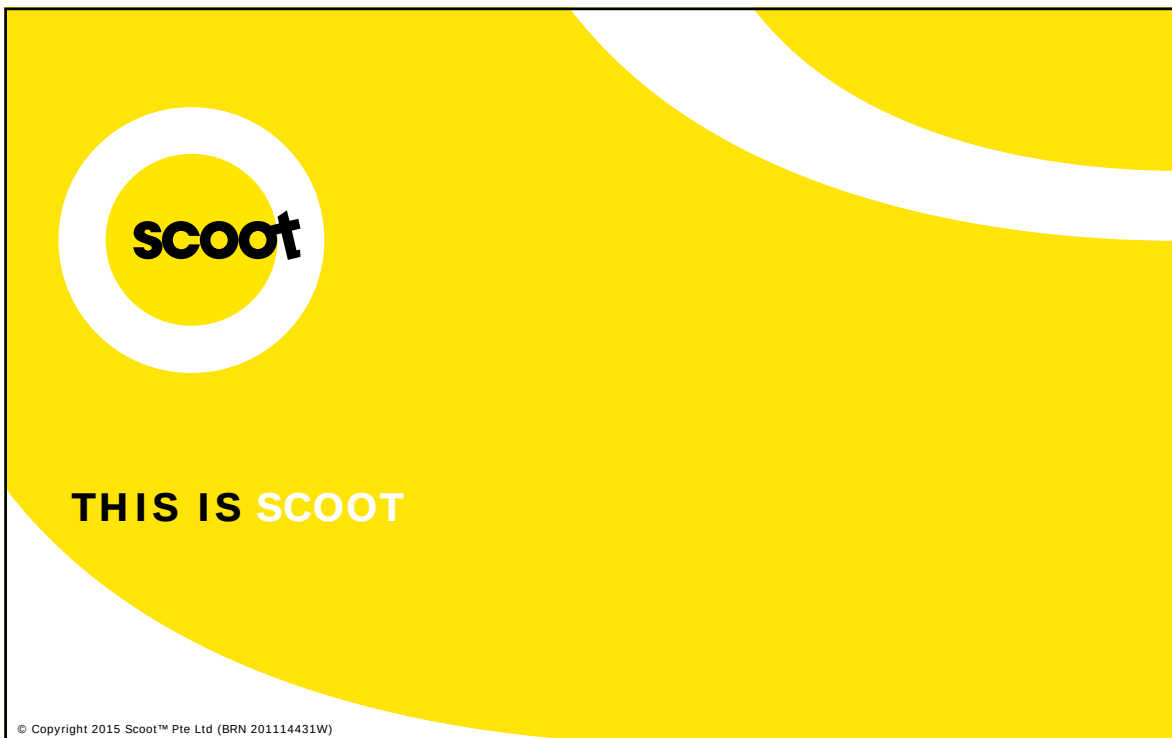




AGENDA

- Raison d'Etre & Business Formula
- Positioning Externally & Within SIA Group
- Fleet & Network
- Product
- Human Resources
- Operating Performance
- Financial Performance
- Q & A



May 2011:



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

LCC SHARE OF CHANGI'S PASSENGER TRAFFIC - 2004

0%...



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

LCC SHARE OF CHANGI'S PASSENGER TRAFFIC - 2012

33%



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

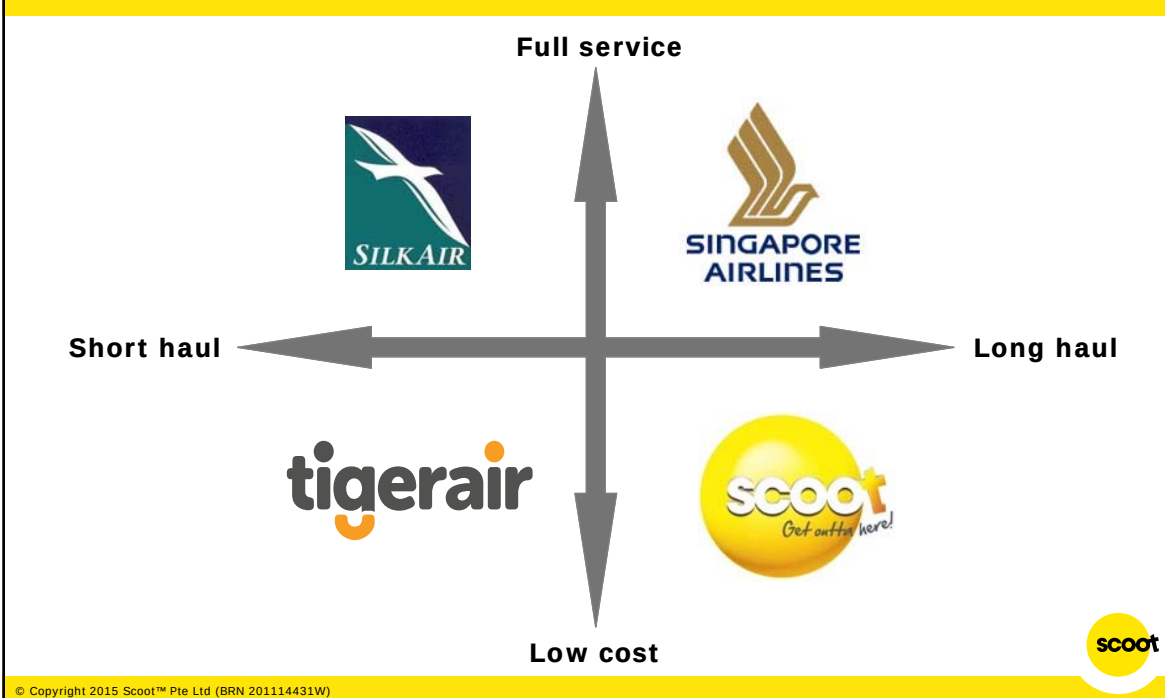
LCC CAPACITY SHARE IN S.E. ASIA

56%



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

POSITIONING WITHIN SIA GROUP AND COMPETITIVE LANDSCAPE



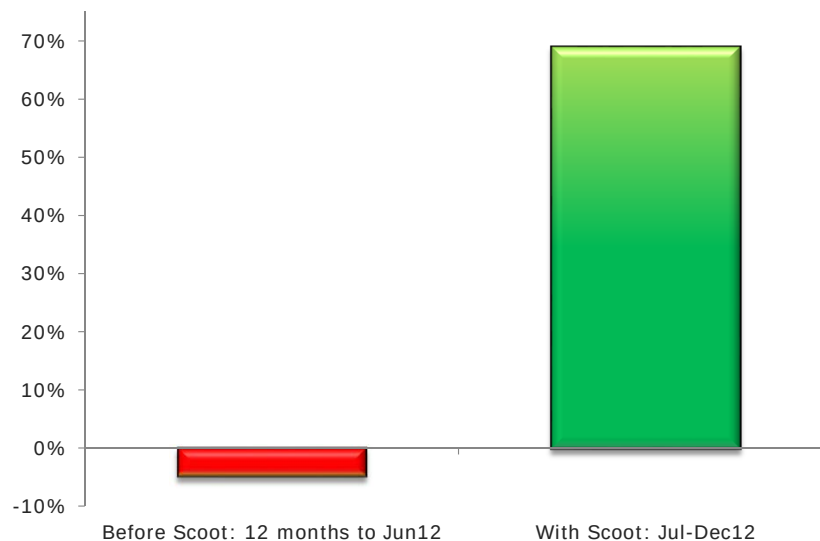
RAISON d'ETRE

- Complement the other Group airlines
- Introduce new routes to the Group
 - Gold Coast, Tianjin, Qingdao, Shenyang, Nanjing, Kaohsiung
 - Taipei-Seoul, Taipei-Tokyo, Kaohsiung-Osaka, Bangkok-Osaka
- Serve an existing Group route more profitably
 - Perth (iso TR), Hangzhou (iso MI)
- Tap an un- or under-served market segment on existing Group routes
 - Sydney, Melbourne

THEY'RE SCOOTIN' TO SYDNEY...

Singaporeans Holidaying in Sydney

% Change on Prior Year



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

SCOOT'S FORMULA

Drive high load factor through competitive pricing, enabled by low operating cost arising from:

- Seat density: 25% more
- Asset efficiency: 20% higher aircraft utilization
- Weight: 7% less
- Staff efficiency: Higher productivity-based component of remuneration
- Dis-aggregation: Provide only what passengers will explicitly pay for
- Simplification: Simplified interlining, recovering cost from pax
- Low overhead: Internet based distribution, outsourced services, No lounges, small administrative staff cohort.
- Non-fare revenue: more than 20% of total

Note: Comparison is like-vs-like for the 777-200 fleet



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

HUMAN RESOURCES

- Distinctly separate from SIA
 - Different employment contracts
 - Benchmarked against other low-cost airlines
- Employee origin
 - With minor exceptions, all staff have been recruited externally
 - Some have SIA background, augmented with other experience
 - Current secondees are CEO, Head of Flight Ops and Chief Pilot
- Unionisation
 - All-collar, in-house union



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

NON-COMMERCIAL COOPERATION WITH SIA

Professional Services	▪ Fuel hedging ▪ Treasury ▪ Internal audit ▪ Taxation ▪ Legal ▪ Property management	▪ Crisis management services ▪ International relations ▪ Flight operations technical support ▪ Some engineering technical support ▪ Some IT technical services
Procurement	▪ Aircraft & Engines ▪ Fuel ▪ Insurance ▪ Power-by-the-hour & engineering supplies ▪ Credit card merchant fee contracts ▪ etc.	



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)



BRANDING & POSITIONING

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

SCOOT'S BRANDING AND POSITIONING



- Unashamedly no frills
 - Fare includes seat only
 - Other products and services charged separately
 - Basic service recovery
 - Clear in conveying that passengers must take some responsibility for wellbeing
- Informal, engaging and inclusive
 - Not rigid or rote
 - Active engagement on Social Media
 - Open to all
- Quirky and fun
 - Slightly irreverent tone, to get people talking
 - Differentiate from SIA brand to minimise confusion
 - Positioning should neither offend nor alienate

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)



FULL SERVICE STYLE



*All around the world,
you're a great way to fly.*

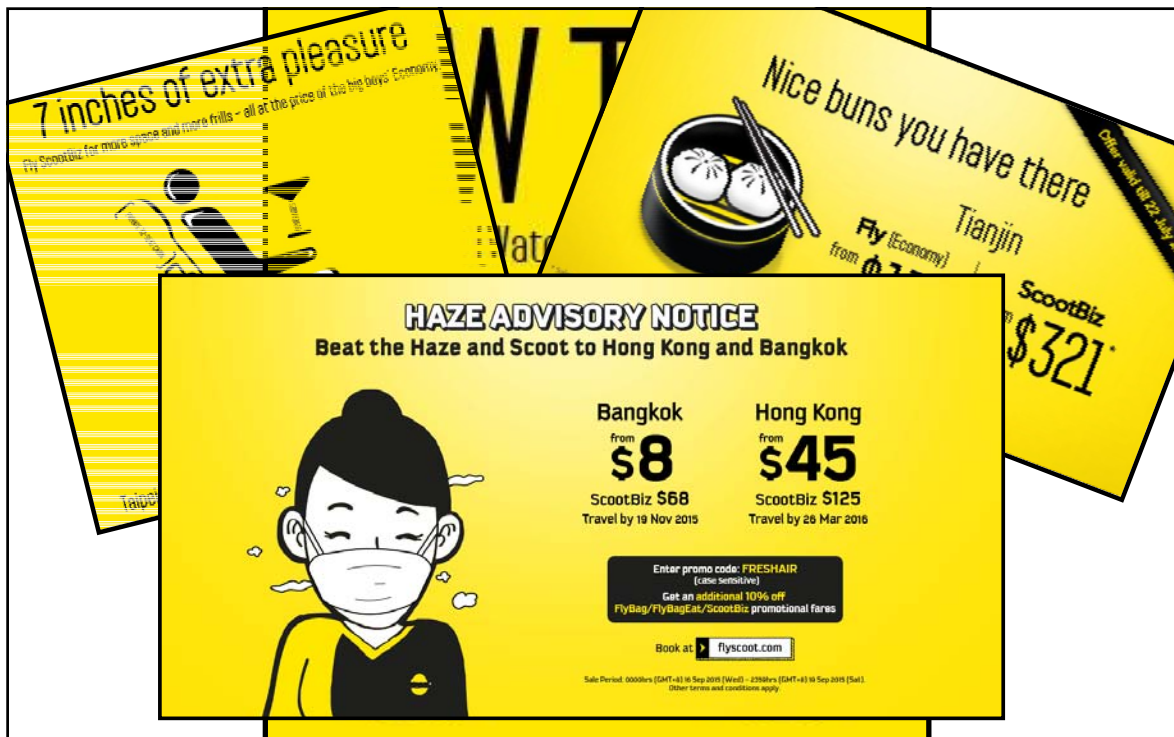
SILK AIR
The Regional Wing of Singapore Airlines
More journeys to discover at silkair.com

OUR GUESTS APPRECIATE THE LITTLE TOUCHES, LIKE PAIRING WINE INSTEAD OF JUST POURING IT.

Going beyond what's expected comes naturally on Silk Air's Business Class. Lavender to upen and comfort that soft your senses. Sample delectable, cuisine prepared with passion. And experience service that's as warm as it is heartfelt. Fly Silk Air to over 40 destinations in Asia and beyond. And cultivate an appreciation for fine travel.

scot

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)



7 inches of extra pleasure
Fly ScootBiz for more space and more frills - all at the price of the big boys' Economy

Nice buns you have there
Fly (Economy) Tianjin from \$321 ScootBiz \$321

HAZE ADVISORY NOTICE
Beat the Haze and Scoot to Hong Kong and Bangkok

	Bangkok	Hong Kong
from	\$8	\$45
ScootBiz	\$68	\$125
Travel by	19 Nov 2015	26 Mar 2016

Enter promo code: **FRESHAIR**
(cabin sensitive)
Get an additional 10% off
FlyBag/FlyBagCat/ScootBiz promotional fares

Book at flyscoot.com

Sale Period: 0000hrs (GMT+8) 16 Sep 2015 (Wed) - 2359hrs (GMT+8) 16 Sep 2015 (Sat).
Other terms and conditions apply.



FLEET & PRODUCT

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

ALL-787 FLEET

TRANSFORMATIVE LCC EXPERIENCE

- Exclusively-787 operator since Sep 2015
 - Sets Scoot apart from competitors
 - Only LCC offering Business Class product on selected routes



9

In fleet

11

On Order

20

Total (By 2019)





PRODUCT – SEATCOUNT AND ATTRIBUTES



Standard



Super



Stretch



ScootBiz

SEAT TYPE	COUNT (787-9)	COUNT (787-8)	PITCH	RECLINE	OTHER FEATURES
ScootBiz	35	21	38"	8"	Adjustable headrest; leg rest
Stretch	27	27	Over 34" (bulkhead)	6"	Adjustable headrest
Super	67	0	33-34"	6"	Adjustable headrest
Standard	246	287	31"	6"	None*
TOTAL	375	335	* Standard seats in 787-8 quiet zone have adjustable headrest		

PRE-PURCHASE AND ONBOARD F&B SELECTION

Check out our Scootilicious menu!

SCOOT CAFE

Designed by Scoot Menu Design Master Chen Y. Chen

HOT MEALS | s\$12

熱食餐 | 温かいお食事 | 따뜻한 식사

Nasi Lemak with Chicken and Fish Cake
椰菜菜飯配鸡肉和鱼饼
An iconic Asian Cuisine, Nasi Lemak - chicken chunks and fish cake, mixed with spicy sambal sauce paired with fragrant coconut rice. Definitely a must-try!

Beef Casserole
香炖牛肉
Fused pasta with tender beef cubes, chunky potatoes and carrots. Slow cooked in rich brown sauce with herbs and tomatoes. Flavourful and perfectly balanced, one you will love it!

Try!

SOUP

Get along the inner edge of the tray using the left provided and enjoy your steaming hot meal.

PREMIUM SELECTIONS

特餐 | プレミアムセレクション

ORDER ONLY
FLYSCOOT.COM

PURCHASE YOUR MEALS FOR YOUR NEXT SCOOT FLIGHT!

\$21.99 only

Includes a deluxe hot meal, two sides* and a drink.

Singapore Curry Chicken with Rice
新加坡香茅鸡
Singapore - Taipei
Kathryn - Singapore

Western Breakfast Set
西式早餐套餐
Singapore - Sydney
Singapore - Melbourne

Singapore Signature Chicken Rice
新加坡招牌鸡饭
Singapore - Sydney
Singapore - Melbourne
Singapore - Perth
Singapore - Hong Kong
Singapore - Taipei

Try!

Sweet and Sour Fish with Fried Rice
糖醋鱼配炒饭
Singapore - Beijing
Singapore - Hong Kong
Singapore - Taipei

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

INFLIGHT ENTERTAINMENT AND CONNECTIVITY

Inflight Wi-Fi

- Unlimited Wi-Fi connectivity in 3 fixed duration sessions – 1hr, 3hrs, 24hrs
- Pre-purchase online or on board via the inflight portal
- Session is valid on onward connecting flights

ScooTV

- Stream movies & TV wirelessly to passengers' own devices
- Soft launch under way, full launch from 15 Sep 2015
- Purchase on board via inflight portal

In-seat power outlets

- Free in ScootBiz
- Purchase access on board for a small fee in Economy

The screenshot shows the inflight portal interface with a top navigation bar including Home, Destinations, Car Rentals, Scoot Café, Shopping, About Scoot, ScooTV, and Get Wi-Fi. The main content area features several promotional banners: 'CURRENT SUMS HAVE DIFFERENT NEEDS' with Scoot Super seats at \$21, Scoot Stretch seats at \$18, and Scoot Stretch seats at \$30; 'GET ON WI-FI NOW!' with options for 1 hour (\$11.95), 3 hours (\$16.95), and 24 hours (\$21.95); 'IN-SEAT POWER - FROM \$55' with a 'FREE in ScootBiz' tag; 'UPGRADE YOUR SEAT' with a 'FREE in ScootBiz' tag; 'SIGN UP NOW!' for 'DUTY FREE' shopping; and a '50% OFF' promotion on 'BROTHER Age Fitness Homme Set' and 'MAIRIE JACOBS Dairy Free So Fresh Sundries'. The bottom of the page includes a footer with 'TERMS OF USE', 'PRIVACY POLICY', 'HELP & FAQ', and a copyright notice for 2015 Scoot™ Pte Ltd.

Inflight portal site homepage

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)



NETWORK & PARTNERSHIPS

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

PARTNERSHIPS

1. Commercial Initiatives with Tigerair – under ATI
2. JV Partnership with Nok Air – NokScoot






scoot

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

NETWORK

Scoot's Network

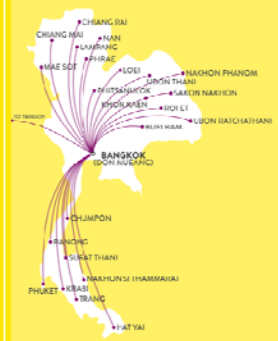
Including Tigerair,
Nok Air and Virgin
Australia
+
SIA and SilkAir



SCOOT NETWORK



OPERATED BY NOK AIR



OPERATED BY VIRGIN AUSTRALIA



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)



GROWTH & PERFORMANCE

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

OPERATIONAL PERFORMANCE



83.0%

Average Load factor



Mid-80s

On time departure



High-80s

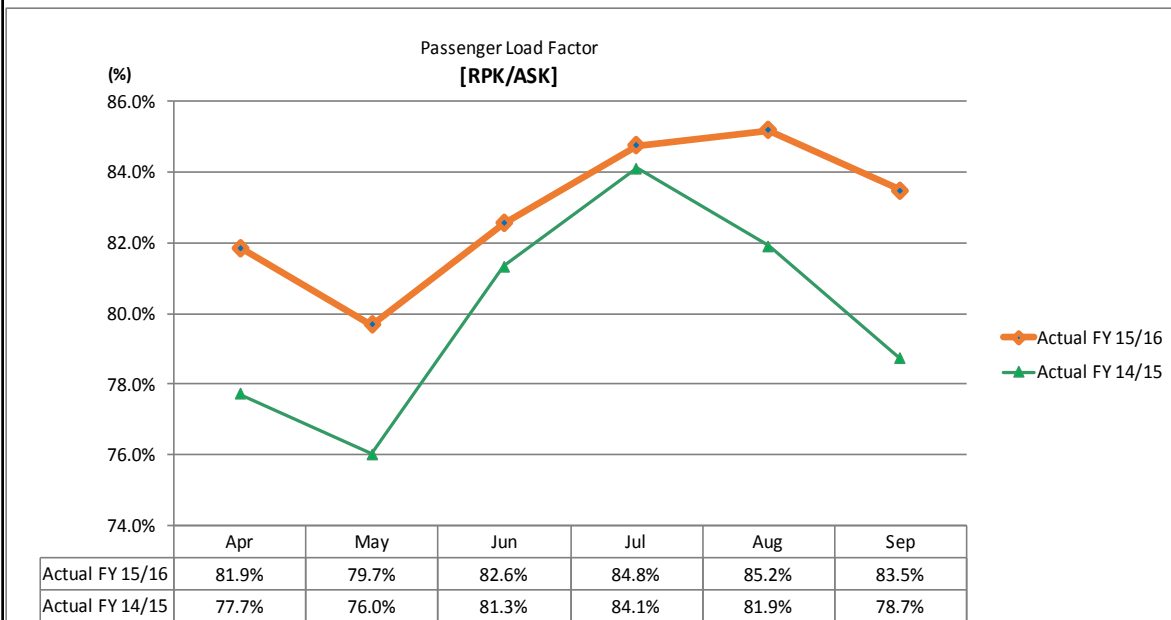
Check-in efficiency



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

27

PASSENGER LOAD FACTOR TREND



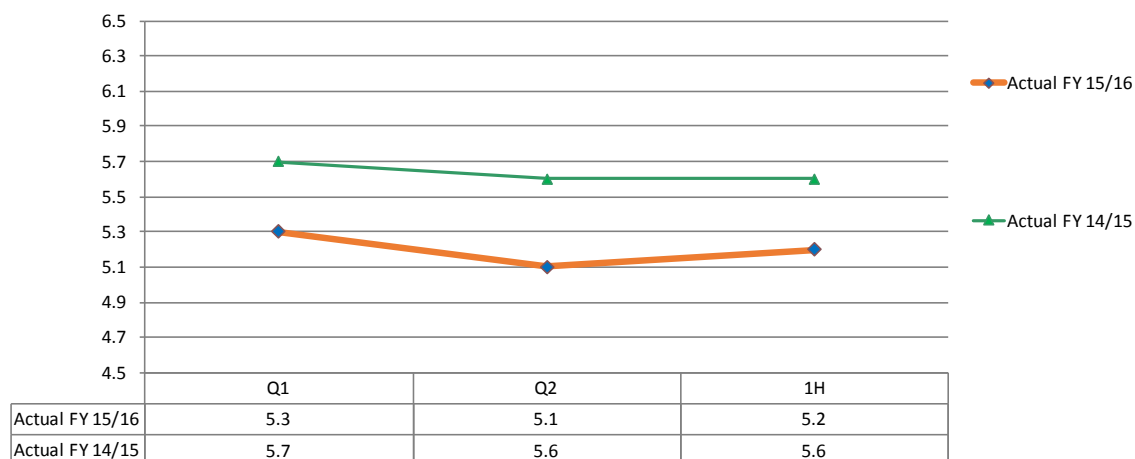
© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

UNIT COST TREND

(Cents/ASK)

Passenger Unit Cost

[Cost/ASK]



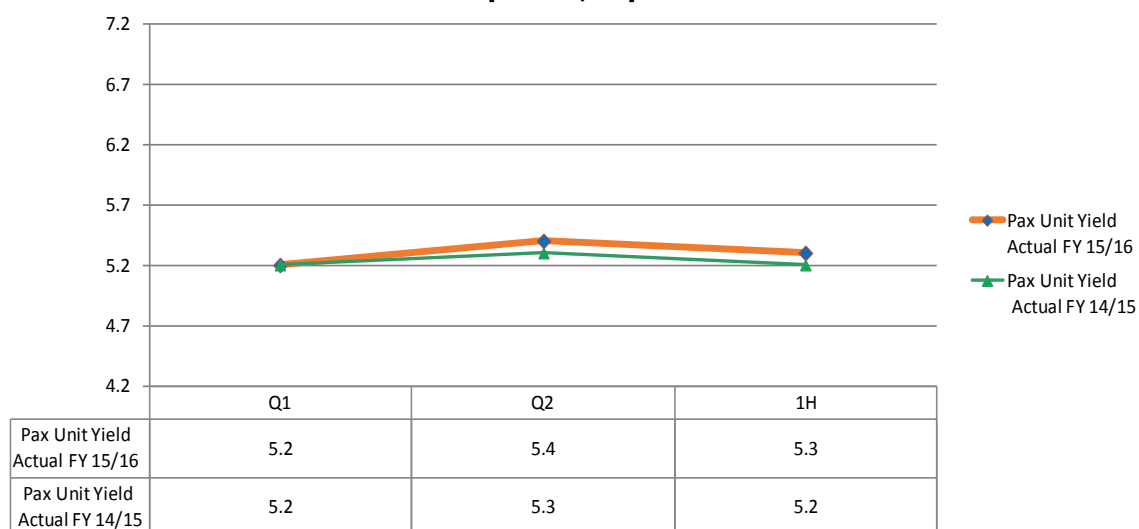
© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

UNIT YIELD TREND

(Cents/RPK)

Passenger Unit Yield

[Revenue/RPK]



© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

SCOOTIN' FURTHER AND HIGHER

- Best LCC in Asia/Pacific 2015 (AirlineRatings.com)
- World's Top 10 LCC in 2015 (SkyTrax)
- Top-scoring LCC (**73.4 points**) in SMU's Annual Customer Satisfaction Index of Singapore 2015
- Cannes Silver Lion for "Inspiring Spirit" Campaign (Cannes Lions International Festival of Creativity)
- Marketer of the Year 2014 (Marketing Magazine)

**scoot**

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)

**THANK YOU**

© Copyright 2015 Scoot™ Pte Ltd (BRN 201114431W)