Annual General Meeting

23rd July 2021







Recap of FY20/21

Toughest year since listing due to impact of COVID-19



 Flights handled at Changi hit a historical low



Work volume at our hangars and Joint
Ventures dropped significantly



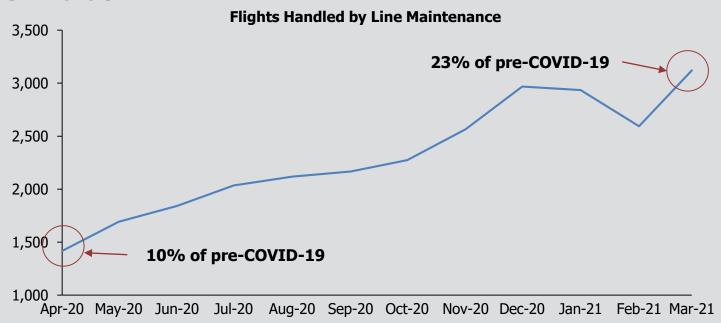
 Considerable reduction in expenditure could not fully offset revenue loss





Looking Ahead

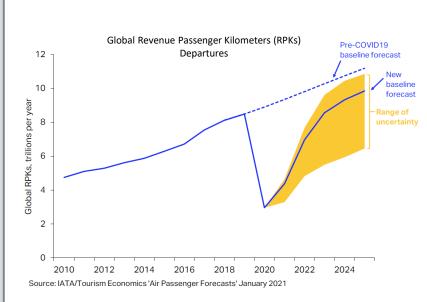
The worst of the aviation industry's COVID-19 downturn may be behind us





Outlook

Recovery amidst uncertainty



- COVID-19 vaccination gathering pace
- Increase in vaccine manufacturing capacity and supply
- Restart of international air travel through travel bubbles





- Stark gap in vaccination levels between different countries
- More transmissible variants of COVID-19
- Uncertainty over the reopening of international borders impeding rebound in global air travel



Our Response

Emerging stronger and more resilient



Tighten Cost Measures

- Cuts in Management salaries and Directors fees
- Release of contract staff
- Imposed tight controls on non-essential expenditure



Workforce Safety & Upskilling

- Lean and digital training
- Rostered Routine Testing for frontline staff
- Safe management measures at the workplace
- 92% of staff vaccinated



Reshape Our Portfolio

 Acquired full ownership of Heavy Maintenance Singapore Services and SIA Engineering Philippines



Pursue New Opportunities

- Set up new Engine Services Division to tap growth in the engine services market
- Potential acquisition of SR Technics Malaysia



Strategic Partnerships – JV Portfolio

23 JVs Across 7 Countries (Total Revenue in FY20/21: S\$4B) **Engine and Component Airframe and Line Maintenance** SIA Engineering PT JAS Aero-Singapore Aero Engine **SIA Engineering Japan Eagle Services Asia** (USA) **Engineering Services** Services (SIAEJ) (ESA) (SEUS) (PT JÄES) (SAESL) United States 100% Indonesia 49% Singapore 49% Japan 100% Singapore 50% Pos Aviation Line GE Aviation, Overhaul Asian Surface **Southern Airports Aircraft** Pan Asia Pacific **Maintenance Services** Engineering Maintenance I Services – Singapore **Technologies** Aviation Services Partnership | Services (PAPAS) (SAAM) (GEAOSS) (AST) (PAES) (Korea) Singapore 49% Singapore 39.2% Hong Kong 40% Vietnam 49% Malavsia 49% Korea 51% Singapore Aero Support SIA Engineering **Boeing Asia Pacific Goodrich Aerostructures Fuel Accessory Service** Aviation Services Services (Philippines) **Service Center-Asia Technologies** (SASS) (BAPAS) (SIAEP) (GASCA) (FAST) Singapore 100% Singapore 49%

Philippines 100%

Singapore 49%

- Divested 51% stake in Aviation Partnership (Philippines) Corporation to Cebu Air
- Line Maintenance JV with NokScoot Airlines in Thailand in the process of dissolution



Safran Landing Systems **Services Singapore** (SLSSS)

Singapore 40%

JAMCO Aero **Design & Engineering** (JADE)

Singapore 45%

Singapore 40%

Safran Electronics & **Defense Services Asia** (SEA)

Singapore 40%

Moog Aircraft Services Asia (MASA)

Singapore 49%

Component Aerospace Singapore (CAS)

Singapore 46.4%

Turbine Coating Services (TCS)

Singapore 24.5%

Panasonic Avionics Services Singapore (PACSS)

Singapore 42.5%

Additive Flight Solutions (AFS)

Singapore 60%

Aerospace Component **Engineering Services** (ACES)

Singapore 51%



Accelerating Pace of Transformation

Transformation Phase 2

Power Up with **Lean**



- More than 20% improvement of in turnaround time
- Scale up to over 20 projects
- Enterprise wide implementation
- Launch Lean Academy

Adding value to **Customers**

- Time saved for customers through data-sharing and process re-engineering
- Deepen synergy



\$40M

in Lean and Digital Product Development



Power Up with **Digital** and **Technology**

- Launch core digital applications
- Progress on major platform transitions
- o Roll out data analytics solutions



Adding value to **Staff**

125,000 hours time saved for staff through Lean & Digital enablement



Engineering a Sustainable Future

Responsible business practices to drive positive change in the community



Installed solar photovoltaic system

- ❖ To provide up to 20% of electrical energy needs
- Expected to reduce 2,594 tonnes of CO2e annually

Green building

Hangar 2 achieved BCA Green Mark Platinum rating and Super Low Energy Building status, and attained PUB Water Efficient Building certification

Expanded recycling programme

- ❖ 58% reduction in paper consumption
- ❖ 67 tonnes of non-hazardous waste recycled in FY20/21

Corporate Social Responsibility (CSR) efforts

Continual engagement with charity organisations



Thank You