



*CAG rolled out an exciting line-up of SG50 activities in 2015 to mark the nation's Golden Jubilee. Centred on the theme 'Changi, I'm Home', the celebrations across Changi Airport included interesting displays of uniquely local symbols, an inspiring video of how Changi is like home to many people, and an online competition which crowdsourced personal stories and fond memories of Changi Airport from Singaporeans.*

**1** *The Singapore 50 Topiary features a Singapore map made up of over 700 plants and multiple lights, an apt tribute to Singapore's reputation as a garden city.*



### 50 HOME SPOTS

Within the airport, CAG put up 50 'Home Spots' for Singaporeans and passengers to enjoy and take fun photos with. These included a spectacular celebration arch erected across the Airport Boulevard to welcome Singaporeans home, as well as a series of topiary displays taking the form of well-loved Singapore icons – the biggest of which being the Singapore 50 Topiary in Terminal 2, a stunning display of lush greenery and flowers in the shape of the Singapore map. Icons like 'Singa', the trishaw, the durian, and favourite local dishes *Chilli Crab*, *Satay* and *Roti Prata* adorned the terminals. 'Be a Changi Millionaire' booths and the airport Skytrains were also decorated with special features unique to Singapore. At the central Departure Immigration area at Terminal 3 was a colourful luggage wall where visitors could tag their well-wishes for the nation onto, as well as cardboard displays representing the aviation industry's development in the past, present and future, such as the Changi Airport control tower, and the Kallang and Paya Lebar airports. For this, CAG worked with many airport partners to put the cardboard icons together in a meaningful process demonstrating the OneChangi spirit.





## I'M HOME

CAG started 2015 with the release of a special video entitled 'I'm Home'. Directed by award-winning husband and wife duo Charles Lim and Wee Li Lin, the video depicts the feeling of home that many people experience at Changi Airport. The video was accompanied by an original song performed by Benjamin Kheng, singer and co-founder of popular local band The Sam Willows. Within weeks of the video's launch, it garnered several million views across social media platforms like YouTube and Facebook.



## MY CHANGI STORY

CAG also launched an online crowdsourcing initiative to collect precious stories and fond memories of Changi Airport that Singaporeans have accumulated over the years. The 'My Changi Story' campaign invited members of the public to submit a personal photograph taken at the airport and to share their special memory related to it. A marriage proposal at the airport's viewing gallery; teenagers sharing their innermost dreams as they watch planes take off; heartfelt hugs as one returns from a long trip; the excitement of a family's first flight, and even reminiscing precious moments at the airport with a dearest loved one who is no longer around. Over 200 photos and stories capturing Singaporeans' treasured moments of Singapore's iconic gateway were received, out of which, three winners were selected.





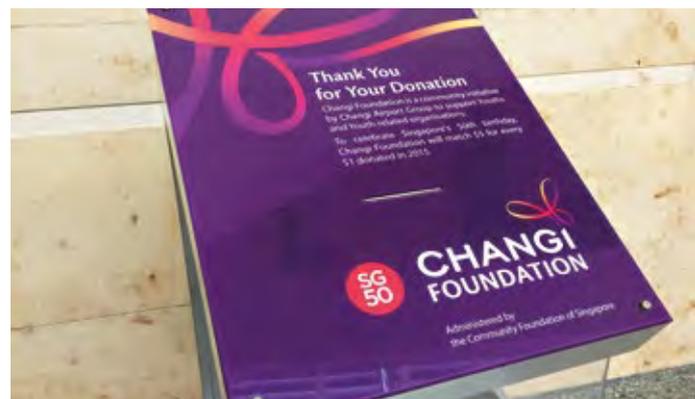
## CAG GOES TO NDP

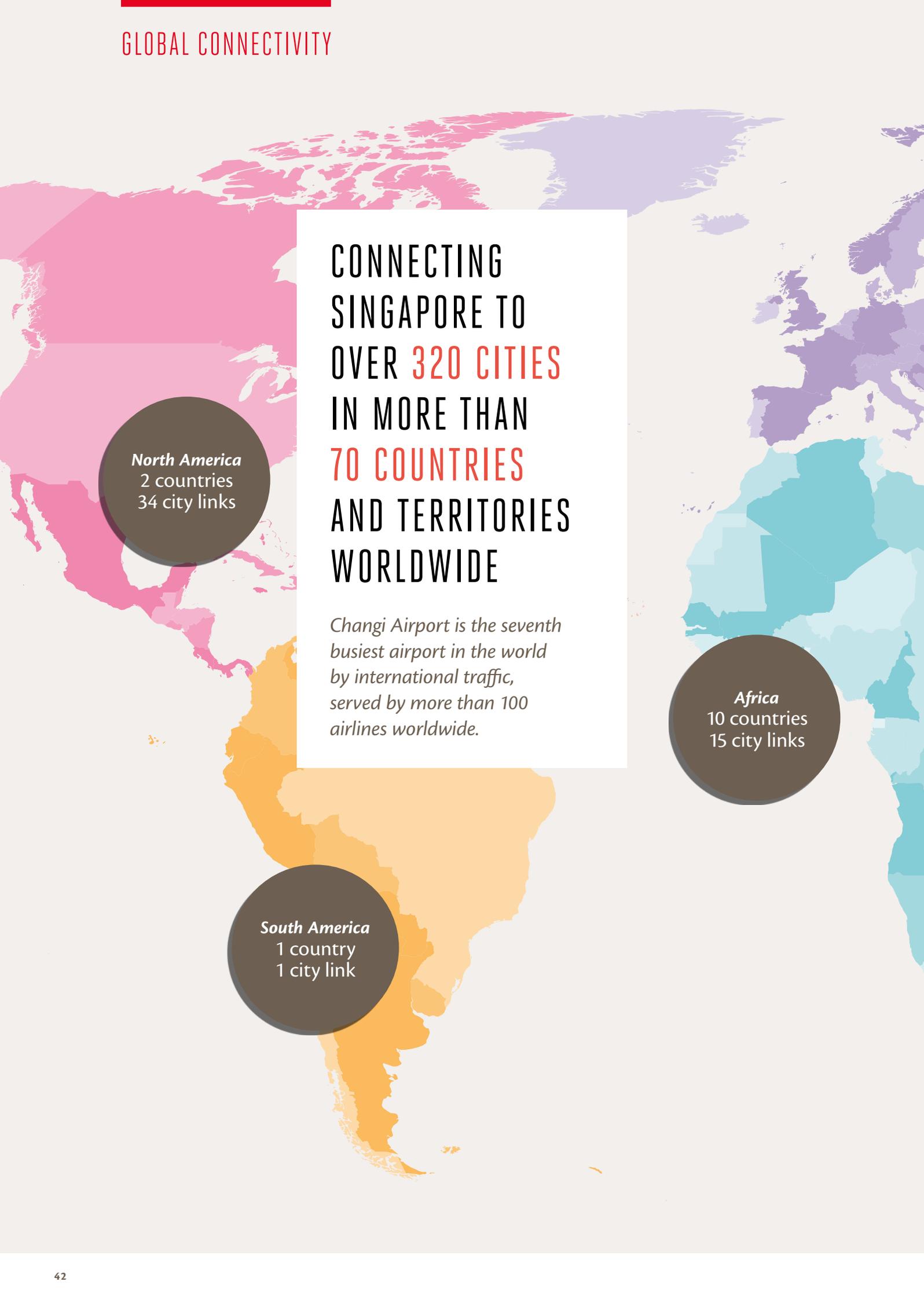
With patriotic fervour, CAG sent a 44-strong contingent to this year's National Day Parade (NDP) held at the Padang. This was the first time that the company took part in the NDP and it was a great honour to contribute to the nation's momentous Golden Jubilee celebrations. The participants, who took part in a series of fun but rigorous rehearsals held over 16 weekends, truly enjoyed the experience and appreciated the opportunity to be part of this milestone event.



## CHANGI GIVES BACK

In commemoration of SG50, CAG's philanthropic arm, Changi Foundation, increased its contribution in 2015 to fund programmes for disadvantaged youths. Through the more than 30 donation boxes placed across the airport, travellers have been donating generously through the years and these contributions have been matched dollar-for-dollar by Changi Foundation. This year, Changi Foundation will increase its contribution to match \$5 for every dollar dropped into the donation boxes. Proceeds will go towards educational and after-school programmes for youths.





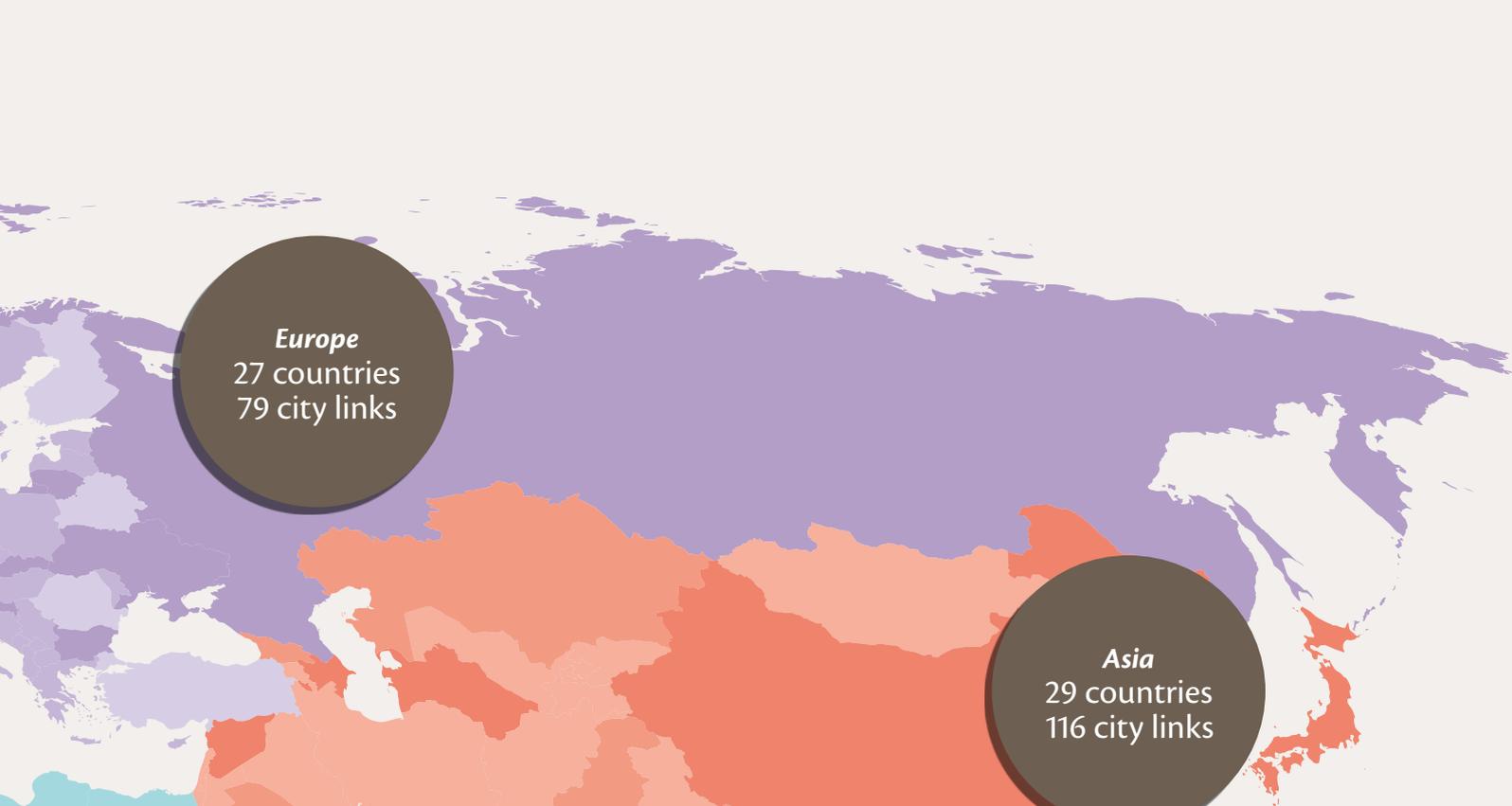
CONNECTING  
SINGAPORE TO  
OVER 320 CITIES  
IN MORE THAN  
70 COUNTRIES  
AND TERRITORIES  
WORLDWIDE

*North America*  
2 countries  
34 city links

*Changi Airport is the seventh  
busiest airport in the world  
by international traffic,  
served by more than 100  
airlines worldwide.*

*Africa*  
10 countries  
15 city links

*South America*  
1 country  
1 city link



**Europe**  
27 countries  
79 city links

**Asia**  
29 countries  
116 city links

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**NORTH AMERICA**

Canada  
United States

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**SOUTH AMERICA**

Brazil

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**AFRICA**

**Eastern Africa**

Ethiopia  
Kenya  
Mauritius  
Tanzania  
Uganda  
Rwanda

**Southern Africa**

South Africa

**Western Africa**

Burkina Faso  
Ghana  
Republic of Congo

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**EUROPE**

**Eastern/Central Europe**

Albania  
Azerbaijan  
Bulgaria  
Czech Republic  
Hungary  
Poland  
Russia  
Ukraine

**Western Europe**

Austria  
Belgium  
Denmark  
Estonia  
Finland  
France  
Germany  
Greece  
Italy  
Lithuania  
Luxembourg  
Netherlands  
Norway  
Portugal  
Spain  
Sweden  
Switzerland  
Turkey  
United Kingdom

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**ASIA**

**Central Asia**

Uzbekistan

**Middle East**

Bahrain  
Egypt  
Oman  
Qatar  
Saudi Arabia  
United Arab Emirates

**Northeast Asia**

China  
Hong Kong SAR  
Japan  
Macau SAR  
South Korea  
Taiwan

**South Asia**

Bangladesh  
Bhutan  
India  
Maldives  
Nepal  
Sri Lanka

**Southeast Asia**

Brunei Darussalam  
Cambodia  
Indonesia  
Laos  
Malaysia  
Myanmar  
Philippines  
Thailand  
Timor Leste  
Vietnam

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**SOUTHWEST PACIFIC**

Australia  
Cook Islands  
Fiji  
New Zealand  
Norfolk Island

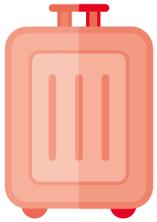
Papua New Guinea  
Samoa  
Tonga  
Vanuatu



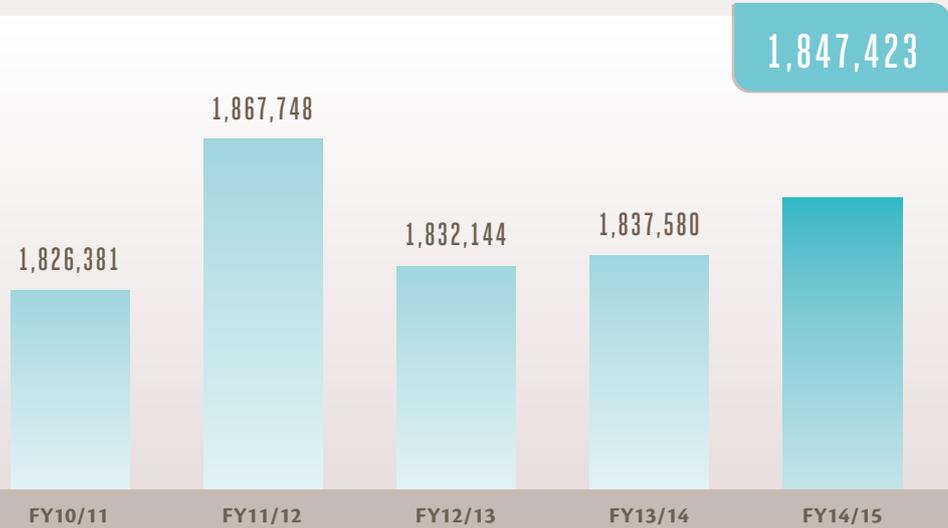
**Southwest Pacific**  
9 countries  
75 city links

# AIR TRAFFIC STATISTICS

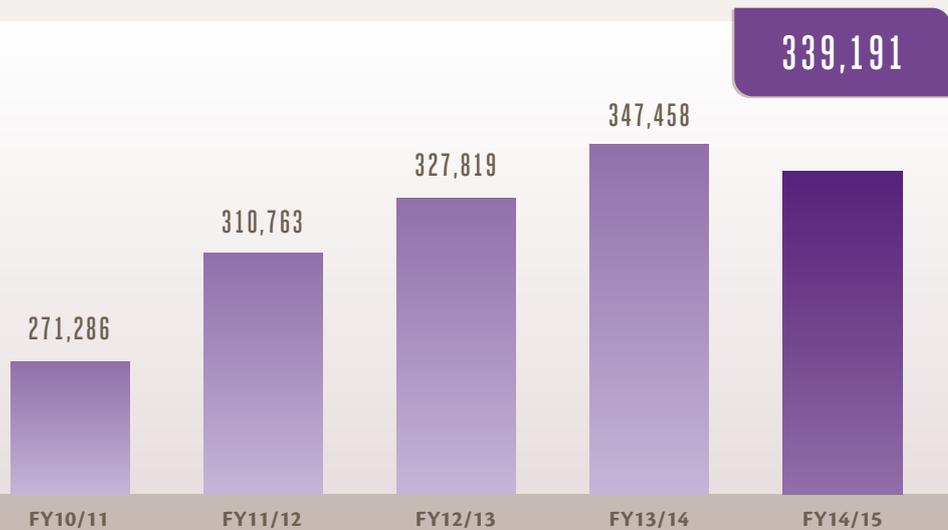
## PASSENGER MOVEMENTS



## AIRFREIGHT MOVEMENTS (TONNES OF AIRFREIGHT)



## COMMERCIAL AIRCRAFT MOVEMENTS





# CHANGI AIRPORT

## By The Numbers



The world's most awarded airport with over **490 AWARDS**



**2 RUNWAYS**  
each 4 km long

=  
Total length of  
**55 AIRBUS A380**

**3 TERMINALS**  
with a capacity of  
**66 MILLION PASSENGERS**  
per annum



Total land area of  
**1,300 HA**

More than  
**2X OF SENTOSA**



A place where about  
**40,000 PEOPLE**  
work, including  
**1,700**  
with Changi Airport Group



Serves more than  
**100 AIRLINES**,  
including five based  
in Singapore



Connected to some  
**320 CITIES**  
in the world either  
directly or indirectly



# STRENGTHENING OUR CORE





*Developing the Singapore air hub is a core function for CAG and while Changi Airport has established itself internationally as one of the world's best airports, the rise of flagship airports around the world means that its leadership position cannot be taken for granted.*

**1** *The airside view of Changi Airport, the seventh busiest airport in the world.*

**2** *(Next page) Through creative advertisements placed in media, CAG welcomes new airline partners such as Uzbekistan Airways.*

During the year, Changi's development as an air hub faced the challenges of overcapacity and depressed yields exacerbated by socio-political factors in the region. As a result, traffic growth moderated significantly compared to the robust recovery following the 2008/09 global financial crisis.

Changi Airport registered a total of 54.0 million passenger movements for FY2014/15, the highest in its 33-year history. This was a 0.2% increase compared to the previous year. Flight movements dipped 2.4% to 339,200 for the year. While traffic to South Asia and Northeast Asia rose 6.4% and 2.5% respectively, this was offset by weaker performance on Southeast Asian routes.

Passenger traffic to and from China and Thailand, two of Changi's top five markets, showed encouraging signs of recovery in the second half of the year. Indonesia continued to be the airport's top country market, followed by Australia and Thailand. In terms of Changi's busiest routes, Jakarta, Hong Kong and Kuala Lumpur took the top three spots, with Ho Chi Minh City registering the strongest growth (of 8.3%) among the top 10 routes.

During the year, Changi Airport welcomed seven new airlines – Air New Zealand, Jetstar Pacific, Malindo Air, Oman Air, Tigerair Taiwan, Uzbekistan Airways and VietJet Air. Despite the rise in competition from airports in the region, CAG worked closely with key airline partners to strengthen connectivity at Changi Airport. Air New Zealand returned to Singapore on 6 January 2015, operating five weekly Auckland–Singapore services. Singapore Airlines also up-gauged its daily Auckland service to the bigger A380 aircraft. These developments increased total seat capacity on the Singapore–Auckland route by approximately 30%, augmenting Changi Airport’s competitiveness as a transfer hub.

The arrival of Uzbekistan Airways on 4 April 2014 has provided direct and quick access to Central Asia, via Tashkent, and likewise, strengthened Singapore’s appeal as a strategic gateway to Southeast Asia and the Southwest Pacific for travellers from Central Asia. Besides the new link to Uzbekistan, Changi Airport also added new services to Lanzhou and Xi’an in China, Okinawa in Japan, Luang Prabang in Laos, Louisville in the United States and Phu Quoc in Vietnam, bringing the total number of new destinations to seven for the year.

### ENHANCING SUPPORT FOR AIRLINE PARTNERS

CAG recognises the importance of partnerships to ensure the sustainable success of the Singapore

air hub. Hence, during the year, we rolled out a wide-ranging Growth and Assistance Incentive (GAIN) programme, a S\$100 million commitment to help airlines reduce costs, stimulate travel demand and raise productivity to improve operational efficiency at Changi Airport.

As part of the GAIN programme, all airlines operating at Changi enjoy across-the-board rebates of 50% on aircraft parking and 15% on aerobridge fees from 1 July 2014 to 30 June 2015. To help support airlines’ long-haul services, CAG has offered airlines a 50% rebate on landing fees for all non-stop passenger flights from 1 September 2014 to 31 March 2016. In addition, CAG introduced a Gateway Incentive to motivate airlines to grow transit and transfer traffic via Changi. All operating airlines at Changi receive S\$10 for every incremental departing transit or transfer passenger handled. The 18-month scheme was effective 1 October 2014 and also includes foreign airlines with interlining arrangements at Changi.

Strategic support measures are also in place to encourage airlines and ground handlers to attain higher service and efficiency standards and to support them in the implementation of productivity enhancement initiatives at the airport. Together, these measures will help to anchor Singapore as a major gateway in the Asia Pacific region.





## CULTIVATING NEW PARTNERSHIPS

Aimed at anchoring aviation links between Singapore and Okinawa, CAG signed a Memorandum of Understanding (MOU) with the Okinawa Prefectural Government on 25 March 2014. Under this MOU, both parties will collaborate to promote tourism and air cargo traffic between the two cities as well as other countries in Southeast Asia, India and Australia. CAG and Okinawa also jointly supported the charter of 14 passenger services between Singapore and Okinawa.

The partnership will help to boost trade, as Okinawa hopes to work with international air cargo and logistics firms to grow distribution channels for high quality exports via Singapore. Subsequent to the MOU, ANA Cargo commenced a six-weekly Okinawa–Singapore–Tokyo (Narita) freighter service in May 2014, from its primary airfreight hub in Okinawa. The airline is able to tap on temperature-controlled facilities at Changi to extend the cold supply chain for perishables and pharmaceuticals, as well as increase transshipment loads to destinations in Southeast Asia and South Asia.

To grow Asia’s fly–cruise segment and promote demand for cruise holidays from Singapore, CAG partnered the Singapore Tourism Board

(STB) to ink a multi-million tripartite collaboration with luxury cruise liner Princess Cruises to step up marketing efforts to Asian consumers and develop new passenger source markets in the Asia Pacific region. In tandem, we have also been actively collaborating with airlines and travel agents on marketing campaigns to promote fly–cruise packages in markets such as China and India. Changi Airport’s strong connectivity with destinations in the world complements STB’s vision of making Singapore a global cruise hub.

In partnership with the Embassy of Indonesia, Indonesia’s Ministry of Tourism & Creative Economy, and 14 airline and travel trade partners, Changi Airport hosted the “Indonesia: The World Next Door” event at Terminal 3 in June 2014. The month-long event was aimed at increasing awareness and promoting travel to Indonesia. Visitors were treated to various cultural performances and learnt about the different tourism offerings in Indonesian cities such as Bandung, Surabaya and Yogyakarta.

CAG’s efforts and excellence in marketing Changi Airport as a choice hub for passengers was recognised when it bagged the Best Airport Marketing Award in the ‘Over 50 million passengers’ category for the second consecutive year at the World Routes 2015 conference in Chicago.

3 A traditional dance performance that was part of the ‘Indonesia: The World Next Door’ event.



### STRENGTHENING CARGO HANDLING CAPABILITIES

Even as the global airfreight industry continued to experience weak business confidence and low cargo yields, Changi Airport handled 1.85 million tonnes of cargo in FY2014/15, an increase of 0.5% year-on-year.

CAG remains committed to expand its connectivity and enhance its cargo handling capabilities. In the area of express cargo, we worked with integrators and express logistics partners to provide adequate support for this emerging cargo segment. One example is DHL Express, one of the world's leading international express services providers. The company has unveiled plans to invest S\$140 million to develop its South Asia Hub – a 24-hour express facility located within the Changi Airfreight Centre – to stimulate trade and commerce growth across Southeast Asia. More importantly, this strengthens Singapore's position as a logistics hub and a practice-leader in express cargo automation.

CAG joins hands with its cargo partners to showcase Changi Airport's air cargo capabilities and value propositions to international logistics players. For instance, in October 2014, CAG collaborated with Singapore Airlines Cargo, SATS, dnata,

and Alliance 21 (a Singapore-based freight forwarding company) to exhibit at the 27<sup>th</sup> International Air Cargo Forum & Exhibition in Seoul, South Korea. The leading biennial industry event organised by The International Air Cargo Association brought together supply chain decision makers from across the globe for three days of networking, discussions and learning.

To support the cargo sector further, the existing 50% landing fee rebate for scheduled freighter operations – which was due to expire on 31 March 2015 – was extended to 30 September 2015. Subsequently, the landing fee rebate will be adjusted to 30% and apply until 31 March 2016. Cargo tenants leasing CAG's cargo facilities at the Changi Airfreight Centre will also continue to enjoy rebates based on cargo tonnage handled, up to 20% of their rentals, till 31 March 2016.

Looking ahead, with economic development and the opening up of trade within Asia, CAG expects stronger growth in air cargo traffic over the longer term. Progressive economic integration within ASEAN would potentially spur airfreight demand in the region. Changi Airport is well placed to meet increased demand for intra-Asia airfreight services with its excellent connectivity, service reliability and efficiency.

4 Artist's impression of DHL Express' South Asia Hub, which is under construction.

## AN AWARD-WINNING AIRPORT EXPERIENCE



*As we actively pursue exciting plans to grow Changi Airport, we remain deeply rooted to our fundamental belief which is anchored on one simple concept – to put our passengers at the heart of everything we do.*

**1** Mickey Mouse delights travellers at Changi Airport's Disney-themed Christmas celebrations in 2014.

Amid the challenges of serving more passengers as traffic grows and being prepared for potential disruptions caused by development works, CAG is heartened that Changi Airport continues to be accorded recognition by the industry and many passengers as the world's best airport. For the third year running and the sixth time in its history, Changi Airport was named the 'World's Best Airport' by Skytrax in March 2015. During the year, Changi was also named 'Best Airport in the World' by leading UK travel publication Business Traveller, for the 27<sup>th</sup> consecutive year. These brought Changi Airport's total cumulative number of awards to more than 490, augmenting its status as the most awarded airport in the world. In addition, we achieved in 2014 the highest Airport Service Quality score of 4.95 (out of 5) in our history – a strong sign of affirmation that our efforts to deliver a great Changi Experience are appreciated by passengers.

Behind these achievements are the collective efforts and dedication of the 40,000-strong airport community who work across Changi Airport;



they share an unwavering commitment to deliver the best airport experience possible, in each of their own functions. The positive feedback that passengers give to us are a strong form of motivation and encouragement to all staff working at the airport, and inculcates in them a strong sense of belonging and pride in being part of the Changi Airport family.

### PASSENGERS FIRST

In managing the airport, CAG strives to always be a few steps ahead of its passengers' needs. On a larger scale, this principle applies to planning and building capacity ahead of demand to meet Singapore's future aviation needs. On a day-to-day level, it means constantly innovating and improvising to enhance the Changi Experience for passengers.

Construction works for Jewel Changi Airport and Terminal 1 expansion began in FY2014/15, resulting in some changes that passengers had to adjust to. As we embark on these projects to better serve our passengers, CAG's priority was to minimise disruption to passengers as much

as possible. The Terminal 1 arrival pick-up point, for instance, was shifted to another location. Following observation that the new facility could get very warm at certain times of the day, CAG installed air-conditioning in the waiting area of the pick-up point, providing passengers with a more comfortable experience while waiting for their ride.

Today, when remaining connected ranks among the top of people's hierarchy of needs, there is high demand for charging points for laptops and other mobile devices. Hence, across all three terminals, new charging points were installed in the Departure and Arrival Halls, to provide an added service and convenience to passengers and visitors.

CAG unveiled in August 2014 a series of 'Wow Initiatives' to engage passengers during festive periods. Fronted by the Changi Experience Agents (CEAs), these activities touched over 35,000 passengers through the celebration of special occasions, including the Mid-Autumn Festival, Deepavali and Christmas. Roving the terminals, CEAs delighted travellers with surprises and engagement activities, such as giving out goodies and arranging fun photo opportunities.

*2 CAG CEO, Mr Lee Seow Hiang, receiving the 'World's Best Airport' 2015 award from Mr Edward Plaisted, CEO of Skytrax.*

*3 Changi Experience Agent assisting a passenger with his queries.*

## AN AWARD-WINNING AIRPORT EXPERIENCE



### A MAGICAL DISNEY CHRISTMAS

During the year-end festive season in 2014, Changi Airport was transformed into a magical wonderland, which saw the much-beloved Mickey and Minnie taking centrestage in the airport's Disney-themed Christmas celebrations. In all the terminals, dazzling displays featuring Disney characters attracted travellers and visitors, who got to indulge in a jet-setting winter experience with destination icons from around the world.

Passengers were greeted by Mickey and Minnie characters in interesting settings of different countries – donning Spanish costumes, and against the backdrops of snowy Swiss chalets, traditional Japanese cottages and Broadway-style New York City. The centrepiece at Terminal 3 Departure Hall was a three-storey interactive replica of the Neuschwanstein Castle – inspiration for the Cinderella and Sleeping Beauty Castles in Disneyland. In it, a moving train took visitors through the idyllic charms of Germany's countryside and right outside, visitors were treated to daily multi-sensory light and sound shows, which culminated in a magical showering of snow. Who says you can't experience winter in Singapore?

Children had the time of their lives in the adventure trove of the world's first Mickey Mouse Club House Bouncy Playground, cruising down a three-metre high slide, bouncing off sticky Velcro walls and leaping into the colourful depths of a ball pit. Limited-edition Christmas plush toys featuring Mickey and Minnie Mouse in various country-

themed costumes were also snapped up by Disney fans in no time. Unsurprisingly, the nine-month long preparation leading to the 99-day Christmas celebrations at Changi Airport resulted in the highest satisfaction scores for any event in the history of Disney's Southeast Asia office.

### TOWARDS SERVICE EXCELLENCE

CAG works closely with its partners to uphold the service quality standards at Changi Airport through international benchmarking efforts, as well as rigorous training programmes conducted for all front-line staff working in the airport. In October 2014, a delegation of 30 members from eight airport agencies embarked on a learning journey to Los Angeles, where they attended a service masterclass and visited various leading organisations renowned for service excellence to learn from their best practices. The trip created effective experiential learning opportunities and also strengthened partnerships as the delegation came together as one Changi family to brainstorm ideas to enhance the Changi Experience.

Continual learning is an integral part of the learning and development roadmap for all airport staff. In August 2014, a new training programme was launched to drive service excellence among customer-facing front-line staff. Named 'Upsize Your Service', the highly-interactive refresher programme is conducted in a cafe environment where participants don aprons and savour the 'ingredients of success' imparted by the trainer. Having been trained as Service Ambassadors of Changi, the participants then got to practise and apply what they have

learnt in the terminals. Taking service learning to a new level, 'Upsize Your Service' empowers front-line staff to deliver a Changi Experience that is in keeping with the Changi Service DNA – *Personalised, Stress-Free and Positively Surprising*. In February 2015, outstanding service staff from among the airport community were again honoured for their commitment to service excellence at the Annual Airport Celebration, Changi's pinnacle award ceremony. To honour these exemplary airport staff for going beyond their call of duty to serve passengers, a total of 24 awards in five categories were presented by Transport Minister, Mr Lui Tuck Yew, and CAG Chairman, Mr Liew Mun Leong.

## STRENGTHENING EFFICIENCY

Against a backdrop of growing passenger traffic and Singapore's tight labour market, CAG has to continually strive to improve operational efficiency at Changi Airport by leveraging new technologies and redesigning processes. To this end, Fast and Seamless Travel (FAST) processes have been progressively implemented in the three terminals. These include self-printed boarding passes, self-service check-in kiosks, bag-drops and boarding gates – more of which have been installed in Terminal 1 during the year. Self-service options empower passengers on their journey, allowing them to take greater control over their travel experience by providing them with options for more expedient check-in. Passengers without bags flying on participating airlines would be able to proceed straight to Departure Immigration without having to queue for check-in. Besides redefining the travel experience for passengers, such self-service initiatives boost Changi Airport's operational efficiency, allowing for space and manpower optimisation. This in turn brings about productivity savings for partners such as the airlines and ground handlers.

Jetstar Asia was the first low-cost carrier at Changi Airport to launch its 'Straight-to-Gate' initiative in November 2013. In 2014, it extended its roll-out of FAST initiatives, with the installation of 16 self check-in kiosks and eight self bag-drops over two phases. In April 2014, Tigerair also launched its 'Direct-to-Gate' service, which allows its passengers without check-in luggage, visa or special entry requirements to bypass the manual check-in process at the counters.

CAG continues to engage other airlines to implement self-service options at Changi Airport. These efforts will set the stage for the upcoming Terminal 4, which will see, for the first time at Changi, the extensive roll-out of FAST initiatives in a greenfield terminal, as well as the use of facial recognition technology to streamline security checks.

On the airside, ready access to timely information on terminal and flight operations is essential for the smooth and efficient running of the airport, which involves numerous agencies working seamlessly together. In 2012, CAG developed a centralised Airport Operations Centre System (AOCS), a concept and IT platform that enables the real-time sharing of crucial information with various airport partners, giving users a holistic operational picture with common reference points. This system supports the Airport Operations Centre (AOC), a centralised nerve centre that brings together key areas of airport operations and different airport agencies.

The AOCS was enhanced in FY2014/15, with added analytics and simulation functions to strengthen the airport's operations and contingency planning. It now features intelligent capabilities and analytics, which allows CAG to conduct trending, forecasting and impact analysis for better planning. For instance, the system can estimate the arrival passenger load, facilitating optimum deployment of manpower at the Arrival Immigration Halls. In addition, to improve the management of flights on the airside, CAG also implemented a Gate Operating System during the year that provides the Airside Control Centre with real-time oversight of the airport's contact stand utilisation. The dynamic flight information displayed live in the Aircraft Docking Guidance System gives ground operators a better view of flight movements at the various docking bays. This facilitates more effective gate management and higher productivity. These IT enhancements effectively boost CAG's operational and incident management capabilities, which are critical as Changi Airport handles more aircraft movements.



4 (Previous page) Changi Experience Agents delighting passengers during Christmas as part of CAG's 'Wow Initiatives'.

5 Jetstar was the first low-cost carrier to roll-out FAST initiatives at Changi, which included self check-in kiosks and self bag-drops.



## INNOVATION TO DRIVE PRODUCTIVITY

During the year, CAG formed the Innovation Lab, a new unit dedicated to pursuing mid-to long-term innovation efforts, with the objective of capturing new opportunities and overcoming operational challenges. The Innovation Lab is responsible for reviewing CAG's existing innovation efforts, and establishing a framework to identify new areas with the potential for innovation. These could include the application of new technologies to enhance airport processes, and the redesign of facilities and offerings to meet the needs of the changing demographics of our passengers. Beyond ideation, the Innovation Lab will also work with internal stakeholders and external partners with suitable capabilities and technological expertise to bring ideas to fruition.

In the more immediate term, CAG also explores innovative initiatives that can be applied to its current terminal operations, to raise productivity and improve efficiency within the airport. This is against the backdrop of rising manpower costs and a tightening labour force in Singapore. Trials and tests are conducted regularly for new equipment and technologies that have the potential of being introduced at Changi Airport. Permanent implementation may follow depending on users' feedback, impact to ongoing operations and cost-benefit analyses.

At Changi Airport, the tiled and carpeted floors in the terminals are cleaned daily by cleaning staff, with supervision to ensure that the tasks are performed in adherence to high standards. Given the nature of the work, it is increasingly challenging to recruit cleaning staff in a tight labour market. To overcome these manpower challenges, CAG initiated the trial usage of automated cleaning

equipment at the airport over a six-month period. This involved the deployment of several robotic cleaning equipment in the three terminals. The use of such technology enabled CAG to reduce its reliance on manpower for routine cleaning tasks, while providing consistency in cleaning.

During the year, CAG also tested the use of battery-operated janitor trolley carts in the terminals, relieving cleaning staff of the need to push heavy trolley carts manually from point to point during cleaning works. The new trolley cart was customised for general cleaning purposes to improve mobility and reduce the cleaning cycle time. In the one-year trial of this initiative at Terminal 3, we observed improvements in productivity which enabled manpower savings.

Another trial conducted at Changi Airport was the installation of 'smart' disposal bins with built-in sensors that would alert cleaners when the bins have to be emptied. Typically, cleaners check all litter bins within the terminal buildings several times daily, regardless of whether the bins are empty or near-full, resulting in time and resource wastage. With the 'smart' bins, the cleaning team can establish real-time and more effective manpower deployment, while ensuring timely and expedient clearance of bins. This new system is being explored for permanent roll-out at the airport.

*6 Automated cleaning equipment aids with the airport's cleaning needs and increases manpower productivity.*



Ensuring a safe and secure airport environment for the travelling public and the airport community is an immense responsibility undertaken by CAG. Collectively, the Airport Emergency Service (AES), Aerodrome Safety and Aviation Security units and the Airport Management divisions strive towards maintaining the highest safety and security standards for both Changi and Seletar airports.

AES provides rescue and fire protection at both airports, as well as at the Republic of Singapore Air Force's airbases. On an ongoing basis, it looks at strengthening its firefighting capabilities to better respond to aircraft incidents that could occur.

To this end, a new fire training ground at Seletar Airport was commissioned in April 2014, to enhance firefighting training for AES officers. It consists of a Boeing 757 aircraft mockup, equipped with a fire simulator that has seven burn sectors and an engine fire simulator, providing airport firefighters with a more realistic firefighting experience. Officers are exposed not only to different aircraft crash scenarios, but also to high temperature, thick smoke and stress tests.

With increasing air traffic and the advent of new and larger aircraft capable of carrying more passengers, AES strengthened its suite of equipment in FY2014/15 with the procurement of a Mass Casualty Carrier (MCC), a vehicle that enhances its rescue capabilities in the event of a major aircraft incident. Compared to the conventional ambulance which can carry up to six casualties, the MCC can move more than 30 casualties at any one time. It allows for efficient and expeditious conveyance of casualties to enable medical treatment earlier. In addition, the vehicle has the equipment to help decontaminate hazardous materials that may be found on casualties.

In addition to two regular emergency drills held annually at both Changi and Seletar airports, AES organised new initiatives in FY2014/15 to strengthen the airport community's level of crisis preparedness. In November 2014, the inaugural Changi Airport Crisis Seminar was held for airlines, airport partners and mutual aid agencies, which enabled discussions and sharing of best practices, experiences and lessons among the attendees. Such activities promote stronger crisis management resilience and capabilities among the airport community.

On the international front, in January 2015, AES also hosted the International Aviation Fire Protection Association Conference for 100 delegates from 14 countries, during which industry experts shared their insights on best practices and challenges ahead.

In FY2014/15, Changi Airport continued to achieve the International Federation of Air Line Pilots' Associations' (IFALPA) deficiency-free rating. It has maintained this unbroken record for 33 years running since Terminal 1's opening in 1981. To ensure high standards of security management at Changi and Seletar airports, CAG's Aviation Security Unit works very closely with the Airport Police Division of the Singapore Police Force, as well as with CAAS and other government agencies, to enhance airport security procedures. In addition to the current operational terminals, planning for security processes and infrastructure at the new developments, in particular Terminal 4, are underway. In line with the overall approach to enhance manpower productivity and operational efficiency at the new terminal, CAG is studying several new operational concepts for aviation security that will help to address the challenges of a tight labour market, while upholding stringent security requirements.

1 AES officers evacuating a 'casualty' as part of a routine rescue training exercise.



*In a dynamic airport retail environment where consumer trends continually evolve and where shoppers are spoiled for choice, innovation and transformation are key pillars of CAG's retail vision. Together with partners, we push boundaries to develop creative ideas and introduce refreshing concepts, so as to elevate the retail experience at Changi Airport.*

**1** *The Shilla Duty Free's Cosmetics & Perfumes stores offer an unprecedented range of beauty brands and bespoke service with a personal touch.*

FY2014/15 was a challenging year for the aviation industry in Asia, which saw geopolitical factors and several unexpected events affecting travel demand in the region. In tandem with passenger traffic which grew marginally during the year, Changi Airport's retail performance was stable, generating steady sales of over S\$2 billion for the year.

## **LANDMARK TRANSFORMATION**

Significant progress was made during the year with the transformation of Changi Airport's core-category concessions, Liquor & Tobacco and Cosmetics & Perfumes. The renovation works for all 34 outlets was planned meticulously to be carried out in phases, to ensure minimal disruption to our passengers' shopping experience. The 15 Liquor & Tobacco stores and 19 Cosmetics & Perfumes stores now boast brand new looks, and offer an unprecedented array of brands and product offerings. These include the two flagship duplex stores – the world's first for these categories in an airport – seen as architectural landmarks lighting up Changi's transit halls.

The DFS Wines & Spirits duplex store at Terminal 3's Departure Transit Hall opened in March 2015, marking a new milestone in the transformation of Changi Airport's retail landscape. The majestic store façade and double-volume grandeur is not only an architectural showpiece on its own, but also houses the largest selection of single malts in an airport and



an extensive wine library. The duplex is also home to a collection of nine branded boutiques for wines and spirits, including Johnny Walker, Hendrick's and The Macallan – bringing together the best that each brand house has to offer. Apart from tasting opportunities, the brand boutiques offer experiential activities such as a scent bar and a showcase of the distillation process to promote category appreciation and connoisseurship.

The DFS flagship store also features the Raffles Long Bar, where our international passengers can have a taste of cocktail specialties such as the famous Singapore Sling, giving them a distinct sense of place and a taste of Singapore, without stepping out of the airport. To enhance the shopping experience, the duplex also features DFS' first in-airport lounge, where customers can enjoy highly personalised services, such as personal shopping and private viewings. The store also hosts visits by master distillers, blenders and brand ambassadors throughout the year. Indeed, the extensive range of brands and products offered by DFS and new unique experiences bring about a truly game-changing and unparalleled retail experience, much to the delight of many travellers.

On the beauty front, the facelift across all 19 Cosmetics & Perfumes stores operated by The Shilla Duty Free is nearly completed, with final works being done on its flagship duplex store at Terminal 3.

*2 An architectural showpiece on its own, the DFS Wine & Spirits duplex at Terminal 3 offers the most extensive selection of single malts in an airport, and an extensive wine library.*

Shilla's stores carry an unbeatable collection of beauty offerings in Singapore, with a range of 190 beauty brands offered at competitive prices. The South Korean retailer has also brought in an extended range of over 35 Korean cosmetic brands, making Changi Airport the single largest retailer of Korean cosmetic brands and products anywhere in Singapore.

In the third quarter of 2015, Shilla's beauty duplex store at Terminal 3 will open its doors to shoppers, featuring unique concepts such as a beauty lounge and spa services. For instance, passengers can receive beauty consultation and facial spa services, as well as enjoy retail therapy at brand-inspired boutiques. These experiences will inject much excitement for shoppers, bringing the airport experience to the next level.



*3 The Cosmetics & Perfumes stores at Changi retail the largest collection of Korean cosmetics brands that can be found in Singapore.*



## A STAR-STUDDED YEAR

It was a star-studded FY2014/15 at Changi Airport, which brought much buzz to the terminals and generated a lot of excitement among passengers. Changi was chosen as the launch pad for several exclusive brand events during the year, which were graced by renowned celebrities. In September 2014, the legendary David Beckham made a special appearance at Terminal 1, thrilling many of Changi's star-struck passengers. He graced the global launch of Diageo's new Single Grain Scotch Whisky, Haig Club.

In January 2015, SK-II held the global launch of its latest CC cream at Changi, in the presence of Taiwanese celebrity ambassadors Godfrey Gao and Lee Sinje. This was quickly followed by the official opening ceremony of The Shilla Duty Free's stores at Changi, which saw the arrival of Korean heartthrobs TVXQ, and Hong Kong beauty, Angelababy.

## A WIDENING REPERTOIRE OF CROWD PLEASERS

CAG continued to pursue new and exciting brands to inject freshness to its retail and dining offerings. We successfully cultivated and brought in a total of 16 new retail and F&B brands, expanding Changi's repertoire of shopping and dining offerings. These include crowd-pleasing brands like Uniqlo, Kate Spade New York, Calvin Klein Jeans and Adidas Originals.

The dining scene at Changi also saw many exciting injections during the year. The opening of the Singapore Food Street in Terminal 3's Departure Transit Hall in June 2014, brought a slice of local

heritage into the airport. With a heritage-themed design, the food street offers more than 80 popular local dishes, giving passengers the chance to experience Singapore's rich food culture. In addition, new brands, such as French bakery chain PAUL, Japanese favourites Ippudo Express and Sushi Burrito Express, as well as Thai noodle bar Simple Eats, also arrived at Changi, providing more options for foodies.

In the public areas, CAG continued to enhance the shopping and dining experience for those who are not flying. New landside stores include Muji-To-Go, Pandora, Godiva, as well as those bringing in a touch of local delights like Tai Chong Kok and Durian Mpire. Diners also have a wider range to choose from, with the entry of F&B favourites such as 4 Fingers Crispy Chicken, Paris Baguette, and Krispy Kreme. The Terminal 3 Basement 2 food court also underwent a transformation in May 2014. The refreshed food court boasts of more dining options for patrons, including Mugihō Bakery originating from Osaka, Japan, which is its first store in Singapore. Apart from its modern look and feel, the food court contains several tray-return areas, conspicuously positioned to encourage patrons to return their own food trays, reflecting the drive for greater productivity. For its outstanding design, the food court was bestowed the "Best Retail Interior – Singapore" award at the Asia-Pacific Property Awards.

*4 The legendary David Beckham launches the Haig Club whisky at Changi Airport, generating immense excitement among passengers.*



## A GROWING ONLINE PRESENCE

Apart from growing Changi's brick-and-mortar retail offerings, CAG also expanded its presence in the digital sphere. More than a year after the debut of its e-commerce portal iShopChangi in September 2013, we launched a Chinese version of the site, widening the customer segment to capture Chinese-speaking passengers.

During the year, iShopChangi added a new category – Fashion – offering brands such as Montblanc, Pandora, Swarovski, Ray Ban and ST Dupont. The Shilla Duty Free also made available more beauty brands on iShopChangi, such as Lancôme, Kiehl's and Korean cosmetic brands. Today, iShopChangi features more than 6,000 products across six categories, namely Beauty, Wines & Spirits, IT & Electronics, Chocolates & Delicatessen, Fashion and Timepieces. Sales and website traffic have increased about 40% since the portal's launch.

*5 Korean superstars TVXQ and Hong Kong celebrity Angelababy graced the opening ceremony of The Shilla Duty Free's Cosmetics and Perfumes stores at Changi.*

*6 CAG refreshed its retail mix with popular brands like Kate Spade New York, which opened at Terminal 3 during the year.*

*7 The Singapore Food Street offers transit passengers a taste of authentic local fare without leaving the airport.*



**8** Mr Oiyama Seiichiro became the fifth Changi Millionaire, walking away with the grand prize of a million dollars in cash.

**9** A slice of Middle-Earth was brought to Changi in the form of a Hobbit Hole™, as part of an event to promote New Zealand and engage public area visitors.

**10** Three pairs of Mickey and Minnie Mouse plushies decked out in various international traditional outfits were specially produced for the Disney-themed Christmas celebrations in 2014.

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## A FUN AND REWARDING RETAIL EXPERIENCE

CAG continues to take its two anchor retail campaigns, 'Be a Changi Millionaire' and the yearly Christmas promotion, to greater heights. The fifth run of the Changi Millionaire campaign held from May to November 2014 was another success with 1.8 million participating entries, a number more than two-fold of what was received during the 2010 campaign. The promotion rewarded shoppers with more than 406,000 instant prizes and made another shopper – Japanese engineer, Oiyama Seiichiro – a millionaire overnight.

An annual highlight for Changi Airport's passengers, the year-end festive season saw a sprinkling of the Disney magic around the terminals. In a tie-up with Disney, the 2014 Christmas promotion featured a series of Mickey and Minnie collectibles, which attracted an overwhelming response. More than 215,000 plush toys were redeemed.

In addition to the two anchor activities, tactical promotions were also run to inject vibrancy and excitement among shoppers, as well as to augment the core value propositions of shopping at Changi. Shoppers and diners enjoyed various retail promotions, such as gift-with-purchase, 2xGST savings, and scratch-and-win promotions.

Shoppers and diners also enjoyed more value with Changi Airport's loyalty programme, Changi Rewards, which was relaunched in April 2014. The enhanced programme introduced elite tiers – Platinum and Gold – giving members more privileges as they move up the tiers. In addition to exclusive buys and discounts, members receive Changi shopping vouchers or air miles for shopping at Changi Airport. The Changi Rewards membership has grown to more than 200,000 shoppers.

During the school holidays, destination-themed events, with activities for children, were also organised at Terminal 3 to reinforce Changi Airport as a family destination and to inspire travellers for their next holiday. In June 2014, Indonesia's cultural wonders and famous attractions were showcased; while in September, young explorers discovered the excitement of Brazil, Xi'an, Mauritius and Sri Lanka. In March 2015, for the first time in Asia, a slice of Middle-Earth was brought to Changi in a New Zealand showcase, featuring as the highlight, a Hobbit Hole™ that was constructed by the same Hobbiton™ Tour crew for the Hobbiton™ Movie Set in Matamata, New Zealand.

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## OPTIMISING RETURNS FROM RENTABLE PROPERTIES

CAG manages the leases and operations of over 1,500 rentable premises within Changi Airport, both in the Passenger Terminal Buildings (PTBs) and Changi Airfreight Centre (CAC). The rentable premises include offices, airport lounges, warehouses and stores. Against a challenging market environment backdrop in the past year, we managed to increase occupancy rates and non-concessionaire rental revenues for both the PTBs and CAC through active engagement with tenants on their space needs.

In addition, CAG also manages over 60 long-term land leases to private developers, such as ground handlers, cargo and logistics companies and commercial entities. During the year, we supported the development of a new S\$140m South Asia hub for DHL Express. This 24-hour express hub facility at Changi Airport will triple DHL's existing cargo throughput when completed in 2016 and act as DHL's South Asia hub, enhancing Changi Airport as a key cargo and logistics hub in Asia.

Similarly, CAG supported Crowne Plaza Changi Airport Hotel's expansion plans through the lease of a land plot adjacent to the current hotel, for an extension project. The hotel extension will add 243 rooms (75% more), bringing the total number of rooms at the hotel to 563. Construction of the hotel extension has commenced and it is expected to be operational by early 2016. During the year, Crowne Plaza Changi Airport Hotel also won the 2015 Skytrax award for the 'World's Best Airport Hotel'. The timely addition of this hotel extension to Changi Airport's offerings further reinforces its position as the premier air hub that travellers can look forward to.

To further support the upcoming developments at Changi Airport and actively manage the supply of rentable office premises to serve an expanding workforce, a new office cluster at Terminal 3 Basement 1 was created from a circulation area to better optimise our space usage and fulfill the space needs of our stakeholders. This new cluster was completed in July 2014 and comprises 13 office units covering an area of 1,200 sqm which have been fully leased.



# BUILDING OUR FUTURE





*A fundamental prerequisite in operating a successful air hub is to ensure adequate capacity to meet the expansion needs of airlines and growing passenger numbers. This philosophy has underpinned Changi Airport's development and growth over the past decades.*

**1** *A close-up look at the model of Jewel Changi Airport, which is under construction.*

Since the airport's opening in 1981, the development and upgrading of its infrastructure has been continual, allowing Changi to capture growth opportunities in a timely manner, augmenting Singapore's air hub position.

To cater for Changi Airport's next phase of growth, CAG is currently focused on a number of major development projects of unprecedented scale. These will provide the airport with the infrastructure needed to cater to its growth and strengthen its competitiveness for the decades to come.

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### **BREAKING GROUND WITH JEWEL CHANGI AIRPORT**

During the year, CAG scaled a major milestone in Changi Airport's development history, with the commencement of construction of Jewel Changi Airport (Jewel). An architecturally distinctive project situated in the heart of the airport, Jewel is an extraordinary project that is set to light up the airport landscape in many more ways than one.

Developed by Jewel Changi Airport Devt Pte Ltd, a joint venture between CAG and CapitaLand, Jewel is envisaged to be a world-class lifestyle destination offering a unique mix of retail and leisure offerings, integrated with airport facilities. A tender of S\$1.57 billion was awarded in October 2014 to a joint venture formed between Woh Hup (Private) Limited and Obayashi Singapore Private Limited. The scope covers the construction of Jewel as well as related works pertaining to the expansion of Terminal 1.

The appointment of the main contractor was followed by the Jewel groundbreaking ceremony in December 2014, which saw the dramatic unveiling of exciting details of the complex's design concept and offerings. Beneath an impressive glass and steel façade, Jewel will be the first in Singapore to seamlessly integrate a refreshing environment of lush greenery amidst other attractions and facilities within the same building.

Jewel will house one of the largest indoor collections of plants in Singapore. A centrepiece attraction will be the *Forest Valley*, a huge five-storey garden filled with thousands of trees, plants, ferns and shrubs. In the middle will be a breathtaking 40-metre high *Rain Vortex* – expected to be the world's tallest indoor waterfall – presenting a majestic spectacle. At the top level, will be the *Canopy Park*, comprising gardens, walking trails, playgrounds and dining outlets, creating a wonderland for both the young and old.

Within Jewel, there will also be a wide range of retail offerings which will include exciting new-to-Singapore concepts, top international brands, as well as home-grown names. The integration of world-

class retail brands and unique dining concepts with indoor gardens and leisure attractions will provide visitors with a myriad of experiences all under one roof – making Jewel a one-of-a-kind lifestyle destination for both local residents and tourists.

To strengthen Changi Airport's service offerings for its passengers, there will be an integrated multi-modal transport lounge providing dedicated services for fly-cruise and fly-coach passengers, as well as early check-in facilities. Jewel will also host its own hotel with approximately 130 rooms, operated by YOTEL – an international hotel brand with an established presence in Europe and the United States.

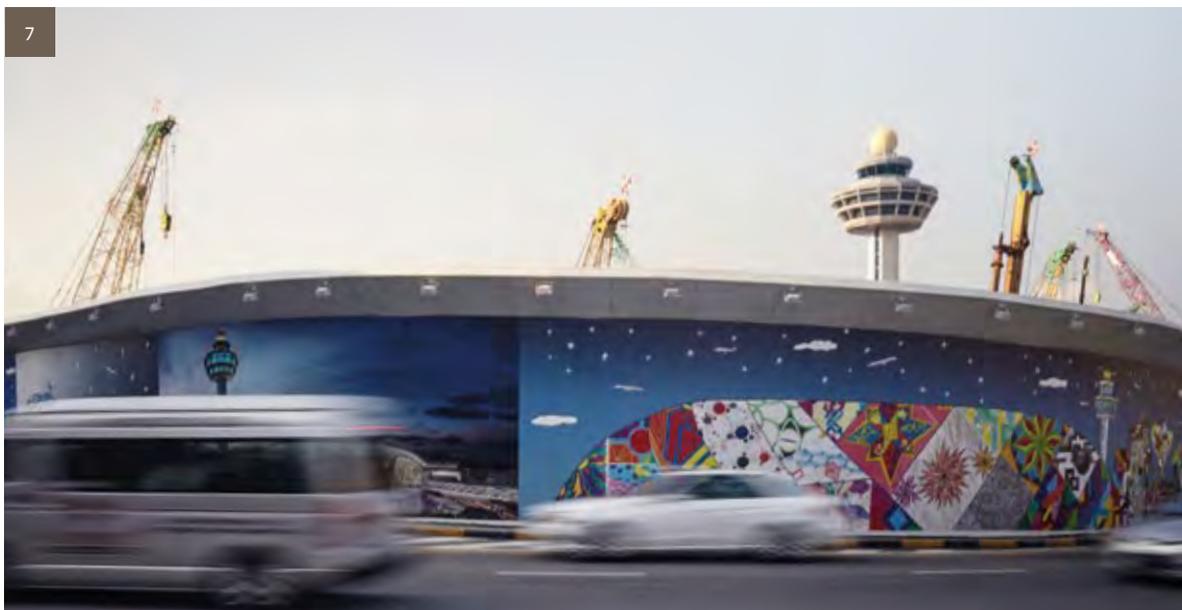
With wide public interest in Jewel, a community engagement project, IMAGINE, was held during the year, inviting the public to share their dreams and vision for Jewel in the form of art and photographs. IMAGINE was well-received, with more than 1,600 entries submitted. These were curated into larger-than-life creative interpretations by Singaporean artist and illustrator, eeshaun, and reproduced on the construction hoarding along the perimeter of the complex.



**2** The multi-modal transport lounge in Jewel will provide services for fly-cruise and fly-coach passengers and early-check-in facilities.

**3** Jewel will provide visitors with a one-of-a-kind experience integrating lush gardens, play facilities, as well as unique retail and dining concepts.

# PREPARING FOR GROWTH



**4** Construction for Terminal 4 is underway, with more than half of its superstructure completed.

**5** CAG's senior management visits Terminal 4 to check on progress of construction works.

**6** The road signs leading to the new Terminal 1 Car Park were changed overnight.

**7** Artistic submissions of the public's vision of Jewel were curated and reproduced on the development's construction hoarding.

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## EXPANSION OF TERMINAL 1 BEGINS

Alongside the construction of the Jewel complex, expansion works for Terminal 1 have also begun. The redevelopment of the 3.5 ha open-air car park site where Jewel is being built allows CAG to expand the terminal's footprint, which was previously hemmed in by roadways.

To enable the commencement of construction works, CAG closed the open-air car park fronting Terminal 1 in November 2014, and relocated the terminal's ground transport facilities. The nearest car park at Terminal 2 was designated for Terminal 1 users and renamed as T1 Car Park for easy recall. The arrival pick-up point was also shifted to another spot near Terminal 1. To enhance the experience, air-conditioning was installed at the new arrival pick-up point, providing passengers with a comfortable waiting experience.

To ensure that the relocation plans, including the road signage and terminal wayfinding, were effective, a four-day dry-run was conducted before the actual closure of the open-air car park. The airport community was engaged extensively to ensure robust mitigation measures were in place. In addition, a comprehensive public communications campaign and media outreach efforts were undertaken to educate the public on the changes, so as to create awareness and minimise confusion on the ground. As a result of these efforts, these operational changes were executed smoothly with little disruption.

Meanwhile, a S\$323 million contract for other Terminal 1 expansion works (in addition to those related to Jewel) was awarded to Takenaka Corporation following a competitive tender. The works include the revamp of the T1 Departure Check-in Hall, which involves the replacement of existing check-in counters and the installation of two new check-in rows to increase passenger handling capacity.

Part of the expansion works in Terminal 1 relate to the upgrading of the baggage handling system – from a semi-automated to a fully-automated system, as in the other terminals. The new baggage handling system will have automatic sortation capability, to better support the implementation of self check-in and self bag-drop functions at Terminal 1, as well as early check-in facilities at Jewel. This will improve productivity for airlines and ground handlers, as well as increase check-in capacity. Two additional arrival baggage claim carousels will also be installed, further increasing the terminal's baggage claim capacity.

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## GOOD PROGRESS WITH TERMINAL 4

The construction of Terminal 4 has made good progress. At the end of FY2014/15, more than 50% of the terminal building's superstructure had been completed. The works for five parking stands at the Terminal 4 apron area have also finished. Takenaka Corporation, CAG's main contractor for Terminal 4, achieved 3.2 million accident-free man-hours, a positive feat against the 2013 national average of 1.7 accidents per 1 million man-hours.

In April 2014, Cathay Pacific Airways was the first airline to confirm its move to Terminal 4 when it opens in 2017. Engagements with other prospective airlines are also well underway. At Terminal 4, an enhanced travel experience encompassing self-service initiatives, exciting retail and F&B offerings, as well as a full range of passenger amenities, are among the key highlights that passengers can look forward to. In addition, Cathay will boast a new and exclusive premium lounge on the second mezzanine level of the new terminal. At more than 800 sqm, the lounge will provide views into the apron and runway, allowing passengers to enjoy sightings of aircraft take-offs and landings.

Meanwhile, procurement for various critical airport systems in the terminal is underway, covering the FAST suite of systems and equipment such as self check-in kiosks, self bag-drops and self-boarding gates. In addition, in the lead-up to the leasing exercises that will begin in mid-2015, CAG has also been developing the commercial strategy and proposed retail mix for Terminal 4. The 224,000 sqm terminal will have 17,000 sqm of retail and dining space for more than 80 outlets. Anchored by a series of new retail formats, such as double-volume and heritage-themed façade shops inspired by authentic Singaporean shop houses, Terminal 4 will feature a fun and vibrant ambience complete with exciting commercial offerings.

The Terminal 4 main terminal building is expected to receive the Temporary Occupation Permit by the middle of 2016. Thereafter, a one-year period of operational testing and trials will ensue, to ensure that all the airport systems, processes and staff are well run-in before the terminal's opening in the second half of 2017.



## Legend

- 01 Runway 1
- 02 Runway 2
- 03 Runway 3
- 04 Terminal 1
- 05 Terminal 2
- 06 Terminal 3
- 07 Terminal 4
- 08 Jewel Changi Airport
- 09 Changi Airfreight Centre
- 10 Terminal 5 Phase 1
- 11 Terminal 5 Phase 2
- 12 Landside Facilities
- 13 Changi East Industrial Zone
- 14 New Changi Coast Road
- 15 Tanah Merah Ferry Terminal

## BEYOND THIS DECADE – CHANGI EAST

As works for Terminal 4 and Jewel are taking place, planning for Changi East – which will take Changi Airport to its next phase of growth beyond this decade – has also begun. The Changi East project involves the development of a 1,000 ha site, including the building of a new mega Terminal 5, the development of a three-runway system, as well as aviation industry facilities, tunnels systems, related infrastructure and transport links.

When completed, Terminal 5 will eventually have a capacity similar to that of Terminals 1 to 3 combined. Terminal 5 will be connected to the other terminals via a network of tunnels to allow the expanded Changi Airport to be operated as a single, integrated airport for ease of transfer between different terminals, passenger convenience and airfield operational efficiency. The terminal will also be connected to the MRT network.

Land preparation works on the site, undertaken by the Ministry of Transport, made good progress during the year, with site surveys, soil investigations, services detection and site clearance works completed. The project moved to its next phase of ground improvement works, involving the consolidation and compaction of soil layers, which is necessary before further development works can proceed.



Planning and preparatory works for the three-runway system have also progressed significantly. The detailed designs of the system, including the drainage, airfield layout and taxiways, have been developed with inputs from key stakeholders, authorities and contractors. The tender process for the runway works are underway, with construction expected to commence thereafter.

Road works to widen the existing Tanah Merah Coast Road, as well as to construct a new road between Tanah Merah Coast Road and Aviation Park Road are ongoing. Other major works including canal diversion and the construction of runway and taxiway pavements will commence in the second half of 2015. All these works will be carried out in more than 70 phases over an area of more than 1,000 ha, over the next seven years.

During the year, CAG and the Civil Aviation Authority of Singapore, led by the Ministry of Transport, completed the development of a concept plan for Terminal 5 following engagement with various stakeholders and comprehensive evaluation. The chosen Concept Plan is based on a mega terminal building and two satellite buildings, with high operational efficiency for the terminal and airfield. Compared to other options studied, it offers the advantages of having the shortest walking distances and connection times, as well as greatest ease of way-finding, under one roof.

Design studies on Terminal 5 are also underway to define key functional requirements, including the

airfield and terminal layout, facilities for passengers, passenger flow and spatial requirements, handling concepts and the security screening regime. To build connectivity between Terminal 5 and the existing terminals, a tunnels system is being developed. The design and operational concept for the tunnels are being finalised, with specific requirements from authorities and stakeholders being incorporated. Similarly, planning for the development of the Changi East airport industrial zone has also started. Various master plan options have been developed, in consultation with the cargo and MRO community, for the industrial zone.



8 Senior Minister of State for Finance and Transport, Mrs Josephine Teo (centre) visits the Changi East command centre.

9 Land preparation works at Changi East.



*Changi Airports International (CAI), CAG's international arm, continues to pursue opportunities globally where investment and consultancy projects are available and attractive. While keeping a keen eye on projects that have long-term growth and profit potential, CAI continued to work with its partners during the year to enhance its airport projects in Russia, Brazil, India and Saudi Arabia. It also won new contracts in Russia, Myanmar and the Maldives.*

**1** *Aerial view of Tom Jobim International Airport as it gears up for the 2016 Summer Olympics in Rio de Janeiro, Brazil.*

## **BRAZIL**

A series of improvements have been made to Rio de Janeiro's Tom Jobim International Airport (GIG) since RIOgaleão, the rebranded concession company in which CAI has a 20.4% stake, took over its operations in August 2014. Situated on an island linked by a highway and a bus rapid transit line to the mainland, 20 km from downtown, the airport currently has two cross-runways and two passenger terminals with the capacity to accommodate up to 30 million passengers per annum.

Befitting GIG's status as the second busiest international airport in Brazil and an important gateway to the country, a number of operational and service enhancements were rolled out immediately to strengthen the passenger experience. These included more information counters, round-the-clock bilingual customer service agents, new signage, revamped baby care facilities as well as refreshing landscaping to liven up the terminal.

In the area of commercial offerings, 11 new F&B outlets were brought in to broaden the selection, and 13 retail kiosks selling a range of products were set up for added passenger convenience. Major long-term commercial contracts with strategic partners in the areas of duty free, advertising and car parking have also been secured. To better meet passenger needs, an MOU with the Accor Group to offer

3- and 4-star accommodation with more than 300 rooms was signed after engaging hotel operators in a competitive process to build a landside hotel.

On the airside, works are underway to reconfigure the apron. With space optimisation and new aircraft parking positions created, airlines will have more flexibility in boarding and disembarking.

With the 2016 Summer Olympics in mind, the company is ramping up its efforts in airport expansion, maintenance and development in time to welcome international guests to Brazil. Leveraging CAI's experience in the 2014 Winter Olympics at Sochi, GIG will be geared up in terms of infrastructure and service quality to handle high traffic volumes and heightened passenger expectations.

## RUSSIA

The four airports in Russia's Krasnodar region managed by Basel Aero – Sochi, Krasnodar, Gelendzhik and Anapa – continued to perform well with passenger traffic growing 25% in 2014, reaching 7.7 million passengers. CAI is a 30%-shareholder in Transport AMD-2 Limited, which owns Basel Aero and holds a majority or 100% stake in the four airports.

Following the success of the 2014 Winter Olympics, International Airport Sochi continued to ride the waves of other major international events such as the F1 Grand Prix, International Investment Forum and World Robot Olympiad to serve a record number of passengers, crossing the three million mark in annual passenger traffic for the first time in 23 years.

Besides an expansion of links to other Russian cities, the introduction of the Open Skies Policy in Sochi since October 2014 has seen new or increased international flight connections, further boosting traffic volume. Commercial space has been revamped with the opening of a new world-class duty paid store, The Store Sochi, in the domestic departure lounge in March 2014. The store is operated by a joint venture between Nuance-Dufry and Basel Aero.

For its strong performance in 2014, Sochi beat other competing airports to the prestigious "Airport of the Year" title, introduced at the 18<sup>th</sup> Wings of Russia award, the national awards for airlines and airports. All four airports also swept top awards in their respective traffic categories at the National Airport Infrastructure Show & Civil Aviation 2015. Sochi also received the award for best airport investment project at the same event.

In terms of airport expansion, Krasnodar Airport has doubled its terminal capacity by expanding both international and domestic terminals to cater to growing traffic and to increase the commercial space. Plans are underway for a second runway and a brand new terminal complex at Krasnodar Airport, and a 10,000 sqm airport complex in Anapa Airport. The expansion will be accompanied by enhancements to airport facilities to boost passenger experience.

In February 2015, a consortium formed by CAI and its Russian partners also won a tender to acquire shares in Vladivostok International Airport. Strategically located at the crossing of two air routes between Russia's Far East and Asia Pacific, the airport will play an important role in the region's air transportation system development. CAI is in active discussions with the relevant parties on the terms of the deal.



2 Premium comfort offerings at a VIP lounge in Sochi International Airport.

## INDIA

Durgapur Aerotropolis, the greenfield airport city in West Bengal being developed by Bengal Aerotropolis Projects Limited (BAPL) made significant progress during the year. CAI has a 36.3% stake in BAPL.

Kazi Nazrul Islam Airport (KNIA), part of the Durgapur Aerotropolis, is India's first operational private Greenfield airport out of 15 which were notified under India's Greenfield Airport Policy. KNIA secured its aerodrome licence from India's aviation regulator in April 2015. Following this, Air India started six-weekly Durgapur–Kolkata (and vice versa) flights while Pinnacle Air began operating four-weekly Kolkata–Durgapur–Bagdogra–Cooch Behar (and vice versa) services. Helicopter services by Pawan Hans Limited, the largest helicopter operator in India, have been operating between Durgapur and the cities of Kolkata and Shantiniketan since 2013.

CAI provided BAPL with technical advisory services throughout the development of KNIA. These included the review of the airport master plan, airport readiness and commissioning, operations, commercial and airline route development. CAI will continue to play a significant role in BAPL in these areas.

As the next stage of the project will involve township development, BAPL has secured industrial township status from the Government of West Bengal. This will engender the formation of an autonomous Industrial Township Authority to govern the airport city, thus providing greater administrative effectiveness and efficient operations of township management services.



**3** Kazi Nazrul Islam Airport is India's first operational private greenfield airport.

**4** (Next page) A spacious terminal building greets passengers at King Fahd International Airport.

## MYANMAR

In October 2014, a consortium which includes CAI won a bid to develop Hanthawaddy International Airport (HIA). The proposed HIA will provide capacity for higher traffic to Metropolitan Yangon and Myanmar, and is expected to become a major airport in ASEAN given its future role as the gateway to a large emerging economy of more than 50 million people. HIA, about 80 km northeast of downtown Yangon, is to provide an initial capacity of 12 million passengers a year. CAI is currently in discussion with the local authorities to finalise details and terms of the project.

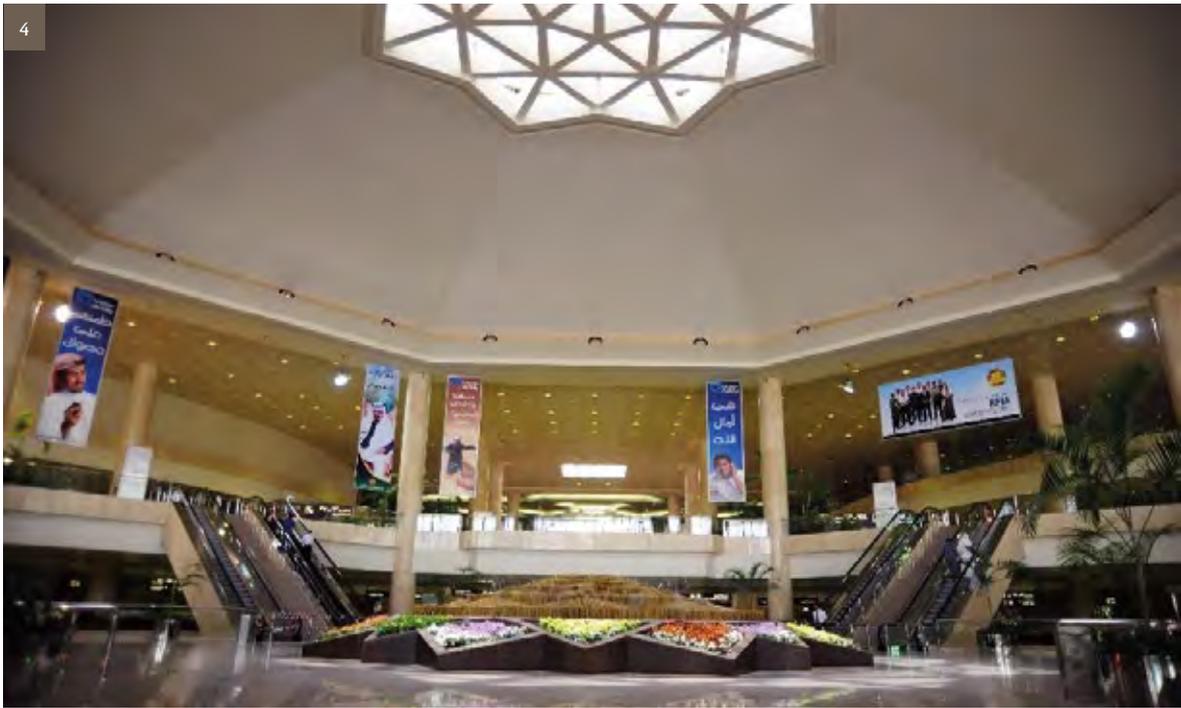
## SAUDI ARABIA

The success of a six-year management services contract to manage and operate King Fahd International Airport (KFIA) in Dammam resulted in the General Authority of Civil Aviation extending the contract with CAI for the maximum permissible period of seven months. During this extension, CAI's resident team as well as visiting experts from CAG continued to work alongside local management to support the development of the airport – an important aviation hub serving the Eastern Province of Saudi Arabia.

The partnership with CAI has enabled KFIA to achieve unprecedented growth in the number of airlines, passenger traffic and city links. KFIA is now served by 35 airlines and has added 15 new destinations since 2008 to develop a global network of 65 cities – a remarkable increase of 30%. In 2014, the airport handled almost 8.5 million passengers, a growth of 12%, which beat competitor airports in the region for the second consecutive year. International traffic increased by 10% with new airlines and increased services from existing ones, and it now accounts for more than half of KFIA's passenger traffic. This positive momentum in international traffic continued in the first quarter of 2015, growing by over 16%.

For passengers travelling through KFIA, the most marked difference is the increased vibrancy of the airport. Besides playgrounds and landscaped gardens, there is a wider range of retail and F&B offerings. In 2014, 21 new retail and F&B outlets were introduced or re-negotiated. In addition to international restaurant outlets and coffee chains, a first-of-its-kind "home cooked" Saudi cuisine was introduced in a restaurant, reflecting the unique, hospitable Saudi culture.

In terms of cargo services, CAI collaborated closely with KFIA and the Saudi Customs to plan and implement the new multi-modal Cargo Village facility at KFIA. Opened in April 2015 with DHL Express, NAQEL, SMSA Express, TNT and UPS as anchor



tenants, the facility offers direct access to Saudi Arabia and bypasses the need for cargo to transship through neighbouring countries. Once implemented, the Cargo Village Masterplan will change the way logistics is viewed in the Gulf Region.

To ensure knowledge transfer, CAI also put together an intensive staff training programme tailor-made for all management levels. The programme, which has chalked up over 9,000 training days since its inauguration in 2011, has helped to develop a skilled airport management team to drive KFIA's strategic initiatives.

### ITALY

In April 2015, CAI completed the commercial consultancy project at the East Hub of Rome Fiumicino Airport. The project's main goal was to enhance passenger's experience through developing a unique retail and dining environment. CAI was entrusted with the tasks of improving passenger flow, optimising shop penetration, and reorganising product offerings whilst showcasing the rich culture of Rome.

CAI provided new insights from passengers' profile, behaviour and preferences to improve and refresh the product mix and dining offerings. Applying its expertise in commercial development, the retail layout was also reconfigured and right-sized according to the passenger flow and traffic forecast respectively. Beyond this, CAI also exceeded the expectations of the clients by incorporating new, game-changing retail concepts to showcase core product categories and selected brands, heightening the overall retail experience.

### MALDIVES

In December 2014, CAI inked a consultancy deal with the Maldives Airport Company Ltd (MACL) to help expand and develop Ibrahim Nasir International Airport – the main international gateway into the Maldives. The expansion, set against the backdrop of the nation's rising trade activity and a fast-growing tourism industry, will enhance the airport's capacity to meet increasing traffic. To support MACL's goal in developing the airport's long-term capacity and commercial potential, CAI is engaged to review and provide recommendations for the existing passenger terminal, proposed airport master plan and conceptual design of the new passenger terminal. Under the agreement, CAI will also offer its expertise to improve the airport's commercial offerings and activities.

### FUTURE PLANS

CAI will continue to play a key role in developing its airport assets to ensure their sustainability and profitability in the competitive global aviation market. For GIG, which is preparing for the 2016 Summer Olympics, infrastructure development and quality service will be the two main pillars of focus to ensure a seamless passenger experience.

To strengthen its investment and consultancy portfolio, CAI will continue exploring new opportunities with long-term potential in regions such as Latin America, Middle East, Russia, India, China and Southeast Asia, where it can value add and help grow airports to their full potential.



# DEEPENING OUR ROOTS





*CAG regards its 1,700-strong workforce as its most valuable and critical asset. We believe that ordinary people working together towards a common mission can achieve exceptional results – to deliver the world's best airport experience and anchor Singapore as the premier air hub in the region.*

1 CAG staff at the company's 5<sup>th</sup> Anniversary celebrations.

Developing our people and cultivating a motivated workforce is a top priority for the organisation. We seek to develop skills and leadership capabilities, as well as create a conducive and positive working environment to attract and retain talent. CAG's focus and commitment to people development was recognised and affirmed at the 2014 Randstad Awards, where CAG was named one of the three most attractive employers in Singapore, based on a nation-wide survey about companies and their employment practices.

### INSPIRING INSIGHTS

Every CAG staff plays a unique role that contributes to the organisation's success. As such, CAG recognises the need to equip employees at all levels with the guidance and necessary skill sets for them to be effective in their roles.

FY2014/15 saw ample training and development opportunities for CAG staff. The fourth instalment of the Learning Festival, themed "Making Ideas Happen", was held in January 2015. The festival brought staff on a journey of exploration and

sharing of experiences that were meant to inspire the turning of vision into reality.

A key highlight of the festival was the inaugural TEDXChangiAirportGroup session. It offered bite-size, idea-driven talks from 15 inspiring entrepreneurs, photographers, writers and subject experts to engage and inspire CAG staff – with the hope of changing their attitudes, minds and ultimately their lives. Ten speakers from CAG also shared their life stories and professional experiences, captivating audiences through their personal experiences and amusing anecdotes. These sharings, which covered personal values and key work concepts gleaned from the speakers' own experiences over the years, served as a source of inspiration.

As part of the festival, Learning Journeys were also organised for staff to learn about the best practices and concepts from other organisations such as Google and New Majestic Hotel. The festival concluded with a closing keynote by Ms Isabel Cheng, Chief Marketing Officer from Wildlife Reserves Singapore. She shared the challenges of striking a balance between maintaining conservation efforts while constantly striving to develop exciting leisure offerings so that Singapore's award-winning attraction can stay ahead.

Efforts to inspire and develop CAG employees also targeted senior management. The 360-degree feedback exercise, which was introduced in FY2013/14, was cascaded to all Senior Vice Presidents and Vice Presidents in FY2014/15. Each individual invited their supervisors, peers as well as subordinates to provide feedback. This was consolidated and analysed by an external consultant before being provided to the individual concerned. Each individual also received a two-hour coaching session by the consultant to help them work on areas for development.

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## TRANSFORMING THE WORKPLACE

Over the past year, CAG saw the addition of over 250 new staff to its family. As a company on a growth trajectory and with more staff expected to join in the years ahead, there is a need to expand and reconfigure existing office spaces to accommodate a larger workforce with new needs. As such, CAG embarked on the Workplace Transformation project in FY2014/15. In March 2015, we completed Phase 1 with the overhaul of an office in Terminal 1,

accommodating teams from Facilities Management and Engineering & Development.

We believe that the workplace is also a cornerstone for building culture and a tool to attract and retain talent. With about half of our employees aged 35 years and below, our workplace must support the collaborative workstyles of the IT-savvy, socially plugged-in millennials. The new office concept has been designed to encourage collaboration and open communication, while cognisant of the need for quiet and private spaces. A bit of Changi has been introduced into the design, with pleasant interiors, more natural light, and modern technology to support the evolving work styles of our employees, allowing them to work productively while engendering a sense of CAG community and pride. The entire project is expected to be completed in early 2017.

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## STRENGTHENING BONDS

To celebrate CAG's fifth year of corporatisation, a week-long celebration was organised in July 2014. Based on the theme of "Celebrating five years of achievement", the festivities kicked off with an exhibition on CAG's growth journey at the Multi-Purpose Hall, complete with interactive booths set up by various divisions. Two Learning Journeys were also organised for CAG staff to visit and discover for themselves other functions of the airport that they do not get to see in their daily course of work.

The celebrations culminated in a dinner party held at the Marina Cruise Centre, where the space was transformed for a night of celebrations. The audience was treated to performances by CAG colleagues, as well as a special appearance by local celebrities.

To share the stories of inspiring CAG staff, Human Resource also published a book entitled "Extraordinary", comprising stories of recipients of the Core Values Award in the last three years. The book amplifies the behaviour, effort and accomplishments of exemplary CAG staff, celebrating those who have upheld the core values of the company and touched the lives of their colleagues.

These stories reflect CAG's desire to build Terminal H (for heartware), in order to achieve a deeper engagement by the people for one another and a company culture that is enriching and enjoyable, with a strong sense of belonging for all.



*CAG believes that actively giving back to the community and caring for the environment it operates in, engenders a workforce that takes pride in the work that it does. In running the company, the Group focuses not just on growing the business, but also on how it can have a positive impact on its stakeholders and the planet.*

**1** *CAG staff and NorthLight School students having a friendly game of soccer as part of the Saturday Night Lights programme.*

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### COMMUNITY

Since it was founded in 2012, CAG's philanthropic arm, Changi Foundation, has been actively involved in projects for disadvantaged youths, its adopted social cause. Over the past three years, more than 1,000 youths have been impacted by the programmes and activities organised by the Foundation.

For example, Changi Foundation partnered NorthLight School, set up by the Ministry of Education for students with difficulty handling the mainstream curriculum, to develop a comprehensive suite of complementary educational and after-school programmes for students at different levels. These programmes run alongside the school curriculum and are tailored specially for different developmental needs. Knowledge from classroom lessons is supplemented by real-life learning exposure, which aids the students in their development and better prepares them for the workforce.

Younger students are given direct academic support through the Reading Programme, where students are guided by CAG volunteers who invest their time each week to give personal coaching to students

who have been identified by their teachers to be weaker in their literacy skills.

Year 2 students get an insight to working at Changi Airport through the Youth Passport Programme. This one-day programme introduces to the students the many job opportunities available at the airport which they can consider when they enter the workforce in future. The students also glean a better understanding of the exciting and challenging work environment at Changi Airport.

For Year 3, the students go through the Career Development Programme which prepares them to join the workforce. Leveraging Changi Airport's multi-faceted operations, which range from airport operations to hospitality and retail, students are given the opportunity to be attached to one of the many roles available at Changi Airport for greater exposure and learning. With the support of our airport partners, students are offered on-the-job training and mentoring by supervisors, to help anchor what they have learnt in school and in their earlier programmes with Changi Foundation.

During the year, Changi Foundation also ran several other co-curricular programmes for the NorthLight School students to enhance character development, instill positive values and foster friendships. The Community Service Learning Programme, which is conducted for Co-curricular Activity groups, helps deepen soft skills such as empathy and cultivating a heart for others through community service, as well as hard skills such as effective project management. The CAG-Saturday Night Lights Central Programme, which celebrated its first anniversary on 11 October 2014, is another such programme that has yielded encouraging results among its participants. Since its inception, more than 60 students have benefited from the weekly training sessions, which not only provide coaching in football skills, but also inculcate positive values among the students, such as a strong sense of discipline, being a team player and persevering together towards a common goal. More importantly, it provides a safe and conducive environment for the youths to spend their Saturday nights in positive company.

The annual CAG-Howe Yoon Chong Book Prize which is presented to youths from less privileged backgrounds to pursue their further education, saw more than 100 students receiving the award on 23 September 2014. Together with their family members, the attendees were also treated to an exclusive tour of the numerous attractions that make Changi Airport a special place for many.

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## ENVIRONMENT

As manager of one of Singapore's major transport infrastructure – occupying over one million square

metres in floor area – CAG is mindful of the ecological footprint that Changi Airport's large-scale operations may have on the environment. Environmental sustainability is hence an important consideration in the day-to-day running of the airport as well as in its future-planning.

CAG's environmental policies form the bedrock of the approach to safeguarding the environment even as passenger and aircraft traffic continue to grow. The policies cover energy efficiency, water conservation, waste management, as well as noise pollution. They help ensure that all activities at the airport are carried out in a responsible manner that minimises the overall impact to the surrounding environment and community.

On 20 and 21 November 2014, Changi Airport organised its second airport-wide Recycling Day which saw airport partners coming together to do their part in recycling. The event was well-received by the airport community, with more than double the number of agencies taking part compared to the previous year. A total of 27 companies contributed to the recycling effort, which eventually culminated in more than four tonnes of recyclables being collected over the two days. Beyond the collection, the event also helped to raise awareness among the 40,000-strong airport community on the importance of recycling and also the different types of wastes that could potentially be given a new lease of life.

In May 2015, CAG was awarded the Green Mark Award by the Building & Construction Authority for the upcoming Terminal 4. The Green Mark Award recognises excellence in building design and takes into account quality and environmental sustainability. This award for Terminal 4 follows those which have been given for Changi Airport's other three terminals. These awards are both an encouragement and a testament to CAG's efforts that go into planning for a sustainable future.

As a show of support for conservation efforts, CAG participated in Earth Hour on 28 March 2015 for the seventh year running. All decorative lights within the airport were switched off for an hour from 8.30pm, and non-critical operational lights were dimmed. All three terminals participated in Earth Hour to demonstrate CAG's commitment to environmental sustainability.

In 2014, CAG also embarked on two substantial energy improvement projects: The first being the replacement of the existing Terminals 1 and 2 pier chillers with more efficient ones, helping CAG to improve the efficiency of the two pier chillers by up to 40%. The other project was the progressive replacement of lights with LED lighting at various areas across all terminals, cutting back on electricity usage.



*CAG continued to deepen engagement and build stronger bonds between Changi Airport and the online community during the year, through its social media efforts on platforms such as Facebook, Instagram, LinkedIn, Twitter, Weibo and YouTube.*

*1 Changi organised its first Instameet for local Instagrammers, to tap into their creative talents for artistic perspectives of the airport.*

Changi Airport's social media persona, *Fans of Changi*, aims to reach out to travellers around the world to generate awareness of the airport's offerings and to connect audiences directly with the Changi brand.

Through social media, we interact and converse with fans and followers, bringing to the digital sphere the personal touch that is an integral part of Changi's Service DNA. Through informative and engaging content, as well as interactive and fun contests, CAG leverages social media in creative ways to build brand affinity.

During the year, CAG continued to maintain excellent engagement levels on its social media platforms. With more than 648,000 fans as at March 2015, our *Fans of Changi* Facebook page remains the world's largest airport Facebook page, with one of the highest engagement levels. To showcase Changi's many retail brands, we launched a Facebook contest, *Changi Brands Mania*. This proved to be our most successful campaign to date, attracting close to 13,000 participants. On top of that, we held 'Social Media Month' at the start of FY2014/15. This was a month full of activities for our fans and followers where we worked with our retail and airline partners to run a series of exciting flash contests. Over the course of the month, we acquired over 23,000 new fans and attained healthy engagement levels among our following.

Through a consistent feed of visually stunning images that are a mix of original as well as crowdsourced photos, @FansofChangi on Instagram also continued to be the most followed airport account with 20,000 followers, maintaining its steady growth. To engage some of its biggest fans on Instagram, CAG organised its first 'Instameet' in December 2014, inviting a small group of 20 fans to an exclusive airport tour. They had the opportunity to indulge in the Changi Experience for a day – touring and taking beautiful pictures of the airport's facilities, such as the gardens, rooftop swimming pool and movie theatres. This engagement programme resulted in more than 200 inspiring photographs of Changi Airport published on Instagram in the weeks following.

Our @FansofChangi Twitter account plays multiple roles – serving as a quick response customer service channel, raising awareness of the airport's latest offerings and improving engagement with passengers and visitors. While phone calls and emails continue to be popular means of enquiry and giving feedback, Twitter provides another real-time option for Changi Airport to serve its customers. With a follower base of 35,000, @FansofChangi has a high Twitter engagement rate, even when compared to brands in other regions of the world where Twitter is more popular.

In July 2014, CAG launched its presence on LinkedIn, allowing the company to reach out to a different audience segment. With a focus on corporate branding and recruitment, CAG aims to build thought leadership and reach out to aspiring jobseekers and other stakeholders through LinkedIn by giving them a glimpse into CAG as an organisation and employer. In less than a year,

CAG has grown its LinkedIn follower base by more than three folds to 14,000 as at March 2015.

Separately, for its Chinese-speaking audience in Greater China, Changi Airport's Weibo page serves as a key source of information and engagement. The platform provides a convenient means for Chinese-speaking passengers to seek answers on a wide range of topics, from clarifications on Singapore visa requirements to information about retail offerings at Changi.

As part of its social media outreach, CAG collaborates with young, emerging talent and key influencers to produce interesting, inspiring content with the potential to generate buzz online. For example, in mid-2014, we worked with Milton Tan, a budding videographer to capture the hustle and bustle of the Changi Airport airfield. The end result was a dramatic clip of Changi Airport's flight movements at night – akin to fireflies zipping in and out every few seconds. The captivating video, entitled "The Air Traffic 2", was picked up by media as far away as North America and created online buzz, attracting over 300,000 views.



## SOCIAL MEDIA AWARDS WON IN FY2014/15



'BEST SOCIAL  
MEDIA PRESENCE –  
AIRPORT'  
2014 Skifties  
Social Media Travel  
Awards



'BEST OVERALL USE  
OF SOCIAL MEDIA  
(AIRPORT)'  
2014 SMITTYS  
Travel + Leisure  
magazine



'BEST DIGITAL  
COMMUNICATIONS  
STRATEGY'  
Silver – 2015 PR  
Awards



'BEST USE OF  
BLOGGERS'  
Bronze – 2015 PR  
Awards

2 The 'Air Traffic 2' video depicts the buzz of Changi Airport as an aviation hub.

# AWARDS & ACCOLADES

## 2014

<i>Date</i>	<i>Awards</i>	<i>Publication/Organisation</i>	<i>No. of Times</i>
Apr	Airport Authority with the Most Supportive Approach to Travel Retail	Duty Free News International & Travel Retailer International	7
May	Best Airport in the World	Business Traveller, Middle East	11
May	Best International Airport of the Year	TravelWeekly China	7
May	Best Airport in the World	Ultratravel Magazine	8
Jun	Best Airport – Asia	Cargonews Asia	28
Jul	Best Airport for Frequent Travellers	Business Traveller, Germany	21
Jul	Best Airport in Asia Pacific	Frequent Business Traveler	2
Jul	World's Best Airport	Travel + Leisure	2
Sep	Best Airport in the World	Condé Nast Traveller, UK	9
Sep	Best Airport in the World	Business Traveller, Asia Pacific	23
Sep	Best Airport in Asia Pacific	Business Traveller, Asia Pacific	5
Oct	Travel Hall of Fame – Airport	Travel Trade Gazette, Asia	12
Oct	Best Airport in the World	Business Traveller, UK	27
Oct	Asia's Leading Airport	World Travel Awards	11
Oct	Long Haul Airport of the Year	Selling Long Haul	11
Nov	Best Airport in the World	Business Traveller, China	10
Nov	Best Airport	Condé Nast Traveller, India	4
Dec	World's Leading Airport	World Travel Awards	9

## 2015

<i>Date</i>	<i>Awards</i>	<i>Publication/Organisation</i>	<i>No. of Times</i>
Jan	Best Airport in the World	Business Traveler, US	22
Jan	Deficiency-Free	International Federation of Airline Pilots Associations (IFALPA)	34
Jan	Top Worldwide Airport	Wanderlust	13
Feb	Best Airport	Travel and Leisure, China	1
Mar	Best Airport in Asia Pacific	DestinAsian	10
Mar	World's Best Airport 2015	Skytrax	6

