

SINGAPORE AIRLINES

46TH ANNUAL GENERAL MEETING

27 July 2018

Strategic Developments

SIA's Key Strategies

- Strengthening Premium Positioning
- Portfolio
- Multi-Hub
- New Business Opportunities

Strengthening Premium Positioning

Delivery of A380 with all-new cabin products

- A380 fleet to be progressively retrofitted
- New industry-leading cabin products, with enhanced *KrisWorld* experience



First to fly 787-10 with new regional Business Class

- First airline group in the world to operate all three variants of Boeing's Dreamliner family of aircraft
- Fully lie-flat beds and direct aisle access for Business Class



Strengthening Premium Positioning



Fleet renewal and investment

- Nearly US$50B worth of aircraft on order as a Group



A350-900ULR

- Late 2018 – Expansion of non-stop services to USA, including New York and Los Angeles



777-9 and 787-10

- US$13.8B order signed with Boeing for 20 777-9s and 19 787-10s
- Caters for additional growth and fleet modernisation through the next decade

Portfolio



Completion of Scoot and Tigerair Integration

- Enhanced synergies with both LCCs under a single brand from 25 July 2017



Completion of SIA Cargo Re-integration

- Seamless re-integration on 1 April 2018
- Greater efficiencies through support functions being handled by respective SIA Divisions



Planned Integration of SilkAir into SIA

- More than S$100m investment to enhance customer experience
- SilkAir to be merged entirely into SIA after sufficient number of aircraft fitted with new cabin products
- Will help drive growth for SIA Group



The SIA Group serves 139 passenger destinations

Multi-Hub

- Investments in strategic markets
- Complements and strengthens Singapore hub through synergies

vistara

- Serving 22 destinations across India
- 21 A320 aircraft in service
- Preparing to launch international operations from 2H 2018
- Recently announced US$3.1 billion orders for Airbus and Boeing aircraft



- 9 destinations and 5 777-200s
- Network to expand following ICAO safety upgrade of Thai aviation sector

New Revenue & Business Opportunities

Singapore CAE Flight Training Pte Ltd

- Equally-owned JV for pilot training in Singapore
- Operations due to commence in August 2018
- To provide full range of initial type rating and recurrent training programmes for Boeing 737 MAX, 747, 777 and 787 aircraft types

Travel Retail Joint Venture

- Travel retail JV with DFASS and SATS under KrisShop and Scootalogue brands
- Transforms existing programmes into omni-channel e-commerce platforms

Transformation Programme & Digital Initiatives

Positioning SIA for Growth

Revenue Uplift	Sustainable Operational Excellence	Enablers
Revenue Mgt & Pricing *(KM3, Fare Family)*	Cabin Crew	Sales Force Effectiveness
Pricing Playbook	Pilot	
Future Group Network Strategy	Overseas Ground Handling & Catering	Customer Experience
Ancillary *(e.g., cabin upgrade, insurance)*	Inflight Services	
Loyalty *(e.g., sales of miles)*	SIA – SATS Joint Program	Simplify@SIA
Merchandising Platform *(incl. personalization)*	Engineering	
KrisShop	SIA – EC Joint Program	Digital
	Customer Contact Center	
	Fuel Efficiency	Organisational Redesign
	Ground Services	

Staff Engagement / Communication

Transformation PMO

Positioning SIA for Growth



Revenue growth

- Rollout of new revenue management system (KM3) and airfare pricing structure
- Centralisation of pricing unit overlaid with introduction of new pricing playbook
- Data-driven decision making through application of test and learn techniques



Customer service and operational excellence

- Establishment of Customer Experience Division alongside Customer Service & Operations to drive greater focus on development and service delivery
- Future contact centre blueprint
- Integrated crew planning
- Working differently with strategic partners
- Improving fuel efficiency

Positioning SIA for Growth



Investing in digital capabilities

- Launch of Digital Innovation Blueprint
- Ramping up IT staff recruitment to build capacity and new competencies
- New digital curriculum for staff
- Launch of KrisPay - world's first blockchain-based airline loyalty digital wallet



Organisational effectiveness

- Adoption of agile and new processes
- Simplification
- Review of staff benefits and working environment

Three-year Transformation programme on track with good progress to date



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THANK YOU