

# Future Competition and Business Innovations in the Airline Industry

航空业的盈利模式创新

Mr. Vinay Dube 维内•杜布先生

Senior Vice President Asia Pacific 高级副总裁

Delta Air Lines 美国达美航空公司

CONFIDENTIAL AND PROPRIETARY

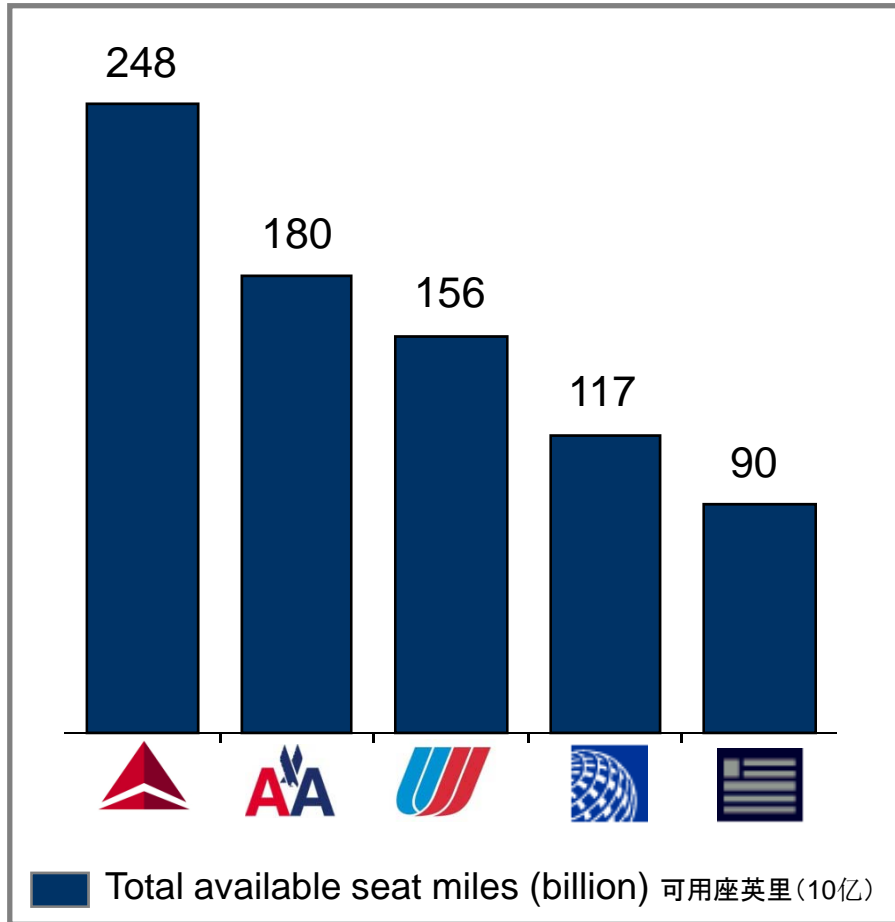


## Delta-Northwest Combination Created the Leading Global Airline 达美-西北的合并组成了一个领先的全球性的航空公司

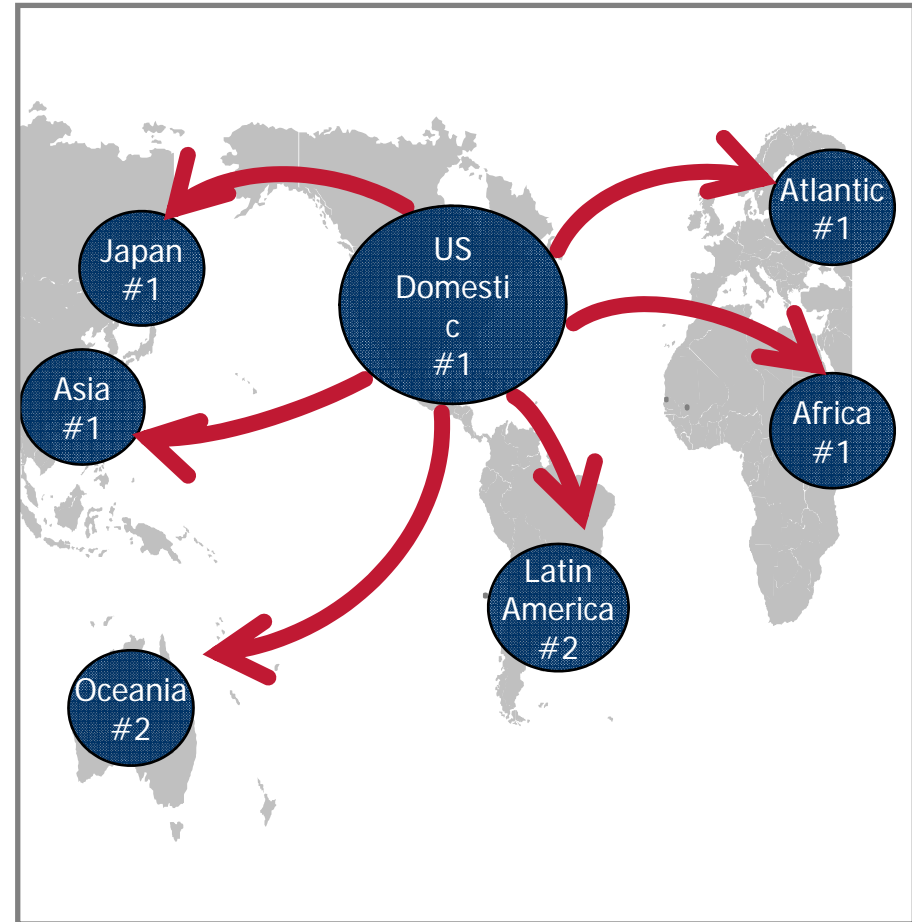
- World's leading airline 世界领先的航空公司
  - Fleet of nearly 1,400 aircraft 将近1,400架飞机
  - More than 160 million passengers per year 每年1.60亿旅客
  - More than 70,000 employees 职员超过7万人
- More than 6,000 daily flights to 355 destinations in 65 countries 每日超过6,000架航班飞往355个目的地的65个国家
- Service to 905 destinations in 169 countries through SkyTeam Alliance partners 天合联盟伙伴的航线遍及905个目的地的169个国家
- Leading airline in more U.S. cities than any other airline 与其它航空公司相比,在美国大部分城市居领先地位
- Largest frequent flier program in the world with more than 74 million members worldwide 世界上最大的常旅客计划并拥有全球7,400万个会员

# Delta Is Positioned To Succeed Both Domestically and Internationally 美国达美的定位以达到国内和国际的成功

US carriers total capacity  
美国各航空公司的总运力

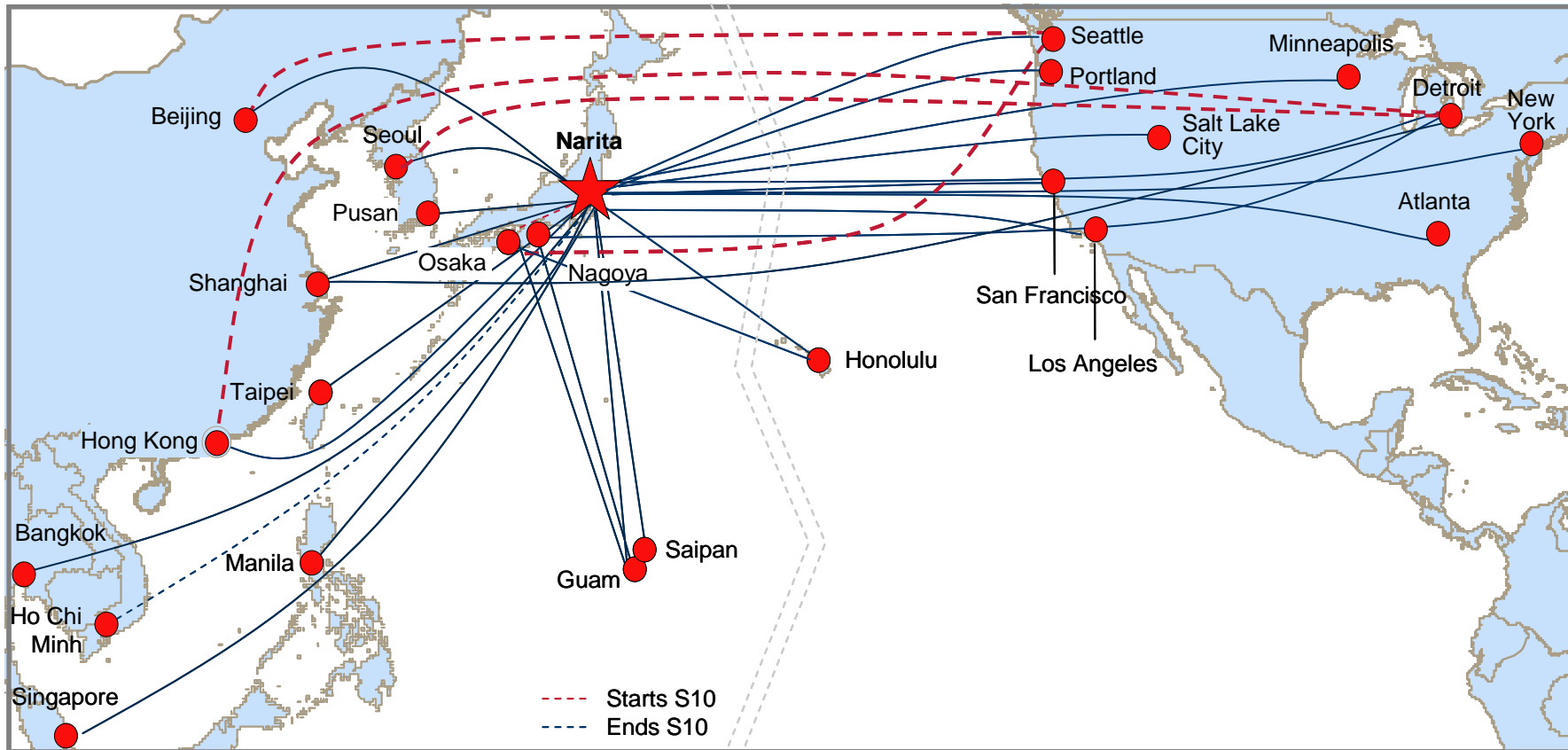


Delta position among U.S. carriers  
达美在美国各航空公司的地位



# Delta Is Rapidly Expanding Its Presence in Asia 达美在亚洲地区迅速拓展业务

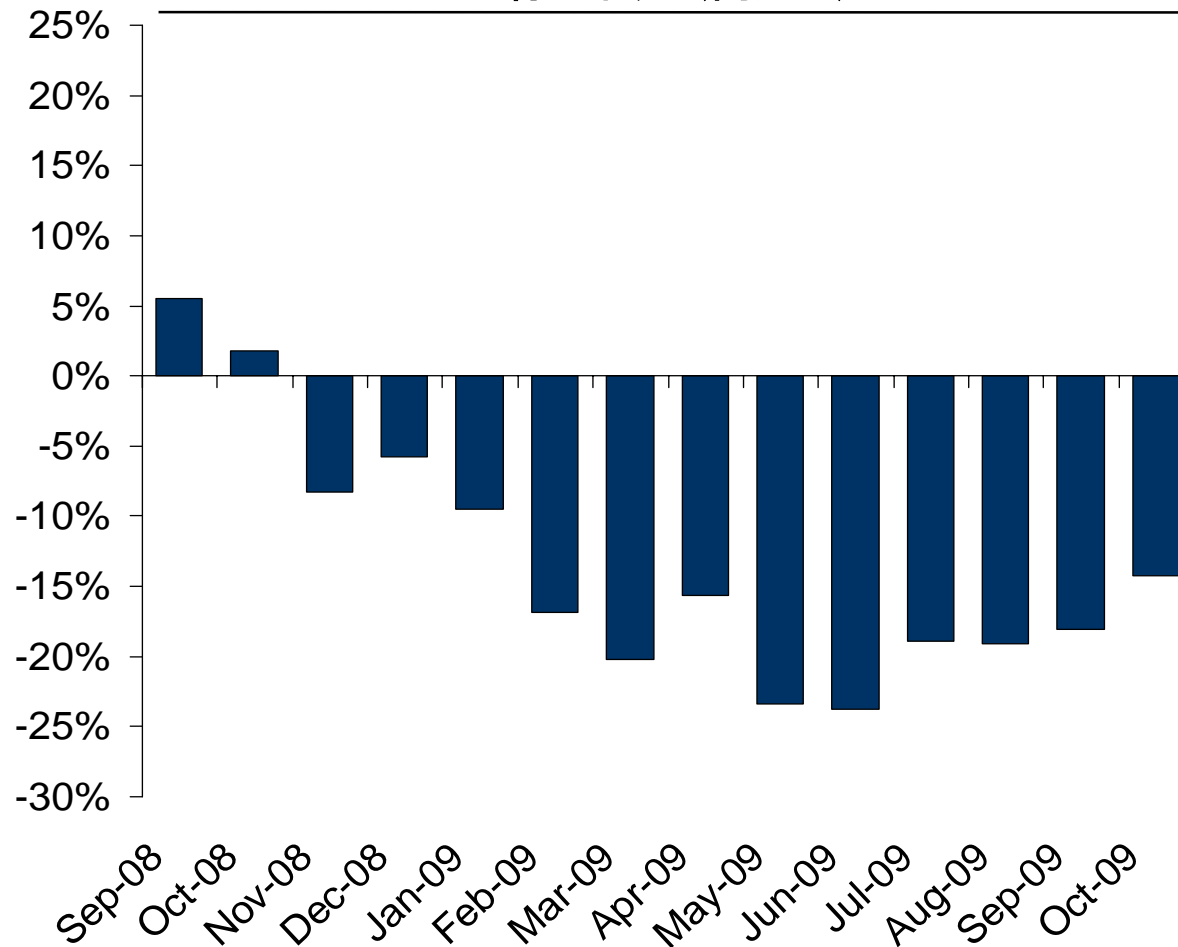
## Delta in Asia 达美的亚洲市场



- Delta serves 24 destinations to/from Tokyo-Narita 达美从东京成田始发及到达东京成田有24个航班
- Delta is growing direct service from U.S. to China and other Asia destinations 达美正在增加从美国到中国及到亚洲其它点的直航

# Industry Is Still Recovering From 2009 Downturn 航空业正在从2009衰退中复苏

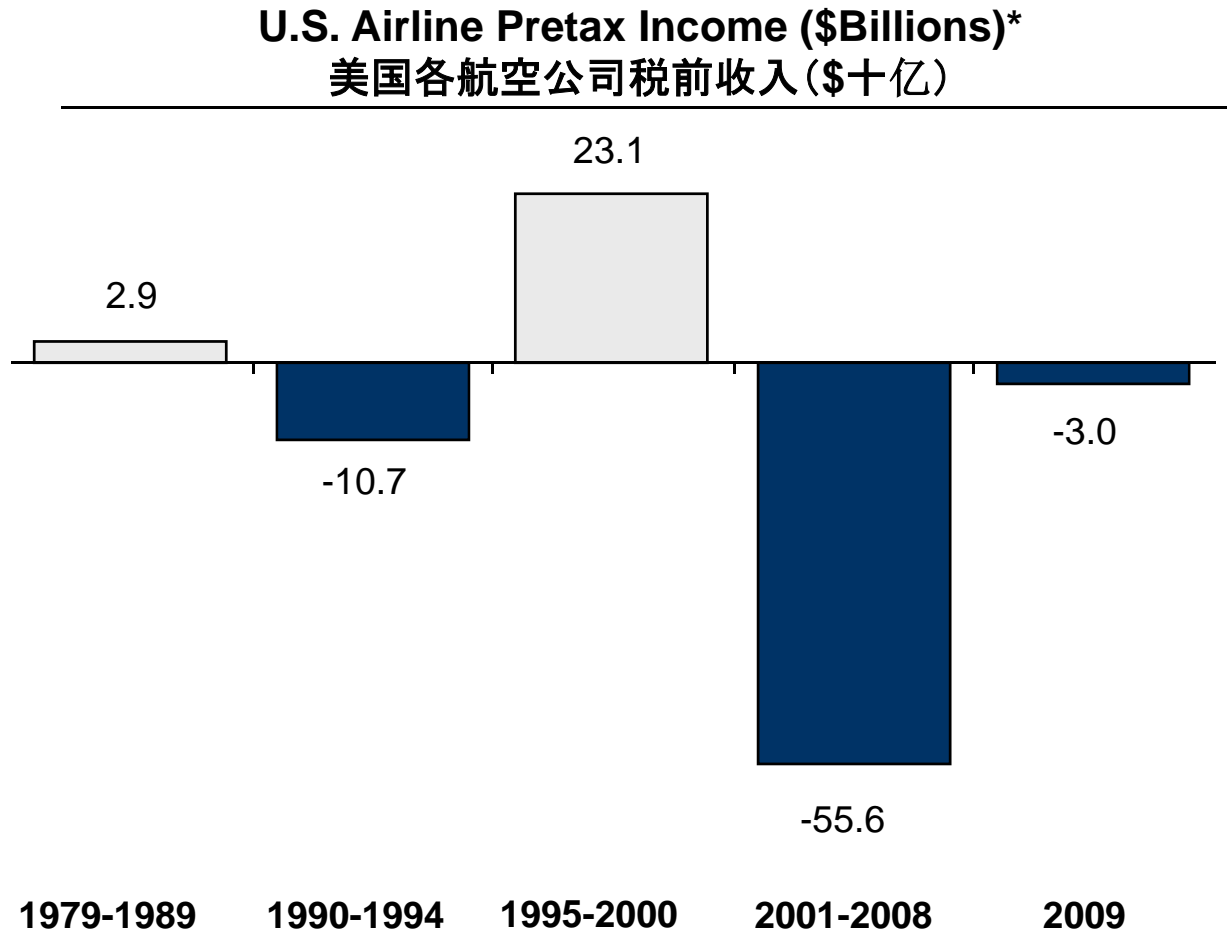
Industry Revenue (% Change Year-over-Year)  
行业收入 (同比%)



Source: ATA

- Since late 2009 trends are improving but challenges remain: 09年底趋势转好但尚存挑战
  - Significant reduction in premium class activity 豪华舱上座有显著下降
  - Weaker booking class and cabin mix overall 整体订座舱位等级不高
- Year-over-year RASM improvement is evident R 可用座英里收入同比增长显著
- 2010 is showing additional signs of recovery 10年显示更多的复苏迹象

## For US Airlines, Losses and Volatility Have Been the Norm 对于美国各航空公司来说, 损失和波动已成为普遍现象



- **In the last ten years, U.S. airline losses averaged over US\$5 billion annually** 过去10年, 美国航空公司损失超过\$50亿美金
- **Over 15 U.S. airlines filed for bankruptcy in the same period** 在此期间, 超过15个航空公司申请破产保护
- **Employment statistics continue to decline** 就业统计数字继续下降
  - **Employment down 28% from May 2001 peak (542,000) to February 2009 (392,000)** 就业人数由2001年5月高峰(542,000)至2009年2月(392,000)减少了28%

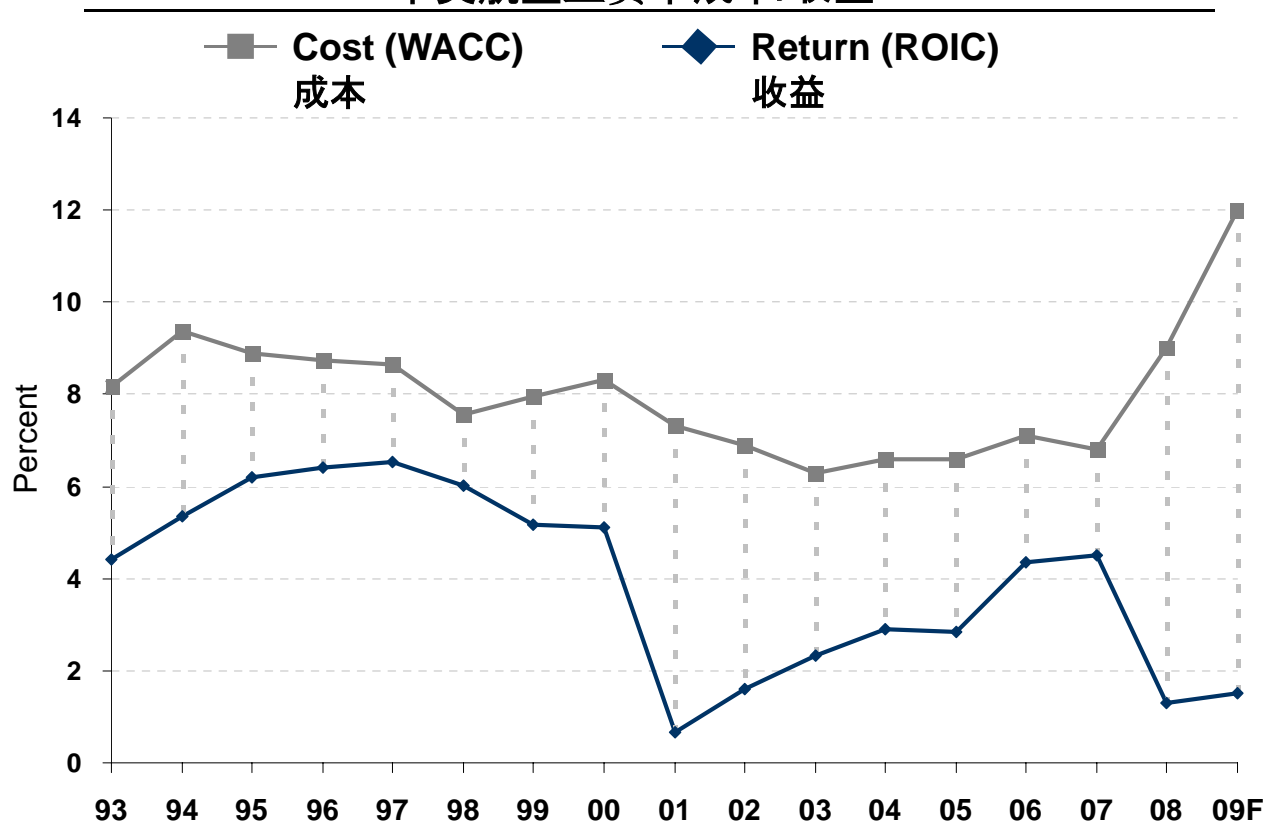
Source: ATA

# US Airlines Challenged to Cover Cost of Capital

## 美国航空业面对收回资本成本的挑战

U.S Airline cost of capital / return

中美航空业资本成本/收益

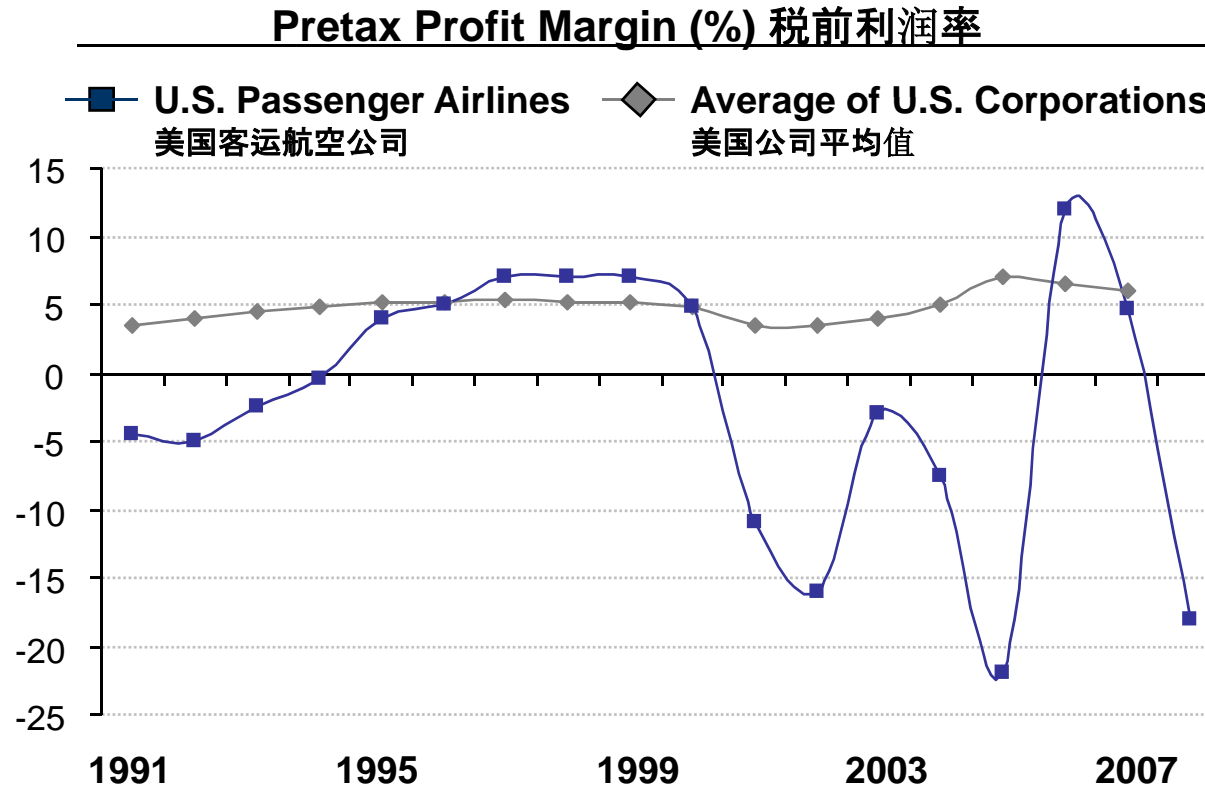


- Even in the 'good years' covering the cost of capital has been very difficult 即使在“好年”，控制资本成本已非常困难
- Most US carriers are not in a position to make large investments 大多数美国航空公司没有能力进行大规模投资

Source: ATA

# Volatility is in Sharp Contrast to Other Businesses

## 波幅的变化与经营其它业务的美国公司形成鲜明对比



Source: ATA

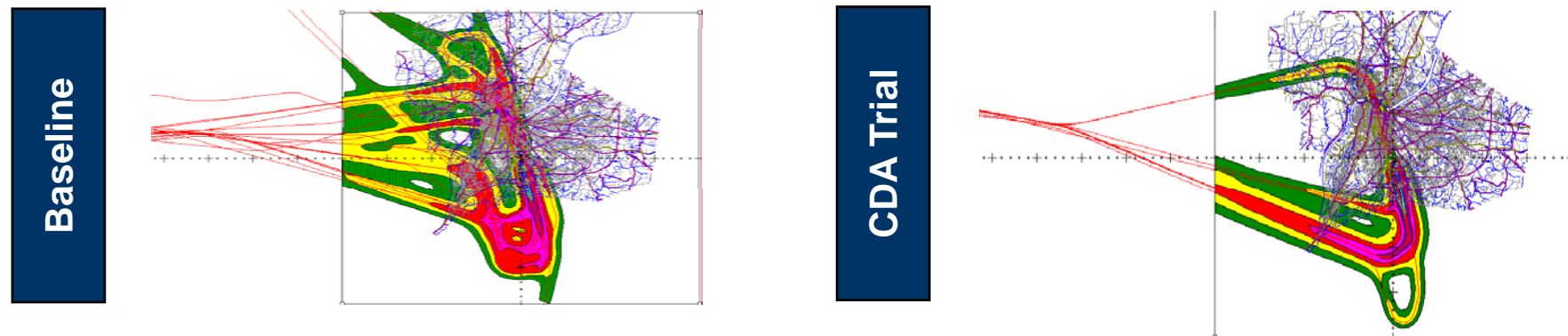
***Innovation must result in a financially stable industry with consistent profitability and reduced volatility*** 创新的结果必定是财务稳定, 带来持续盈利, 并减少波动



# Government and Industry Cooperation to Improve Air Traffic Management 政府与业界合作，以改善空中交通管理

- NextGen, a satellite based Air Traffic Control system being developed in the U.S. through partnership between government and industry, will transform management of the nation's airspace NextGen, 在美国通过政府与业界的合作，一个应用卫星系统的空中交通管制系统正在研发中，它将改变该国的空域管理

## Continuous Descent Approach (CDA) Trial - Noise Impact at Louisville Int'l 连续下降进近(CDA)的试用



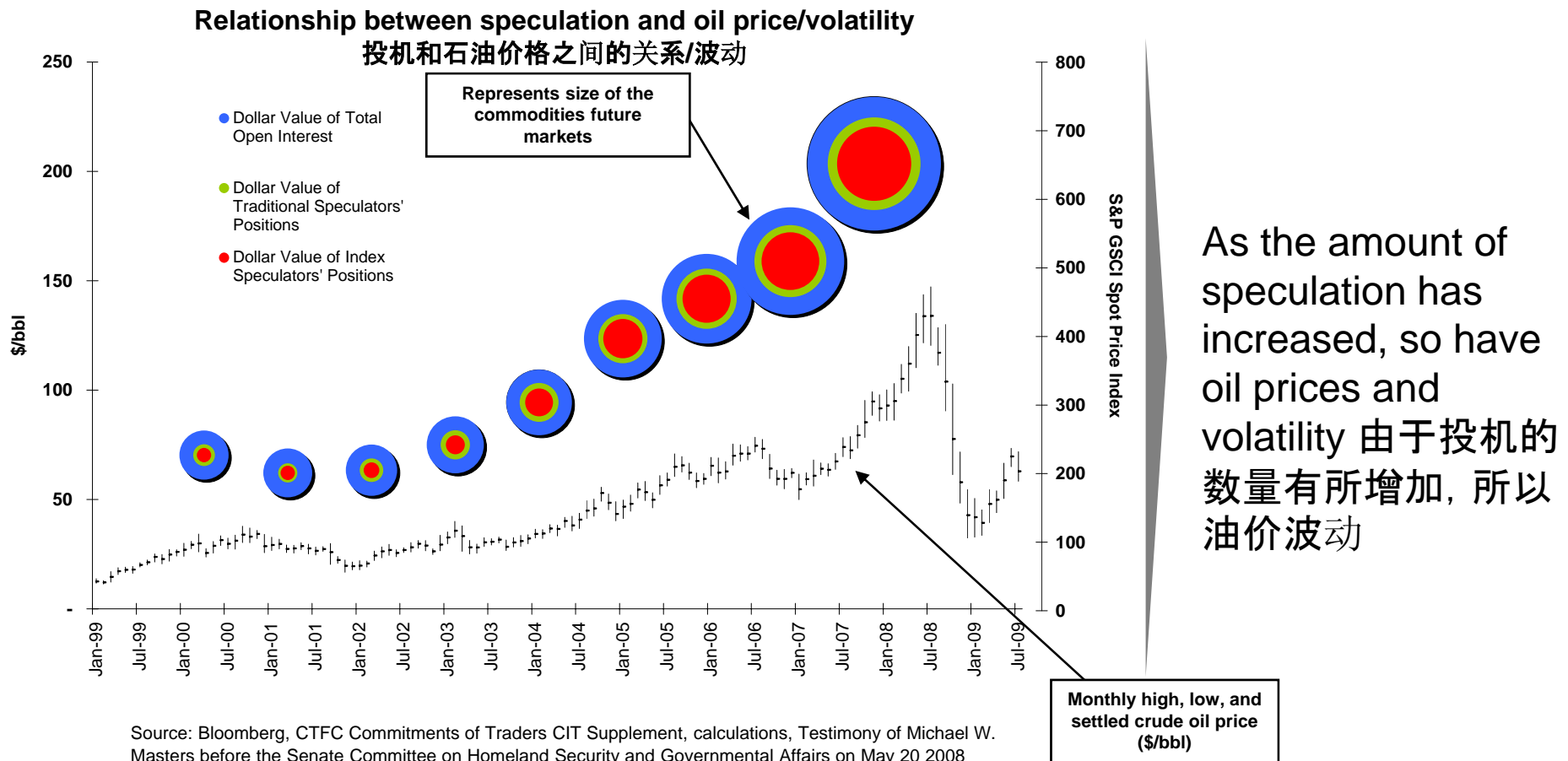
***Airlines are ready to innovate in cooperation with government***

**航空公司准备与政府合作创新**

# Limits on Oil Speculation Would Contribute to a More Stable Industry

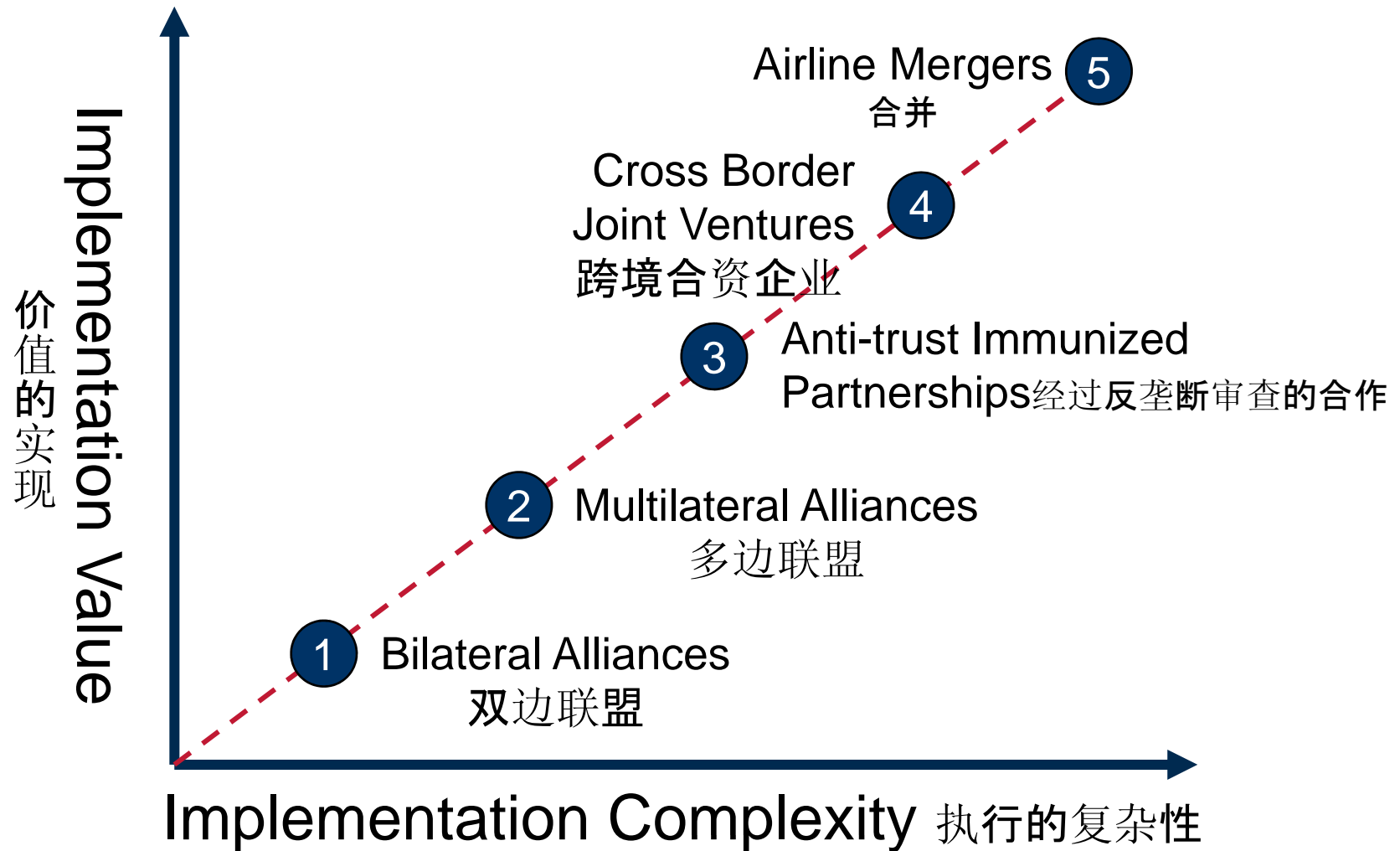
## 对石油投机的限制，将有助于建立一个更稳定航空业

- Increased volatility in the oil market associated with rapid increases in speculative oil investment – this increased volatility raises both the cost and risk of fuel hedging 石油市场的动荡性与投机性石油投资的快速增长 - 这种增长的波动性增加了成本及石油套保风险
- Legislation currently proposed in the U.S., which Delta supports, would place limits on U.S. oil and gas speculative positions 美国目前有立法提议，并得到达美支持，将会对美国的石油和天然气的投机头寸规定限额



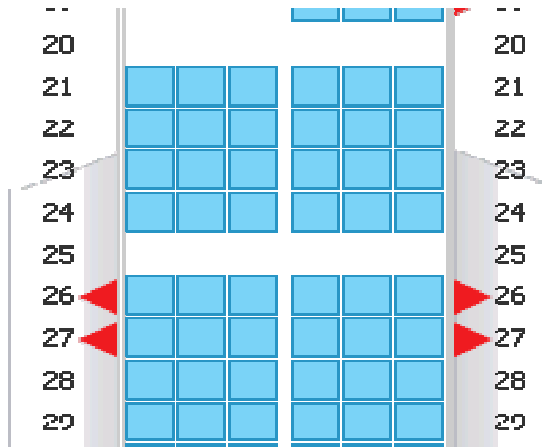
# Airlines Showing Willingness to Innovate with Alliance Partners

## 航空公司愿意与合作伙伴共同创新



# Next Wave of Financial Innovation Aimed at Top-Line Revenue

## 下一阶段的金融创新以高端收入为目标



### Product Unbundling 非捆绑产品

- Baggage fees 行李费
- Preferred seats 首选座位
- Short sector meals 短途餐食
- Movies in economy 经济舱电影
- Onboard internet access 机上互联网

“*Maniacal cost control is now the norm ... getting paid for services offered is the future ...*” 疯狂的成本控制是普遍现象...对所提供的服务收取费用是未来...



# Innovation Around an Improved Travel Experience ...

## 创新改进的旅行体验...

### Pre-flight 乘机前



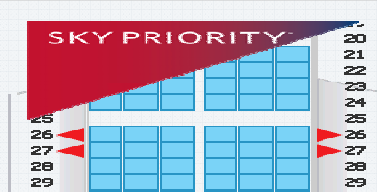
Sky Priority delta.com



Sky Priority Call Center



Sky Priority Mobile

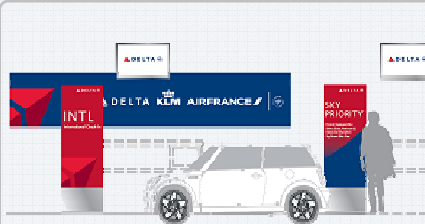


Protected Preferred Seats

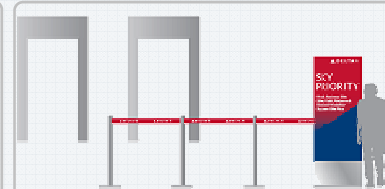
### Airport 在机场



Sky Priority Lobby Check-In,  
Need Help Centers & BSOs



Sky Priority Curbside Check-In



Sky Priority  
Expedited Security

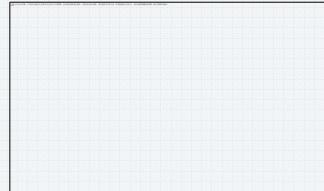


Sky Priority Boarding

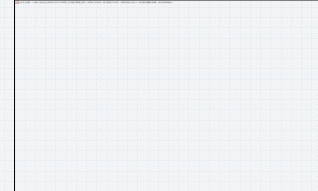
### On Board 飞机上



Lie – flat beds



AVOD



Improved Meals



Wi-Fi

### Post-flight 乘机后



Sky Priority Baggage



Sky Priority Svc. Recovery



Sky Priority Coupons



Sky Priority Lanes

# ... With Technology Playing a Pivotal Role

## ...随着技术发挥关键作用

### Mobility and Portability 移动性和便携性

- Airline web tools to allows customers to manage their travel, create live itineraries, find great restaurants to wine and dine and get directions in real time 航空公司的网络工具, 使乘客可以管理他们的旅行, 制订行程, 发现好的餐厅, 并得到实时的服务



### Accessibility 无障碍

- Create a distributed commerce model that enables customers to search, plan, and book flights from any web experience 创建一个分布式电子商务模式, 使乘客可以轻松的搜索, 计划和预订航班

### Personalization 个性化

- Adjusts the digital and physical experiences based on the knowledge of the specific customers 为乘客量身订做以满足他们的数字和个体的需求





