

July' 24

Competitive Performance Benchmarking Report

Singapore Airlines

Part A: General Comparison

Introduction: Excellence in the Skies – Singapore Airlines (SIA, SQ)

Established Legacy

- Founded in 1972
- From a regional airline into one of the world's leading carriers

Global Recognition

- Celebrated for its commitment to service excellence, innovation, and safety
- Consistently ranked among the top airlines globally

Vision Statement

- To be the world's leading airline
- Unsurpassed in customer service, innovation, and reliability

SIA's Strategic Business Model

Dual Strategy

- Operates a balanced portfolio of full-service and low-cost operations
- Catering to a wide range of passenger needs through its mainline operations and subsidiaries (like Scoot)

Innovation and Sustainability

- Dedicated to innovation
- First to introduce the Airbus A380 superjumbo
- Commits to a sustainable future
- Net-zero carbon emissions by 2050.

Recent Milestone

- FY2022/23 marked a year of recovery
- Strategic investments in fleet modernization and digital transformation
- Aiming at enhancing operational efficiency and customer experience

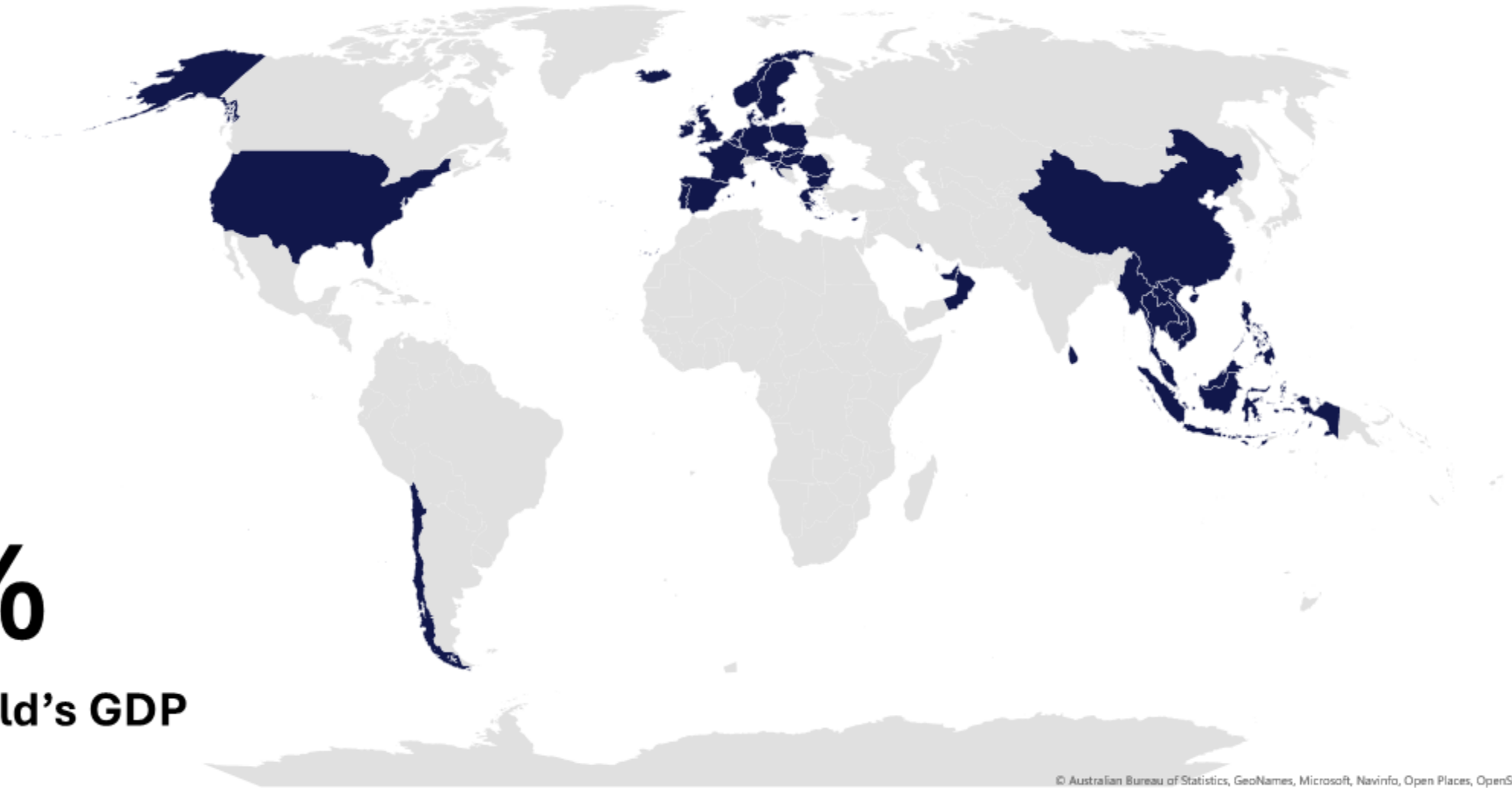
OSAs Signed by Singapore (Unlimited 3rd & 4th Freedom between any cities)

49

Countries

68%

of the World's GDP



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(InterVISTAS-EU, 2009; Civil Aviation Authority of Thailand, 2021; European Union, 2022; Reuters, 2008; World Bank, 2022)

SIA Group Fleet Overview

148

SINGAPORE AIRLINES

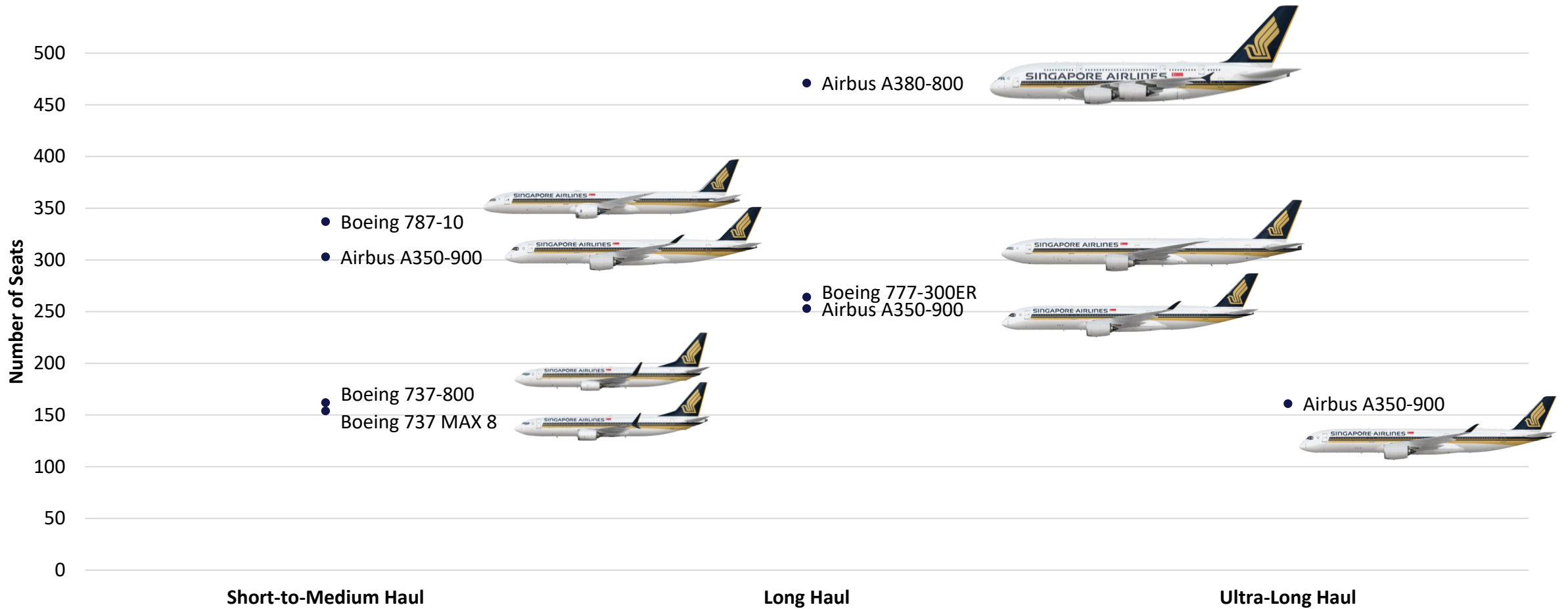


scoot

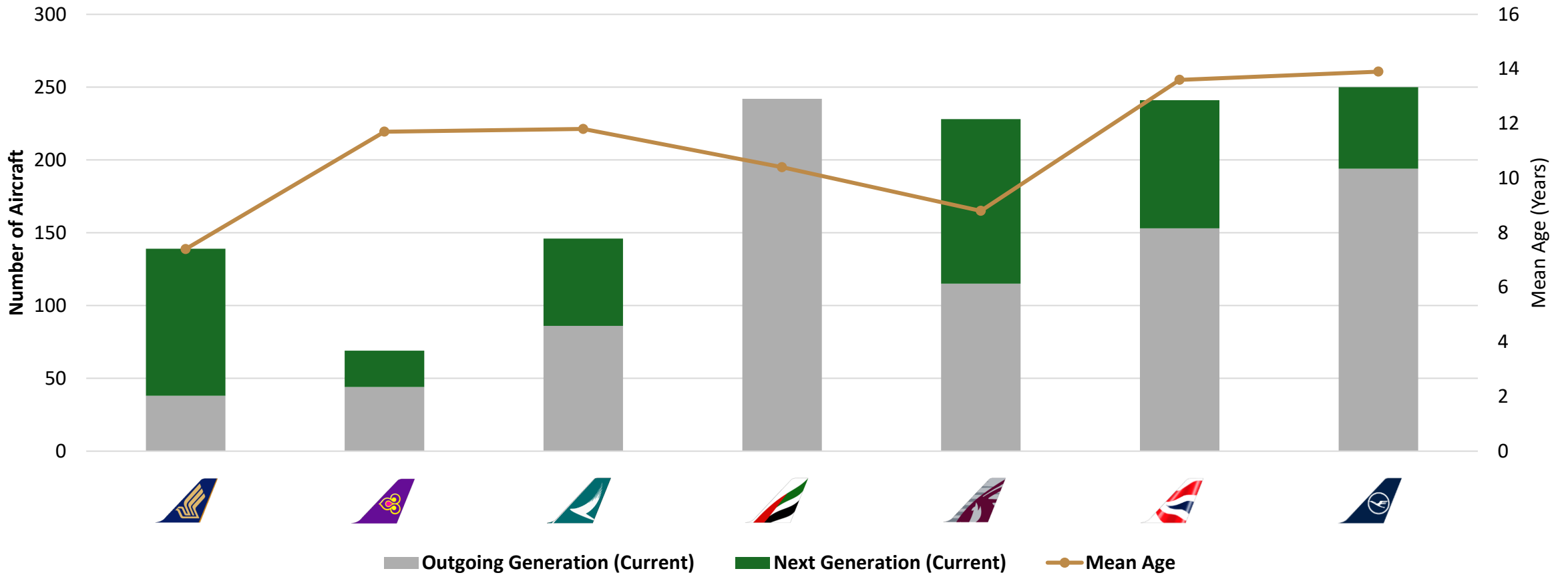
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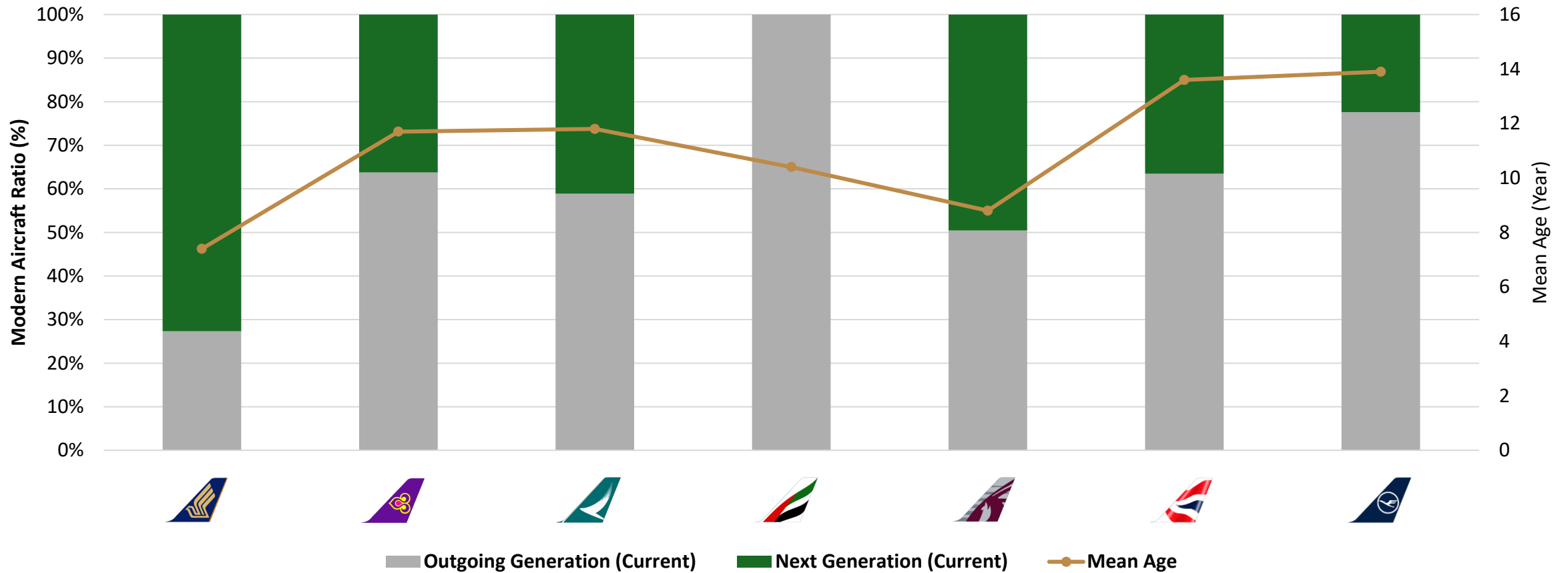
Singapore Airlines' Fleet Strategy



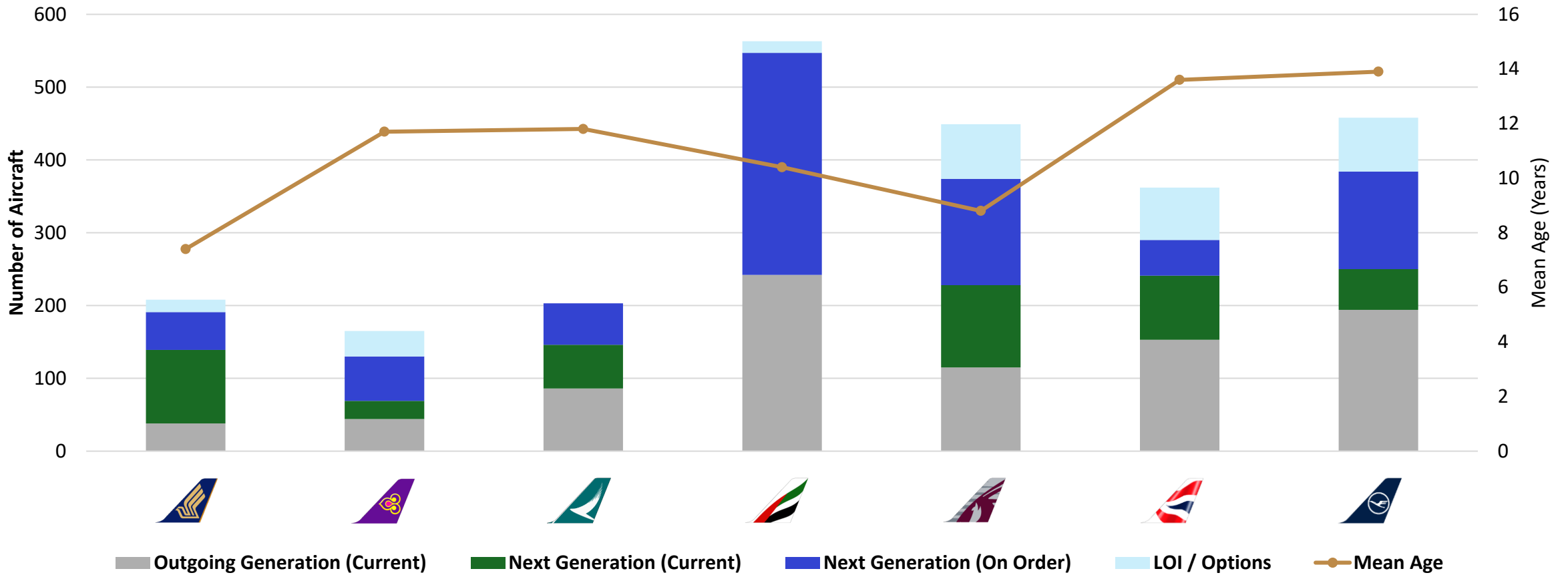
Singapore Airlines' Fleet is Among the Youngest in The Industry



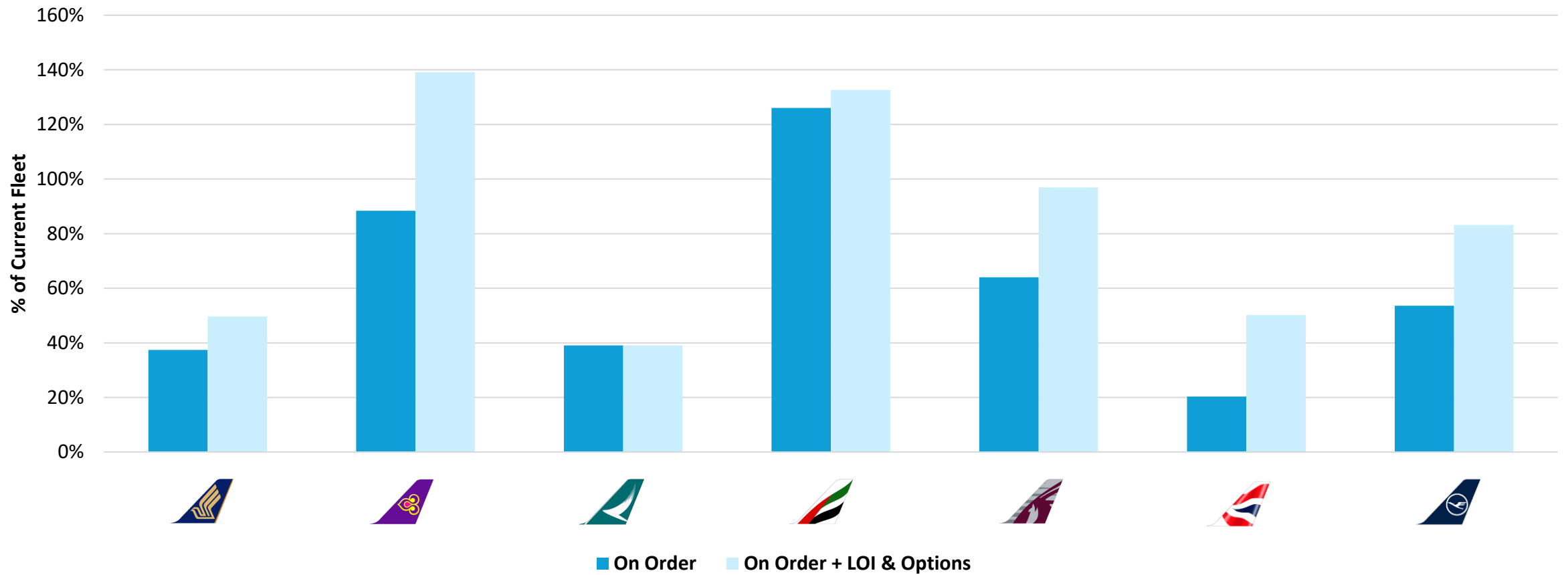
Singapore Airlines' Fleet is Among the Youngest in The Industry (Modern Aircraft Ratio)



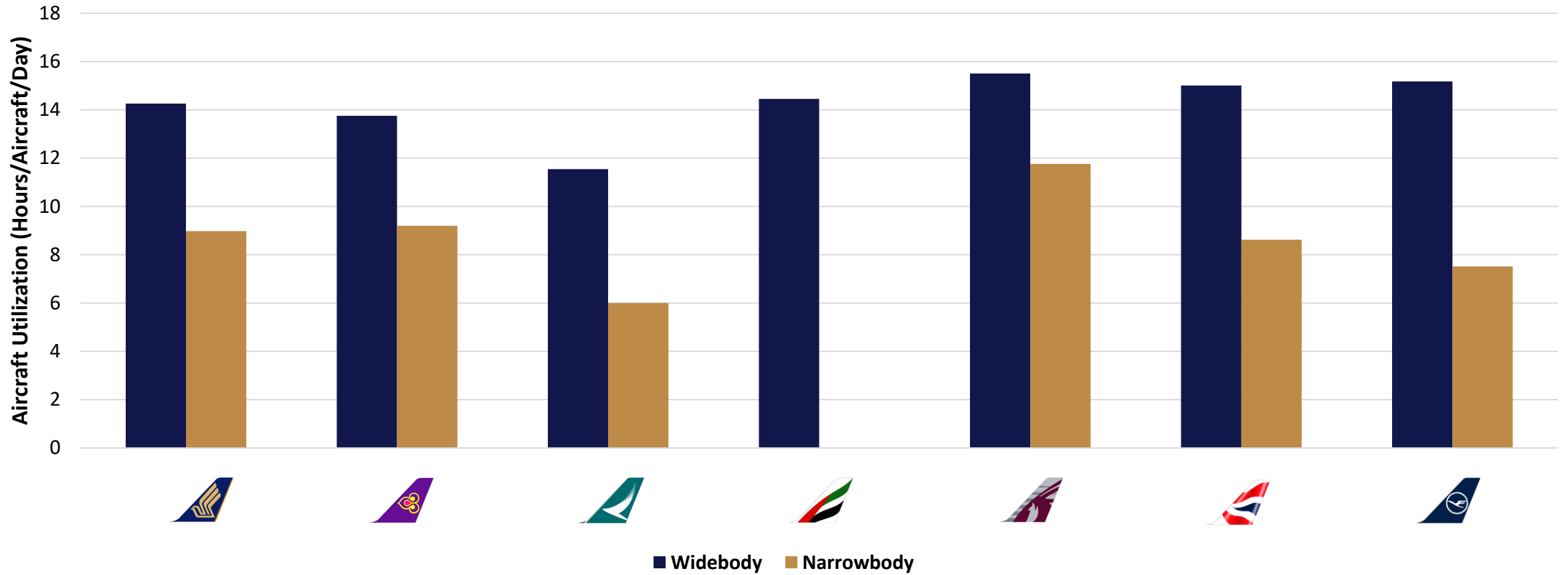
Aircraft On Order



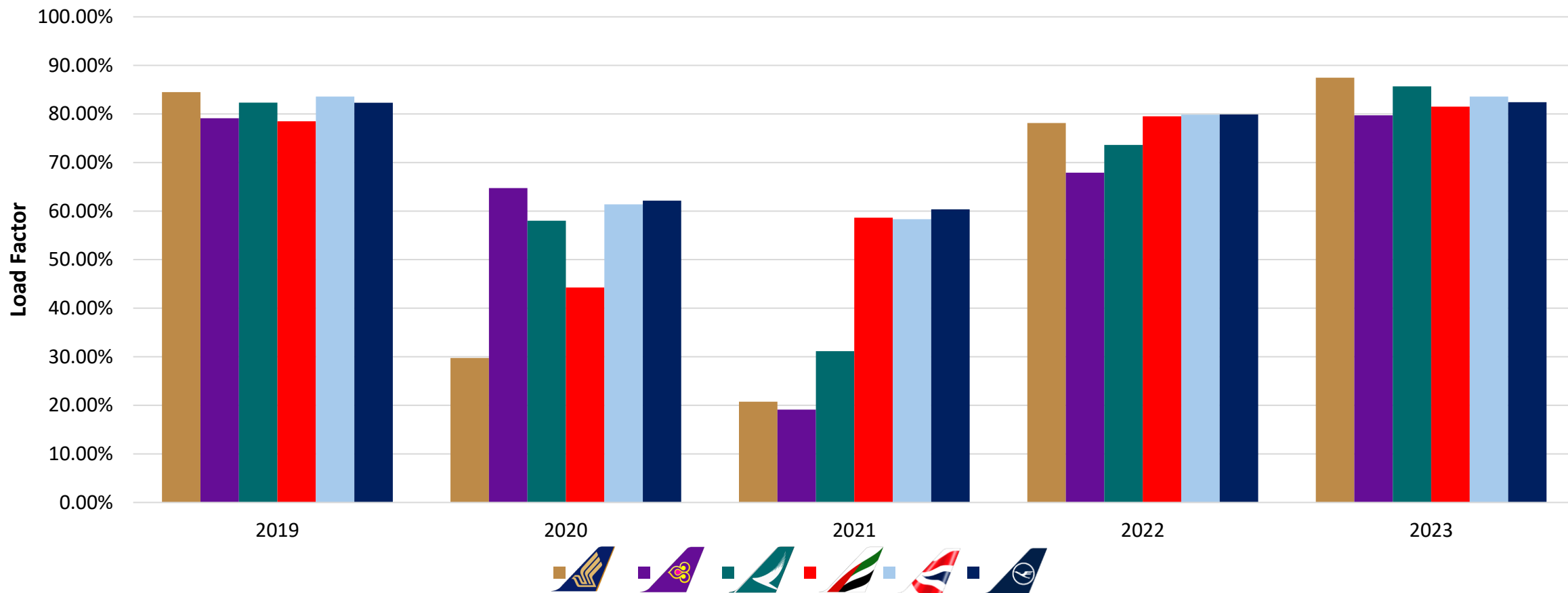
Aircraft On Order



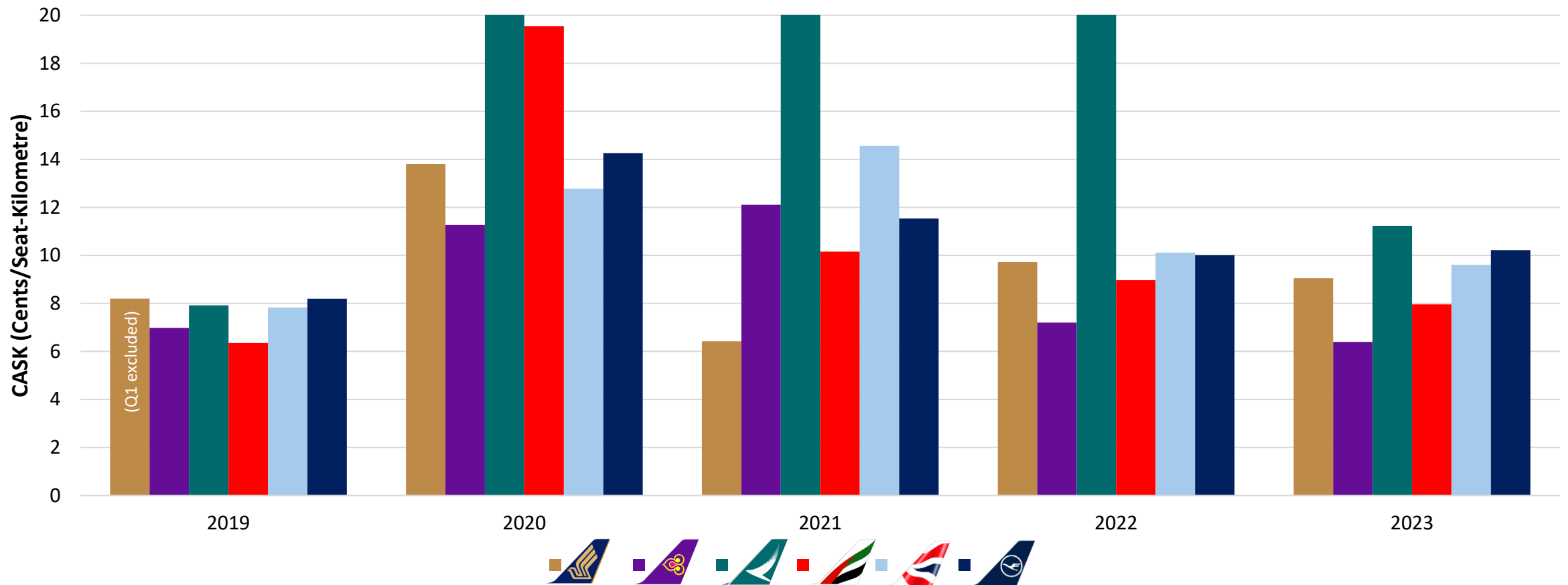
Aircraft Utilization (FY24)



Load Factor

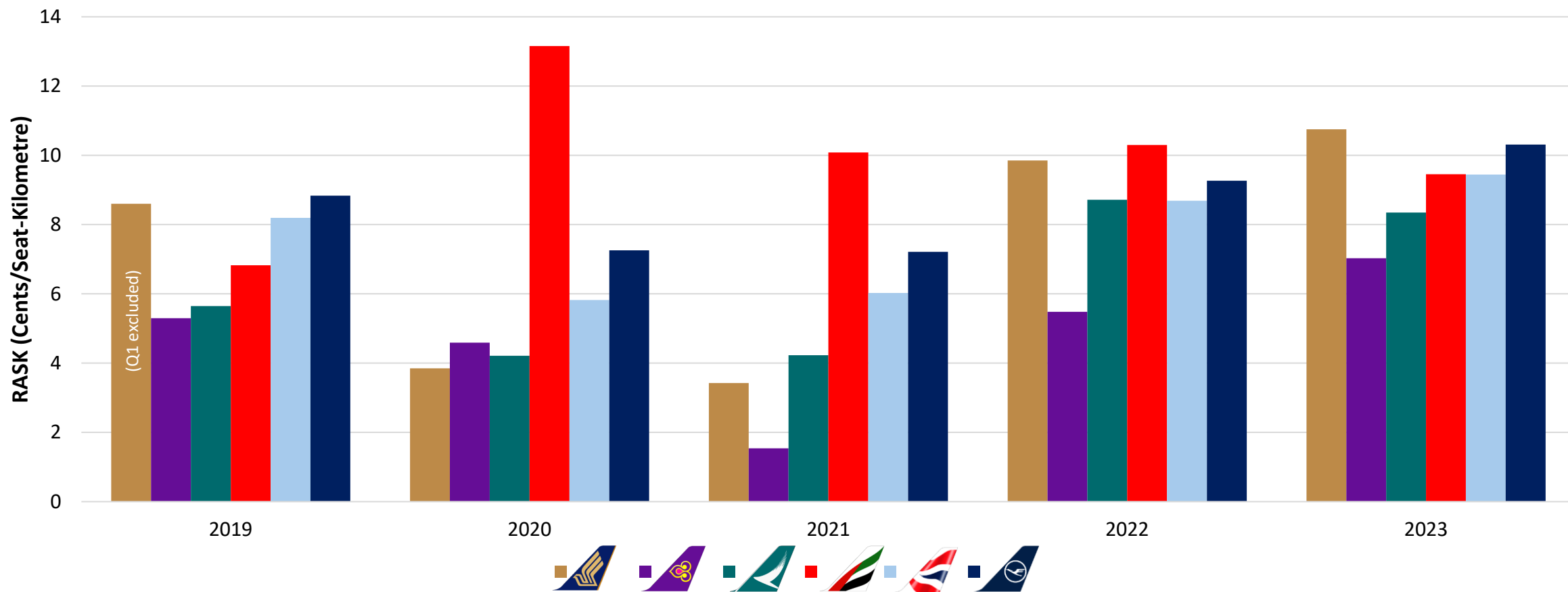


Cost (Expense) per Available Seat-Kilometres



* Results are represented in Financial Year (April-March) for Emirates, with results for 2023 reported on a half-year basis

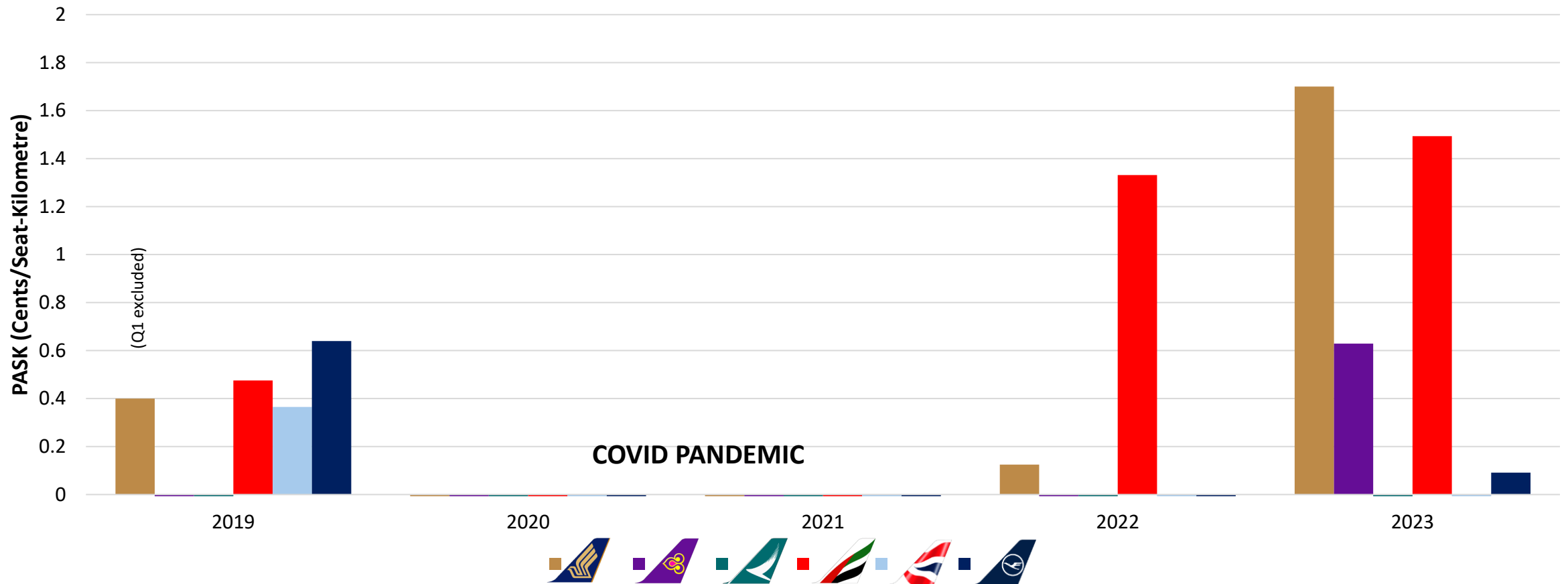
Revenue per Available Seat-Kilometre



* Results are represented in Financial Year (April-March) for Emirates, with results for 2023 reported on a half-year basis

Profit per Available Seat-Kilometre

(Negative values not shown)



* Results are represented in Financial Year (April-March) for Emirates, with results for 2023 reported on a half-year basis

Singapore Airlines Network

912 Weekly Flights to 74 Destinations
(Singapore Airlines, 2023)

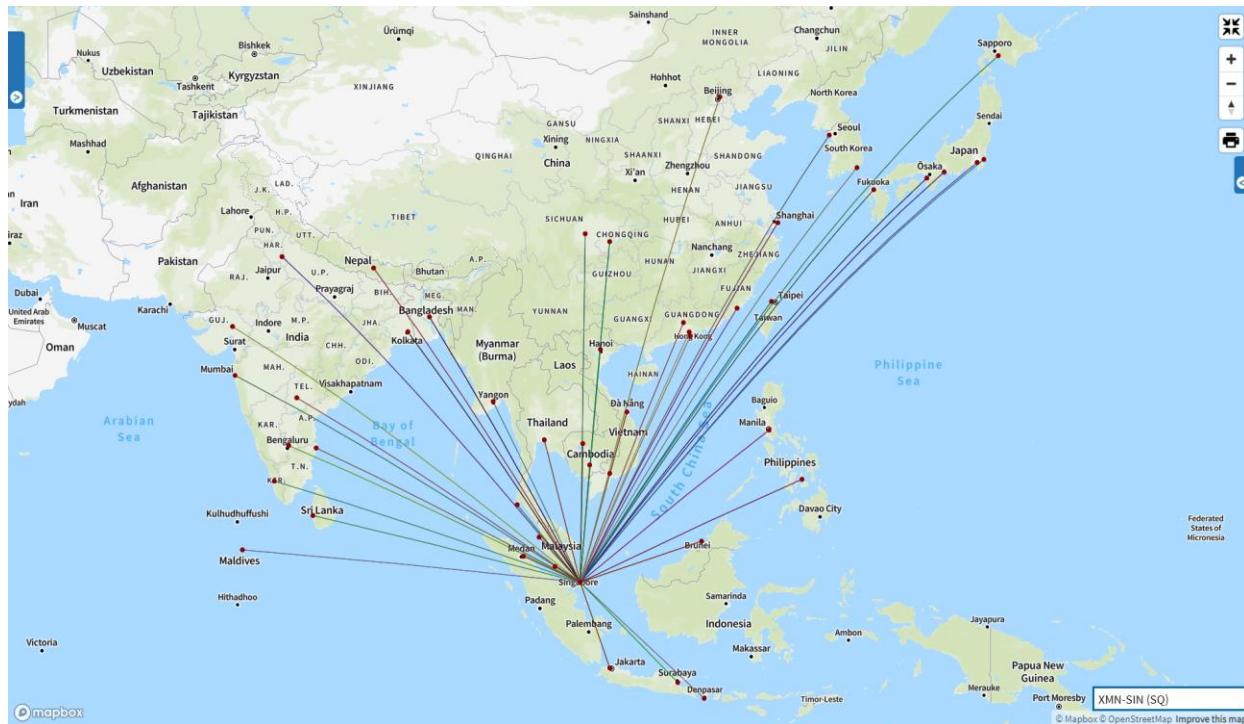


Figure 1. Short and Medium haul Network

Source: OAG

Longest Non-stop Route in World
Singapore – New York (18h 25m)

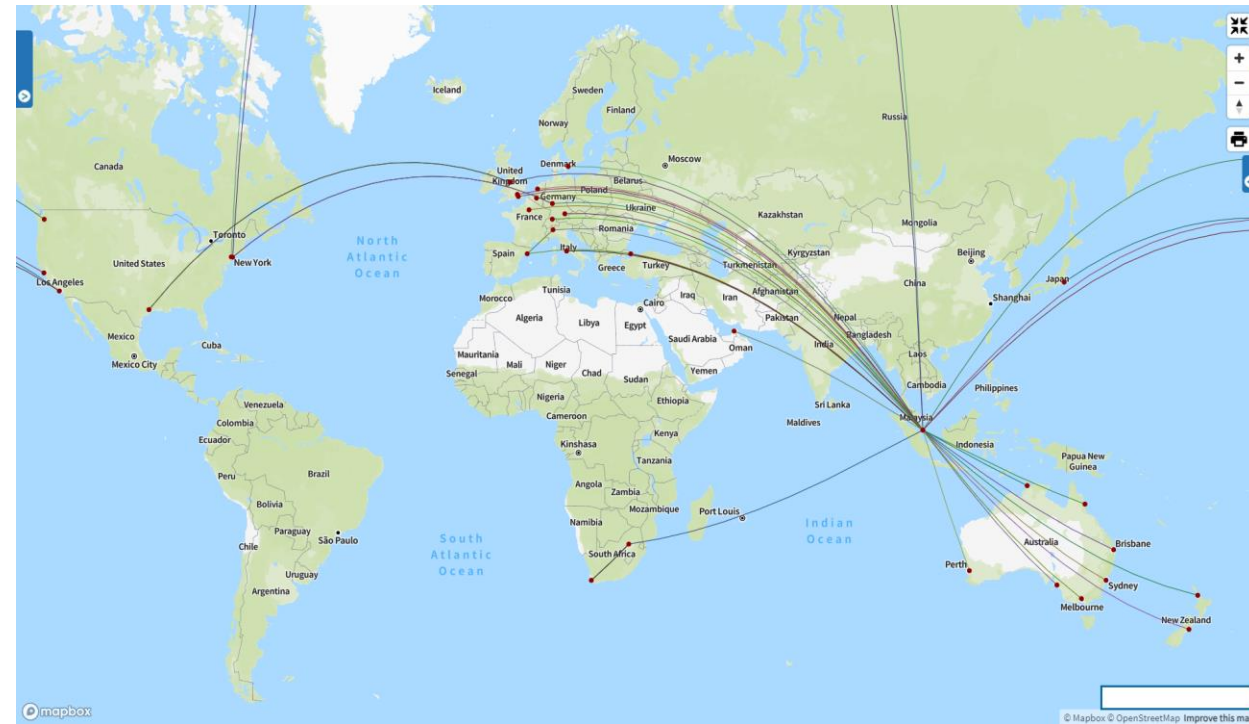


Figure 2. Long haul Network

Source: OAG

Singapore Airlines Network

- Good connectivity in Asia-Pacific region
- Very weak network in Africa

- 116 weekly flights to 13 cities in Europe
- 148 weekly flights to Australia & New Zealand



Figure 3. Singapore Airlines Network 2014

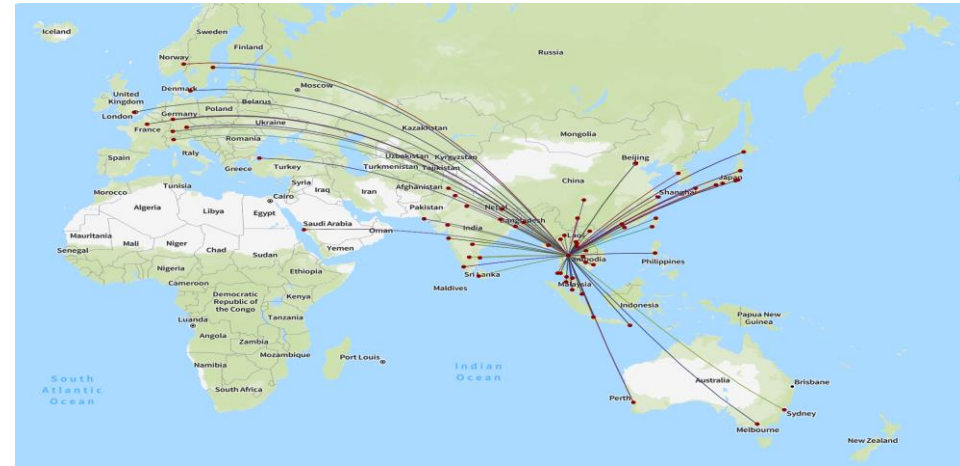
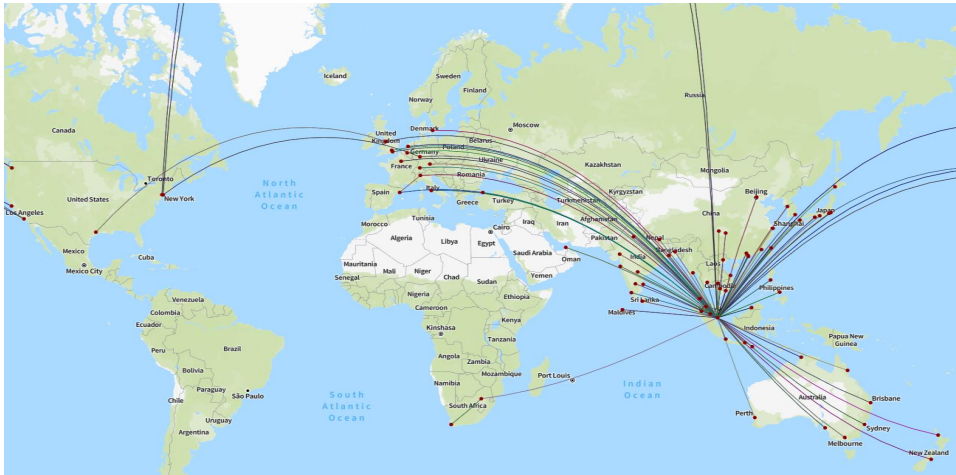
Source: OAG



Figure 4. Singapore Airlines Network 2024

Source: OAG

Singapore Airlines Network and Competition



Bank Structure at Hubs

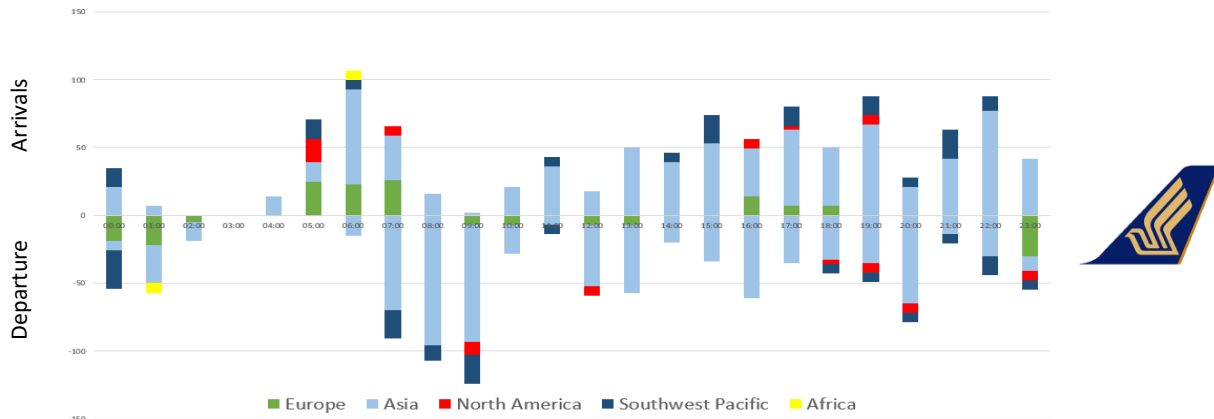


Figure 9. Singapore Airlines Hub Structure

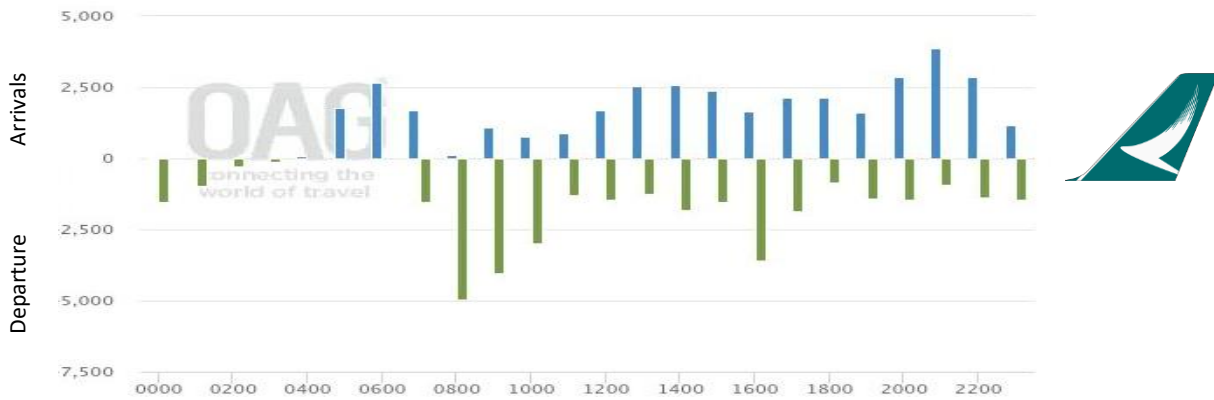


Figure 10. Cathay Pacific Hub Structure

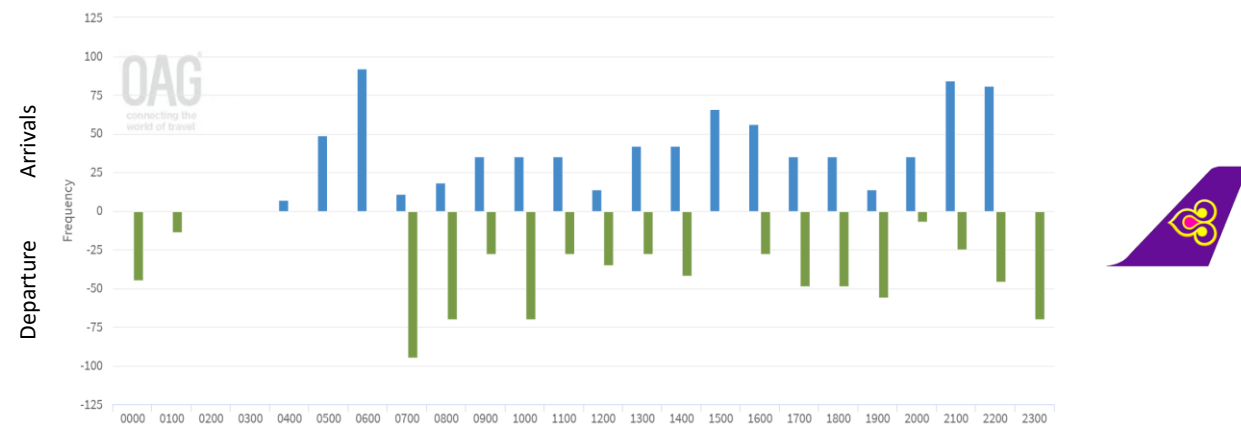


Figure 11. Thai Airways Hub Structure

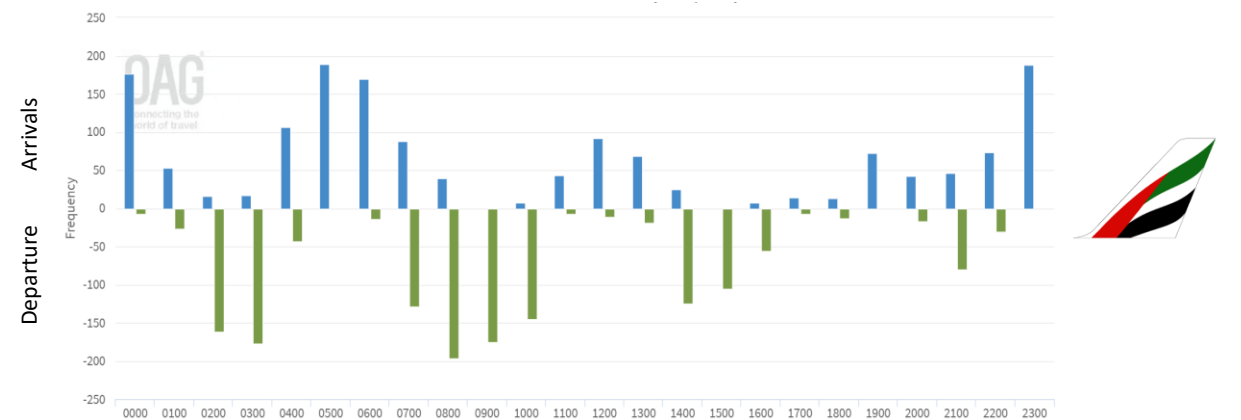
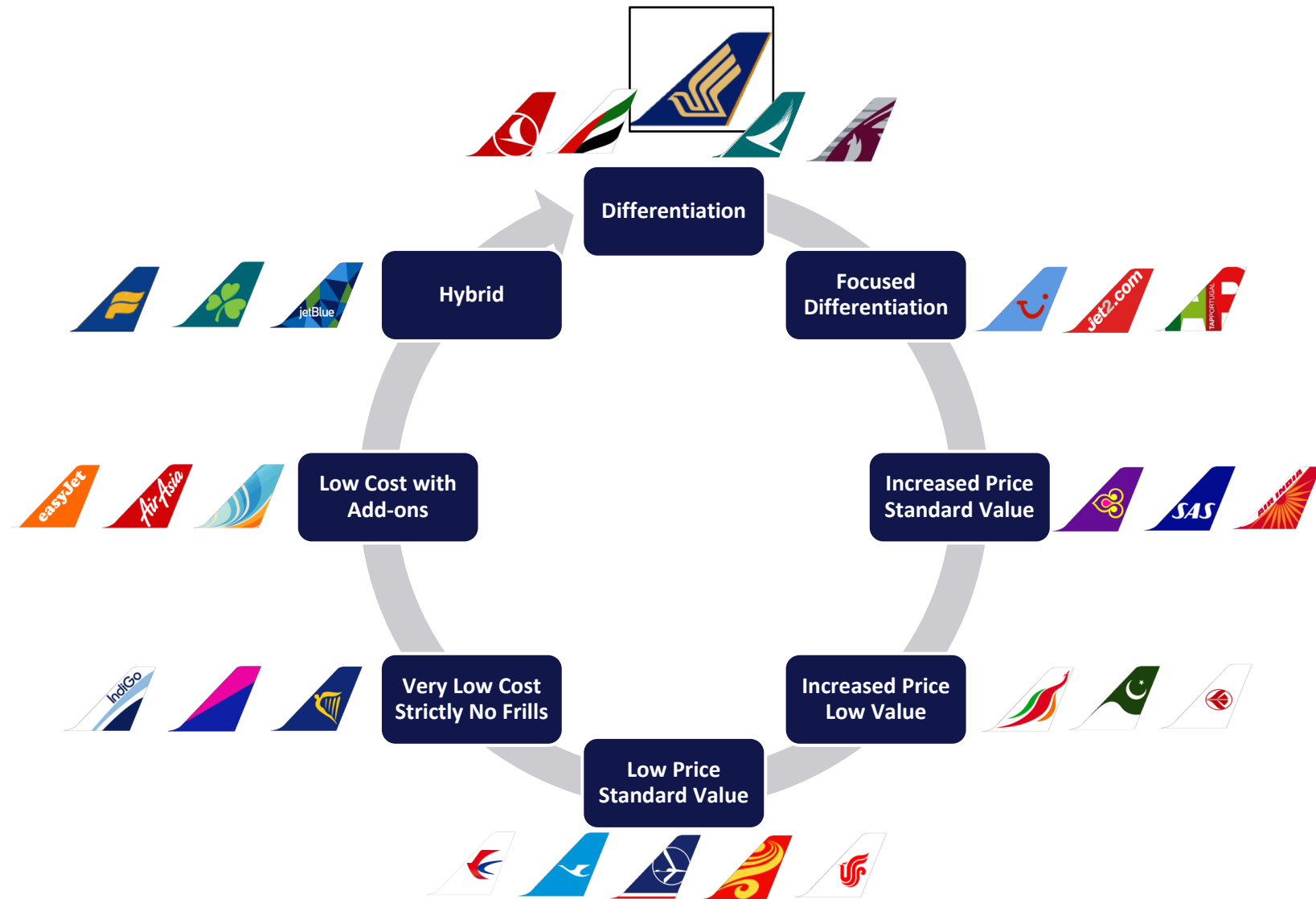


Figure 12. Emirates Hub Structure

Singapore Airlines Positioning: Bowman Clock



Operating Environment of Singapore Airlines: The Macro-Environment

Political

- Singapore is a politically stable country
- Singapore Airlines Group is majorly owned by the Government of Singapore (56%)

Economic

- Singapore is one of the wealthiest nation in Southeast Asia
- Economy heavily relies on trade & business

Social

- Demand for the low-cost carrier is rising
- Customers are becoming more price-sensitive

Technological

- Singapore has emerged as a major technological and financial hub in Asia as it serves almost all the international companies
- SQ focuses on long-haul business with new generation widebody aircrafts

Environmental

- Singaporeans have become more environmentally conscious, and prefer eco-friendly businesses
- SQ has its own CSR policies and measures to reduce the carbon emission

Legal

- Strict legal and policy framework for the airline industry
- SQ abides by all legal requirement ensuring passenger safety

Operating Environment of Singapore Airlines: The Micro-Environment

Competition

- Faces competition from the Gulf carriers that offer a diverse range of services to the passenger

Marketing

- Diverse portfolio with a variety of services at varying price points for international travelers
- Maintain a premium pricing strategy offering luxury experiences in business & first class
- Leverages stunning visuals of its luxurious aircraft, onboard services, and scenic destinations to captivate its audience as their marketing strategy

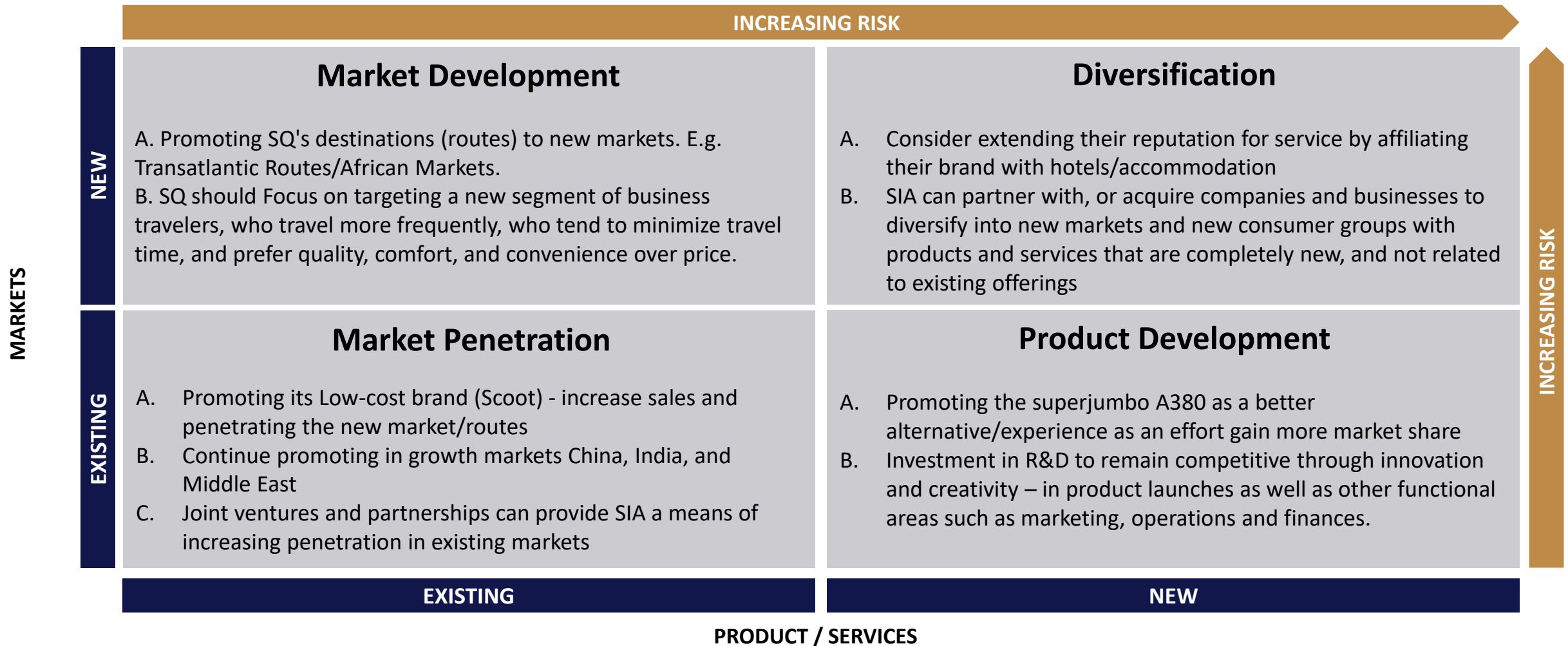
Operational

- World's youngest fleet, averaging at 7.5 years
- Increased flight frequencies to numerous destinations, including key markets like Beijing, Shanghai, and Melbourne, effectively expanding its global reach

Financial

- Net profit of S\$659 million (\$491 million) for Q3 2023
- An increased by 4.9% from Q3 2022

Ansoff Matrix: Singapore Airlines' Growth Direction

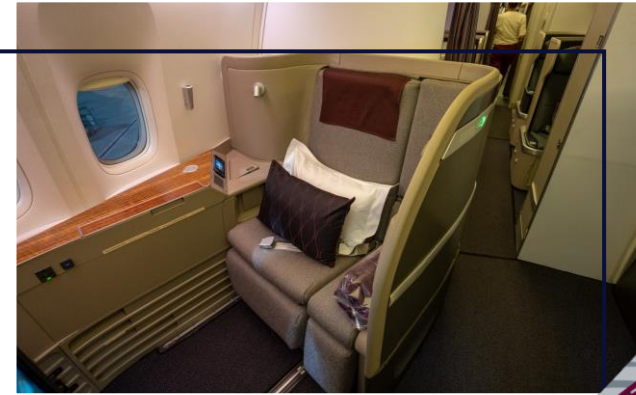


In-flight Products: First Class

Renowned by its spacious private suites, with fully flat beds, sliding doors for privacy and large HD for entertainment. Treated to various dining experiences and personalized services from staff “Singapore girls”



Singapore Airlines



Prince of Travel



Offers similar luxury, with seats that convert to full beds and direct aisle access. Passengers can also enjoy dishes by top chefs and amenities like luxury beddings and private toiletries

Features private suites with sliding doors, fully flat beds and on-board shower spas in specific aircrafts. Passengers can enjoy premium wines and exclusive foods as well as access to onboard lounge for socializing



Zach Griff / The Points Guy



Jarvis Marcos / The Luxury Traveller



Provides luxurious suites, with spacious seats that convert to fully flat beds with luxurious beddings and amenity kit. Passengers enjoy various cuisine and services from crew members

In-flight Products: Business Class

Offers a lie-flat seats with seats with direct access to the aisle, giving passengers privacy. Passengers get various dining options and range of entertainment



Singapore Airlines



Aaron Wong / The MileLion



Provided fully flat beds with direct access to the aisles as well as passengers enjoy various international cuisines and beverages throughout the flights

Offers lie-flat seats with spacious legroom with on board lounge for socialising with premium meals, beverages and range of entertainment



Kyle Potter / Thrifty Traveller



Qantas



Provides spacious leg room seats with adjustable headrests with ample storage. Passengers enjoy extensive meals and beverages selections

In-flight Products: Premium Economy Class

Offers more legroom, wider seats, adjustable headrests, and upgraded meal, amenities and dedicated services from crew members



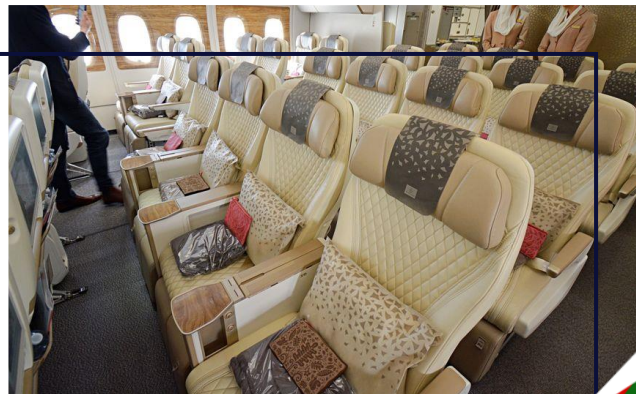
Ditmar Lange / Travel-Dealz.com



(Does not offers Premium Economy)



Provides additional legroom, additional recline on seats, adjustable headrest. Passengers get upgraded meal options and enhanced amenities like noise cancelling headphones and amenities



Executive Traveller



Matthew Klint / Live and Let's Fly



Offer larger seats accompanied by adjustable headrests and footrests and additional recline in seats. Passengers enjoy upgraded meals menus and baggage allowances

In-flight Products: Economy Class

Provides comfortable seats with enough legroom, adjustable headrests and a various entertainment options. Passengers receive complimentary meals and beverages with attentive service from crew members



Brandon Loo / Point Hacks



Daniel Ross / The Points Guy



Comfortable seats with personal entertainments and meal selection with complimentary drinks and beverages

Provides comfortable seats with adjustable headrests various entertainment options and different dietary options as well as complimentary snacks and drinks through the flight



Amanda Johnson / NerdWallet



Ziggy / Traveling For Miles



Comfortable seats with adjustable headrests , personal entertainment and several meal options with complimentary drinks and snacks.



SINGAPORE
AIRLINES



Part B: Airline Specific Comparison

Passenger Profile at HUBs

Singapore Changi Airport (SIN)

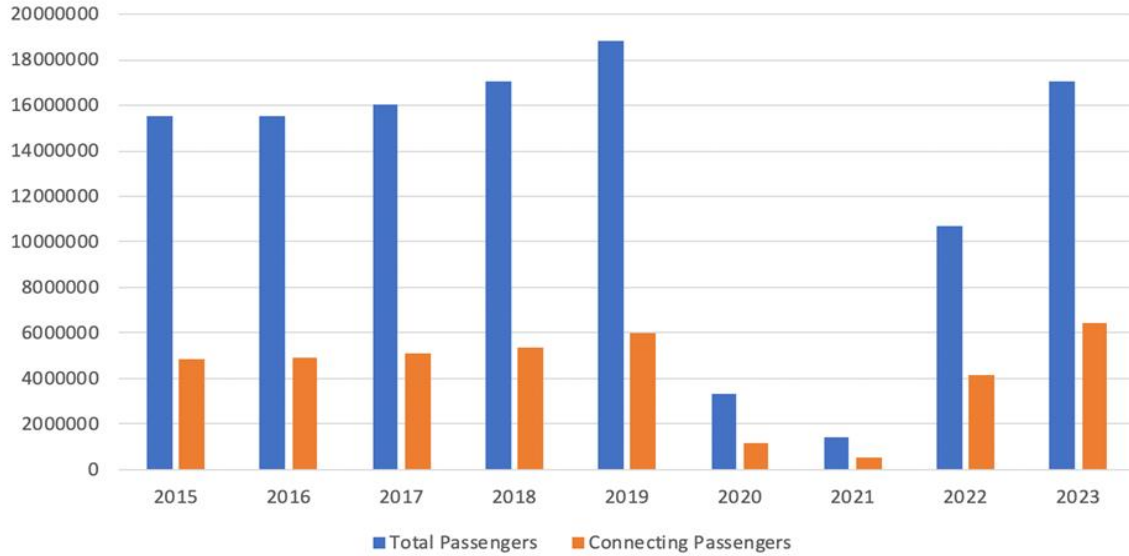


Figure 13. Singapore Airlines Connecting and Total Passengers

1.97M

Passengers
Asia ⇄ Oceania

\$1,398M

Revenue
Asia ⇄ Oceania

0.67M

Passengers
Europe ⇄ Oceania

\$908M

Revenue
Europe ⇄ Oceania

2023

17M

Passengers (2023)

▲ 59%

2023 vs 2022

90%

of Pre-pandemic Level

6.5M

Connecting
Passengers (2023)

▲ 8%

2023 vs Pre-pandemic

4M

Connecting Passengers
Originated from Asia

Trip Destination Region	Asia	Europe	Middle East	North America	Southwest Pacific	TOTAL
Trip Origin Region	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)
Asia	2.08	0.44	0.03	0.35	1.13	4.02
Europe	0.52	-	-	-	0.42	0.94
Middle East	0.065	-	-	-	0.006	0.070
North America	0.155	-	-	-	0.023	0.178
Southwest Pacific	0.84	0.34	0.003	0.023	-	1.20
TOTAL	3.66	0.78	0.03	0.37	1.58	

Table 1.SQ Connecting Passengers via SIN (2023)

Passenger Profile at HUBs

Hong Kong International Airport (HKG)

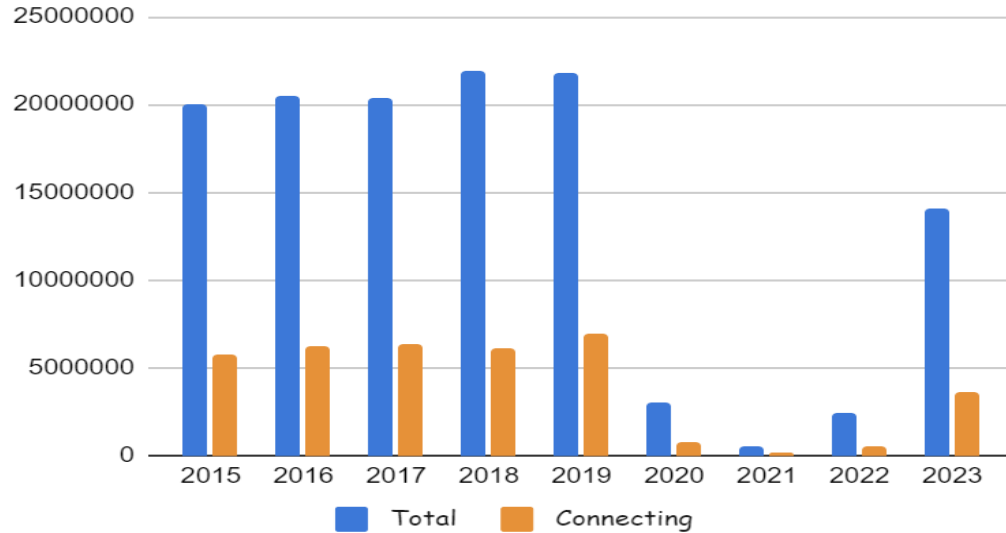


Figure 14. Cathay Pacific Connecting and Total Passengers

0.23M

Passengers
Asia ⇄ Oceania

\$325M

Revenue
Asia ⇄ Oceania

0.08M

Passengers
Europe ⇄ Oceania

2023

\$86M

Revenue
Europe ⇄ Oceania

14M

Passengers (2023)

▲ 450%

2023 vs 2022

78%

of Pre-pandemic Level

3.67M

Connecting
Passengers (2023)

▼ 47%

2023 vs Pre-pandemic

2M

Connecting Passengers
Originated from Asia

Trip Destination Region	Asia	Europe	Middle East	North America	Southwest Pacific	TOTAL
Trip Origin Region	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)	Pax Count (mil.)
Asia	0.991	0.271	0.063	0.43	0.23	1.98
Europe	0.29	-	-	-	0.08	0.38
Middle East	0.059	-	-	-	0.023	0.063
North America	0.39	-	-	0.099	-	0.39
Southwest Pacific	0.19	0.091	-	-	-	0.29
TOTAL	1.92	0.28	0.063	0.529	.333	

Table 2. CX Connecting Passengers via HKG (2023)

Market Share at Hubs

Singapore Changi Airport (SIN)

Figure 15. Flights from SIN per year

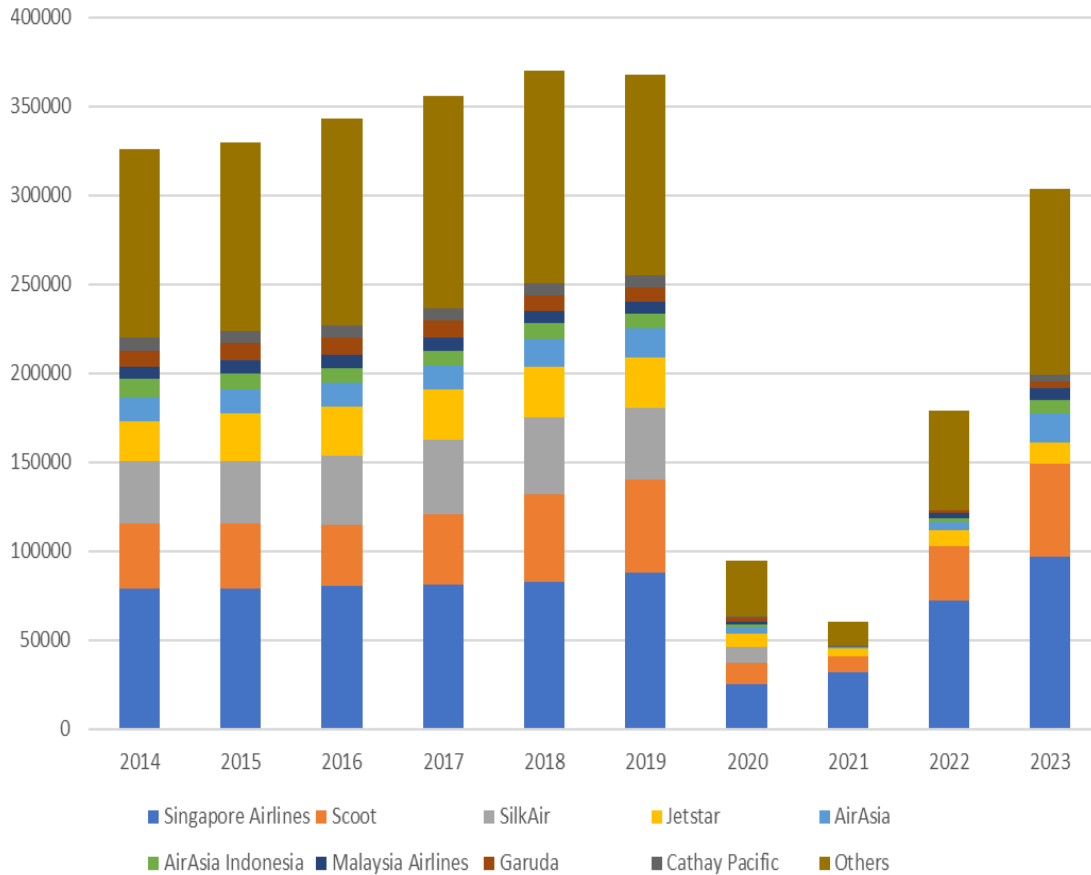


Figure 16. Seat Capacity at SIN 2023

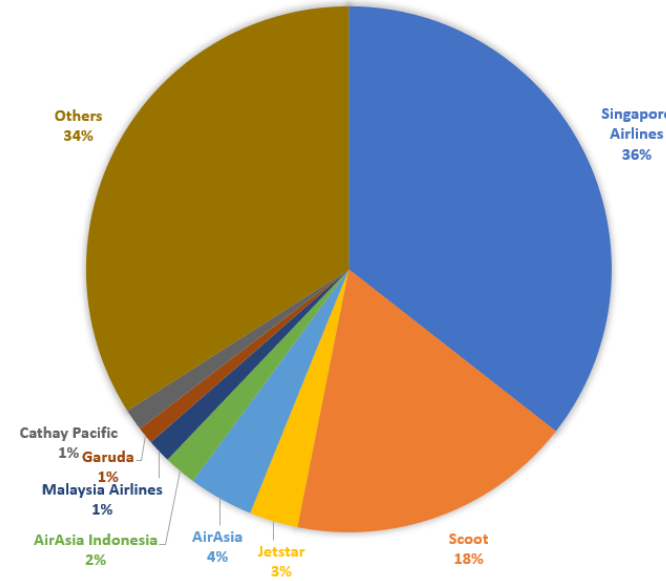
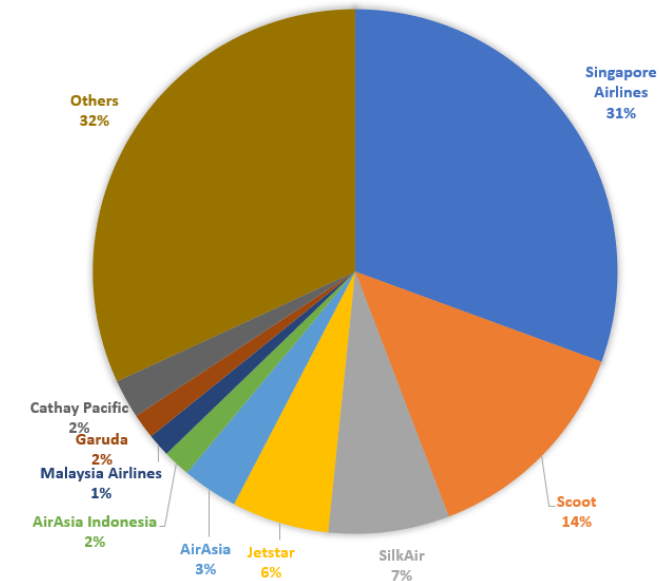


Figure 17. Seat Capacity at SIN 2019



31%

SQ Market Share @SIN (2019)



36%

SQ Market Share @SIN (2023)

▼ Down

SIA Group Seat Capacity 2023 vs 2019

Market Share at Hubs

Hong Kong Airport (HKG)

Figure 18. Flights from HKG per year

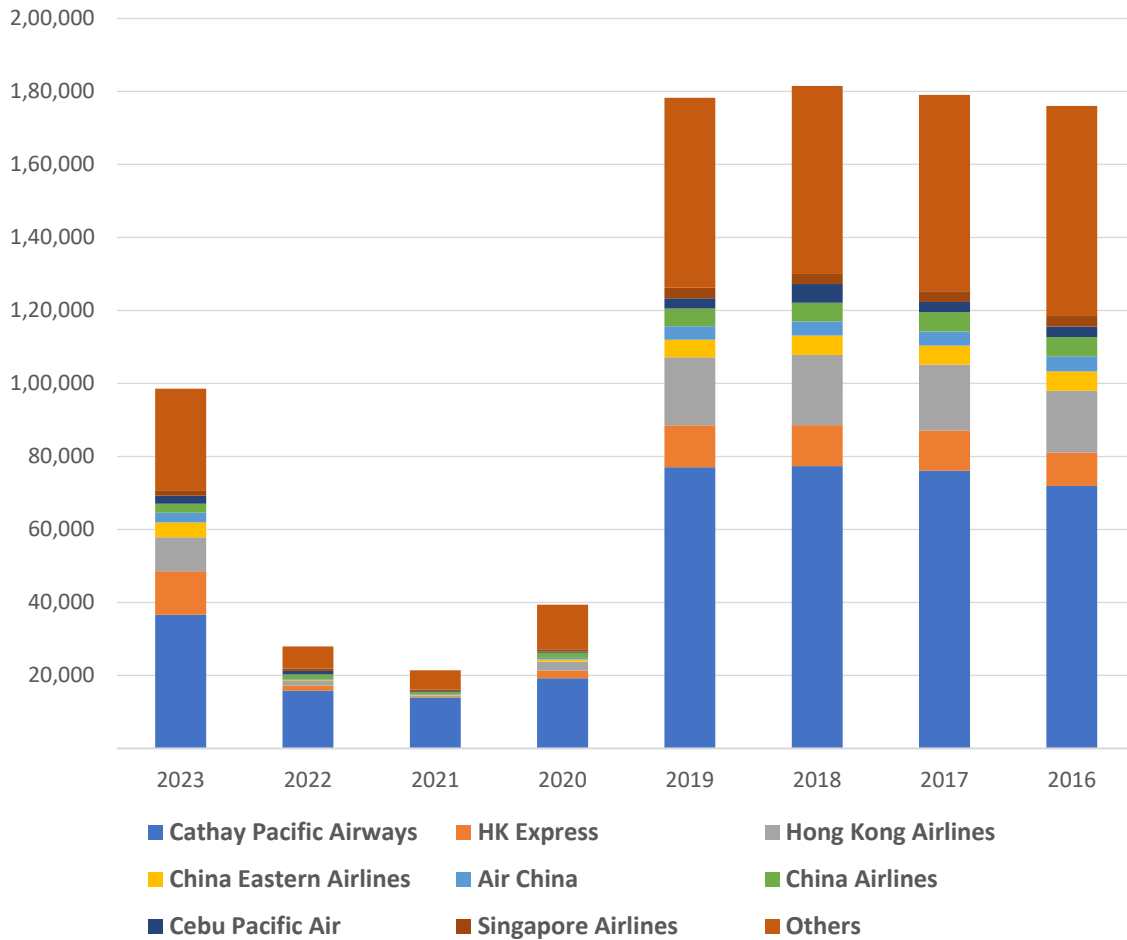


Figure 19. Seat Capacity at HKG 2023

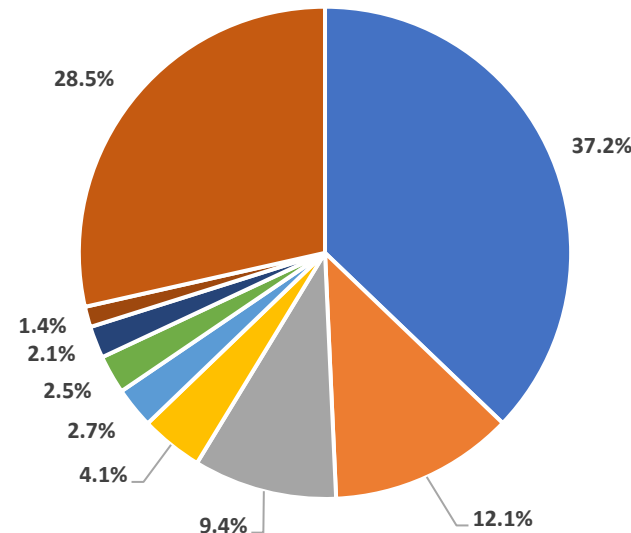
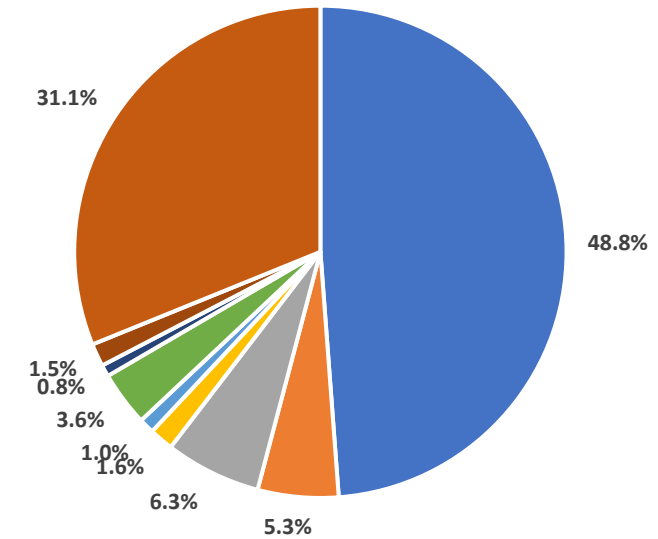


Figure 20. Seat Capacity at HKG 2019



49%

CX Market Share @HKG (2019)



37%

CX Market Share @HKG (2023)

▼ Down

CX Group Seat Capacity 2023 vs 2019

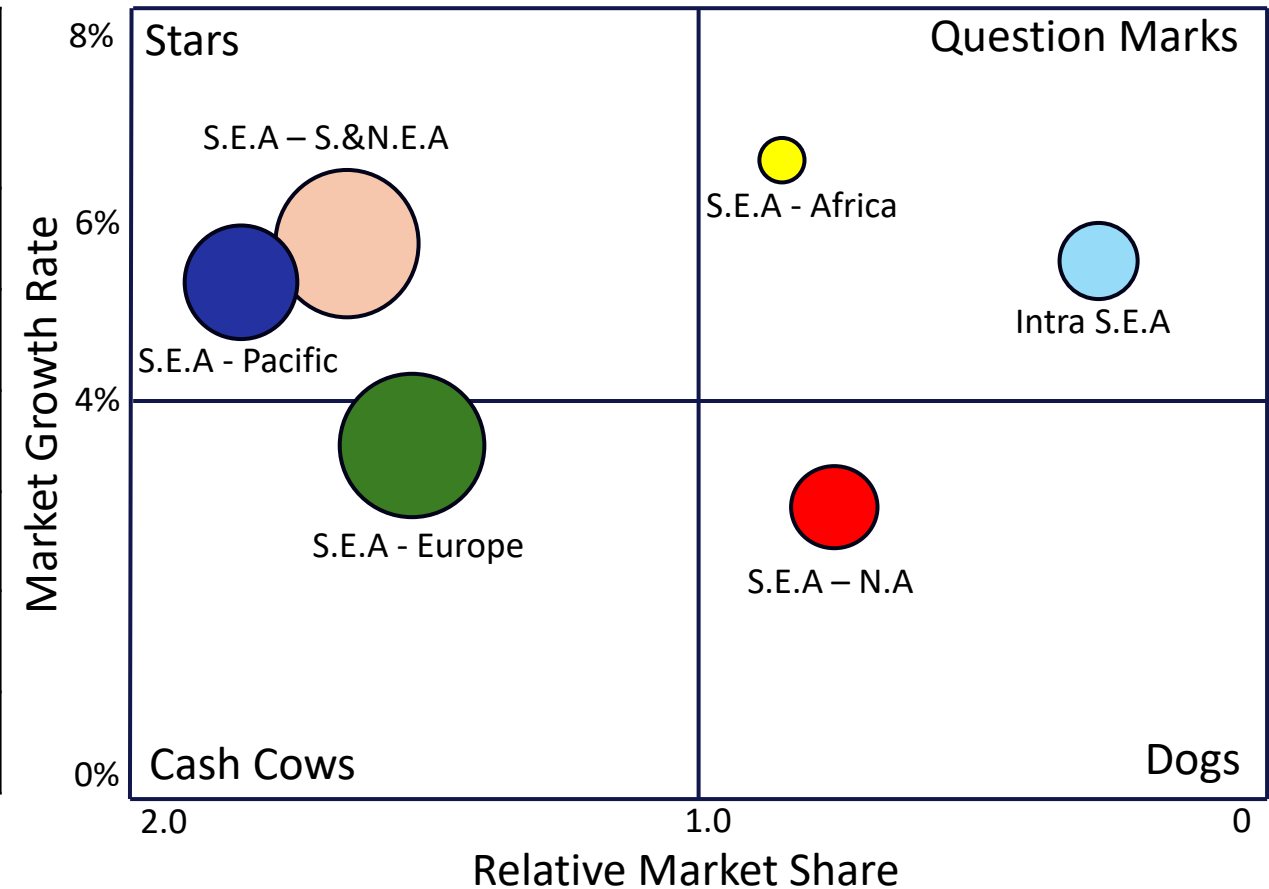
Singapore Airlines' Global Positioning from the Southeast Asian Market

Table 1. Relative Market Share of Singapore Airlines

Region	Singapore Airlines ASKs/Week	Strongest Competitor	Strongest Competitor ASKs/Week	Singapore Airlines Relative share	Growth %
Intra Southeast Asia	242,074,604	Lion Air	692,757,332	0.35	5.60%
Southeast Asia – Southeast & Northeast Asia	795,841,458	Thai Airways	507,008,742	1.57	5.70%
Southeast Asia – North America	238,810,886	Philippine Airlines	308,287,500	0.77	3.00%
Southeast Asia – Europe	650,595,895	Turkish Airlines	436,635,865	1.49	3.70%
Southeast Asia – Africa	30,638,300	Ethiopian Airlines	35,672,254	0.86	6.40%
Southeast Asia – Pacific	469,709,047	Qantas	257,727,485	1.82	5.50%

Source: OAG, 2024; Airbus GMF, 2023.

BCG Matrix

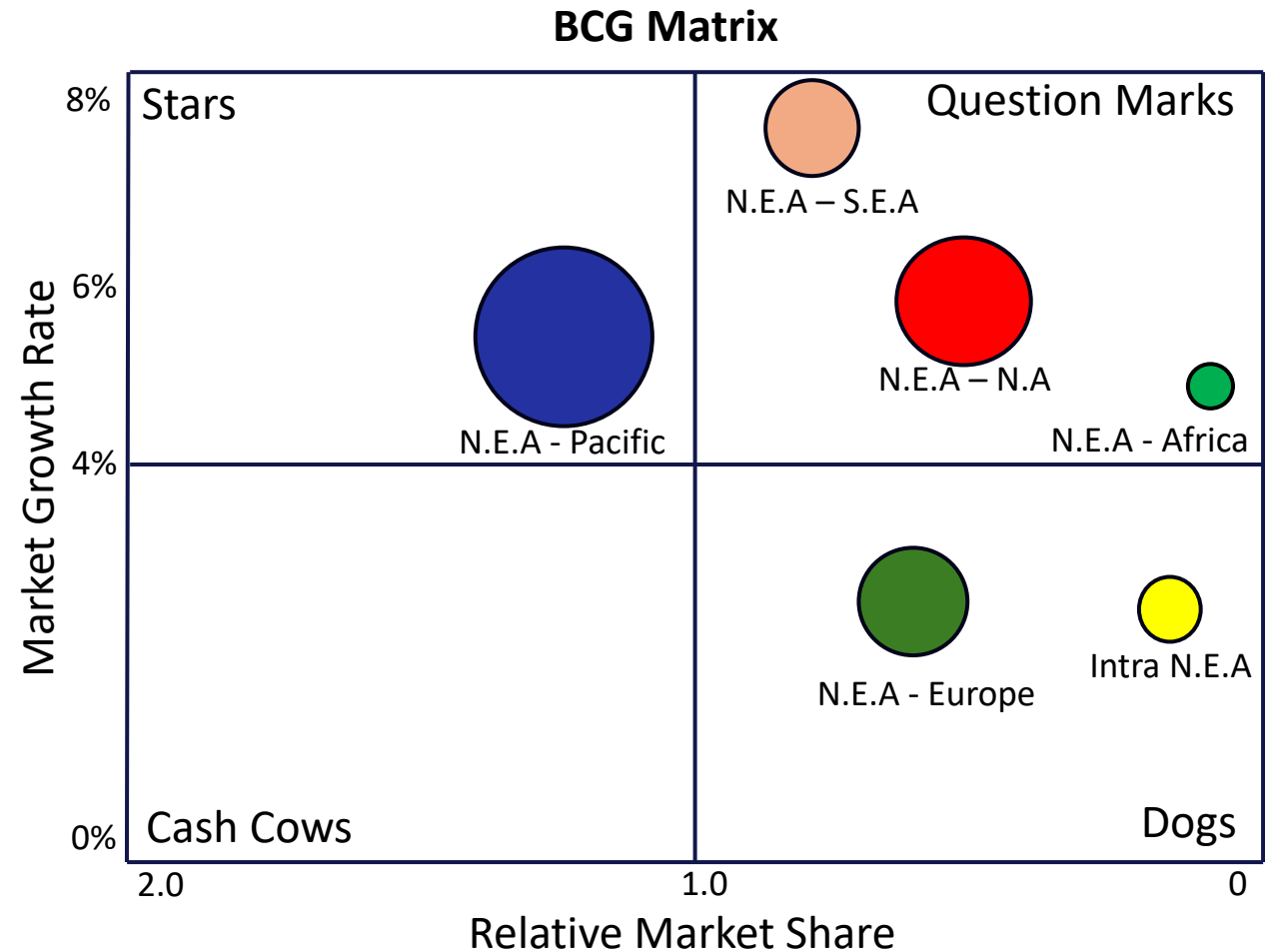


Cathay Pacific Global Positioning from the Northeast Asian Market

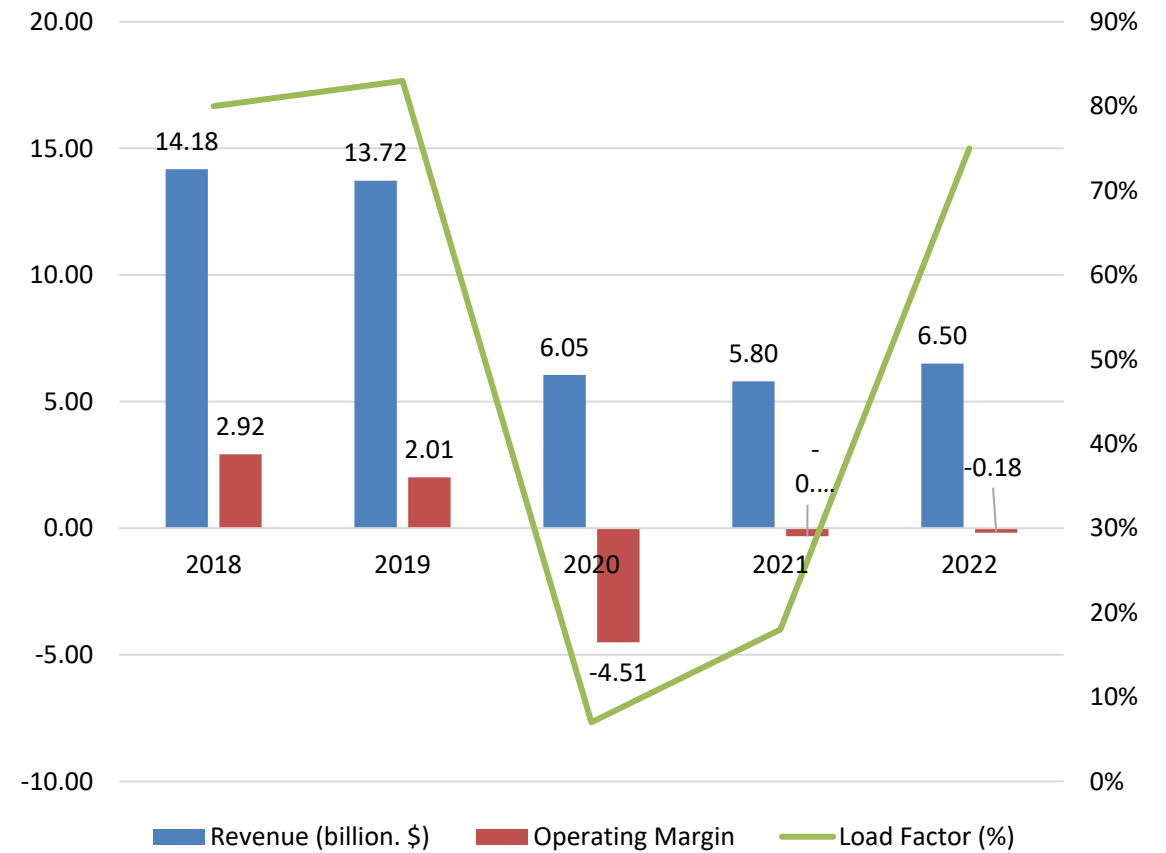
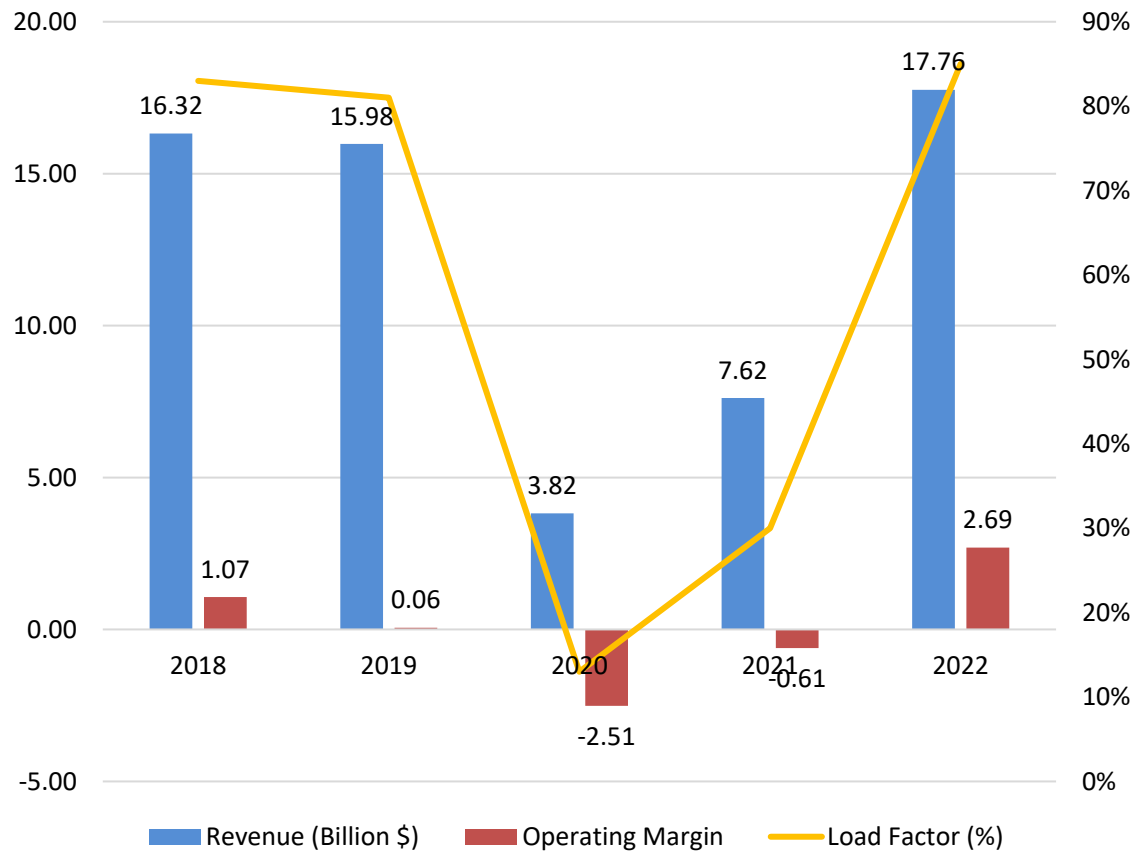
Table 2. Relative Market Share of Cathay Pacific

Region	Cathay Pacific ASKs/Week	Strongest Competitor	Strongest Competitor ASKs/Week	Cathay Pacific Relative share	Growth %
Intra Northeast Asia	863,110,604	China Southern Airline	6,455,635,322	0.14	2.20%
Northeast Asia – Southeast Asia	290,520,742	Singapore Airlines	535,970,554	0.54	7.20%
Northeast Asia – North America	591,418,644	United Airlines	820,957,900	0.72	2.0%
Northeast Asia – Europe	401,096,736	Air China	773,274,670	0.52	2.60%
Northeast Asia – Africa	11,948,160	Ethiopian Airlines	183,040,056	0.06	4.80%
Northeast Asia – Pacific	296,800,004	Qantas	224,535,000	1.33	5.50%

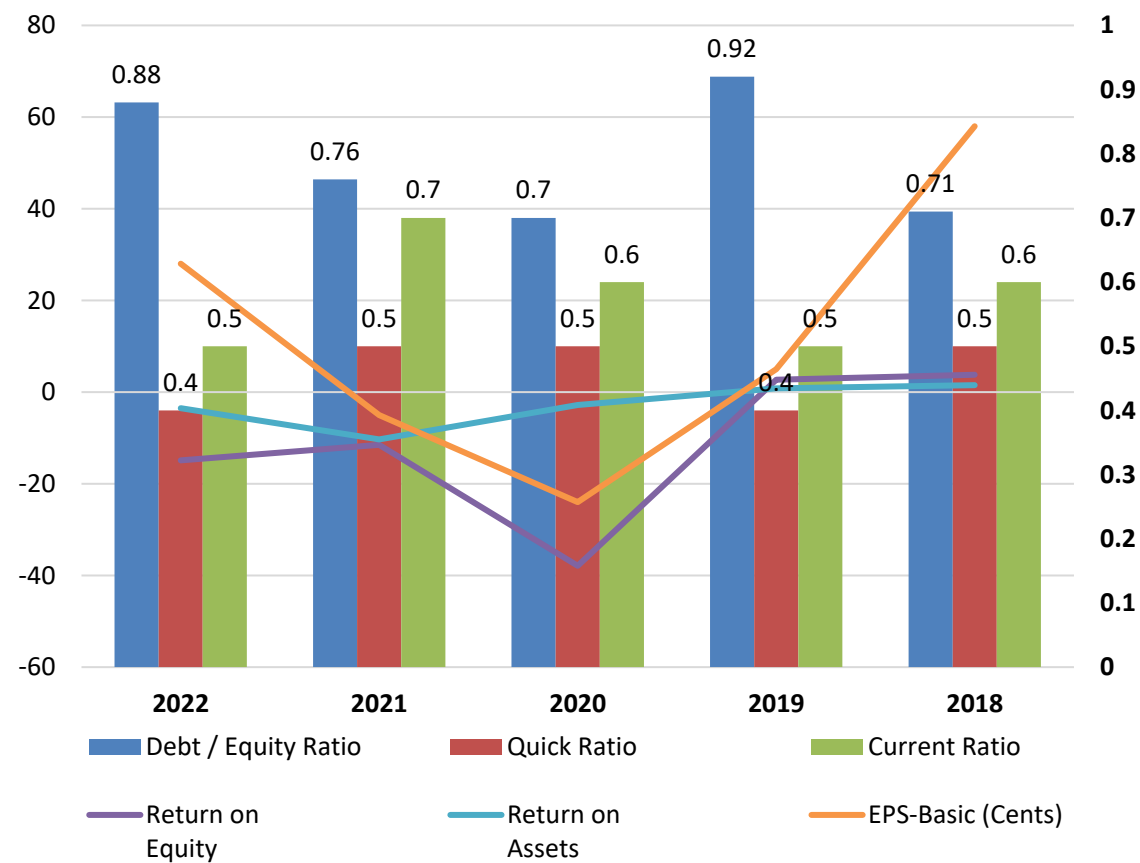
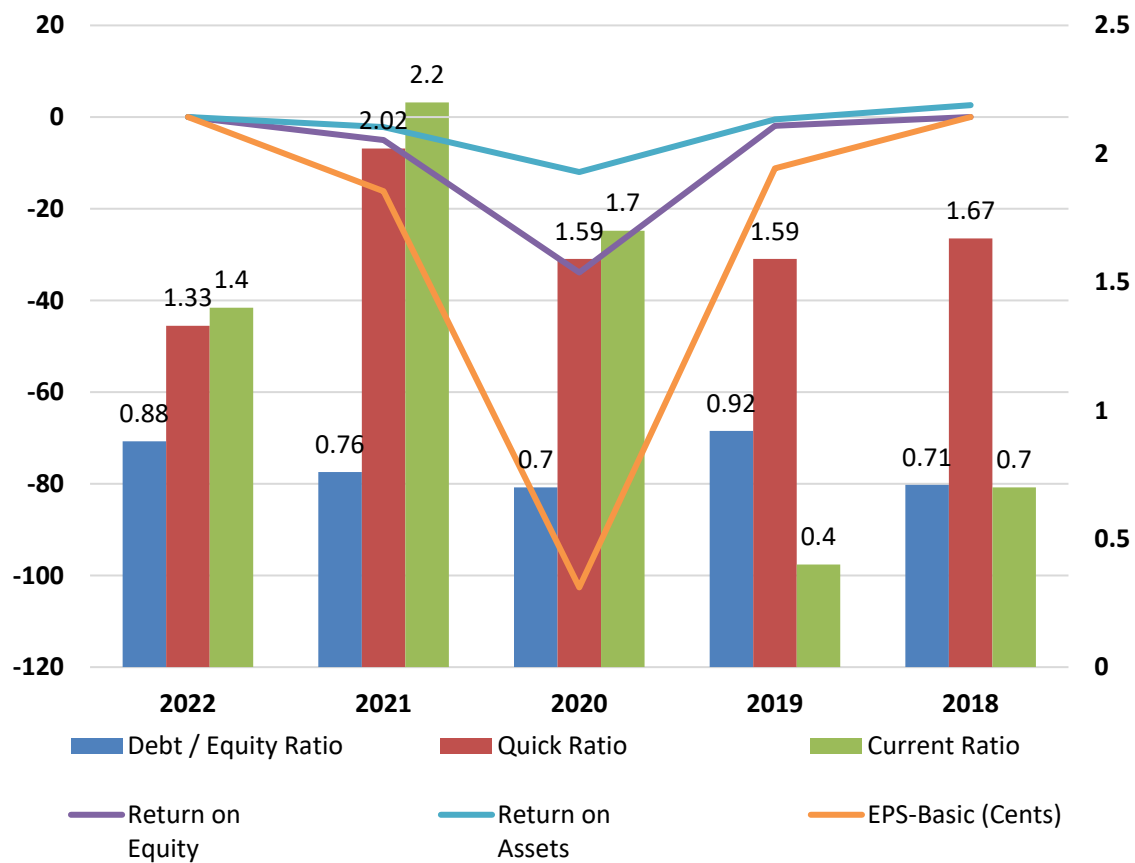
Source: OAG, 2024; Airbus GMF, 2023.



Singapore Airlines Financials Compared to Cathay Pacific



Singapore Airlines Financial Ratios Compared to Cathay Pacific



SWOT Analysis



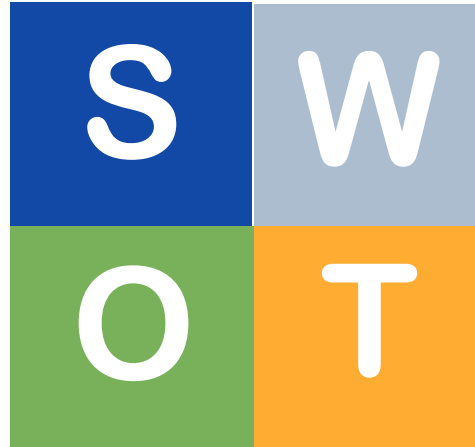
Strengths



Young fleet - 7.4 years average	Strategic location of Hub is advantageous for passenger and cargo services
Strong brand image	High service quality, operational efficiency, and safety record
Good network and hub connectivity	Innovative In-Flight Services
Strategic hub location	Substantial fleet, with a significant number of wide-body aircraft for Long Haul operation
Superior business and first-class product	Diverse Service Offerings
Alliances and Code Sharing, boosting network to 220 destinations	

Opportunities

Growing Asian travel market	Exploring new routes and markets, especially in emerging economies
New Terminal and Runway at Singapore Airport	Strengthening existing alliances and exploring new partnerships
Emerging technologies	Investing in customer service, both on-ground and in-flight, through innovative services, amenities, and loyalty programs
Alliances and partnerships	Sustainable aviation
Premium service innovation	



Weaknesses



High Operating Costs	Massive Geographical Concentration in HKG making it vulnerable to economic fluctuations
Intense competition	Intense competition
No Domestic Market	High Operating Costs
Dependence on Premium Segment	Weak network in Europe & Africa
Complex fleet on long haul routes	
Weak network in Africa	

Threats

Economic uncertainty	Geopolitical Tensions & Economic Fluctuations
Intense competition with FSCs, as well as with LCCs, due to the Open-Skies agreement with SEA countries and USA	Regulatory & political challenges
Volatility in fuel prices	Health Pandemics and Natural Disasters
Regulatory & political challenges	Volatility in fuel prices

World Airline Awards, 2024

Airline Ranking



2



5



Airline Ratings



Thank You



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AVIATION OASIS



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