



Singapore Airlines' 44th AGM
Overview of Strategic Initiatives
29 July 2016

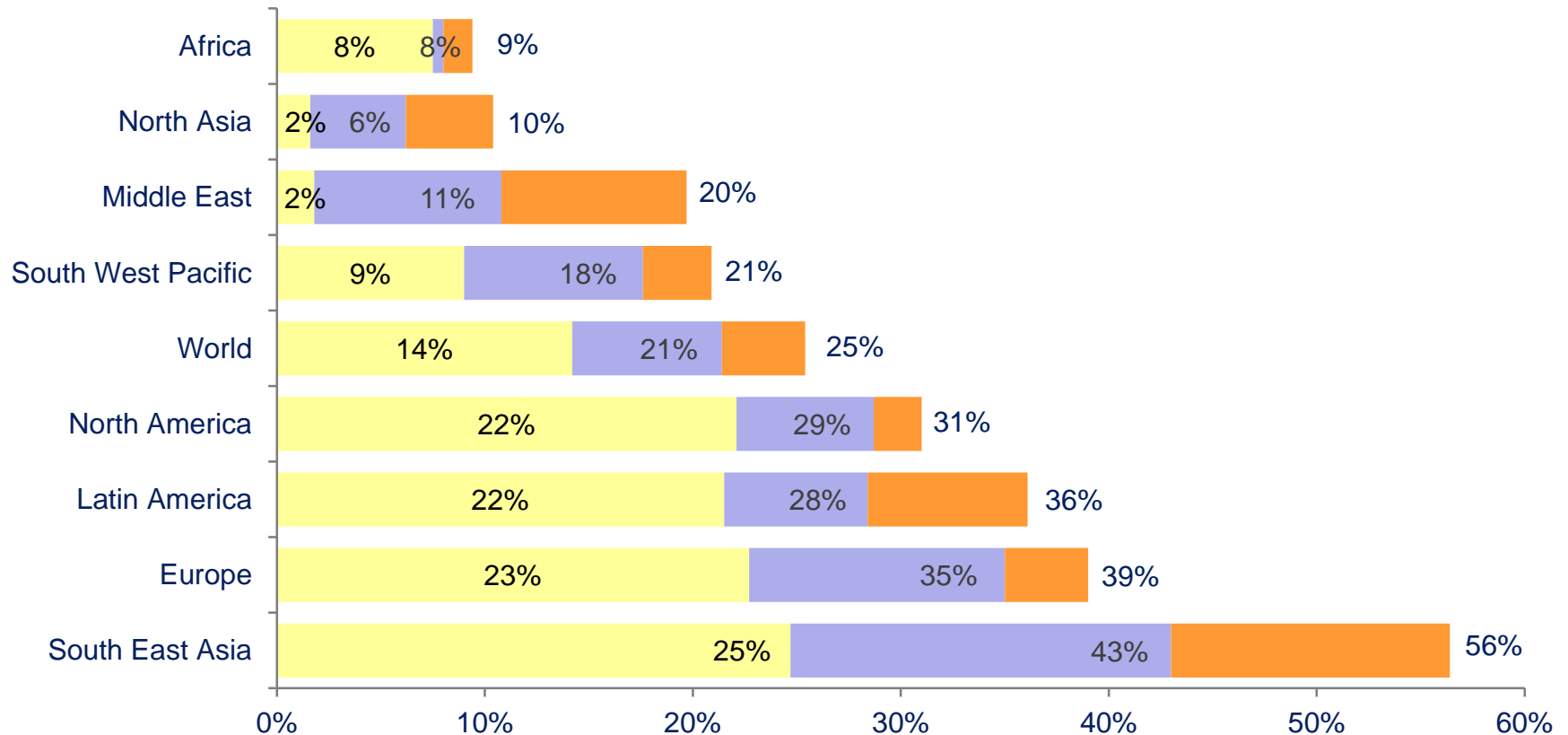
STRUCTURAL CHANGE IN THE INDUSTRY

- Growth of Middle Eastern Airlines**
- Expansion of Low-Cost Carriers (LCCs)**

LCC PROLIFERATION

LCC Capacity Share (%) of Total Seats

2005 2010 2015



☐ Southeast Asia has world's highest LCC penetration rate

KEY STRATEGIES



Strengthening our Premium Positioning



Portfolio



Multi-Hub



New Business Opportunities

STRENGTHENING OUR PREMIUM POSITIONING

PRODUCTS & SERVICES



Customer
Experience
Management
system

IFE
Enhance-
ments



Premium
Economy and
First/Business
Class retrofits

SilverKris
Lounges



STRENGTHENING OUR PREMIUM POSITIONING



• Modern Fleet

- 2016 – Launch of A350-900
- 2017 – New cabin products (A380)
- 2018 – Re-launch of ultra-long-range flights to NY and LA as A350-900ULR launch customer
- 2018 – New medium-haul cabin products on A350 & B787-10

NETWORK



• Strengthening Key Markets

- Growth of European and US footprint
- New Destinations
 - Dusseldorf
 - Non-stop to San Francisco
 - Canberra & Wellington
- Expanding network & connectivity through partnerships

KEY STRATEGIES



Strengthening our Premium Positioning



Portfolio



Multi-Hub



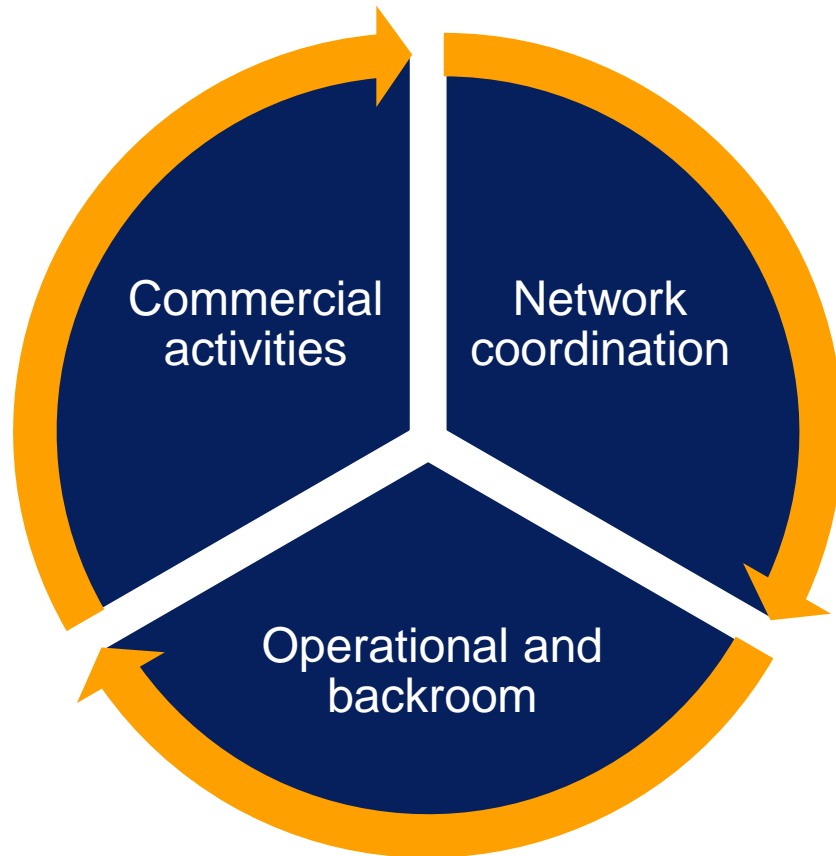
New Business Opportunities

PORTFOLIO



PRIVATISATION OF TIGER AIRWAYS

DELISTING COMPLETED ON 11 MAY 2016



Enables:

- Seamless cooperation in all aspects of the business
- Full synergies within the SIA Group
- Strengthening of benefits to SIA Group Portfolio Strategy
- New profit generation opportunities

KEY STRATEGIES



Strengthening our Premium Positioning



Portfolio



Multi-Hub



New Business Opportunities

MULTI-HUB

- New growth engines in large and expanding markets
- Complements and strengthens Singapore hub through synergies



vistara

- Taps into large and growing Indian market
- Complements SIA's operations to the West



nokscoot

- Strong budget travel market
- Avenue for Scoot to grow beyond the Singapore hub

KEY STRATEGIES



Strengthening our Premium Positioning



Portfolio



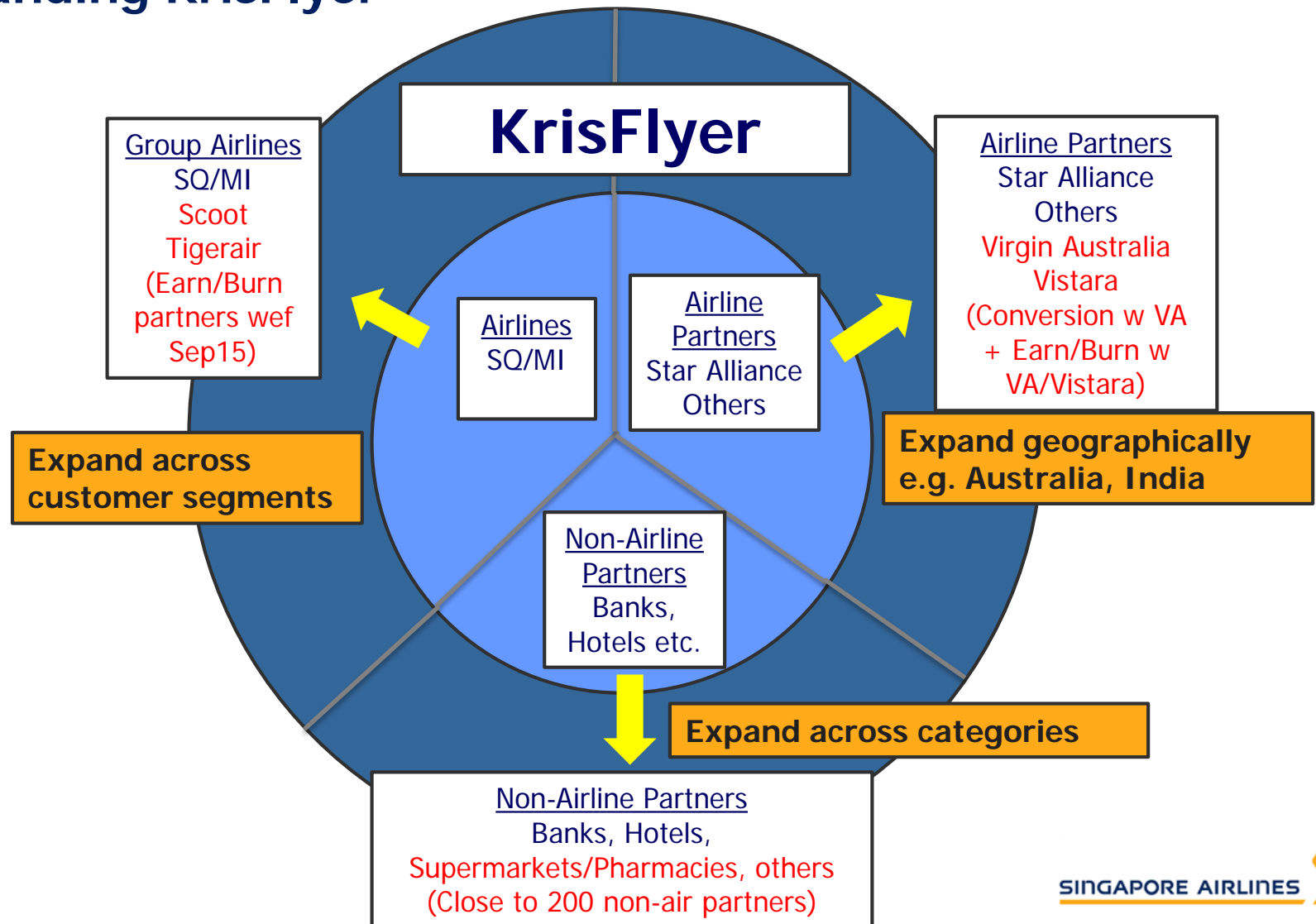
Multi-Hub



New Business Opportunities

NEW REVENUE & BUSINESS OPPORTUNITIES

Expanding KrisFlyer



NEW REVENUE & BUSINESS OPPORTUNITIES

Airbus Asia Training Centre

- Inaugurated on 18 Apr 2016 at the Seletar Aerospace Park
- 22 customers have signed up for training courses
- AATC has five full flight simulators for the A320, A330, A350 and A380 currently
- Once fully functional, AATC will be able to accommodate more than 10,000 trainees a year





THANK YOU