Changi Airport, such as air cargo and in-flight meals, is being planned and will open at Terminal 3 later this year.



Students from Xishan Primary School trying out a bench which doubles up as a large weighing scale to illustrate how baggage tonnage is measured at Changi Airport

# Kiddie fun at T3



Giant inflatable rides allow parents to join in the fun

Yet another fun and enjoyable activity has been launched at Changi Airport - Kid's Fun Ride at Terminal 3's Carpark 3A. The rides have been very popular among visitors to the airport, attracting hundreds every weekend.

Rides are available daily from 11am to 10pm. Young Schumachers from as young as two can rev their motorised kiddie cars through circuits of varying difficulty. Parents of very young children can choose to put their kids on cars that can be remotely controlled. Charges range from \$3 for the smaller rides to \$8 for the giant inflatable rides where parents can ride with their children.

# Earn as you spend at Changi



Visitors and airport staff now have even more reason to shop and dine at Changi Airport. With the launch of the new Changi Rewards programme on 13 Mar, cardholders now get even more for every dollar they spend at Changi.

Changi Rewards members will receive one rewards point for every dollar they spend on retail, food and beverage and selected services at Changi Airport (exceptions apply e.g. money changing services, medical services). Members simply present their Changi Rewards card at the point of purchase for the points to be credited to their card. Points accumulated can then be exchanged for Changi Airport Dollar vouchers. For every 300 points accumulated until 31 Dec 2010, cardholders receive one chance in the Grand Draw for a Volvo XC60 (restrictions apply to employees and family members of CAG and some other organisations).

An early registration exercise held at the NATAS Travel 2010 in Feb at the Singapore Expo saw overwhelming response from the public. Some 1,900 people signed up for Changi Rewards membership. In return, each received a complimentary chance to participate in the Grand Draw and a gift.

A minimum of 300 points is required for the first-tier redemption of a \$10 Changi Airport Dollar voucher, while 600 points can be exchanged for a \$30 voucher. Subsequent tiers of redemption are 1,500 points for an \$80 voucher, and 2,500 points for a \$150 voucher. Voucher redemptions can be made at the Changi Rewards redemption booth located at Terminal 3 Departure Hall (near Check-in Row 11). All points earned in 2010 must be redeemed by 31 Jan 2011.

Membership applications for Changi Rewards can be made online at [ChangiRewards.com](http://ChangiRewards.com) or at Changi Rewards kiosks located in the Departure Halls of all the four terminals.

## Partnering for Growth

Partnership to grow the travel industry in Singapore – that was the key message delivered by Lee Seow Hiang, CEO of Changi Airport Group (CAG) at the NATAS Travel 2010 on 26 Feb. Speaking at the travel fair's opening, Mr Lee said, **"The interests of the travel industry and Changi Airport are fully aligned and therein lie enormous opportunities for us to work together in partnership to grow the market further."**

Mr Lee highlighted possible areas of collaborations with tourism organisations and travel agents. There are secondary cities in China, India, Indonesia and South Korea with strong potential as tourist destinations. Mr Lee called on travel agents to put forth their ideas and suggestions on possible collaborations, especially as travel agents are in a good position to assess and identify potential new markets, given their understanding of passenger preferences.

An example of how collaborations can bring about new business opportunities is CAG's partnership with the Singapore Tourism Board, Korea Tourism

Organisation, Busan Airport, Asiana Airlines and major travel agents in both South Korea and Singapore last year. The collaboration resulted in 14 direct flights between Singapore and Busan in early 2010, enabling travel agents to offer differentiated tour packages to their customers. The flights were well-received, with most operating at full capacity.

In his speech, Mr Lee also welcomed travel agents, airlines and foreign tourism boards and organisations to consider hosting niche travel events at Changi, to tap on the increasing number of visitors to the airport. He added, **"Changi should be a natural place where visitors are able to find some of the best travel ideas that are available in Singapore today."**

He concluded, **"The success of Changi Airport is very much intertwined with that of the travel industry. We have a symbiotic relationship and, with the recovery ahead of us, there will be opportunities for collaboration and partnership to drive growth and achieve success."**



# Unexpected Access at Changi Airport



At the airside, Andrea learnt about the various processes involved in preparing for an aircraft arrival and its departure.



Channel 5 viewers got **unexpected access** to the inner workings of Changi Airport on 4 Mar in an episode of the programme, Unexpected Access. Hosted by Andrea De Cruz, the programme was filmed at Changi Airport in early Feb, during which the host and crew were provided access to areas not accessible by many.

Before the actual filming began, extensive preparation and coordination across agencies were required to ensure filming could proceed smoothly. During the three-day shoot, the crew filmed operations on the airport tarmac, baggage sorting area and fire stations. Viewers were given a rare behind-the-scenes look at the operations required to make the airport tick like clockwork. CAG's Airport Emergency Service was also featured, providing interesting insights on how the unit ensures its preparedness and capabilities both on the ground and at sea.

Several CAG managers appeared on camera, answering Andrea's questions and contributing to the show's narrative. The programme also featured other key agencies such as Air Traffic Control and the Immigration and Checkpoints Authority.

For Andrea, the airside experience left a big impression. **"Being on the tarmac was my most memorable experience... I would never have an opportunity to stand beside a huge plane (the A380)."** In addition, she got to experience first-hand what keeps Changi ahead. **"I can truly see why Changi is the best airport in the world. Having travelled to so many airports around the world, you sometimes get so frustrated with the way the system works, with the way the staff are. But at Changi, you are always greeted with a smile. And the service you get from the immigration to baggage collection is great"**



Filming at the Baggage Sorting Area, where Andrea learnt how bags are sorted and how the right bag gets to the right plane in time. She was also involved in loading baggage onto the dolly and delivering baggage to the plane.



## World's Busiest A380 Airport

Singapore Changi Airport has welcomed another route operated on the Airbus A380. Singapore Airlines (SIA) commenced services to the Swiss city of Zurich on 28 Mar 2010. This follows Qantas Airways' introduction of A380 services to Melbourne, Australia earlier this year and takes the number of scheduled A380 flights at Changi to some 140 every week.

Changi Airport is the world's busiest A380 airport, with nearly one in three A380 flights worldwide touching down in Singapore. Currently, only four airlines operate services on the superjumbo, including SIA and Qantas. From Changi, A380 services are available to Paris, London, Zurich, Tokyo, Hong Kong, Sydney and Melbourne.

The world's largest passenger aircraft has been in operation at Changi for more than two years. Changi was the first airport to welcome the A380 when SIA started operations on the aircraft to Sydney on 25 Oct 2007. To prepare for the handling of the superjumbo, airport and airfield modifications were made at Changi Airport. Works undertaken included the installation of an additional fixed gangway and a third aerobridge arm at each of Changi's A380-compatible gates, which number 19. Other works included the expansion of gate holdrooms to serve the larger number of passengers and extension of baggage belt carousels.

To cater to the A380, SIA Engineering Company (SIAEC) opened a new hangar at Changi Airport to accommodate the aircraft in Feb this year. The hangar is the first in the world equipped to maintain the A380. SIAEC is the world's first maintenance, repair and overhaul company to offer commercial maintenance services for the A380.

## Changi's Green Commitment

CAG and the International Air Transport Association (IATA) re-affirmed aviation's commitment to the environment at the launch of the CAG & IATA Environment Exhibition on 2 Feb 2010. The exhibition, which was inaugurated by IATA's Director-General and CEO, Giovanni Bisignani, and CAG's CEO, Lee Seow Hiang, was held at Changi Airport's Terminal 3 until 31 Mar 2010.

The exhibition highlighted CAG's commitment to the sustainable growth of Singapore's aviation sector. Under the **Changi Goes Green** initiative, CAG will collaborate with partners to reduce the impact of the airport's activities, create environmental awareness within the airport community and pursue continual improvement in the five areas of energy efficiency, management of emissions, waste management, water management and noise management.

Mr Lee said, **"Together with everyone at the airport, we can steer our business decisions and actions towards making a positive and sustainable impact on the environment and community."**

The exhibition also featured IATA's work to reduce emissions, such as through more efficient routings, best practices in fuel efficiency and more efficient flying. The exhibition looked into the future with new technologies such as algae-based biofuels, solar power and fuel cells that could lead to carbon emission-neutral aviation in the next 50 years.



Mr Bisignani and Mr Lee launching the Environment Exhibition





# Changi Airport – Jetstar's Largest Asian Hub



[From left to right] CAG EVP, Air Hub Development, Yam Kum Weng, CAG CEO Lee Seow Hiang, Jetstar CEO Bruce Buchanan and Jetstar Asia CEO Chong Phit Lian

A strategic air hub deal was signed on 28 Jan 2010 between Changi Airport Group (CAG) and Jetstar. Inked by CAG CEO Lee Seow Hiang and Jetstar CEO Bruce Buchanan, the partnership will see Jetstar make Changi Airport its largest air hub in Asia for both short and long haul operations.

Under the three-year agreement, the Jetstar Group is committed to:

- operating its highest number of services in Asia from Singapore;
- increasing existing flight frequencies and offering more destinations from Singapore;
- basing its largest number of A320-family aircraft in Asia at Changi; and
- for the first time, introducing long haul services using wide body aircraft from Singapore to destinations in Asia and beyond.

CAG will support Jetstar's continued growth at Changi Airport with incentives under the Changi Airport Growth Initiative. These incentives, tailored for Jetstar's specific needs and growth plans, will enable Jetstar to lower its cost of operations at Changi. Jetstar will also receive additional incentives for launching services to cities not currently connected to Changi.

As a partner, CAG will work closely with Jetstar to explore route opportunities to grow its traffic out of Changi. CAG will also support Jetstar's operational needs, such as to improve its ground operations and to enhance the airport experience of its passengers. An example is the introduction of an early check-in option for Jetstar passengers travelling on the same day.



“We are excited with this development. It represents a positive triple-win outcome for CAG, for Jetstar and for the passengers we serve at Changi. For Changi Airport, we will benefit from Jetstar’s increased flights and services, which will mean higher passenger traffic, higher revenues and a stronger connectivity network. By hubbing at Changi, Jetstar will enjoy greater certainty in cost and operating environment for the next three years and will gain from the enormous inter-lining opportunities with all our airline partners, including its parent, Qantas. For air travellers, they will enjoy a greater choice of low-fare travel options through Changi as a result of more flights and new city links.”

Mr Lee Seow Hiang,  
Changi Airport Group CEO

Mr Lee said, “Our agreement with Jetstar signals CAG’s strong desire to work with our airline partners to grow the pie at Changi. We are ready to develop customised partnerships with airlines based on their business models and growth plans, whether they are full service or low cost carriers.”

Mr Buchanan said, “Partnerships like this with Changi Airport Group allow us to invest in both existing and new flying markets and present opportunities from Singapore for us to drive growth. Singapore is of high strategic importance to Jetstar and equally of great importance to the Qantas Group. This agreement provides further leverage to us now seeking the full benefits of a burgeoning hub operation in Singapore.”



## About Jetstar

The Jetstar Group includes Jetstar in Australia and New Zealand, Jetstar Asia and Valair based in Singapore, and Jetstar Pacific in Vietnam.

Jetstar Asia started operating at Changi on 13 Dec 2004 when its maiden flight took off for Hong Kong. Five years later, the Jetstar Group operates 408 flights each week to and from Changi, connecting Singapore to 24 destinations, from Cairns and Melbourne in Australia, to regional spots such as Bangkok, Macau and Taipei.

The Jetstar Group operates a total fleet of 60 aircraft comprising A320 family aircraft, A330-200 long haul aircraft and B737-400 aircraft. Jetstar’s future planned growth includes purchase rights for approximately 100 new aircraft.



# Getting on Board BCBP

Changi Airport has received certification from the International Air Transport Association (IATA) for achieving 100% bar coded boarding pass (BCBP) readiness. As an airport, Changi was fully BCBP ready in Apr 2008 when it enhanced its check-in and boarding systems. IATA has certified that IATA airlines operating at Changi Airport can now provide BCBP to their passengers.

BCBP is one of IATA's Simplifying the Business initiatives. BCBP replaces magnetic strips in boarding passes and complies with industry standards set by IATA. With BCBP, airlines enjoy lower costs and are able to offer more comprehensive self check-in services through the Internet. Passengers benefit as they can print their own boarding passes at home using conventional printers, reducing check-in time at the airport.

With BCBP and the Passenger Reconciliation System working hand-in-hand, departing passengers without check-in luggage can proceed straight to the departure immigration point without first going to the check-in counters. Their boarding passes will be verified automatically by security officers using barcode scanners. With such initiatives, passengers enjoy an even more simplified and user-friendly experience at Changi.



# A Food Safety First



The Minister of State experimenting with equipment used to enhance food safety



The Kopitiam food courts at T3 and the Budget Terminal have achieved an important milestone by being the first food courts in Singapore to be HACCP-certified. HACCP stands for Hazard Analysis and Critical Control Points. It is an internationally recognised food safety management system that covers all aspects of food safety, from raw material production to consumption.

By adopting the food safety management system, tenants at Changi's Kopitiam are now amongst the league of food operators supplying safe and wholesome food. With the implementation of HACCP, significant areas of change for Kopitiam include improvements to the food safety and quality assurance training of food court staff and management team, as well as better monitoring and documenting of critical control points.

Minister of State for Trade & Industry and Manpower, Lee Yi Shyan went on a tour to witness the changes and improvements at T3's Kopitiam on 18 February. He said, "To remain the best airport in the world requires continual improvement not just by Changi Airport Group itself but the cooperation of all its tenants. It is therefore a significant occasion that we [witness] Kopitiam's adoption of HACCP at T3 and Budget Terminal... I commend CAG's management for taking the lead to augment Singapore's reputation in food safety."

SPRING Singapore and CAG are working together to encourage other food operators in Changi Airport to be HACCP-certified.





# Singapore Airshow 2010 – An eventful week



The second Singapore Airshow was held from 2 Feb to 7 Feb 2010. It was a busy time for CAG which hosted guests from all over the world.

At the Changi Exhibition Centre, CAG wowed the crowd with a unique “Changi Experience” right in the heart of the exhibition hall. CAG’s booth featured a miniature butterfly garden, a replica of the original in Terminal 3, allowing visitors to get up-close with some 200 fluttering beauties. For many visitors, the booth provided a refreshing escape from the hustle and bustle of the Airshow events.



Director (Airport Operations) Yeo Kia Thye (extreme right) led a tour of Terminal 3 for CAG’s guests, giving them an insight into Changi’s operations

For CAG’s invited guests, activities outside the official Airshow events included a tour of Terminal 3 and a CAG-hosted dinner. The week capped off with lunch hosted for Changi’s airport partners on Friday, 5 Feb.

At the weekend and as the curtains came down on the trade days of the Airshow, Changi Airport opened its doors to the event’s public visitors. For the first time, Changi Airport was used as the pick-up and drop-off point for the Airshow Shuttle, making it extremely convenient for the thousands of visitors to make their way to the Changi Exhibition Centre on public transport. The shuttle service operated with clockwork efficiency, testament to the efficiency of the teams managing the queues at the boarding points.



## Senior Command Positions for AEOs

The date 27 Jan 2010 was an important one for 11 of CAG's Airport Emergency Officers (AEO). They received their appointment letters to fill senior command positions from Changi Airport Group CEO Lee Seow Hiang, at the Airport Emergency Service (AES) appointment ceremony.

Speaking at the event, Mr Lee placed strong emphasis on leadership and encouraged AES commanders to provide adequate support for their men. He said, **"True leaders are those who understand. Your job is to help your men succeed."**

The ceremony also saw the number of key appointment holders in AES increase from 27 to 30. These new positions will form the base for future capabilities as well as to meet the aspirations of performing AEOs.

Senior AEO K. Saravanan was newly appointed as Superintendent of Fire Safety. He said, **"I hope to be able to heighten fire safety awareness within the airport community by facilitating consultation and active education in my new appointment."** He added that

he intends to explore fun and interesting ways for people to make fire safety a culture.



## KENYAN LEADERS visit Changi

A delegation from Kenya, led by Prime Minister Raila Odinga, paid a visit to Changi Airport on 18 Jan 2010. Mr Odinga, accompanied by Ministers in his Cabinet, was in Singapore for a five-day official visit.

The group was received by CAG CEO Lee Seow Hiang. They attended a briefing on Changi Airport and Changi Airports International's work around the world. This was followed by a tour of Terminal 3, during which the Prime Minister and his delegation were treated to the sights of the nature-themed terminal, from the five-storey high Green Wall to the open-air Butterfly Garden. Smiles were all around as they visited the wide array of amenities available for passengers.

During Mr Odinga's visit to Singapore, an Air Services Agreement was signed between Singapore and Kenya, enabling Singapore and Kenyan carriers to capitalise on market opportunities in both countries. Changi Airport presently has cargo links to Nairobi, the capital of Kenya.



CAG CEO Lee Seow Hiang receiving Kenyan Prime Minister Raila Odinga



The delegation touring Terminal 3's Butterfly Garden

## One-stop for Ground Transport



It may be backpackers looking for the cheapest route to their hostel in Chinatown, a jet-lagged family searching for the quickest way home to Bishan, or jet-setting business executives expecting a top quality ride from the airport to their hotel in the city.

All the needs of such passengers at Changi Airport are now met with the introduction of a one-stop Ground Transport Desk. Located at the Arrival Halls of Changi's terminals, the Ground Transport Desk provides consolidated information on transportation options from Changi Airport, including the MRT, public bus, hotel shuttle as well as regular and limousine taxi services. Staff at the desk offer assistance and recommendations to ensure that passengers have a smooth journey beyond the airport.

# More luxe at Changi

Changi Airport has welcomed new luxury fashion outlets. Some, like Emporio Armani, Ralph Lauren and Miu Miu, are making their debut at Changi.

Changi's first Emporio Armani is located at Terminal 3. Launched in partnership with DFS, the chic shop retails men's and women's wear and accessories. There are also items exclusive to DFS. Ralph Lauren, also located at Terminal 3, carries both men's and women's clothing and offers items exclusive to DFS. Fashionistas can also look forward to shopping at Miu Miu at Terminal 2, the brand's first ever shop in an airport.

Other new boutiques that have opened at Changi in recent months include Coach and Prada at Terminal 2. Keep a look out for new and exciting brands landing at the airport soon!



# Romancing the New Year



Visitors to Changi Airport in Feb were greeted by a unique floral hybrid celebrating two festive occasions – Lunar New Year's Day and Valentine's Day, which both fell on 14 Feb. Decorations across Changi's main terminals were creatively designed using Lunar New Year plants and flowers, complete with a touch of romance to reflect the season of love. Giant heart-shaped frames weaved from different flowers and plants made special backdrops for photo-taking opportunities.

Passengers at Changi's Departure/Transit Malls were treated to free samples of traditional Lunar New Year goodies such as *Dragon Beard* candy, *Muah Chee* snacks and *Ting Tang* candy. Those with nimble hands could also learn traditional Chinese art and craft such as knot making, paper cutting, red packet art, and Chinese painting and calligraphy. Chinese acrobatic and ribbon dance performances rounded off Changi's Lunar New Year celebrations.



# Lower Parking Rates

Visitors now enjoy lower parking rates when they visit Changi Airport to shop or dine on both weekends and weekday nights. With effect from 8 Mar 2010, the weekend rate of \$2.50 for the first three hours of parking has been extended to weekday nights.

On weekends and public holidays, drivers are charged \$0.04 cents per minute up to a cap of \$2.50 for the first three hours of parking. On weekday nights, the same low parking rates also apply to cars entering the car parks between 6pm and 9pm. For instance, for parking from 8pm to 11pm on a weekday night, a flat rate of \$2.50 is chargeable.

For all days, a grace period of 10 minutes applies, and the maximum parking fee is capped at \$20 daily. These rates are applicable to the car parks at Terminals 1, 2 and 3.

This new car park fee structure will allow driving visitors to spend more time at the airport on both weekends and weekday nights to enjoy the facilities and participate in the activities, while

NOW extended  
to weekday evenings

## LOWER PARKING RATES

\*Entry from 6pm to 9pm on  
Mon-Fri & anytime on  
weekends & public holidays.

\$2.50\*  
for  
first 3 hours

paying less on parking charges. At the same time, meeters and greeters who plan to be at the airport for only a short period of time have the flexibility to pay the per minute charge.

# CIAS staff goes the extra mile

The best customer service is usually driven by the simplest thought – the desire to help. For Daniel George Laviolette, a passenger service officer with Changi International Airport Services (CIAS), helping passengers in need is a professional reflex that occurs almost naturally to him.

So when Mr Ng Choon Peng appeared at the CIAS passenger service counter at Terminal 1 looking distressed and anxious after missing his flight to Copenhagen, Mr Laviolette knew he had to try his best to help. Mr Ng, who had an important meeting to attend in the Danish capital, had arrived an hour before his flight was due to depart. He found to his horror that the boarding gate had already closed.

Understanding that Mr Ng needed urgently to get to Copenhagen, Daniel started ploughing through the flight information system in search of alternative flight routes that could get Mr Ng to his destination in time.

“Daniel was a wizard. He scanned through the computer to identify international flights to Europe due to fly out of Changi Airport that same evening (not easy since it was already 10.30 pm). In addition, he had to check if there were appropriate connecting flights out of that European airport. After countless tries, he found a flight to Rome for connection to Copenhagen. You can imagine the time pressure he was working under. He didn't have to help me. Others had already given up and just told me

that it was not possible. However, Daniel went the extra mile,” said Mr Ng of Daniel in a letter sent to Changi Airport Group.

To thank Daniel for his excellent service and assistance rendered, Mr Ng specially visited the CIAS office after the incident to present Daniel with a token of appreciation. “I wanted to recognise him for running the extra mile to help, and by doing so, I hope to encourage others to also follow suit in upholding such exemplary standards of service.”

For customer service staff at Changi, passengers like Mr Ng serve as a precious reminder that the services they render do make a difference – sometimes in bigger ways than they can imagine.

“There are many things that are not within our control such as the timing of flights and availability of seats, and we can't always guarantee a positive outcome for every passenger. But I believe in trying my best. For me, the biggest encouragement was when I learnt that Mr Ng managed to get to his destination in time and had a successful meeting. I was glad that I was able to make a difference with my small act,” said Daniel.



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## 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 the best in our Business  
Integrity is at the heart of everything we do

## DID YOU KNOW?

1  
Changi Airport has some **500** free internet terminals and airport-wide free Wi-Fi access.

2  
**28,000** people work at Changi Airport, ensuring its operations run like clockwork.

3  
An aircraft takes off or lands about every two minutes at Changi.

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