

SINGAPORE AIRLINES

SIA ANNUAL GENERAL MEETING

29 July 2019

Key Strategies



Strengthening Premium Positioning



Portfolio



Multi-Hub



New Business Opportunities

Strengthening Premium Positioning







Significant fleet renewal and investment

- Ordered more than USD50 billion worth of aircraft as a Group, for growth and fleet modernisation through next decade
- 22 new deliveries planned this FY
  - 16x A350, 6x 787-10

Expansion of non-stop US offerings

- First to Fly A350-900ULR
- Non-stop Seattle flights from Sept 2019

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Strengthening Premium Positioning

Enhancing our network

- New Destinations

  Full-service
  - Busan
  - Newark
  - Seattle

  Low-cost
  - Berlin
  - Kota Bahru
  - Nanchang
  - Pekanbaru

- Extensive growth in frequency on existing routes across all regions within the Group network





Portfolio

The SIA Group serves 135 destinations in 37 countries and territories



China
28 Points

India
13 Points

Southwest-Pac
12 Points

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Multi-Hub

- Investing in strategic markets to complement and strengthen SIN hub



- International operations to be launched on 6 August
- Singapore to be first international destination
- Inducting 50 A320/A321neos and 6 787-9s within next four years



- 10 destinations
- Fleet of 6 777-200s

New Revenue & Business Opportunities

SIA-CAE Flight Training Centre

- Operations commenced in Aug 2018 and currently operates 5 simulators
- Provides full range of initial type rating and recurrent training programmes for Boeing aircraft types

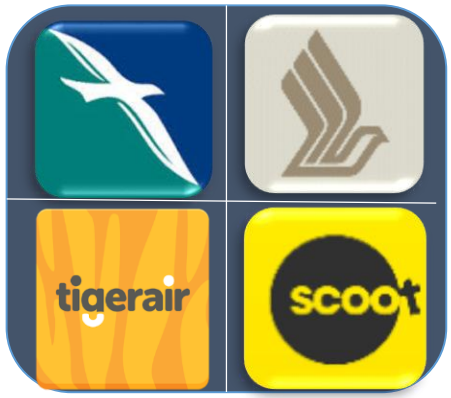
Premium Omni-channel Retailer

- Focus on omni-channel selling, fulfilment, digital marketing, curated products and services, and customer experience

TRANSFORMATION

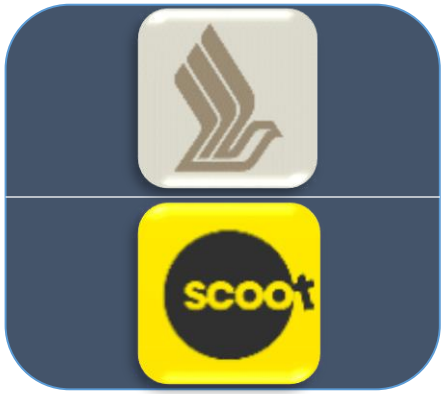
What have we achieved to date?

We are streamlining our portfolio of airline brands



FROM

Four Airline Brands



TO

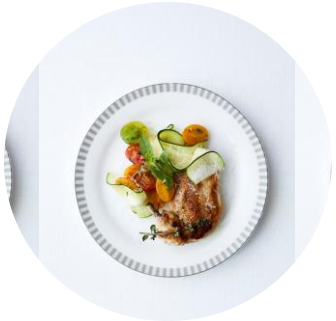
Two Airline Brands working in closer collaboration

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We continue to enhance product & service offerings



New Regional Business Class –
787-10 & A350 Medium Haul



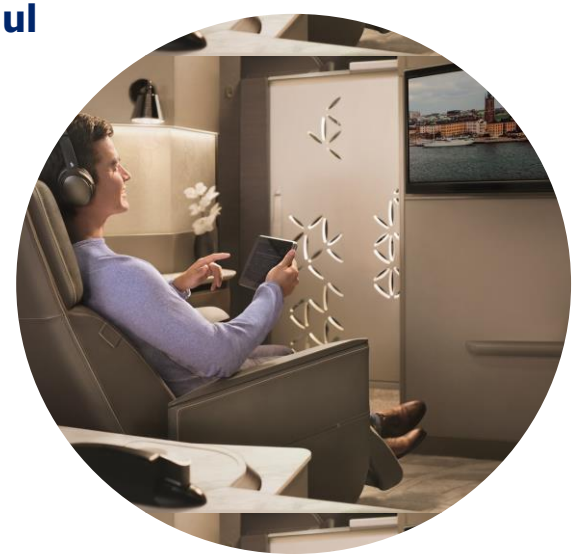
Enhanced personalisation &
in-flight wellness in F&B



ULR Flights to US



Expanded IFE Options &
WiFi Connectivity



A380 Retrofit &
New Cabin Products

Product upgrade for
SilkAir's fleet

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We have lifted our customer experience

Improved overall response time to resolve customers' issues

Enhanced products and services based on customer validation

More **personalised and seamless** customer experience

NPS trending upwards



We have enhanced our revenue generation capabilities



- **Commercial re-org to focus on key strategic areas & build deep domain knowledge**
- **Revamped processes & practices for speed-to-market, agility & accuracy**
- **Investment in new technology to be 'Best in Class'**
- **Revenue growth outpacing capacity growth**

We have enhanced our operational excellence

Higher operational efficiency from integrating pilot and cabin crew planning



Achieved 7% productivity gain from better crew planning efficiency

15% reduction in engineering-related delays

- **Predictive Maintenance**

Digital Transformation





Opening of KrisLab, SIA's Digital Innovation Lab

- Collaborative workspace to develop innovative ideas and co-innovate with external partners and start-ups to solve business challenges

We are investing in up-skilling and engaging our people

>70% of Ground staff received 'digital' training



Enhanced organisational capabilities

- analytics, operations
- reduce hierarchy + increase empowerment

Improvement in staff engagement score from Organisational Climate Survey 2019

And there is more to come…



Improving revenue generation and customer experience through **personalisation**



'Digital Ops' to deliver operational excellence

Investment & innovation in products & services





Infusing **'Vibrant Innovation Culture'**

Enhancing **employee experience**



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THANK YOU