



# Changi connection

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## Enriching the Changi Experience

Personalised, stress-free and positively surprising moments await passengers and visitors at Changi Airport.

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**CHANGI**  
airport group

## Hainan, Tri-MG and China Cargo Commence Operations at Changi

Changi Airport's status as an air hub received a boost with another three new airlines joining the Changi family. These take Changi's connectivity to an all-time high of 96 airlines connecting Singapore to 200 cities in 60 countries and territories.



Tri - M.G. Airlines



Hainan Airlines, which started operations on 29 August, is the sixth Chinese carrier at Changi. Hainan flies four times a week on the Singapore-Hefei-Dalian route on Mondays, Wednesdays, Thursdays and Sundays. Hefei, the capital of Anhui province, is a new city link for Changi. With Hainan, Changi is connected to 26 Chinese cities via 400 weekly scheduled flights, reinforcing Singapore's position as the most connected Southeast Asian city to China.

Changi has also welcomed two new cargo carriers, further strengthening Changi's cargo connectivity to the region. On 13 September, Tri-MG Airlines commenced its 20 weekly scheduled flights to Indonesia. The Indonesian cargo carrier operates 12 weekly flights between Singapore and Jakarta and eight weekly flights between Singapore and Balikpapan. On 9 October, Changi welcomed Shanghai-based China Cargo Airlines. The leading Chinese all-cargo carrier operates 12 weekly flights linking Singapore with Bangkok and Shanghai Pudong.

## Changi Makes its Mark at Routes

Vancouver was the meeting place for airline route planners, airports and tourism organisations from around the world, where the 16<sup>th</sup> World Route Development Forum was held from 19 to 21 September. The annual airline and airport networking event was attended by some 2,500 air transport professionals and 250 airlines.

Changi Airport Group marked its presence with a booth showcasing Singapore's transformation, its new exciting tourism developments, and Changi Airport's excellent connectivity to Asia Pacific. A unique feature was a display of model aircrafts covering full-service and low-cost carriers operating at Changi. The aircraft display, which attracted compliments from visitors, was a popular spot for many delegates to take photos.

At the World Routes Airport Marketing Awards, Changi's partnership with airlines was recognised by the community. In the Asia category, Changi received the highly commended award for its route development efforts, a testament to CAG's efforts in engaging its airline partners.



Chairman of Beijing Capital International Airport, Dong Zhiyi (centre), visiting Changi Airport's booth at World Routes

## Changi Welcomes Finnair's Return

Finnair will mark its return to Singapore and Changi Airport on 30 May 2011. The Scandinavian carrier will introduce daily non-stop flights between Singapore and Helsinki using the Airbus A340 aircraft. This new route will offer air travellers more choice, with one of the fastest links between Singapore and Europe.

"The commencement of non-stop Singapore-Helsinki flights strengthens Changi's connectivity and is a testament to the growth potential of traffic between Singapore and Europe," said Lim Ching Kiat, CAG's Director of Market Development.

The Singapore-Helsinki route will provide an important link to facilitate people and trade flows between Singapore and

Finland, especially with the presence of major Finnish companies in Singapore, such as Neste Oil, Nokia and Kone.

"Singapore is one of Asia's most important destinations for business passengers, because the Asian operations of many

European companies are centred there. For Asian passengers, the Singapore route offers excellent onward connections via Finnair's route network to 50 European destinations," said Mika Vehviläinen, Finnair's President and CEO.

Finnair is one of the largest Nordic carriers. The Finnish carrier has a strong European network that includes capitals like Copenhagen, Stockholm, Brussels and Moscow.





# A Fresh Perspective

It marks a new chapter for Singapore Changi Airport and in more ways than one, offers a fresh perspective. CAG released its inaugural annual report in September, which covers the financial period ended 31 March 2010.

With the theme 'A Fresh Perspective', the annual report traces CAG's business and operations in the nine months post-corporatisation. It also looks at how CAG re-examined and re-strategised its role and direction as a new organisation behind an established icon, emphasising its continued commitment to delivering the ultimate airport experience and creating value for its stakeholders.

The full report is available at [www.changiairportgroup.com](http://www.changiairportgroup.com)



## Another Six Accolades for Changi

Changi Airport has emerged tops in another six Best Airport award surveys commissioned by some of the world's leading travel publications. These wins bring Changi's tally of Best Airport awards since 1981 to 360.

Most notably, Changi has been voted **Best Airport in the World** for the 23<sup>rd</sup> time by readers of travel magazine Business Traveller (UK). Changi has won this award every year since 1988.

In addition, Changi remains the airport of choice for business travellers in the Asia-Pacific region, having clinched the Business Traveller (Asia-Pacific) **Best Airport in the World** award for the 19<sup>th</sup> successive year.

Besides these, Changi nabbed another four awards in the months of August and September. They are:

**Best Airport in the World** by Condé Nast Traveller (UK)

**Best International Airport** by Condé Nast Traveler (US)

**Best International Airport** by TravelWeekly China

**Top 10 Airports Worldwide** by Smart Travel Asia

CAG CEO, Lee Seow Hiang, said: "These awards reflect the views of some of the most frequent travellers from around the world and the Asia-Pacific region. For Changi Airport Group, the accolades we receive serve as a powerful form of feedback from our passengers that they do enjoy themselves at Changi Airport and appreciate what we have been doing here. We are grateful for their strong show of support and will continue to place utmost emphasis on continually improving and delivering a first class airport experience and seamless passage for all our passengers at Changi."



CHANGI AIRPORT  
BEST AIRPORT IN THE WORLD  
BEST AIRPORT IN ASIA-PACIFIC





# Boosting Travel to ...

## China

For the first time, CAG has partnered five Chinese carriers at Changi and five travel agents to promote travel to five less familiar cities in China – Dalian, Shenyang, Hangzhou, Wuhan and Xi'an. Through this collaboration, CAG hopes to raise the profile of these cities among travellers and boost air traffic there.

CAG worked with Air China, Shenzhen Airlines, China Southern, China Eastern, Xiamen Airlines, Chan Brothers, Five Stars, Hong Thai Travel, Air Sino-Euro Associates Travel and Commonwealth Travel Services Corporation.



Promotional travel packages to the five Chinese cities were offered under this collaboration. Write-ups about the five destinations were also featured in Shin Min Daily News to introduce their attractions to Singapore travellers.

Commenting on the collaboration, CAG's Director of Market Development, Lim Ching Kiat, said, "There is immense potential for traffic between Singapore and China to grow further. We hope that through this collaboration, travellers will be enticed by the attractive offers to explore the lesser known cities in China for their next holiday."

China is one of Changi's top five markets in terms of passenger traffic with over 2.9 million passengers last year. Changi Airport is connected to more than 25 Chinese cities via 400 weekly scheduled flights.



## Singapore

There are now even more reasons for travellers to visit Singapore. CAG, Singapore Airlines (SIA) and Singapore Tourism Board (STB) are working closely on a range of advertising and other joint marketing activities to promote tourism to Singapore. Attractive packages to Singapore are on offer to entice travellers to explore the vibrant city. With the tie-up, tourists can enjoy Singapore for as little as US\$33 per person (for the first night). In addition, they enjoy free admission to key attractions in Singapore, and receive S\$10 worth of Changi vouchers.



"This is a great time to visit or stop over in Singapore, especially with the many new and exciting tourism developments," said Yam Kum Weng, CAG's Executive Vice President of Air Hub Development. "We are proud to partner SIA and STB on this initiative, and encourage travellers to take advantage of the attractive packages being offered to come and experience Singapore and Changi Airport."

## Regional Locales

They are short weekend escapades to recharge and gear up for the week ahead. With the many exotic spots in the region and bargain air fares, weekend vacations are no longer for a reserved few, or just to be taken over long public holiday weekends. Increasingly, independent travellers and couples are going for these quick regional getaways whenever wanderlust strikes.

In fact, even when overall demand for travel dampened with the economic downturn in 2008 and 2009, regional travel continued to grow. In 2009, passenger traffic to Southeast Asia grew 10% compared to 2008. With more liberalisation of air services in the region, travellers can look forward to competitive fares to ever more interesting and exciting new destinations.

To promote weekend travel, CAG collaborated with airlines and tourism organisations on an eight-part 'Weekend Escapades' series in Weekend Today. For eight weeks, eight locales in the region were featured – Chiang Mai, Krabi and Hat Yai in Thailand;

Kuantan and Ipoh in Malaysia; Shantou in China; and, Bandung and Yogyakarta in Indonesia. These destinations are not more than a four-hour flight away, offering a range of attractions from the cultural to the adventurous and gastronomic.



# Many Partners, Many Missions, One Changi Experience

The much-vaunted Changi Experience, for which Changi Airport is famous, has been given a boost with the launch of a slew of customer service initiatives. Passengers can look forward to a more enriching travel experience that is personalised, stress-free and positively surprising.

As a symbol of service excellence both in Singapore and across the globe, Changi Airport is among four service icons chosen to light the way for other service providers under the Customer-Centric Initiative (CCI). The CCI forms a part of the long-running Go the Extra Mile for Service campaign, which aims to heighten service standards in Singapore.

Speaking at the CCI Icon showcase held at Crowne Plaza Changi Airport on 28 September, CAG CEO, Lee Seow Hiang, noted the challenge of delivering a consistent Changi Experience to passengers and visitors.

For instance, CAG collaborates with over 200 agencies and companies which collectively have a workforce of 28,000 at Changi. Furthermore, Changi also has multiple missions to fulfil as an important gateway to Singapore including ensuring the integrity of immigration functions at the airport.

However, despite the phenomenon of 'many partners, many missions', CAG

is committed to delivering One Changi Experience. Hence, it places emphasis on seeking the support of the leadership of its partners, ensuring an engaged Changi workforce, and achieving constant dialogue with its customers.

Changi Airport's key stakeholders played a pivotal role in conceptualising and putting these service initiatives in place. 'Eureka' teams formed from across the wider airport community – including staff from CAG and airport agencies – were tasked with conceptualising, testing and fine-tuning a myriad of ideas thrown up during discussions leading up to the CCI Icon showcase. These were narrowed down to 12 well-thought-out initiatives.

Mr Lee said, "CAG's participation in the CCI Icon journey has provided us with the perfect reason to take a step back and relook, rethink and re-strategise how we can continue to 'wow' passengers and visitors at Changi. We are proud of the Changi Experience, but do not take it for granted. It is a continuing journey for all of us at Changi Airport. We look ahead, with confidence and anticipation, to many more years of innovation, improvement and keeping our customers delighted."

The CCI Icon initiatives, to be executed in phases, will be fully implemented at touch points across Changi Airport's four terminals by the end of 2011.

Personalised Stress-free Positively Surprising

Every customer is unique	To provide customer peace of mind	To create fond memories in every customer
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**"If you are not world-class yet, strive to be. Because if you don't, you will never be world-class - no one is going to solve the problem for you. For those of you who are already world-class or near world-class, try to be even better, just like Changi Airport, because the race is an unending one!"**

Minister Lim speaking at Changi's CCI Icon showcase



Guest-of-honour, Minister in the Prime Minister's Office, Lim Swee Say, finding out more about ICA's 800 Megawatt Smile. The 800 smiles represent ICA's total workforce at Changi Airport.



# Changi's Customer-Centric Initiatives

A dozen initiatives have been launched as part of CAG's CCI Icon journey. Some are highlighted here:



Instant Feedback System at check-in counter

## SWIFT

SWIFT, or Service Workforce Instant Feedback Transformation, harnesses technology to improve the passenger experience at Changi Airport. It comprises two components – e-Inspection and the Instant Feedback System (IFS).

e-Inspection facilitates timely maintenance and tracks the working condition of facilities at Changi Airport. In the event a fault or service failure is discovered during inspection, the system enables the inspecting staff to report the fault instantaneously using a smartphone. Visual aids such as photos and videos can be included in the smartphone message to provide better clarity. The fault reported will automatically trigger an alert to the maintenance supervisor's smartphone,

for him or her to decide on immediate corrective action and to deploy resources to repair the fault.

The IFS serves as a motivational tool to encourage Changi's frontline staff to consistently deliver excellent customer service. Introduced at key airport touch points, such as at check-in, immigration, information counters and retail outlets, the IFS enables passengers to indicate their satisfaction ratings through interactive touch screen devices at the counters.

These ratings can be accessed real-time by duty supervisors, who have the immediate opportunity to commend staff who show exemplary service or to encourage those who may need to improve.

CAG has filed patent applications in relation to the system, which applications have not yet been published.



Instant Feedback System at washrooms



## VOTES

Patrons of restaurants at Changi can literally vote to provide feedback on their dining experience and the service they have received with VOTES (Valuing Our Tenants' Excellent Service). Feedback collected during the month determines if the service staff should receive a monetary incentive that is co-funded by CAG and the restaurant. This initiative is being piloted at Sakae Teppanyaki and The Pasta Shop by Sakae, both at Terminal 3.

# New Tourist Refund Scheme

Tourists claiming tax refunds in Singapore may find the present procedure a hassle. The current paper-based record keeping system requires tourists to complete their particulars in the GST refund application form each time they make purchases at different retail outlets. Depending on where the purchases are made, refunds may also be handled by various parties.

A new Tourist Refund Scheme to be introduced next year will do away with the paper refund forms. When tourists buy goods at a retailer, the details of their purchases will be captured into an electronic system as well as tagged to a token (e.g. credit card) carried by the tourist. At the airport, the tourists simply swipe their passport and token at the self-

help kiosk to retrieve their purchase details and select their preferred refund mode (either cash or credit card). Generally, they have to queue only once if they opt for credit card refunds and are not selected for goods inspection. If they opt for cash refund at the kiosk, they will proceed to the centralised cash refund counter to collect their cash refund.



## Care@Changi

Under the Care@Changi initiative, passengers with special needs, such as expectant mothers, passengers travelling with infants and those with mobility difficulties, will receive priority service at selected touch points. There will also be service ambassadors in the airport terminals to guide passengers. In addition, CAG will deploy specially-made wheelchairs and baby strollers for the convenience of passengers. Similar to baggage trolleys, these will be provided free of charge and will be available at strategic locations throughout the airport for easy pick-up and return.



## iChangi

This initiative incorporates technology to provide personalised service. iChangi empowers individuals to access information on flights, retail and dining options and airport facilities and services through easy-to-use platforms such as a mobile application for iPhones and iPads, and interactive kiosks located around Changi's terminals. Airport users and travellers can also sign up for notifications of changes in flight details on their mobile devices.



## CHANGI Identity

Changi Airport has many frontline service staff, ranging from Customer Service Officers to Duty Terminal Managers and those contracted by CAG, such as taxi coordinators, trolley retrievers and cleaners. All don a different uniform, with diverse branding and identity. To create a sense of belonging among frontline staff, Changi will introduce new uniforms for frontline staff, reflecting a common and distinctive Changi identity. The uniforms are designed by renowned Singaporean designer, Wykidd Song.

## Workforce Survey

CAG's belief is that happy employees are more productive and provide better service. The Workforce Survey is an employee engagement initiative to strengthen two-way communication between CAG and the wider airport workforce, and is part of an effort to implement deep sourcing at Changi Airport. The survey is a pulse check taken of those who work at Changi Airport, covering a variety of factors, including the work environment, relationship with supervisors and colleagues and the individual's sense of contribution to Changi's overall success.



# South African is Second Finalist



A traveller from South Africa now stands a one-in-six chance of winning S\$1 million cash. Jacobus de Vries, 51, is the July winner of the 'Be a Changi Millionaire' Draw.

Mr de Vries took part in the draw when he visited Singapore with his family for a holiday in July. Before their flight back to Johannesburg on 7 July, the de Vries family arrived at Changi Airport early just to shop and relax. Their buys included a PSP game console and VCD player bought from the Cameras, Electronics and Computers store at Terminal 2. Worth about S\$430, this transaction turned out to be the winning lucky draw entry that bagged Mr de Vries the amazing chance to win a million dollars.

"I first thought it was not for real," said Mr de Vries. "I feel so fortunate just to win an air ticket and S\$5,000. How lucky I am if I really do win S\$1 million! I am very excited and anxious," he added.

If he does win the Grand Prize of S\$1 million, Mr de Vries intends to donate a portion of his winnings to a local charity. "First, I will give 5% to a charity of my choice in Singapore. Then, I will use a small amount for travelling and the rest, I will invest for my retirement."

As the monthly winner, Mr de Vries wins S\$5,000 in cash plus return airfare to Singapore with a three day/ two night stay in a luxurious hotel. In addition to the monthly winner, 31 daily winners (one each day) have been drawn from the qualifying entries submitted during the month of July. Each wins a cash prize of S\$1,000. The daily winners comprise nationals of many countries including Indonesia, Singapore, Britain, China and Australia. Winning entries ranged from a purchase of just S\$80 at Aldo at Terminal 2 to a more-than-S\$10,000 purchase at Gassan Watches at Terminal 1.

## MORE SHOPPING SAVINGS!

Shoppers at Changi have been enjoying a double treat with the 'Save 2X 7% GST on Shopping' promotion.

Since May 2010, more than 40 retail outlets across Changi's terminals, representing about 90% of outlets in the public areas, have been absorbing the 7% Goods and Services Tax (GST) on purchases made at their stores.

With 'Save 2X 7% GST on Shopping', which runs from 3 September to 31 October 2010, visitors who shop at these outlets enjoy an additional 7% savings on their purchases. Participating outlets include Perfumes and Cosmetics, Samsonite, Watsons, Eu Yan Sang, Candy Empire and SK Jewellery.

**SAVE 2X**  
7% GST on Shopping  
3 SEPT - 31 OCT 2010

RETAIL SHOPS IN PUBLIC AREAS	
Total (Inclusive of GST)	\$107
Less 7% GST SAVINGS	\$7
Less 7% PROMO DISCOUNT	\$7
Payment Due	\$93
<b>You SAVE</b>	<b>\$14</b>

CUSTOMER RECEIPT COPY

**GST ABSORBED**  
CHANGI AIRPORT PUBLIC AREAS



# A Different Take on the Everyday Seat

Rest and Relax, an exhibition at Terminal 2's Departure Transit Mall, featured interpretations of seats by up and coming Singaporean designers. With an array of avant-garde seats, each of the works provided a sensation of "rest", either through visual form, physical tactility or conceptual intention. Curated by Hans Tan, the exhibition merged the concept of a ceremonial waiting lounge with the presentation of locally designed seats.



**A Chair for Daydreams**

Towering literally above all the other works was a high chair designed by Jason Ong. Entitled 'A Chair

for Daydreams', the more than two-metre high contemporary seat was transplanted from its usual context, thus transforming its significance. Another standout piece was by Jarrod Lim, entitled 'HI HO'. The designer re-interpreted the traditional rocking horse as a piece of modern furniture, fit for a stylish interior.

Travellers at Changi Airport could pick their favourite contemporary seats at the exhibition. Many also rested on the comfortable and luxurious bean bag sofas provided by Ambient Lounge. Rest and Relax ran from 13 July to 12 October at Terminal 2's Departure Transit Mall.



**HI HO**

## Free Shuttle Services to Changi

CAG has launched a new shuttle bus service to Changi Airport, making it even more convenient for those looking to shop or dine at the airport.

The buses run from Ang Mo Kio and Sengkang MRT stations to Changi's Terminal 3. The pickup point at Ang Mo Kio is along Ang Mo Kio Avenue 8, while Sengkang's is along Sengkang East Way. The shuttle bus is free, and operates on weekends and public holidays. Running at one-hour intervals, they depart the two MRT stations for Changi at half past the hour, and leave T3 on the hour. The services operate from 11.30am to 9.30pm.



## GP Action at Changi



Passengers and airport visitors got a special treat in the month of September with the Changi GP Festival. In conjunction with the Singapore Night Race, it was racing activities galore across the Departure Transit Malls of Terminals 1, 2, 3, and at Terminal 3's Departure Hall.

The action included racing consoles where contestants could race against each other for prizes, while children had their turn at battery-operated cars on a circuit. The centerpiece was the 'Beat The Clock Challenge', where participants raced Tamiya cars round a circuit. The best timings were logged and 25 September saw a showdown with the top six racers facing off for the best timings at Terminal 3's Departure Hall. The winner was 28-year-old Esmail.

It was an exciting and much-anticipated finale, especially for Tamiya racing fans, which saw the top three racers walking away with prizes such as a limited-edition Oris watch and a Lenovo Netbook.



The finalists racing off against each other in the 'Beat The Clock Challenge'



We are  
**ONE!**



The Family Day organising committee with their family members

It was a birthday bash to remember as CAG celebrated turning one year old at Universal Studios Singapore with its Family Day on 31 July. Staff came with their family to mark the occasion and catch up with colleagues and their families.

Universal Studios was the perfect setting for the birthday party. From the cheerful banter in the jungles of Madagascar to the treacherous tunnels in the pyramids of Ancient Egypt and the glamorous lights of Hollywood, the young and young-at-heart soaked in the fun-filled atmosphere at the theme park.

The festivities kicked off at the WaterWorld arena, where CEO Lee Seow Hiang handed out popcorn to children and mingled with the early birds. After an action-packed show filled with stunts and special effects, Mr Lee drew the names of the lucky draw winners, who won prizes like a Sony Bravia television set, iPod nanos and shopping vouchers.

As the day drew to a close, the participants left with memories and memorabilia of a birthday bash to remember, with more good years to look ahead to.



Mr Lee drawing the names of the lucky draw winners at WaterWorld

## Fruits for Health at CAG



While it is commonly known that eating more fruits and vegetables lowers the risk of chronic diseases, such as stroke and heart disease, Singaporeans consume on average just one to two portions a day. This is well short of the amounts recommended by nutritionists.

To encourage CAG staff to make fruits and vegetables a bigger part of their diets, fruit packs are given out every month on CAG Fruit Day. These are packed with colourful magnets, adorned with attractive fruit mascots. The

magnets offer ideas for snacks using the fruit-of-the-month as well as information snippets on the benefits of the fruit. For instance, fruits of different colours contain diverse mixtures of phytonutrients (protective plant compounds) that can act as powerful antioxidants to protect the human body from free radicals and against certain chronic diseases.

As part of CAG's employee engagement and staff welfare programme, CAG Fruit Day is a simple yet effective method to enhance employee well-being and promote healthy living in the workplace.



# Youth Learning Takes Flight

In their bright yellow vests, they are a familiar sight at Changi. They are the Changi Youth Ambassadors (CYAs), who rove the terminals, approach and assist passengers and airport visitors, providing invaluable customer service.

Working with the polytechnics, CAG provides opportunities for students enrolled in courses such as hospitality, leisure and tourism management to take up positions as CYAs. CYAs attend a training programme to equip themselves with the skills and knowledge to work at the airport. Whether a passenger needs help finding a gate, a retail outlet, or has enquiries about tax refunds and immigration procedures, CYAs provide assistance to ensure the

traveller has a smooth journey through Changi. The CYA's work complements the Customer Service Officers and Duty Terminal Managers in delivering quality frontline service.

To express CAG's thanks to these customer service agents, a CYA appreciation ceremony was held on 3 September. The CYAs received certificates for their contributions, with some outstanding performers winning awards for going the extra mile. With a common Changi identity to be launched for all frontline staff, CYAs will soon don new red jackets, but will continue to extend a friendly helping hand to all customers at Changi Airport.



Weishan (centre) with passengers she's assisted at Changi Airport



It's fun to meet passengers of different cultures and nations. I have made friends with these passengers and keep in touch with some through email or Facebook.

The most satisfying aspect of the job is being able to project a positive image of Changi Airport and also of Singapore. Most of the passengers we've helped are really impressed by the assistance given as they don't really get this kind of service in other airports. As a Changi representative, I feel satisfied when I am able to help passengers and leave them with a good impression of the airport.



Guan Weishan, a final year student in Temasek Polytechnic's Leisure and Resort Management course. She completed her stint as a CYA in July.



Edison in action assisting students on an airport visit



Apart from meeting new and interesting people during my stint as a CYA, I learnt a lot more about the airport's facilities and services.

The exposure to operations management and customer service, along with the compliments I have received help build up my resume and put me in a better position when I look for service-related part-time positions.



Edison Ang, a final year student in Ngee Ann Polytechnic's Tourism and Resort Management course

# Empowering Youths, Connecting Lives



Mr Lee and Ms Teo launching the Youth Passport Programme



CARE students taking part in tours of Terminal 3, where they learn more about Changi's operations

As companies continue to evolve in the fast-paced and ever-changing business landscape, it has become increasingly important to integrate social responsibility into corporate decision-making. To enhance the communities it serves while achieving positive outcomes for its stakeholders, CAG launched its Corporate Social Responsibility (CSR) initiative on 6 August.

CAG has chosen to work with Children-At-Risk-Empowerment (CARE) Singapore to reach out to youths at risk of academic failure, behavioural problems or delinquency. CAG believes that social investment in the development of youths, the future of society, will contribute to the well-being of Singapore.

CAG CEO Lee Seow Hiang said, "As a young organisation ourselves, we, at CAG understand and appreciate the potential of being young, and the challenges that being so brings. Hence, providing support to CARE Singapore and its programmes for youths is very meaningful for CAG."

As part of this initiative, CAG has created a Youth Passport Programme (YPP) that aims to expose participating youths to new experiences and help them realise their individual aspirations. The YPP will also give youths an opportunity to experience first-hand the airport business.

Through interactions with airport staff, these youths will be able to pick up life-skills, hear unique life experiences and learn the value of commitment and teamwork. This programme is in-line with CAG's vision of 'Connecting Lives', as it endeavours to connect with youths in ways that will enhance their lives.

At the launch of the YPP, Lan Teo, founder of CARE Singapore, shared her excitement about the partnership and the opportunities that lay ahead. She said, "With CAG in the pilot's seat, we know that it will have the right takeoff and a happy landing!"

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## designed by

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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?

In 2009,  
Changi Airport was the  
**world's 7<sup>th</sup>  
busiest  
airport**

for international passenger traffic and 9<sup>th</sup> for international freight movements. (Airports Council International)

Among the world's top duty free and travel retail shops, Changi ranked  
**fourth in 2009**  
with sales of more than US\$800 million.  
(Generation Research)

Changi is the most connected air hub within Southeast Asia to Greater China and Southwest Pacific, with 720 and 420 flights each week to the two regions respectively.

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