

6 November 2015

The following is the text of an email from Scoot Chairman Ng Chin Hwee to Scoot staff this morning:

Dear Colleagues,

By now you would have seen the announcement from Singapore Airlines that a voluntary conditional general offer is being made for the shares in Tiger Airways that it does not already own. Given that Scoot has such a close relationship with Tiger, I am writing to provide additional context behind this important development.

Scoot was established to provide an additional engine of growth for the SIA Group. Today it is an important part of the SIA Group's portfolio strategy in which it has investments in both full-service and low-cost airlines, through which all key market segments are served.

We have much to be proud of since the establishment of Scoot. It is the fastest-growing airline within the SIA Group. And our unique *Scootitude* has won us numerous awards including the Best Low Cost Airline. The SIA Group has made clear that it believes firmly in what Scoot is doing, and is committed to the development of the airline over the long term.

Short-haul passenger feed is important for Scoot's continued growth, and Tiger is the ideal partner to provide that. Equally, we believe that feed and support from the SIA Group are important for Tiger's future growth prospects. Since SIA increased its shareholding in Tiger to a majority stake last year, ties between Scoot and Tiger have been strengthened. Both are benefitting financially from the joint services and we will be seeking cost synergies in other areas such as joint handling contracts and the use of a common reservations system. This transaction, if successful, is therefore important as it will enable both airlines to fully maximise the benefits of our deepening partnership, without any constraints of different ownership.

It is our current intention that should the transaction be successful, Scoot and Tiger will operate in parallel, while harnessing the full extent of synergies from much deeper co-operative links. It is a growth story for both airlines. Together, we believe that Scoot and Tiger can be better positioned for the future, and this means better prospects and more opportunities for all staff.

Yours sincerely,

Ng Chin Hwee

The following statement is pursuant to regulatory requirements:

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