



**Singapore Airlines Group
Analyst/Media Briefing
FY2012-13 RESULTS
17 MAY 2013**

**THE PARENT AIRLINE
FY2012/13
RESULTS**

THE PARENT AIRLINE COMPANY RESULTS – FY2012/13

	4Q/12 \$million	Better/ (Worse) \$million	2012/13 \$million	Better/ (Worse) \$million
Total Revenue	2,999	(17)	12,387	317
Total Expenditure	3,068	(42)	12,200	(311)
- Fuel Cost	1,233	18	4,979	(90)
- Fuel Hedging Gain	(20)	-	(28)	8
- Ex-fuel Cost	1,855	(60)	7,249	(229)
Operating (Loss)/Profit	(69)	(59)	187	6
Operating (Loss)/Profit Margin (%)	(2.3)	(2.0) pts	1.5	-

Slide 3

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THE PARENT AIRLINE COMPANY OPERATING PERFORMANCE – FY2012/13

	4Q/12	% Change	2012/13	% Change
Available Seat-KM (million)	29,261	+2.4	118,264	+4.3
Revenue Pax-KM (million)	23,004	+3.7	93,766	+6.8
Passenger Load Factor (%)	78.6	+1.0 pt	79.3	+1.9 pts

Slide 4

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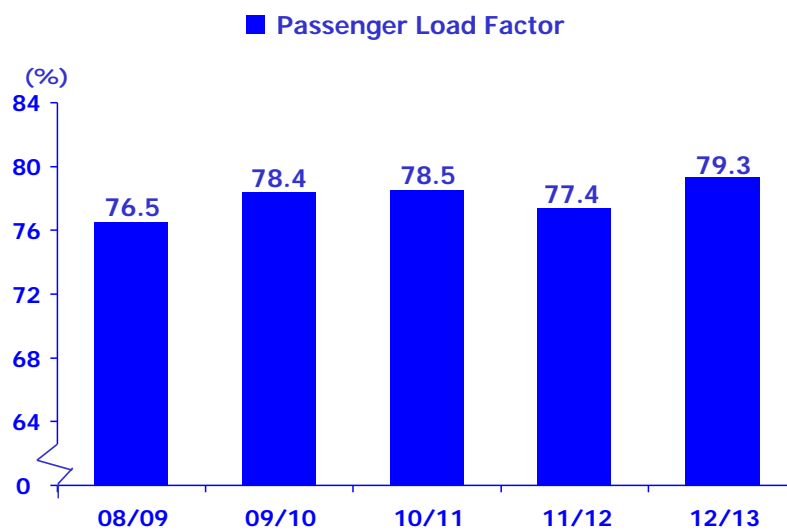
THE PARENT AIRLINE COMPANY OPERATING PERFORMANCE – FY2012/13

	4Q/12	% Change	2012/13	% Change
Passenger Yield (¢/pkm)	11.2	-4.3	11.4	-3.4
Passenger Unit Cost (¢/ask)	9.4	-	9.2	-
Passenger Breakeven Load Factor (%)	83.9	+3.6 pts	80.7	+2.7 pts

Slide 5

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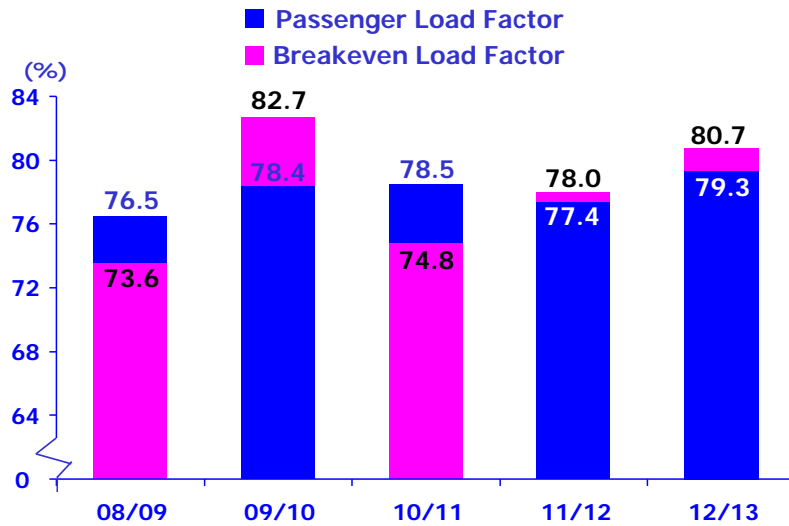
THE PARENT AIRLINE COMPANY OPERATING PERFORMANCE



Slide 6

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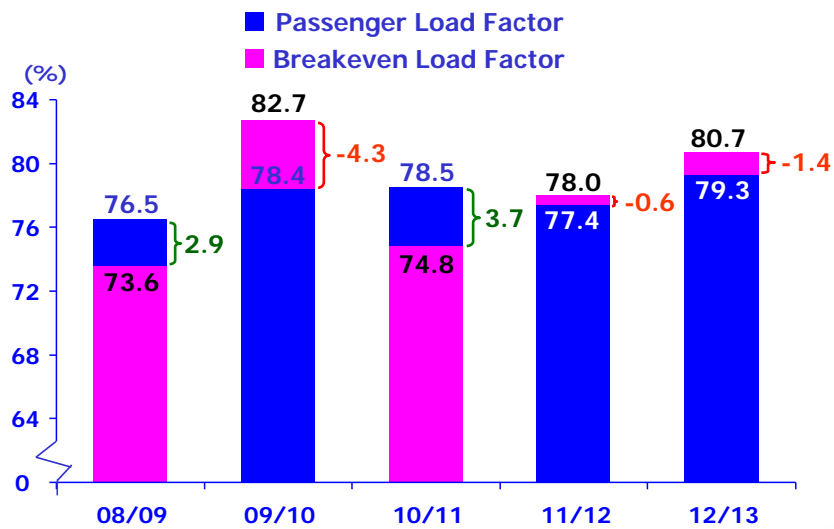
THE PARENT AIRLINE COMPANY OPERATING PERFORMANCE



Slide 7

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THE PARENT AIRLINE COMPANY OPERATING PERFORMANCE

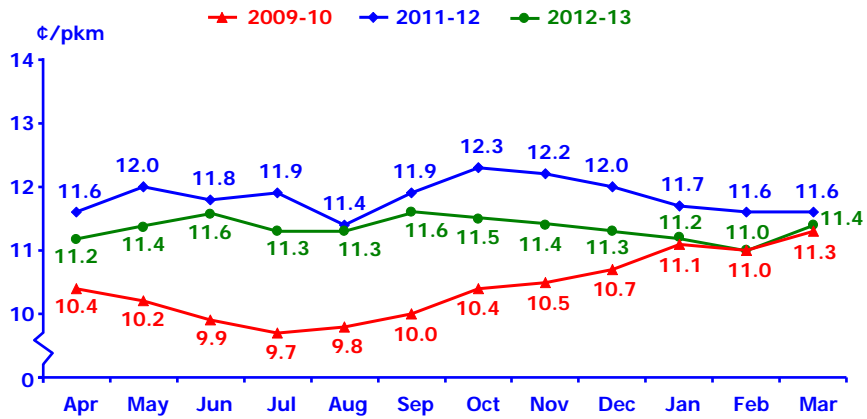


Slide 8

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THE PARENT AIRLINE COMPANY - PASSENGER YIELD

Monthly Pax Yields (Including Fuel Surcharge)

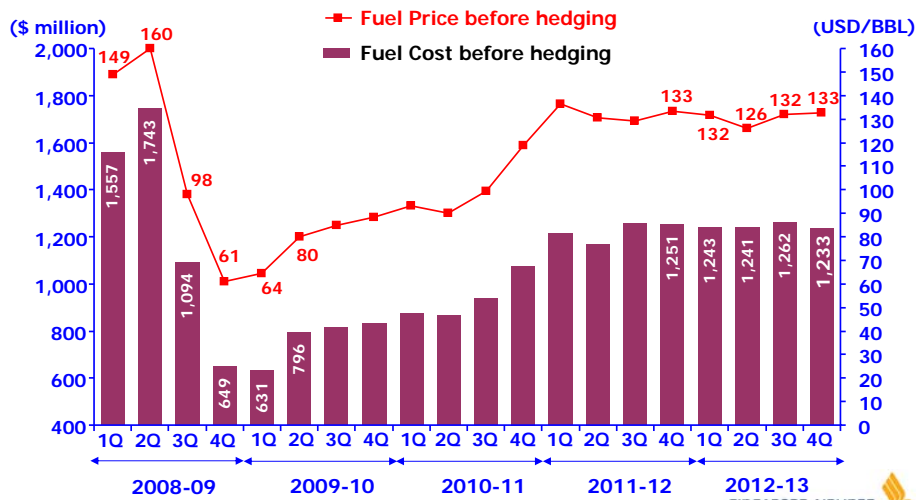


Slide 9

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THE PARENT AIRLINE COMPANY FUEL PRICE AND EXPENDITURE - TREND

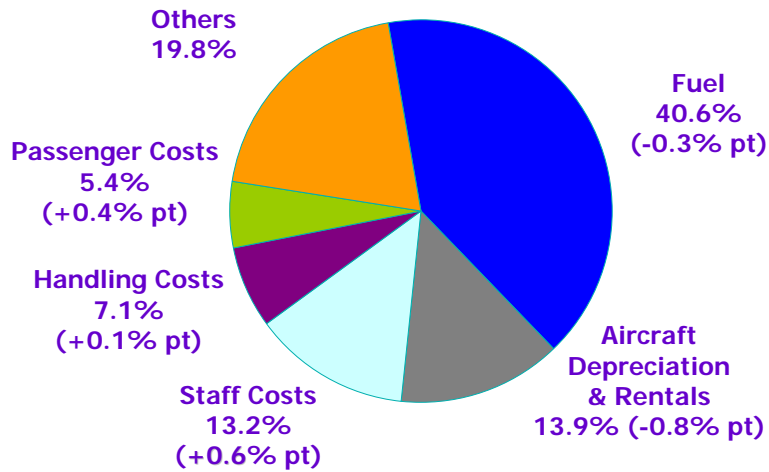
Fuel Price Before Hedging



Slide 10

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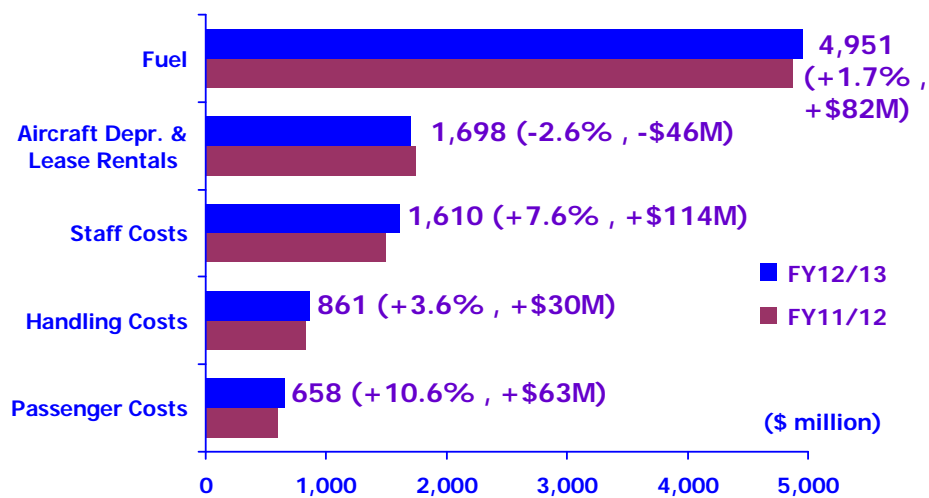
THE PARENT AIRLINE COMPANY COST COMPOSITION – FY2012/13



Slide 11

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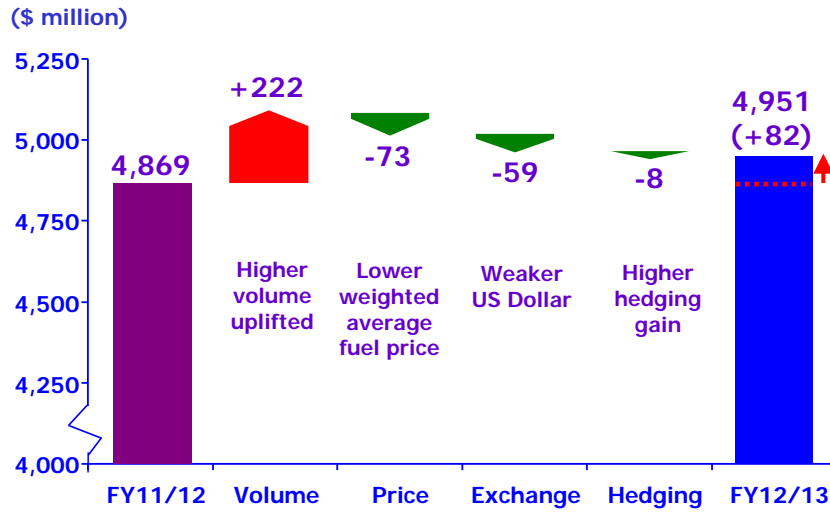
THE PARENT AIRLINE COMPANY TOP 5 EXPENDITURE – FY2012/13



Slide 12

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THE PARENT AIRLINE COMPANY FUEL EXPENDITURE – FY12/13



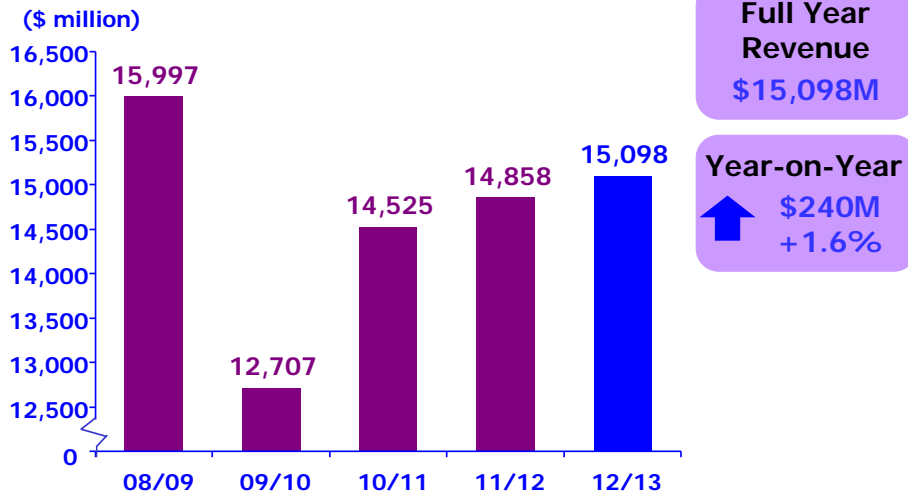
Slide 13

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THE GROUP FY2012/13 RESULTS

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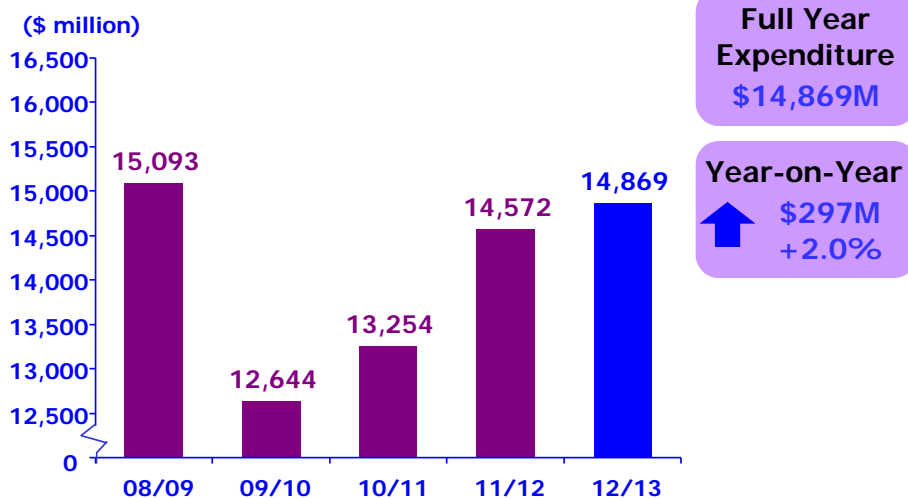
GROUP REVENUE – FY2012/13



Slide 15

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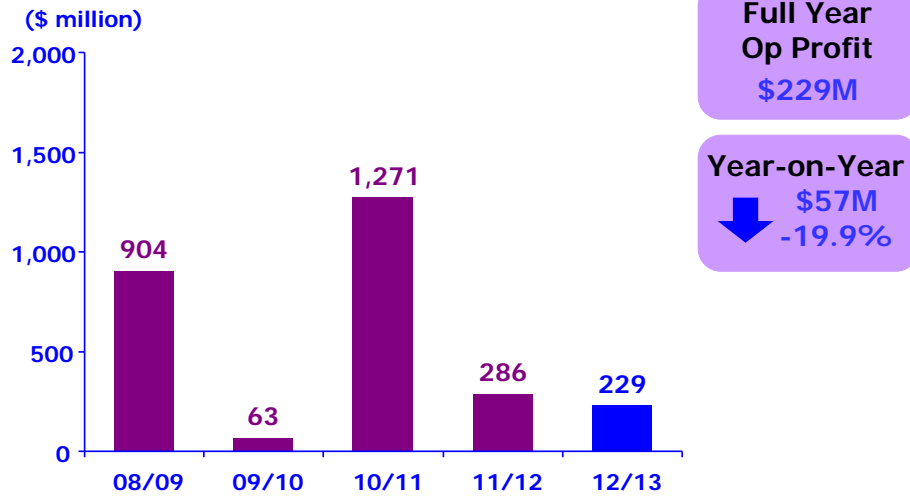
GROUP EXPENDITURE – FY2012/13



Slide 16

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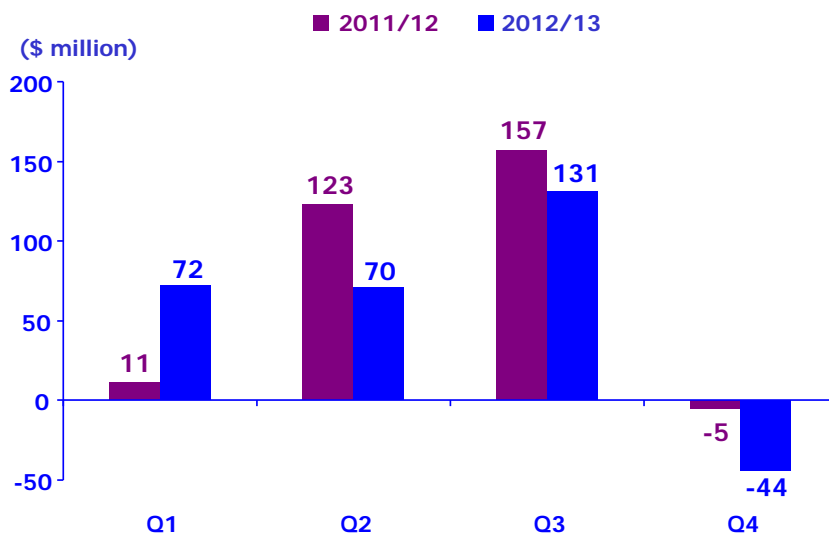
GROUP OPERATING PROFIT – FY2012/13



Slide 17

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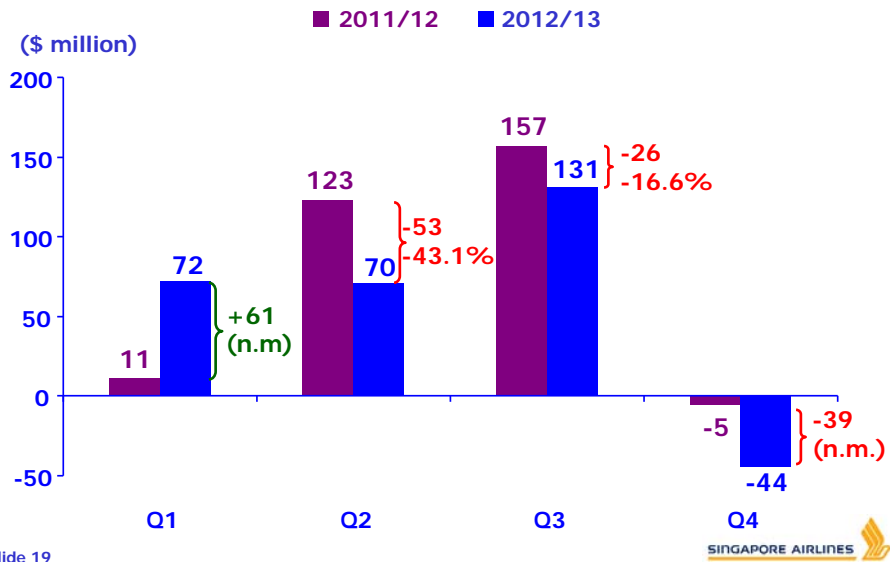
GROUP OPERATING PROFIT – FY2012/13



Slide 18

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GROUP OPERATING PROFIT – FY2012/13

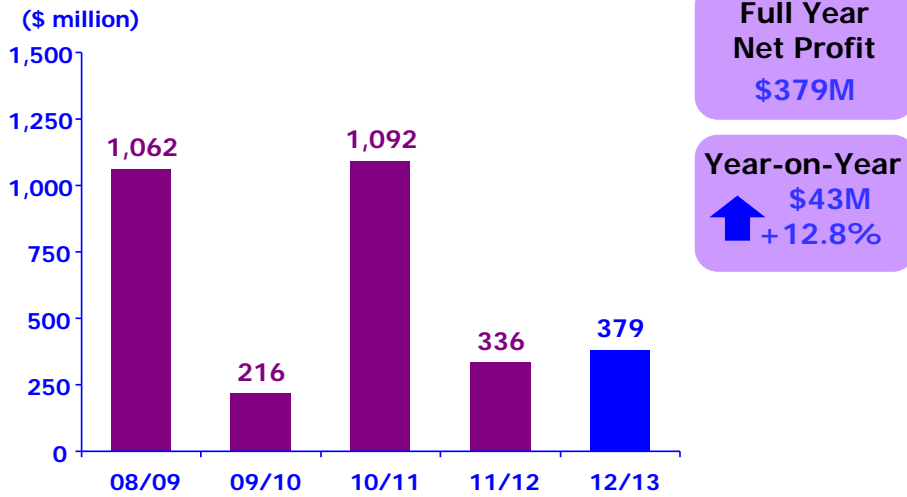


CONTRIBUTION TO GROUP OPERATING PROFIT – FY2012/13 (\$ million)

	2012/13	2011/12	Change	% Change
Singapore Airlines	187	181	+ 6	+ 3.3
SIA Engineering	128	130	- 2	- 1.5
SilkAir	97	105	- 8	- 7.6
SIA Cargo	(167)	(119)	- 48	- 40.3

Slide 20

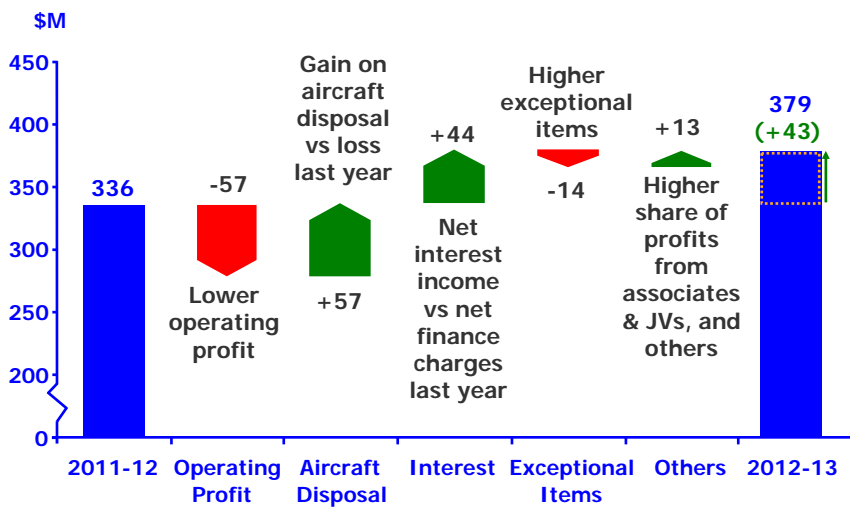
GROUP NET PROFIT – FY2012/13



Slide 21

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GROUP NET PROFIT – FY2012/13



Slide 22

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DIVIDENDS – FY2012/13

	<u>2012/13</u>	<u>2011/12</u>
Earnings Per Share (¢)	32.2	28.3
Interim Dividend Per Share (¢)	6.0	10.0
Proposed Final Dividend Per Share (¢)	17.0	10.0
Total Ordinary Dividend Per Share (¢)	23.0	20.0

Slide 23

SINGAPORE AIRLINES 

FLEET DEVELOPMENT - SIA

	<u>No. of Aircraft</u>
Operating Fleet at 31 March 13	101
IN: Delivery of A330-300	+ 6
Delivery of B777-300ER	+ 3
Reinstatement of B777-200ER	+ 2
OUT: Decommissioned B777-200	- 6
Decommissioned A340-500	- 5
Operating Fleet at 31 March 14	<u>101</u>

Slide 24

SINGAPORE AIRLINES 

FLEET DEVELOPMENT - SLK

	<u>No. of Aircraft</u>
Operating Fleet at 31 March 13	22
IN: Delivery of A320-200	+ 2
Delivery of B737-800	+ 2
OUT: Decommissioned A320-200	- 2
Operating Fleet at 31 March 14	<hr/> 24 <hr/>

Slide 25

FLEET DEVELOPMENT - SCOOT

	<u>No. of Aircraft</u>
Operating Fleet at 31 March 13	4
IN: Delivery of B777-200	+ 1
Operating Fleet at 31 March 14	<hr/> 5 <hr/>

Slide 26

GROUP CAPITAL EXPENDITURE

	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>	<u>FY17/18</u>
Aircraft	1,650	2,100	2,800	2,350	2,900
Other Assets	200	200	150	100	100
Total	1,850	2,300	2,950	2,450	3,000

Slide 27

GROUP FUEL HEDGING POSITION

- Percentage hedged
for period Apr 13 to Mar 14
(%) 57
- Avg hedged price
for period Apr 13 to Mar 14
(USD/BBL - Jet Fuel) 119

Slide 28

MEETING CHALLENGES



SIA'S ACHIEVEMENTS

Top 50 World's Most Admired Companies

Top Worldwide Airline

Best International First and Business Class Award

Best A380 Product

Asia's Leading Airline

Slide 30

singaporeair.com

THANK YOU
FOR MAKING US
THE WORLD'S MOST AWARDED AIRLINE

We are honoured to have received these most recent awards

FORBUNE® MAGAZINE THE WORLD'S MOST ADMIRABLE COMPANIES® 2013
Top 50 World's Most Admired Companies

WANDERLUST TRAVEL AWARDS (UK) 2013
Top Worldwide Airline

HARBIN REPORT (CHINA) 2013
"BEST OF THE BEST" RANKING
Best International First & Business Class Award
Best A380 Product

BUSINESS TRAVELLER (ASIA PACIFIC) 2012
Best Airline
Best Asia-Pacific Airline
Best Business Class
Best Airport Lounge
(Singapore Airport Changi Airport)

CONDÉ NAST TRAVELLER (USA) 2012
BUSINESS CHOICE AWARDS
Best Foreign Airline

WORLD TRAVEL AWARDS 2012
Asia's Leading Airline
Asia's Leading Airline Business Class
Asia's Leading Airline Lounge



CHALLENGING ENVIRONMENT

- Sluggish recovery in United States
- Europe debt crisis
- High fuel prices
- Keen Competition

Slide 31

SINGAPORE AIRLINES 

ONGOING INITIATIVES

- Grow Asia and Australia network
- SQ – MI synergy
- Airline partnerships
- Portfolio of airlines - Tapping different market segments
- Products & Services

Slide 32

SINGAPORE AIRLINES 

ONGOING INITIATIVES

- Grow Asia and Australia network

Slide 33

GROW ASIA & AUSTRALIA NETWORK

SIA Group Weekly Flight Frequency			
Destination	2013	2010	% Growth
Australia	133	92	+45%
China	133	78	+71%
India	99	80	+24%
Southeast Asia	464	365	+27%

Slide 34

ONGOING INITIATIVES

- Grow Asia and Australia network
- SQ – MI synergy

Slide 35

SQ – MI SYNERGY

- Greater coordination between SQ and MI in network planning and sales efforts from 2011

% Change from 2010 to 2012

Number of flown bookings
with both SQ & MI segments + 43%

Slide 36

ONGOING INITIATIVES

- Grow Asia and Australia network
- SQ – MI synergy
- **Airline partnerships**

Slide 37

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AIRLINE PARTNERSHIPS

% Change from 2011

Increase in destinations outside
of SQ network as a result of
code-sharing + 41%

Increase in SQ marketing flights
per week on code-share partners + 59%

Slide 38

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AIRLINE PARTNERSHIPS

Virgin Australia

- First codeshare agreement in Jun'11

	<u>Jun'11 vs Jun'13</u>
Increase in SQ/MI flights between Singapore and Australia per week	+ 20
Increase in Available Seat-Kilometer between Singapore and Australia per week	+ 18%

Scandinavian Airlines

- Joint-service operations commenced in Feb'13
- SQ increased frequency to Copenhagen from 3 to 5 flights per week

Slide 39

ONGOING INITIATIVES

- Grow Asia and Australia network
- SQ – MI synergy
- Airline partnerships
- **Portfolio of airlines – Tapping different market segments**

Slide 40

TAPPING DIFFERENT MARKET SEGMENTS

Fast growing market

Asia Pacific	5-Year CAGR from 2008 to 2012
Full Service Carriers	+5%
Low Cost Carriers	+20%

Market share of Low Cost Carriers

Region	Market Share of LCCs as of Apr'13
Europe	38%
United States	31%
Asia Pacific	24%

Slide 41

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TAPPING DIFFERENT MARKET SEGMENTS

Scoot

- Started operations in Jun'12 with two B772s
- Fleet grew to four B772s as at Mar'13
- Plus one B772 in Apr'13
- Expected delivery of 20 B787s from end-2014

Tiger Airways

- Support recent fundraising, potential increase in shareholding from 32.7% to 46.5%

Slide 42

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ONGOING INITIATIVES

- Grow Asia and Australia network
- SQ – MI synergy
- Airline partnerships
- Portfolio of airlines – Tapping different market segments
- **Products & Services**

Slide 43

SINGAPORE AIRLINES 

PRODUCTS & SERVICES

- **Continue to innovate and push boundaries**
- **Upcoming exciting offerings**
 - New Seats on second tranche of B777-300ER
 - New Inflight Entertainment System
 - New Lounge Design Concept
- **Customer Experience Management**

Slide 44

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CUSTOMER EXPERIENCE MANAGEMENT

Objectives

- **360° view** of our customers
- **Proactive** and **personalized** services at all possible touch points
- Deliver an enhanced travel experience that focuses on **meeting more of our customers' travel needs**
- Take SIA's service leadership to a higher level

Project Status

- Technology partner identified, to be announced soon
- Soft skills training commenced in early 2013

Slide 45

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ONGOING INITIATIVES

- **Grow Asia and Australia network**
- **SQ – MI synergy**
- **Airline partnerships**
- **Portfolio of airlines - Tapping different market segments**
- **Products & Services**

Slide 46

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