



Singapore Airlines' 45th AGM
Update on Strategic Initiatives
28 July 2017

Structural Change

- ❑ **Growth of Middle Eastern airlines, and more recently Chinese airlines**
- ❑ **Expansion of Low-Cost Carriers (LCCs)**

We have not been standing still:

“SIA has made more major strategic changes than any full service airline group in Asia and perhaps the world...”
(CAPA-Centre for Aviation)

Transformation – Phase 1

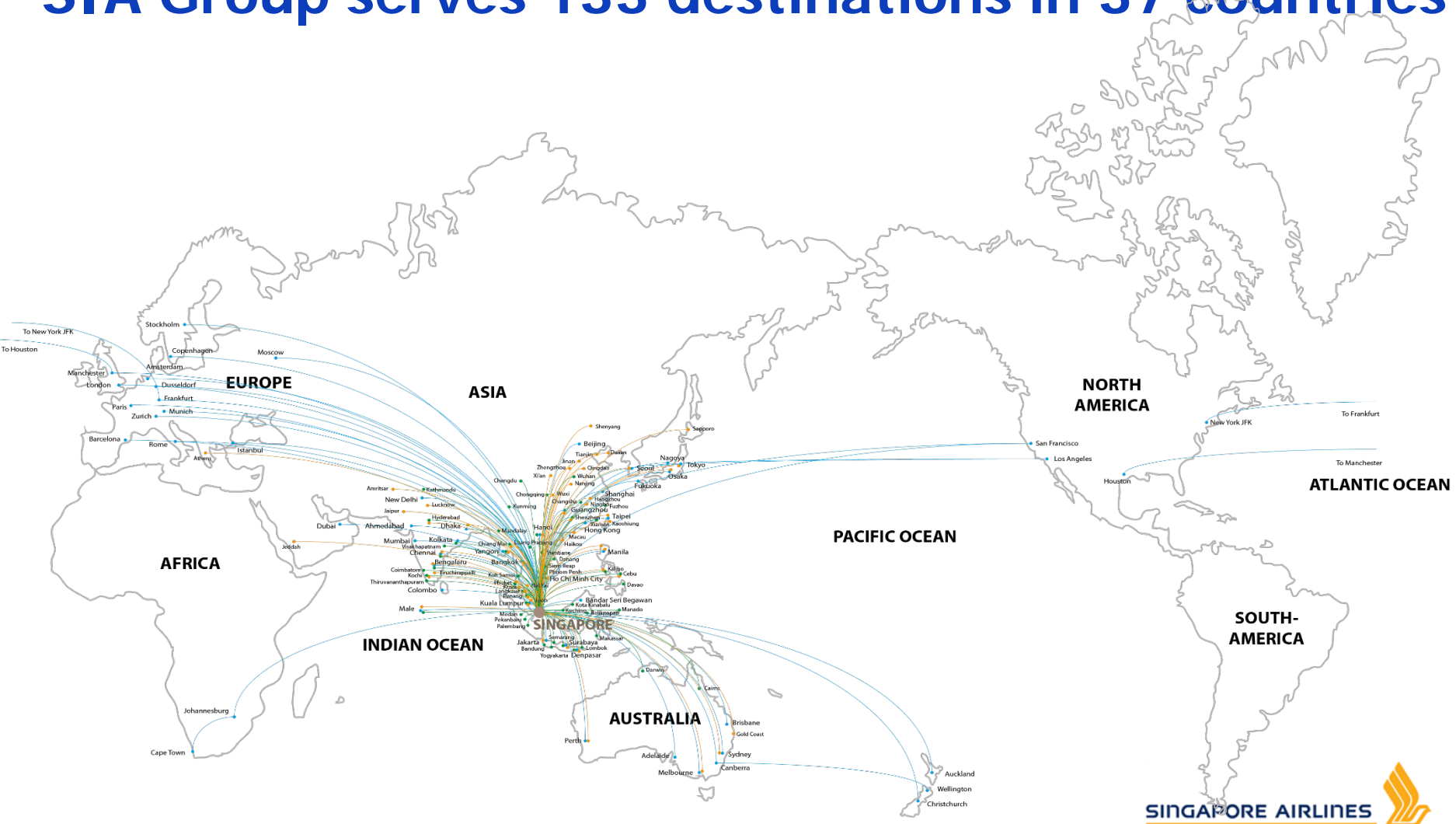
- ***Building new growth platforms for the future***
 - ***New Traffic Segments***
 - ***New Geographies***
 - ***New Adjacent Businesses***

New Traffic Segments Through Portfolio Strategy



New Traffic Segments Through Portfolio Strategy

SIA Group serves 133 destinations in 37 countries



New Geographies Through Multi-Hub Strategy

- Investments in strategic markets
- Complements and strengthens Singapore hub



vistara

- 19 destinations and 15 A320s
- Strategically placed to tap into large and growing Indian market
- Working towards launch of international operations



nokscoot

- 7 destinations and 3 777-200s
- Positioned to leverage on strong Thai leisure travel market

New Revenue & Business Opportunities



Airbus Asia Training Centre

- 41 customers, including SIA
- Six flight simulators for the A320, A330, A350 and A380 installed
- Two more simulators to be added by 2019



KrisFlyer

- Revenue from sale of miles to non-air partners has more than doubled in the last five years, growing **110%**

Strengthening Premium Positioning



Enhancing Customer Experience



Developing New Cabin Products

Investing in New Aircraft



Expanding Network



Where We Are

- Strategic Initiatives are taking shape, positioning us well for the future
- Work ongoing to strengthen Portfolio, Multi-Hub and New Business initiatives
- With foundation in place, it is the right time to move to the Next Phase of Transformation

The Next Phase of Transformation

- Next Phase of Transformation has been launched, to strengthen core business
 - Revenue generation
 - Organisational structure
 - Re-basing cost structure
- We are doing so from a position of strength, having put in place foundation pieces in key areas

The Next Phase of Transformation

- Dedicated Transformation Office has been established with full-time staff, reporting to CEO
- Board, Management and Staff all engaged in Transformation programme
- Multi-year effort, encompassing short, medium and long-term initiatives



Thank You