

CHANGI CONNECTION

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**Changi breaks record
with 46.5 million passengers**

CHANGI'S 'LADY MILLION' FROM DOWN UNDER

CHANGI AIRPORT'S RETAIL PERFORMANCE HITS RECORD HIGH

When Australian Jessica Down picked up some perfume and make-up at Changi Airport on her return from a business trip last September, never would she have imagined that this spot of retail therapy would lead to the biggest windfall of her life. Just five months later, this purchase of less than \$200 catapulted the 26 year-old engineer from Perth into instant millionaire status, when she beat six other finalists to win the grand prize of \$1 million in the 'Be a Changi Millionaire' Grand Draw.

On 12 February 2012, seven finalists of the seven-month retail promotion gathered from all over the world at Changi Airport for an exciting showdown to determine which of them will emerge the Changi Millionaire. Among the finalists were three from Singapore, two from Australia, one from Thailand, and one from Holland.

The Grand Draw, which involved three rounds of exciting games, culminated in a dramatic finale in the final deciding round, which saw Jessica in a face-off with Dr Mohamed Reda Akdim from Holland. The one who correctly picked the winning string would walk away a millionaire. With the tug of a string and a shower of silver and gold confetti, Jessica was crowned the Changi Millionaire!



With a dramatic shower of confetti and cash, Jessica Down was declared the Changi Millionaire.

Said an exuberant Jessica immediately after her win, "It's unbelievable. You don't think this can happen to you and then it does. I am speechless; I am laughing so much I've got a sore tummy already!" She marveled at how her simple act of buying some make-up and a bottle of fragrance – which, coincidentally, was named 'Lady Million' – could lead to such an incredible windfall. "All I bought was a bottle of perfume and some make-up, anyone does that, and I was one in seven up here. It's really phenomenal!" she said.

Ms Down, who is accompanied by her boyfriend on this trip, shared her plans for her winnings. "I will definitely take the family on a big holiday. After that, I guess I will invest a little and do all the sensible things, like look at buying my first house. Of course, there will be a party!" The other six finalists did not go home empty-handed either. They each walked away with \$5,000 in cash and a two-night stay at Crowne Plaza Hotel, as well as return airfare for the non-Singaporeans.

Said Changi Airport Group's (CAG) Chief Executive Officer, Mr Lee Seow Hiang, "This is the second time we have made a Changi shopper an overnight millionaire, and we are all very happy for her.

Through the Millionaire Draw, we hope to convey the message that shopping at Changi Airport is not only exciting and enjoyable, it can also be very rewarding!"

The 'Be a Changi Millionaire' Draw continues to be the most popular retail promotion ever held at Changi Airport. It received an overwhelming 1.8 million lucky draw entries in 2011, which is more than double that of its inaugural run in 2010. On the back of a very successful promotion, concessions sales at Changi Airport during the seven months of the promotion grew by about 20% year-on-year, outperforming passenger traffic growth of about 10% during the same period.

In 2011, concession sales at Changi Airport hit a record high of over S\$1.5 billion, placing Changi firmly among the top four airports in the world in terms of annual sales. This represents a 17% growth year-on-year, outperforming the 11% growth in passenger traffic for the year. Changi Airport closed 2011 with a record 46.5 million passenger movements.

"Our healthy sales performance in 2011 was driven by a successful retail strategy which includes exciting promotions and activities, robust passenger traffic growth, as well as additional sales contribution resulting from various expansion plans. All these developments have given our retail business a positive boost and helped make Changi Airport more exciting and attractive to our passengers. With higher commercial revenue, Changi's status as an air hub will be enhanced," said Ms Lim Peck Hoon, CAG's Executive Vice President, Commercial.



CAG's CEO Mr Lee (left) and Mr Ross Jackson (right), Head of Visa's Cross-Border Business for Asia Pacific, Central Europe, Middle East and Africa, presented Jessica with her prize.

EXCELLENT CUSTOMER SERVICE IS EVERYONE'S BUSINESS AT CHANGI

What differentiates Changi from other airports? Is it the seamless check-in operations, fast immigration and customs clearance, speedy baggage presentation on claim belts, the impeccable toilets, soothing ambience throughout the terminals and the myriad of facilities available for passengers such that passengers with long layovers will never be bored? Or is it the people i.e. the 28,000 staff, working at the airport with great dedication and compassion to deliver an exceptional Changi experience for passengers?

Many international airports, especially those around the region, sport new gleaming mega terminals with a range of interesting or unique facilities to attract airlines and passengers for stopover airport choice. Many have also learnt from Changi on managing an award-winning airport. However, one distinguishing factor that makes Changi the most awarded airport is that we take pride in providing an excellent service standard to our passenger, which has become Changi's distinguishing hallmark over the years.

Every day, more than 100,000 passengers pass through the doors of Changi Airport. The challenge is how do we give each passenger fond memories of Changi's efficient, personal and friendly service. Increasingly, airport-wide campaigns and training programmes are conducted regularly to train and motivate frontline staff to provide good customer service. Just as our nation-wide campaign is urging service staff in Singapore to go the extra mile for customers, at the airport, service excellence must thrive in each and every one of us. Today, passengers have come to expect good service from Changi Airport.



At the recent ACC, 25 award winners were honoured for going beyond the call of duty and performing outstanding acts of service.

HERE ARE FIVE USEFUL TIPS ON PROVIDING GOOD CUSTOMER SERVICE:

1. Be a good listener. Take the time to identify the passengers' needs by asking questions and concentrate on what the passenger is really saying.
2. Make passengers feel important and appreciated. Always use their name and find ways to compliment them, but be sincere. People value sincerity. It creates good feeling and trust.
3. Help passengers understand the airport's systems. If you encounter passengers who are frustrated with their travelling arrangements, do take time to explain how the systems work as they may not understand them.
4. Appreciate the power of "Yes". Always look for ways to help passengers. When they have a request (as long as it is reasonable) tell them that you can do it. Always do what you say you are going to do.
5. Know how to apologise. When something goes wrong, apologise. It's easy and passengers like it. Even if passengers are having a bad day, go out of your way to make them feel comfortable.

Service excellence has always been our focus and it will continue to drive how we operate Changi. That is why every year, Changi Airport recognise the efforts put in by outstanding airport staff in delivering exceptional service to our passengers in an award presentation ceremony, Annual Airport Celebration (AAC). And for the first time, CAG has introduced a new award category, 'Outstanding Custodial Staff', to recognise the efforts of personnel from the support and maintenance teams at Changi Airport such as the cleaners, trolley retrievers, taxi coordinators and car park management officers.

Read the inspiring story of the inaugural Outstanding Custodial Staff (Gold winner), Ms Au Jock Lian, a trolley service assistant. Though it is not her primary duty to provide good customer service, she has silently connected with our passengers in her own ways to deliver a memorable Changi Experience.

Reassuring passengers to reunite with elderly relative

Ms Au Jock Lian manages the passengers trolleys in transit areas but often goes beyond her duty to help passengers in need. In June 2011, at Terminal 2, a mother and son approached her for help to locate an elderly relative who had arrived on an earlier flight. They were supposed to meet and transit to Hong Kong together. Ms Au asked to see their boarding passes and convinced them to proceed to the correct gatehold room in Terminal 3 as they would all be departing on the same flight in half-an hour's time. Ms Au showed the grateful pair to the Skytrain and sent them on.



NAVIGATING SAFELY ON THE AIRFIELD



Have you ever wondered what the different colours on the runway represent as your plane starts its descent to Changi Airport? How about the signboards with different numbers and alphabets, what do they represent? We speak to **Bobby Chua, Manager, Control & Communications, Engineering & Development Group** to find out more.

Corp Comms: The airfield is a highly intense environment with so many planes moving about on the taxiways and runways. How do the pilots navigate their way around?

Bobby: Pilots have two ways of controlling the plane in flight either manually or by automatic control. The pilot can control the plane manually by reference to either the flight instrument panel and/or visual cues in the airfield. These navigational aids provide visual guidance to pilots when planes approach, land and manoeuvre around the aerodrome.

C: Sounds very tactical! So tell us, what are some of these navigational aids that can be found at the airfield?

B: Airfield lighting, taxiway guidance signs, runway markings are all examples of visual navigation aids.

Airfield lighting

C: What do the different lights on the runway mean?

B: Just like choosing a diamond ring where the 4 Cs (Carat, Colour, Clarity and Cut) play an important role, runway lighting is also guided by 4 Cs namely **Configuration, Colour, Candelas and Coverage**. Runway lighting is necessary for airports that allow flight operations to continue in the night.

Configuration: This refers to the layout of the various lighting components, spacing of the lights on the taxiways and runways, and markings on the runways.

Colour: The various colours on the runways and taxiways convey instructions of the aircraft's exact location in the aerodrome. For example:

Runways:

- Edges are either white or yellow. White lights line the runway in the direction of the plane's approach, while yellow lights can be found towards the last 900 metres of the runway to provide pilots with visual warning that the aircraft is approaching the end of the runway.
- Red lights will be found towards the last 300 metres of the runway as they symbolise 'danger'. These serve as a reminder to pilots that the plane is fast approaching the end of the runway and it is important to gain altitude for take-off/landing.

Taxiways:

- The edges of the taxiways are blue while green lights line the centre of the taxiways.

Candelas: This refers to the intensity of the various lights found in the airfield. The approach lights on the runways are much brighter compared to the centre lights at the taxiways.

Coverage: Airfield lights need to have beam spreads of specific horizontal and vertical angles and at specific intensities to achieve the desired result in the airfield.

Runway markings

C: What about the markings on the runways and taxiways? What do these mean?

B: This is similar to road markings and signs to guide drivers on roads and highways. Runway markings are white so that they are conspicuous from the black/grey pavement for easy recognition whereas taxiway markings are yellow.

The yellow markings that are found on the runway are markings that are extended from the centre of the runway onto the Rapid Exit Taxiways (RET). Pilots will use these markings as a guide to exit the runway after touchdown.

Taxi guidance signs

C: Wow, that was quite a detailed explanation. So tell us, we always see plenty of signboards with numbers and alphabets whenever the plane moves about on the taxiway. What purpose do these serve?

B: There are basically three types of signboards that convey mandatory instructions and information on specific location.



Yellow background with black wording and arrow signs: information/directional signs



Black background with yellow wording: location signs



Red background with white wording: The mandatory signs inform pilots that aircraft is not allowed to proceed beyond a specific point on the runway until clearance has been given by the air traffic controllers.

SELETAR TO BECOME PREMIER AEROSPACE HUB IN ASIA



Changi Airport Group (CAG) and the Civil Aviation Authority of Singapore (CAAS) celebrated the completion of Seletar Airport's new control tower and runway extension early this year. The Seletar Airport modernisation project is on track to be fully completed in 2014, setting the stage for Seletar to become a premier aerospace hub in the region.

"Seletar Airport is the backbone of the Seletar Aerospace Park (SAP), providing the connectivity to the region needed to spur the growth of the SAP community. The successful completion of key infrastructure developments at Seletar Airport will enhance its operational efficiency and strengthen its capabilities, thereby delivering better services to meet the needs of airport users," said Mr Lee Seow Hiang, Chief Executive Officer of CAG.

Seletar Airport was the first airbase to be built in Singapore with several of its infrastructure and facilities dating back to pre-World War II. As part of the SAP project which was launched in 2007, Seletar Airport underwent upgrading works to be developed into a modern airport.

The enhancements at Seletar Airport included a longer runway, a new control tower and fire station, double the number of parking stands, additional taxiways, upgraded aircraft parking aprons and an Instrument Landing System (ILS).

"The modernisation of Seletar Airport, as part of the SAP, will enable the airport to support the aerospace activities being set up but also increased business aviation activities in Singapore. A key element is the air navigation services (ANS) facilities. Built to international standards, the new Seletar Control Tower and other ANS facilities will enhance the air traffic management capacity and capabilities at the airport," Mr Yap Ong Heng, Director-General, CAAS, said.



The Seletar runway was extended from 1592 metres to 1826 metres to support larger jet operations as well as heavier take-off loads expected with the growing business aviation sector.



The new airport's fire station is relocated adjacent to the new control tower.

A new control tower on the east side of the runway was also completed, increasing the capacity and capability of air traffic services.

Relocated adjacent to the new control tower, the airport's fire station has also undergone a significant upgrade. The new fire station enhances the Airport Emergency Service's (AES) capability to respond swiftly to crisis situations. The nerve centre of AES' operations, also known as the Watchroom, is now positioned to achieve better situational awareness, with a clearer surveillance view of the runway and aircraft movement areas. The station's Fire Alarm Monitoring System has also been enhanced to incorporate a crash display system, which improves AES' response time to any aircraft incidents at Seletar Airport.

Seletar Airport currently operates a visual runway and pilots can only land at the airport if they have a clear view of the runway. The airport is therefore not able to receive aircraft in bad weather. However, this will change in 2014 when an ILS will be installed to enable Seletar to handle all-weather flight operations.

"The achievement of Seletar Airport's key project milestones bears testimony to the strong working relationship between CAG and all our airport partners. We would like to thank our airport partners at Seletar, as well as airport and SAP tenants, for their cooperation and understanding throughout the upgrading works. We look forward to their ongoing support as we continue to improve the airport's infrastructure," said Mr Lim Ching Kiat, General Manager, Seletar Airport.

With all the new and upgraded systems and support infrastructure in place in the years ahead, users can look forward to enhanced efficiency at Seletar Airport.

"We are encouraged by the major infrastructure developments at Seletar Airport, including the completion of the new Control Tower and the extended runway. The ongoing enhancement of airport capabilities will be beneficial to operators at Seletar, and is a major positive step forward in growing the business aviation sector that builds a vibrant Seletar Aerospace Park." said Mr Luke Chiang, Director, Regional Sales (Asia Pacific and Australia), Jet Aviation (Asia Pacific) Pte Ltd.

BUSIEST YEAR IN CHANGI AIRPORT'S 30-YEAR HISTORY



Changi Airport broke its record for passenger traffic once again with 46.5 million passengers received via more than 300,000 aircraft movements in 2011.

Top 10 Country Links

- Indonesia
- Malaysia
- Australia
- Thailand
- China
- Hong Kong
- India
- Philippines
- Japan
- Vietnam

On the cargo front, Changi handled some 167,000 tonnes of cargo, pushing total airfreight handled for the year to 1.87 million tonnes. With this, airfreight movements have recovered to pre-2009 Asian financial crisis levels.

Asian markets key drivers of growth

Changi Airport's strong performance was fueled by robust traffic growth to and from Asia. In particular Southeast and Northeast Asia registered double-digit growth (13.5% and 13.4% respectively), with eight of Changi's top 10 country links for 2011 in these regions (see table on Top Country Links).

Changi's passengers have been consistent when it comes to their most loved routes, which saw little change to Changi's top 10 routes compared to a year ago. Metropolis cities in neighbouring countries remained hot favourites – Jakarta, Hong Kong, Kuala Lumpur, Bangkok and Manila took the top five spots. Tokyo continued to endear itself to Changi's passengers despite experiencing three consecutive catastrophes in the earlier part of last year, claiming 6th spot. London stood unwavered at 7th spot, the only European city which made it to the list, and it was interesting to note the ascension of Ho Chi Minh City into the final spot, ousting perennial holiday destination Sydney from the 8th spot from the 2010 listing.

Top 10 City Links

- Jakarta
- Hong Kong
- Kuala Lumpur
- Bangkok
- Manila
- Tokyo
- London
- Denpasar
- Shanghai
- Ho Chi Minh City

Changi's 2011 full year traffic at a glance

Passenger traffic	46.5 million
Highest passenger movement in a day	165,000 on 17 Dec 2011
Cargo traffic	1.87 million tonnes – back to pre-2009 Asian financial crisis levels
Aircraft movements	302,000
Key market drivers	Southeast Asia 13.5%
Northeast Asia	13.4%
New passenger airlines commencing operations at Changi	Air Macau, Hong Kong Airlines, TransAsia Airways, Lao Airlines, Finnair, IndiGo
New city links	Brazil – Sao Paulo China – Changsha, Nanning, Ningbo, Zhengzhou Finland – Helsinki Indonesia – Makassar, Pekanbaru Malaysia – Redang Laos – Vientiane
New city link for freighter flights	China – Chengdu and Chongqing
New all-freighter flights	Emirates and Lufthansa Cargo

Changi's strong partnership with airlines

In all, it had been a blistering year for Changi Airport on all fronts.

"We achieved several key milestones in 2011, such as establishing our first link with South America via Singapore Airline's (SIA) Singapore-Sao Paulo service, enhancing our connectivity with Scandinavia through Finnair's Helsinki service, and the launch of Lao Airlines' route from Vientiane, completing Singapore's connectivity to all our nine ASEAN neighbours. Lufthansa introduced an A380 service linking Singapore to Frankfurt. Today, Changi is the world's busiest multi-carrier A380 hub. In addition, Changi's transfer and transit traffic also continues to grow. Our increased connectivity within ASEAN and Southwest Pacific makes us an even more attractive hub for airlines. To sustain this growth, strong partnership with the airlines would be pertinent," said Mr Donald Tan, Vice President of Airline Development, CAG.

"CAG actively supports our airline partners through collaborative traffic promotion efforts at both ends of each route. We organised a month-long roadshow featuring unique aspects of Brazil at Changi Airport when SIA launched its Sao Paulo service. When Finnair started its daily non-stop service to Helsinki, CAG supported Finnair in an Angry Birds contest, with a round trip to Helsinki and a tour of Rovio's headquarters in Finland, the birth place of the popular mobile app game, as the top prize. These events raise the public's awareness of the new service and destination, and complement the airlines' growth at Changi. Other efforts include roadshows to engage travel trade, participation at international travel fairs in these markets and hosting of familiarisation visits for media and visiting travel trade partners."

Mr Petteri Kostermä, Sales Director (Singapore and South East Asia) of Finnair, attested to this, "CAG has been very helpful and active in assisting Finnair with our Singapore-Helsinki route. We have received tremendous help starting from route planning before the launch decision, to joint sales promotion activities after the route was launched. We are very pleased with the strong collaboration with CAG."

Developments in 2011

With growth, CAG is constantly looking at how to further strengthen its operations, thereby enhancing the Changi Experience for passengers.

With the increased aircraft movements, CAG and the Civil Aviation Authority of Singapore (CAAS) have jointly set up a taskforce to ensure smooth operations and alleviate congestion. Some of the initiatives include rescheduling heavy maintenance work which require runway closures to off-peak hours in the night, halving the departure separation time between same weight-category aircraft to one minute, and reducing aircraft arrival separation durations to achieve optimal runway occupancy time.

Airfield security is also strengthened with the introduction of a perimeter intrusion detection system (PIDS). This system complements the current round-the-clock patrolling carried out by security teams.



Changi Airport handled 1.87 million tonnes of cargo in 2011. Airfreight movements can be said to have recovered to pre-2009 Asian financial crisis level.

In terms of heartware, CAG introduced 90 Changi Experience Agents who roam the airport's terminals to assist passengers in all manner of travel needs. For the convenience of the public, all enquiry phone lines were also consolidated into one hotline number at the new one-stop Changi Contact Centre.

Outlook for Changi in 2012

While the Asian economies were relatively unrocked by the economic crisis in Europe in 2011, the outlook for 2012 is a cautious one for the aviation industries around the world. In fact, the International Air Transport Association (IATA) forecast that industry-wide losses could reach US\$8.3 billion in 2012, with Europe being the worst affected, even though 2011 ended on a positive note, with passenger demand for the full year rising 5.9% overall.

CAG's Chief Executive Officer, Mr Lee Seow Hiang, said, "We remain optimistic for the future of Changi Airport and the Singapore air hub, while recognising that there is a degree of volatility and uncertainty in our operating environment with potential challenges that lie ahead. Changi is unlikely to repeat the double-digit growth achieved in 2010 and 2011, with growth likely to moderate to single digit this year. Nonetheless, we remain confident of surpassing the 50 million passengers per annum mark by the end of 2013." Mr Lee added, "We will also continue to work with our airline and airport partners to provide a seamless and enjoyable airport experience for passengers and visitors. There will be no let-up in our drive to constantly innovate to improve our services and facilities."

Indeed, 2012 holds many exciting developments for the local aviation industry. Singapore's flag carrier Singapore Airlines will be launching its low-cost long-haul subsidiary carrier, Scoot, in mid-2012, with Sydney and Gold Coast slated as its first two destinations. On the cargo front, the Air Cargo Express (ACE) Hub, a unique first-of-its-kind air cargo express facility in the region jointly developed by CAG and FedEx, will also be commencing operations this year. At Changi, the upgrading works at Terminal 1 will be completed within the year, providing visitors with an improved Changi Experience whether they are travelling or not.

With Changi's proactive stance towards partnership and its capacity to grow as a strong Asia Pacific air hub, CAG looks forward to achieving new milestones despite the challenging aviation landscape in the year to come.

CAG LAUNCHES CHANGI FOUNDATION TO SUPPORT YOUTHS-AT-RISK

At Changi Airport Group, the mission is not only to build a vibrant air hub in Singapore but also to enhance the communities it serves worldwide. CAG believes that the investment in the development of youths will help them become active contributors to society in the future. Since August 2010, CAG has been reaching out to support youths-at-risk through its "Youth Passport Programme" or YPP. The YPP is CAG's in-house corporate social responsibility (CSR) programme that allows at-risk youths from its partner organisations to learn life-skills and about the various vocations available at Changi Airport, and witness the hard work and collaboration that goes on behind the scenes. Through the experience and interactions with airport staff, CAG hopes to inspire youths to have greater aspirations.

The YPP is also a platform to strengthen the service mindset among staff and to build up a united Changi family. CAG actively encourages its staff to look beyond serving passengers to serving the community at-large – each staff is given three days of paid volunteer service leave annually to participate in the various CSR activities organised.

CAG'S CSR FRAMEWORK AND CHANGI FOUNDATION

In January 2012, CAG's formal CSR framework was established to further its commitment to the support of youth development. With a mission of "Connecting with Youths today, empowering them for a better tomorrow", CAG will extend its support through three main areas: i) Academic Education; ii) Skills Development; and iii) Community Service. Besides the YPP, CAG will roll out new programmes under this framework, which will include financial assistance schemes and customer service training programmes, to select youths from various charities and schools.

To provide systematic and sustainable support of these CSR efforts, the Changi Foundation will be set up. It will be administered by the Community Foundation of Singapore, an independent, non-profit organisation which matches donors with those in need of financial assistance.

The new CSR framework and Changi Foundation open another exciting chapter in CAG's CSR journey, as it aims to fulfil its vision of "Connecting Lives".

The YPP has since befriended a total of 310 youths thus far and over 10% of CAG staff have participated in the various activities. Check out what CAG's volunteers have to say!

"I have been involved in many volunteering activities but being in the YPP is especially special to me. As a "mentor" to these youths, I help motivate and lift up their self-esteem. By simply reaching out to them, we can inspire them to work harder to achieve their goals."
- Jonathan Wong, Commercial Division

"Through our efforts to make the activities successful and memorable for the youths, I have learnt about people and leadership skills and even event management! I must say, each event has definitely boosted my confidence level in interacting with people around me. Talking to the youths in their lingo also helps to narrow our generation gap with them."
- Norhafizah Ibrahim, Finance Division

"It was as much a learning experience for me as it was for the youths I worked with and I strongly encourage CAG colleagues to participate in future CSR activities in order to have a first-hand experience at how our efforts can have such a positive impact on the lives of others."
- Daniel Loo, Air Hub Strategy Division



Mentoring youths during the YPP Airport Amazing Race



Interacting with youths and giving them hands-on experience during the fire station tours



Befriending and making a positive impact on youths during the work-readiness workshop

CAG's CSR programmes will be featured regularly. For more information or to find out how you or your organisation can contribute, please drop an email to csr@changiairport.com.

MARS TO BOOST CHANGI'S AIRCRAFT HANDLING CAPACITY

Changi Airport Group (CAG) is carrying out a pilot initiative to boost Terminal 2's aircraft handling capacity. This involves the redesigning of existing wide-body aircraft (e.g. Boeing 747) receiving stands to allow parking of two narrow-body aircraft (e.g. Boeing 737, Airbus 320) simultaneously.

Currently, each stand handles just one aircraft, regardless of size. The Multiple Aircraft Receiving Stand (MARS) concept allows the flexibility of parking either a single wide-body aircraft or two narrow-body aircraft at each aircraft stand. In turn, passengers departing on two different flights will also share the same gatehold room.

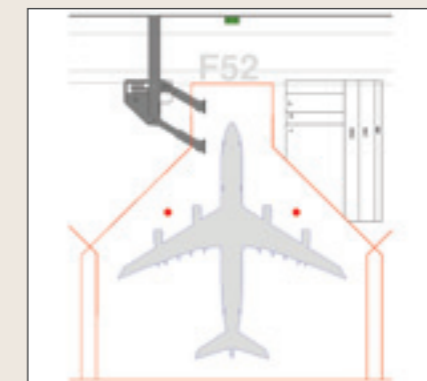
For a start, MARS will be implemented at four aircraft stands at Terminal 2, increasing the number of aircraft stands in the terminal from 35 to 39.

In 2011, Changi Airport handled 302,000 aircraft movements, an increase of 14.5% over 2010. In terms of flight movements, low cost carriers (LCCs) accounted for 28.6% of all flights at Changi. With strong growth in aircraft traffic, especially with an increasing proportion of narrow-body aircraft operated by LCCs, it is an opportune time to introduce MARS at Changi Airport. During peak hours, MARS will allow more flights to be served from aerobridge stands, thus offering a better level of service for more passengers boarding and disembarking from narrow-body aircraft types.

An international airport planning consultant was engaged to perform a peer review of the MARS design at Changi. Visits to other airports with experience in MARS were also arranged for CAG and its key airport agencies (dnata, SATS and SIAEC)

to better understand the operational considerations involved in the implementation.

CAG has also conducted an operational trial with ground handlers and refuelling companies, in which two narrow-body aircraft were towed to aircraft stand F52 (at T2) to simulate the actual



Original non-MARS layout at aircraft stand F52



MARS layout at aircraft stand F52



To ensure that passengers board the correct flight, boarding card processing counters have been shifted to the rear of the gatehold room and check-in agents will carry out the last stage of verification just before the boarding point

One existing gangway is split into two to optimise resources

MARS aircraft parking configuration. In addition, CAG has also consulted pilots and ground handlers regarding apron ground markings and other safety issues at various fora (Singapore Airport Operations Committee, Changi Aerodrome Operations Safety Forum, Singapore Changi Airport Airside Operations and Safety Committee).

"When the implementation work is completed by the end of next year, it will boost the terminal's capacity by 11 per cent. Apart from increasing capacity, redesigning the gates also allows the airport to better utilise its resources,"

— Mr Koh Ming Sue, Changi Airport Group's Senior Vice-President for Engineering and Master Planning.

WELCOMING CHANGI'S NEW TENANTS

At Changi Airport, we continuously adjust and improve our retail mix to keep the retail experience exciting and to provide a wide range of retail options to meet the needs and demands of passengers and visitors to the airport. For instance, in the last couple of months, more than 10 retail and F&B outlets have opened their doors at Changi Airport, including the two – Ramen Champion and Planet Toy featured below.

ITADAKIMASU!

Ramen lovers who are in search of an authentic Japanese noodle house to enjoy a piping hot bowl of ramen in savoury broth, topped with seaweed, chashu and the perfectly boiled egg with runny egg yolk need to look no further than Changi Airport.

The new Ramen Champion outlet located at Changi Airport Terminal 3 Basement 2, brings four of the best restaurants from the four major cities in Japan closer to home. Diners can try out the different signature ramen, such as Ajitama ramen from Gensuke restaurant in Fukuoka or Buta Riki Spicy ramen from Riki restaurant in Tokyo. Each bowl of ramen has its own unique taste, leaving patrons with a hard decision whether they prefer the miso or shoyu base, chicken or pork broth or the delectable ingredients which come with the springy egg noodles. These two brands are not available at the other Ramen Champion out at Bugis Iluma.



The new Ramen Champion outlet located at Changi's Terminal 3, Basement 2.

at Changi Airport, Komars Group, the organizer of Ultimate Ramen Champion 2011 Singapore said, "Changi Airport is the perfect platform to gauge the taste palettes and Ramen flavours favoured by tourists and locals. It is also a great opportunity to exhibit and showcase various types of Ramen and broth from the different regions of Japan."

Airport staff gets 10% discount off their bills at the outlet at Changi Airport.

Ramen Champion set foot in Singapore last year as an event to see the battle of the six Ramen chefs for the title of The Ultimate Ramen Champion 2011. When asked what made Ramen Champion set up an outlet



LANDED AT CHANGI AIRPORT – PLANET TOY

The young and the young-at-heart have much to rejoice with the arrival of a new 'planet' at Changi Airport – Planet Toy. Offering a wide range of popular toys from Takara Tomy's Bey Blade, Thomas the Train, Pla Rail, Tomica and Bandai

Power Rangers, Gundam (and the list goes on), the newly opened retail outlet at Terminal 3 Basement 2 is a place of fun for children and toy enthusiasts.

In addition to buying products off the shelves, juniors can also enjoy hands-

on trial of toys while hobby enthusiasts can feast their eyes on masterpieces at the store!

The Planet Toy outlet at Changi Airport is the only outlet in Singapore. "With the increasing traffic at Changi Airport and its positioning as a shopping destination, we felt that this would be suitable for our products to be sold there" Sheng Tai Toys, the owner of Planet Toy said.

And more good news for shoppers – from now till end of March (or whilst stocks last), the outlet offers special buys and gifts with purchase for selected items. For instance, a free playmat comes with purchase of 5 Monster Collection, and shoppers get a free Gold Figure Ben10 with every Ultimatrix purchased.

Planet Toy opened its only outlet in Singapore at Changi's Terminal 3, Basement 2.



CHILLI CRAB – A SINGAPOREAN FAVOURITE

When a foreigner asks you what the must-tries in Singapore are, chances are "Chilli Crab" will be in the list of recommendations. In fact, CNN Go placed it as number 35 on its list of the World's 50 most delicious foods in 2011.

Singapore is such a well-known food heaven and chilli crab never fails to make it to the top 10. This Singaporean dish was created in 1950 by Singapore chef Cher Yam Tian and her husband Lim Choon Ngee. The couple ran Palm Beach Seafood Restaurant on Upper East Coast Road and Chilli Crab was one of their specialty dishes. They perfected the recipe after countless tries and it became a hit with Singaporeans. Chef Cher is still dishing out her creation at her son's restaurant (Roland's Restaurant) in Marine Parade.

Sri Lankan hard shell crabs are popularly used to make this dish as they tend to have bigger pincers, hence giving them more meat. The gravy is semi-thick, savoury with a tinge of sweetness, and made with a base of chilli and tomato sauce. But don't be fooled by its fiery colour, the gravy is more sweet than spicy. In fact, the dish is popularly eaten with fried buns which are dipped in the delicious gravy so that none will go to waste.



FINDING CHILLI CRAB IN CHANGI AIRPORT

If you are craving for Chilli Crab or want to bring a friend visiting from abroad to try it, you can find it at Seafood Paradise (T2) and Prima Taste (T3) restaurants at Changi Airport.

Manager of Seafood Paradise Ms Esther Lim says that their chilli crabs taste good because the gravy is rich, flavourful, and is not watery. The restaurant also has a strict freshness policy for its crabs so customers can be assured the crabs they order have all gone through a stringent check.

Seafood Paradise sells over 30 plates of chilli crab a week at its Terminal 2 outlet. On customer's request, they can also use Alaskan or Snow Crabs which are typically larger to make the chilli crab dish. However Ms Lim recommends using Sri Lankan crabs as the naturally sweet meat of the Alaskan and Snow Crabs will be covered by the chilli gravy. The prices of Sri Lankan crabs are also less expensive at around \$48/kg.

So when is the best season to eat chilli crabs? Ms Lim says that chilli crabs can be eaten all year round but crabs caught at the end of the year tend to have meat that are less firm due to the rainy weather.

Travellers who want to try this famous Singaporean dish back home need not worry as Prima Taste offers a ready to cook chilli crab sauce. You'll just have to add crab and eggs, and a hot piping plate of Singaporean chilli crab will be ready in no time! The sauce kit is available at its outlet in Terminal 3.

So the next time you are at Changi Airport, why not satisfy your chilli crab cravings at Seafood Paradise and Prima Taste!

Masala Chilli Crabs

Ingredients (serving for 3)

- 15 medium sized tomatoes
- one teacup of chicken or seafood stock
- two fresh meat crabs or roe crabs. About 800gms to 1kg each.
- three teaspoonful of chilli paste
- one teaspoon of seafood masala spice
- four teaspoons of coconut milk
- two big onions, cut into rings
- two eggs, beaten
- two sprigs of spring onions, chopped
- fresh red chilli, score lengthwise and de-seed, for presentation

Method:

- cut crabs and steam it for 15 minutes, meanwhile
- score the tomatoes and boil it for 10 mins, remove, cool and skin it
- blend the skin-less tomatoes till it still has some rough bits to it, set aside
- now fry some chopped garlic, onions with oil till fragrant, and immediately
- add three spoons of chili paste and fry till fragrance permeate
- pour the tomato sauce and stock in
- now add the steamed crabs, masala spices and coconut milk and toss for 1.5mins
- salt and sugar to taste (very little or none needed)
- spread the beaten eggs over and quickly stir for 10 secs
- sprinkle it with chopped spring onions and serve with cut chilli flower topping (optional)

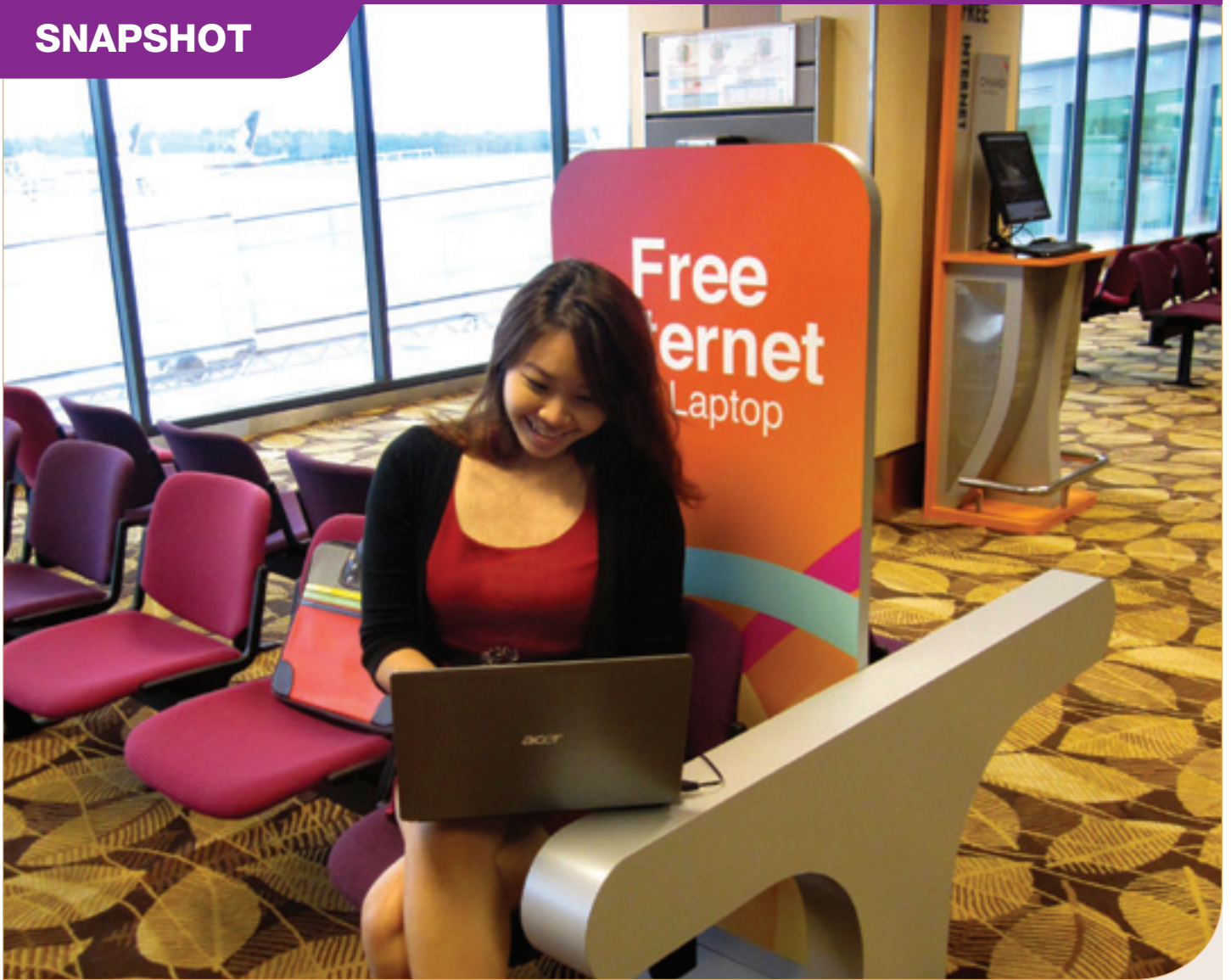
Seafood Paradise

Terminal 2
Departure Check-in Hall (public area)
Opening Hours: 10.30am - 11.00pm
Tel: (65) 6214 9655
Public area

Prima Taste

Terminal 3
Departure Transit Lounge
(after immigration)
Opening Hours: 6.00am - 1.00am

Chilli Crab Recipe – Local food guru K.F. Seetoh of Makansutra recommends this recipe from a seafood master chef which he improvised on. Guaranteed to be 'sedap' (delicious)!



Travellers can 'plug and surf' before flight departure.

SPECIAL INTERNET CHAIRS IN GATEHOLD ROOMS

To bring even more convenience to our travellers, Changi Airport has provided an additional feature for travellers to gain free Internet access just before they board their flights.

Specially designated seats at various gatehold rooms in our terminals have been installed with Ethernet ports and cables. These seats can be easily identified by the bright signage above them that reads "Free Internet for Laptop".

The retractable Ethernet cable is located on the arm rest of the seat. Travellers need to only plug it in to their laptops to connect directly to the airport's Internet network. This direct cable connection is fast, reliable and hassle-free. Indeed now our travellers can 'plug and surf' while waiting to board their flights.

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