

DRIVING GROWTH AMIDST VOLATILITY

Mr Oliver Chong

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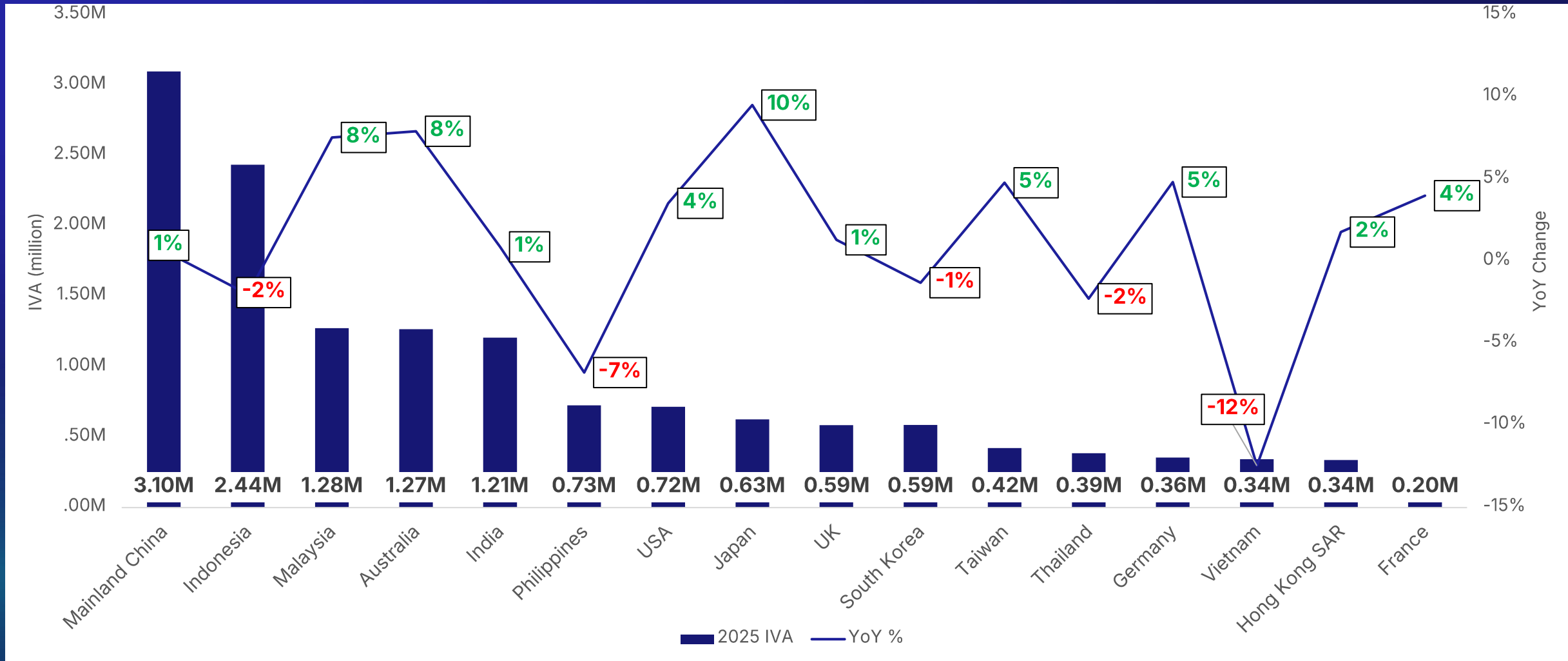
2025 & Q12026

**INTERNATIONAL VISITOR ARRIVALS (IVA)
& TOURISM RECEIPTS (TR)**



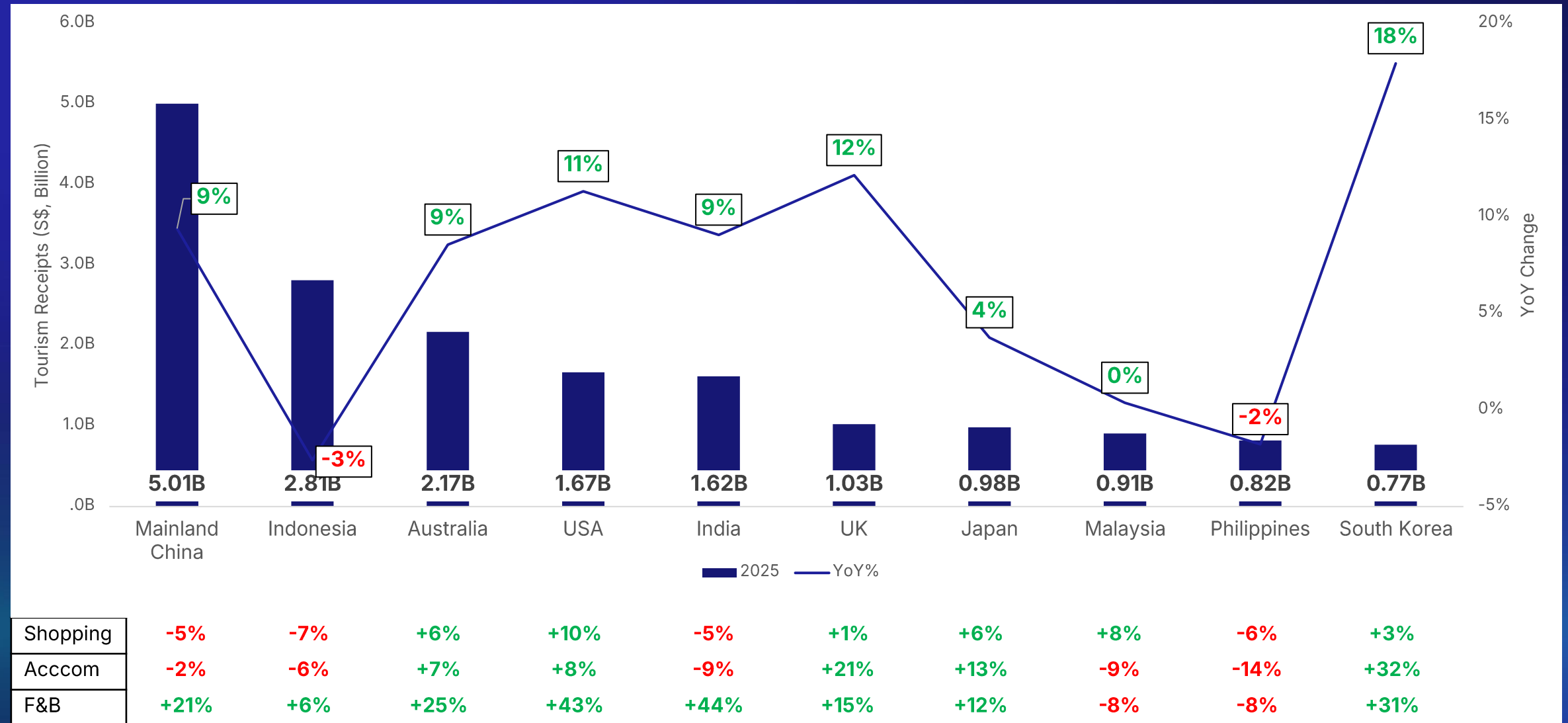
INTERNATIONAL VISITOR ARRIVALS

- 16.9M visitors, up 2.3% YoY
- Peak months were January, July and August
- Average Length of Stay = 3.48



TOURISM RECEIPTS

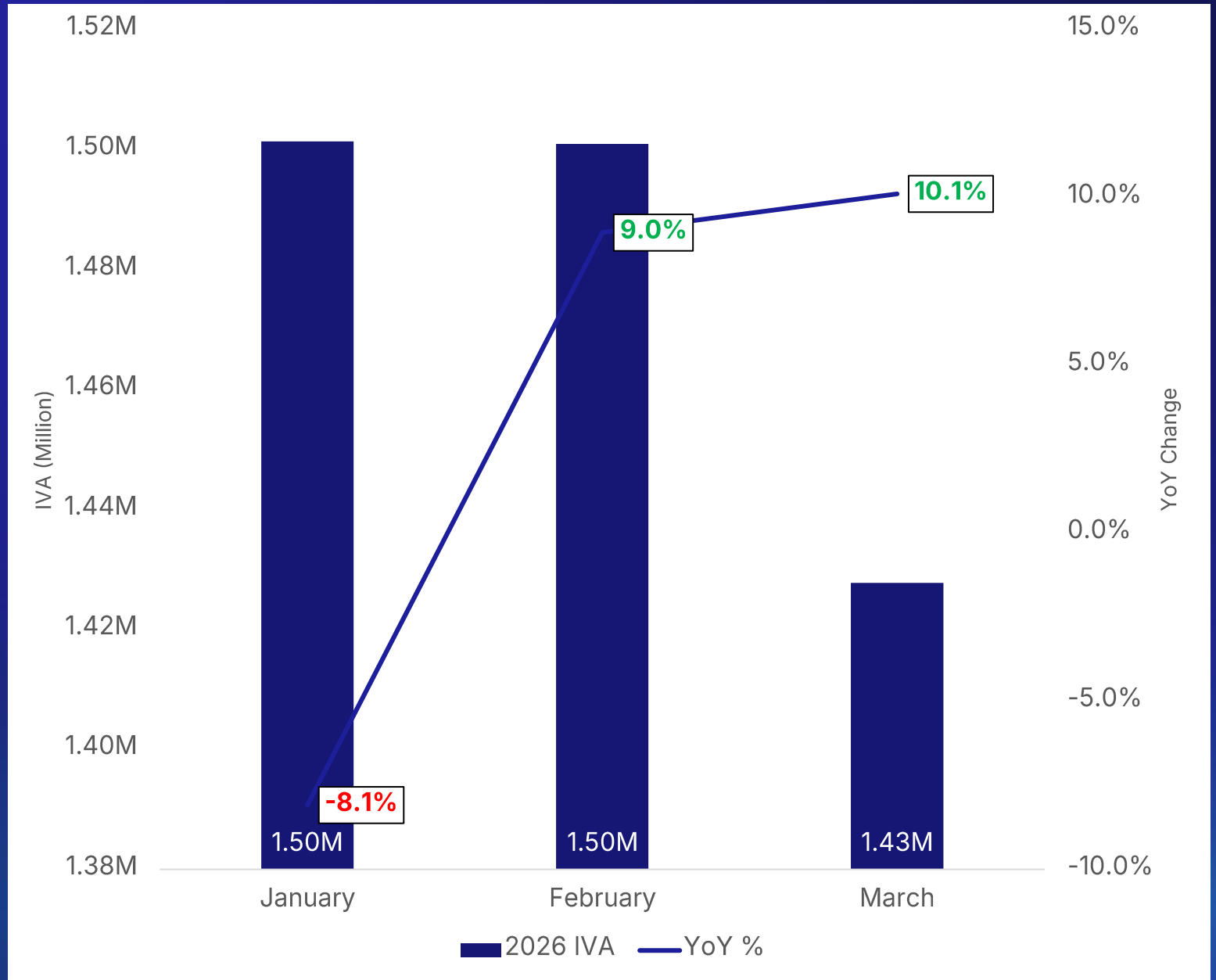
- Record high of S\$32.8B, up 10% YoY
- Per Capita Expenditure up 7% YoY to S\$1,937
- F&B one of the fastest-growing components



Source: STAN. Tourism Receipt figures by markets do not include Sightseeing & Entertainment and Gaming figures.

INTERNATIONAL VISITOR ARRIVALS Q1 2026

- 4.4M visitors, up 3% YoY
- Mainland China, Malaysia and Taiwan saw highest YoY growth.



STB INTERNATIONAL GROUP'S FOCUS AREAS FOR 2026





LEISURE MARKETING

SCALE UP MARKETING

- Front-load campaigns
- Curate compelling travel offers
- Increase visibility of Singapore



LEISURE MARKETING

GO LOCAL

- Showcase new and unique products and experiences based on market interests



LEISURE MARKETING

GROW NEW MARKETS

- Diversify and build resilience via new source markets
- Up to 50% support on marketing and business development activities in emerging markets and secondary cities

GROW PIPELINE

- Explore new opportunities: association conventions in Asia and exhibitions and conferences in USA/Europe.
- Focus on high-growth sectors such as health sciences, medical technologies, advanced manufacturing and sustainable energy.
- Target direct selling as a key M&I growth area through partnerships with relevant associations.



KEY SOURCE MARKETS:

**MARKET PERFORMANCE &
OUTLOOK**



GREATER CHINA

MARKET STATISTICS – 2025



IVA

CN	TW	HK
3.10M (+1% YoY)	0.42M (+5% YoY)	0.34M (+2% YoY)



ALOS
(Days)

CN	TW	HK
3.74 (2024: 3.80)	2.82 (2024: 2.87)	3.45 (2024: 3.39)



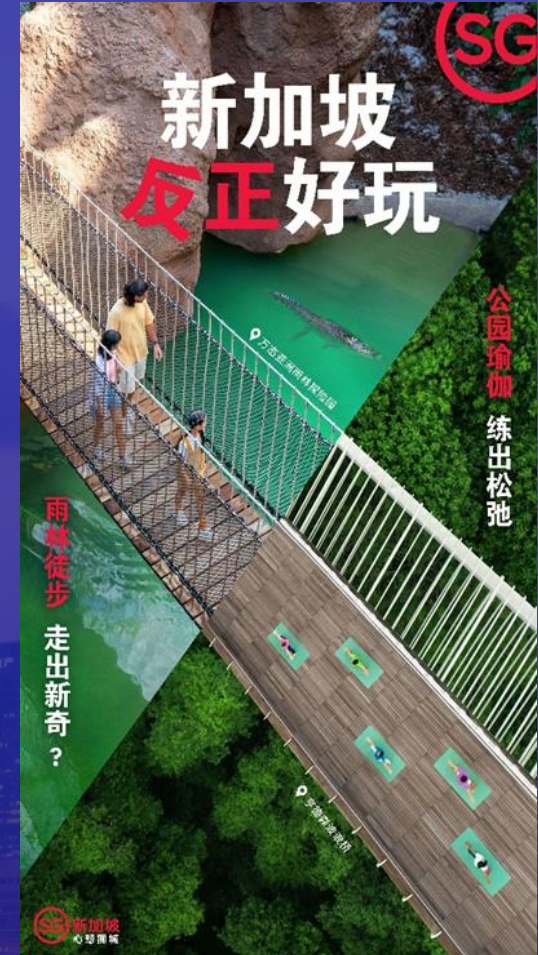
TR_{ex SEG}
(S\$)

CN
5.01B (+9% YoY)



MARKET OUTLOOK – 2026

1. With visa-free travel, make-up of Chinese visitors has shifted from group travel to FIT, small group family travel and those on bespoke itineraries.
2. Singapore remains popular as family-friendly destination. Growing appeal to Early Careers segment due to robust events calendar.
3. Taiwan recovery driven by strong travel appetite.
4. Moderate recovery from Hong Kong, partially constrained by air connectivity.
5. Recent flight cancellations in Mainland China may impact visitor numbers but overall air capacity leading into summer months remain higher than 2025.
6. Chinese enterprises seeking overseas expansion mean more MICE opportunities.



Entrenching Singapore's Appeal amongst Families with Kids and Early Careers through Emotive Engagement / Securing Events across Full MICE Spectrum

1. Creating value and emotional connections with priority segments

- a. Early Careers: emotive storytelling via social, always on approach featuring celebrity collaborations and entertainment events
- b. Families with Kids: pilot modular learning-gearred experiences timed with traditional peak travel seasons and new Spring/Autumn school holidays
- c. Active Silvers: target during off-peak with interest-based experiences

2. **Strengthening destination affinity** through branded entertainment partnerships, **drive IVA** via celeb-themed itineraries with trade partners and **boost spend** via payment gateways

3. **MICE**: Expand business development efforts to Association Congresses, Exhibitions & Conferences (AC/EC besides M&I) with new intermediaries, conference ambassadors etc.



Dylan Wang at Singapore Zoo



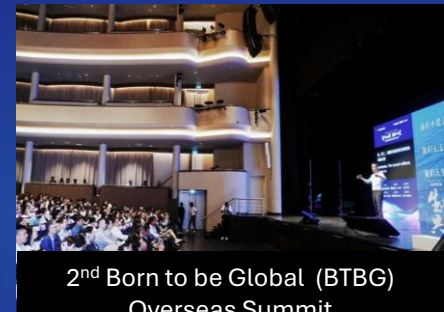
Mafengwo Robodog Pilot at Sentosa Sensoryscape



Learning geared travel
(Robotics Summer Camp by TimesWorld)



3rd Caixin Global's Asia New Vision Forum



2nd Born to be Global (BTBG) Overseas Summit

SOUTHEAST ASIA

MARKET STATISTICS – 2025



IVA

ID	MY	PH	TH	VN
2.44M (-2% YoY)	1.28M (+8% YoY)	0.73M (-7% YoY)	0.39M (-2% YoY)	0.34M (-12% YoY)



ALOS
(Days)

ID	MY	PH	TH	VN
2.76 (2024: 2.83)	2.01 (2024: 2.18)	4.85 (2024: 4.85)	3.48 (2024: 3.47)	4.26 (2024: 4.10)



TR_{ex SEG}
(S\$)

ID	MY	PH
2.81B (-3% YoY)	0.91B (+0.5% YoY)	0.82B (-2% YoY)



MARKET OUTLOOK – 2026

1. Overall travel demand softening due to higher airfares, reduced flight frequencies and weakened consumer sentiments.
2. However, SEA travellers may pivot to travel within Asia-Pacific, prioritising safety, shorter travel times and simpler entry procedures.
3. There are also opportunities to drive visitor arrivals through leisure events and cruises.
4. New routes to Tier 2 Indonesian cities like Palembang, Semarang and Pontianak offer new sources of growth.



MARKET STRATEGY – SOUTHEAST ASIA

Creating Value and Emotional Connections

1. Communicating value:

- a. Value for time: Singapore makes every moment count on your holiday
- b. Reasons to visit: events, new and refreshed attractions, cruises
- c. Delivering on our value proposition: partnerships with key regional OTAs, airlines and payment gateways and promoting off-peak travel

2. Building emotional resonance:

- a. Branded entertainment
- b. Storytelling and shareable content by credible creators and influencers



Outdoor Billboard in Philippines for We Don't Wait For Fun Campaign



Video by Malaysian Content Creator Sofyank



AUSTRALIA

MARKET STATISTICS – 2025



IVA

AU

1.27M
(+8% YoY)



ALOS
(Days)

AU

2.97
(2024: 3.03)



TR_{ex SEG}
(S\$)

AU

2.17B
(+9% YoY)

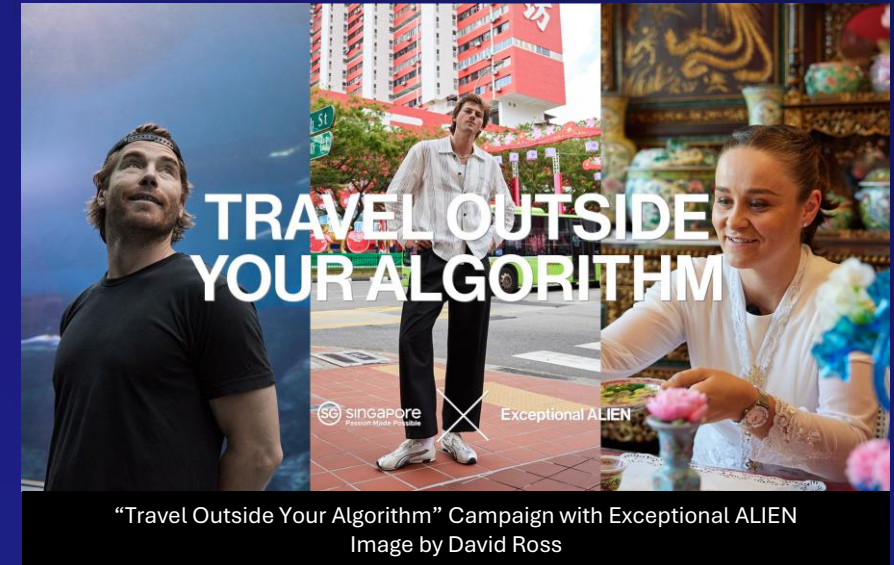
MARKET OUTLOOK – 2026

1. Political and economic uncertainties leading to Australians to re-route their journeys to Europe via Singapore or even pivot from Europe to Asia altogether.
2. Flight capacity remains high.
3. Qantas re-routing flights to Europe via Singapore and increasing services on Perth to Singapore route.
4. Opportunity to attract more mono-visitors from Western Australia.

MARKET STRATEGY – AUSTRALIA

Driving Consideration and Bookings among Travellers looking towards Asia

- 1. Drive Consideration:** Build emotional resonance with Australian travellers to drive perception change and inspire visits to Singapore.
- 2. Drive Bookings:**
 - a. Enhance value perception:** Leverage loyalty programme partners to drive conversions at lower price points
 - b. Capture more quality IVA from Western Australia:** With close proximity and affinity for Singapore, WA will be treated separately from rest of AU.



INDIA

MARKET STATISTICS – 2025



IVA

IN

1.21M
(+1% YoY)



ALOS
(Days)

IN

6.26
(2024: 6.33)



TR_{ex SEG}
(S\$)

IN

1.62B
(+9% YoY)

MARKET OUTLOOK – 2026

1. Summer bookings and demand (Apr – May) are softer, with geopolitical uncertainties, cost-of-living pressures, and higher fares weighing on leisure and MICE demand.
2. Key metros contribute bulk of international travel but secondary cities are growing strongly due to improved connectivity and expanding consumer bases.

MARKET STRATEGY – INDIA

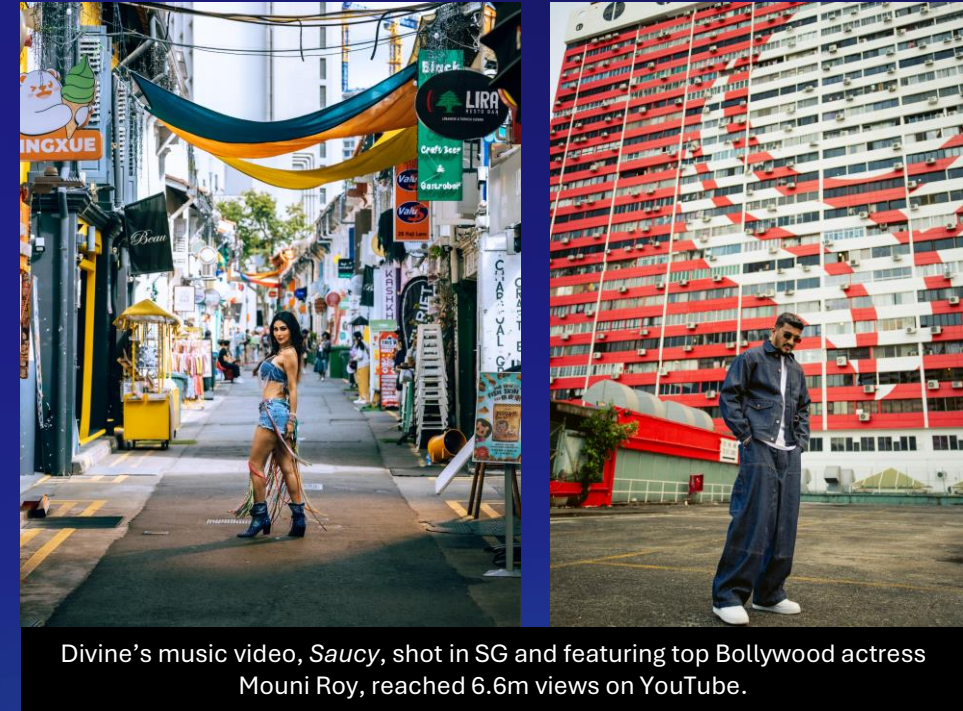
Refining Geographical Targeting to Maximise Marketing Impact and Capture Quality Family with Kids and Early Careers Segments

1. Prioritising Quality Consumers

- a. Geographical prioritisation framework based on income levels, air connectivity and consumer sophistication.
- b. Quality B2C and B2B travel intermediaries.

2. Targeting Priority Segments

- a. Continue to focus on Families with Kids
- b. Re-capture Early Careers by repositioning Singapore as a high-energy, aspirational playground based on entertainment, lifestyle experiences, nightlife and events
- c. Broaden MICE business development channels beyond traditional in-market planners to include event organisers, production agencies and Singapore DMC representatives in India



NORTH ASIA

MARKET STATISTICS – 2025



IVA

JP	KR
0.63M (+10% YoY)	0.59M (-1% YoY)



ALOS
(Days)

JP	KR
2.78 (2024: 2.83)	2.91 (2024: 2.88)



TR_{ex SEG}
(S\$)

JP	KR
0.98B (+4% YoY)	0.77B (+18% YoY)

MARKET OUTLOOK – 2026

Japan:

1. Continued strong growth (8.4%) in first 4 months of 2026
2. However, headwinds expected in 2H2026 from flight capacity reduction in summer and doubling of fuel surcharge by JAL & ANA.
3. Rising costs and weak yen may drive Japanese travellers to choose domestic and short-haul destinations over Singapore.

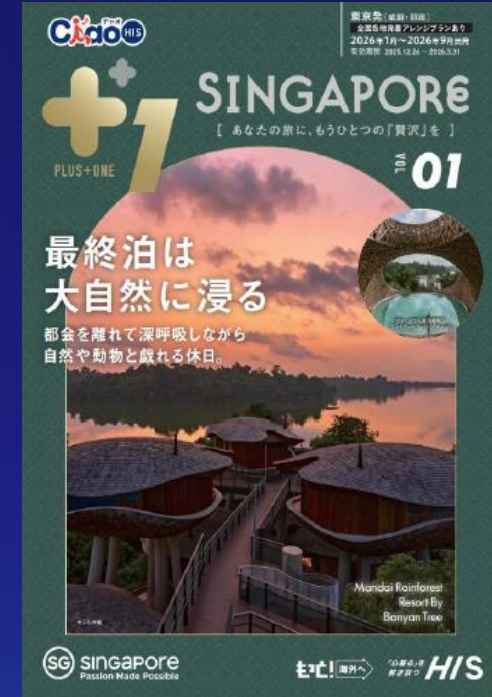
South Korea:

1. 2026 looks to be challenging due to reduced flight capacity in the coming months, rising fuel surcharges and weakening won
2. Korean travellers are prioritising China, Japan and domestic travel.

MARKET STRATEGY – NORTH ASIA

Driving Arrivals with Focus on Tier 1 Source Markets/ Driving Consideration with a Focus on Early Careers and Families with Kids

1. **Driving Arrivals, particularly from tier 1 source markets of Seoul and Busan (Korea) as well as Kansai and Kanto (Japan) with front-loaded campaigns and year-round partnerships with key travel agents and OTAs**
2. **Driving Consideration, particularly amongst the fast-growing Early Careers and Families with Kids segment through branded entertainment content partnerships**
3. **Driving Spend by partnering payment gateways and premium trade**
4. **MICE – Tapping new opportunities in Associations and Direct Selling sectors through key intermediaries such as Korea MICE Association and Korea and Japan Direct Selling Associations**



EUROPE

MARKET STATISTICS – 2025



IVA

UK	DE	FR
0.59M (+1% YoY)	0.36M (+5% YoY)	0.20M (+4% YoY)



ALOS
(Days)

UK	DE	FR
3.39 (2024: 3.30)	2.95 (2024: 2.86)	2.99 (2024: 3.02)



TR_{ex SEG}
(S\$)

UK
1.03B (+12% YoY)

MARKET OUTLOOK – 2026

1. Overall air connectivity curtailed due to cancellations of flights through the Middle East.
2. Impact on visitor arrivals likely, particularly over peak summer season.
3. Europeans likely to pivot to intra-Europe and proximity destinations.
4. Though a bright spot is with airlines such as SQ, Qantas, British Airways, Lufthansa all increasing capacity.

Strengthening Air Connectivity / Deepening Travel Consideration through Better Storytelling

1. Driving Leisure arrivals:

- Diversify airline partnerships.
- Stepping up **twinning efforts** to capitalise switch of aviation hub towards Singapore
- Strengthen Singapore's unique value proposition as a **"City in Nature"** through a 3-year Pan-European marketing campaign.
- Prioritise **Early/Established Careers and Active Silvers** segments



2. Driving MICE arrivals:

- Continue to amplify Singapore's position as a **safe and trusted destination** to capture M&I and AC events considering alternative destinations.
- Broadening our market engagement efforts in emerging markets within Europe to bring in new EC events.



USA

MARKET STATISTICS – 2025



IVA

US

0.72M
(+4% YoY)



ALOS
(Days)

US

3.39
(2024: 3.48)



TR_{ex SEG}
(S\$)

US

1.67B
(+11% YoY)

MARKET OUTLOOK – 2026

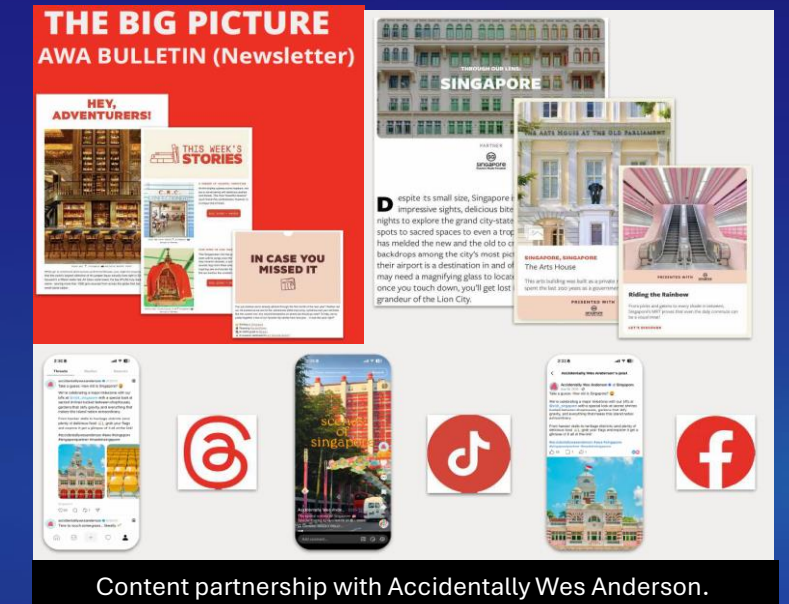
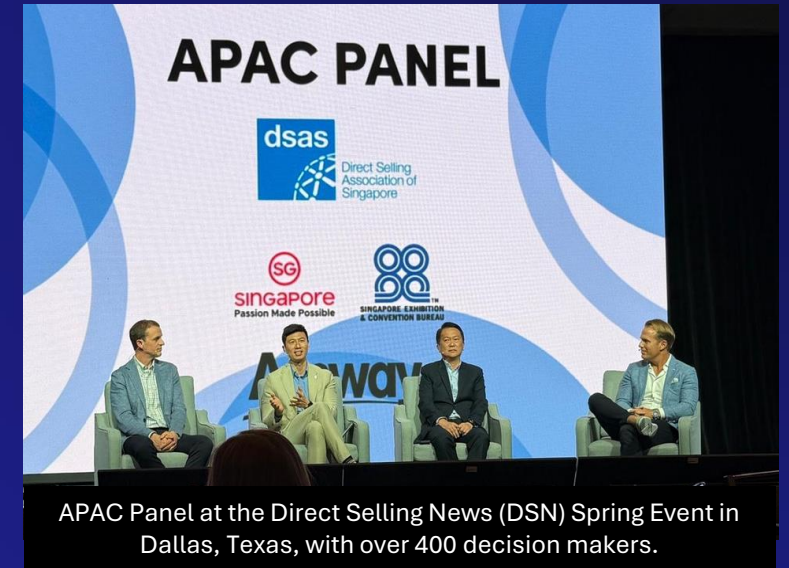
1. The U.S. remains a resilient, high-value outbound market, with long-haul travel demand driven by affluent segments.
2. Direct flight connectivity remains stable, but elevated fuel costs have driven airfares higher across carriers.
3. Travellers plan more carefully, including adjusting booking windows and destination choices.
4. U.S. organisations reassessing their global footprint, creating new MICE opportunities in stable, well-positioned markets like Singapore. Growth led by sectors including AI, technology, defence and financial services, while sectors such as retail, science and research face ongoing headwinds, shaping corporate travel demand and MICE participation.

MARKET STRATEGY – AMERICAS

Unlocking High-Value MICE Opportunities and Premium Leisure Demand

- 1. MICE:** Increase Singapore's mindshare through high-key industry platforms and targeted engagements at sector-specific events.
 - a. Conventions (AC)** - Opportunities across all sectors. Strongest alignment with STEM/ Biomedical.
 - b. Corporate (M&I)** - Build advocacy with key intermediaries and participate in niche platforms to diversify pipeline in Direct Selling, Pharma, Finance and Tech.

- 2. Leisure:** Continue to prioritise high-value leisure travellers and strengthen destination appeal.
 - a.** Target priority states and large metros.
 - b.** Strengthen Singapore's appeal and visibility through content-led marketing and high-impact branded entertainment.



WORKING TOGETHER TO SEIZE OPPORTUNITIES

1. Enhance your products and engage our Regional Offices on collaborations
2. Hunt-as-a-pack to pursue new MICE opportunities
3. Diversify your audiences and expand efforts in emerging markets and secondary cities



THANK YOU!

