

SIA Annual General Meeting 2025

25 July 2025, 4.30pm

Sands Expo & Convention Centre



PRESENTATION BY:

**Chief Executive Officer
Mr Goh Choon Phong**

Slide 2



1

Challenges Faced by the Aviation Industry

2

Well-positioned for the Future

Challenges Faced by the Aviation Industry



**Intensifying
Competition**



**Supply Chain
Disruption**



Cost Inflation



**Geopolitical
Tensions**



Climate Change

Challenges Faced by the Aviation Industry



Intensifying Competition



Supply Chain Disruption



Cost Inflation



Geopolitical Tensions



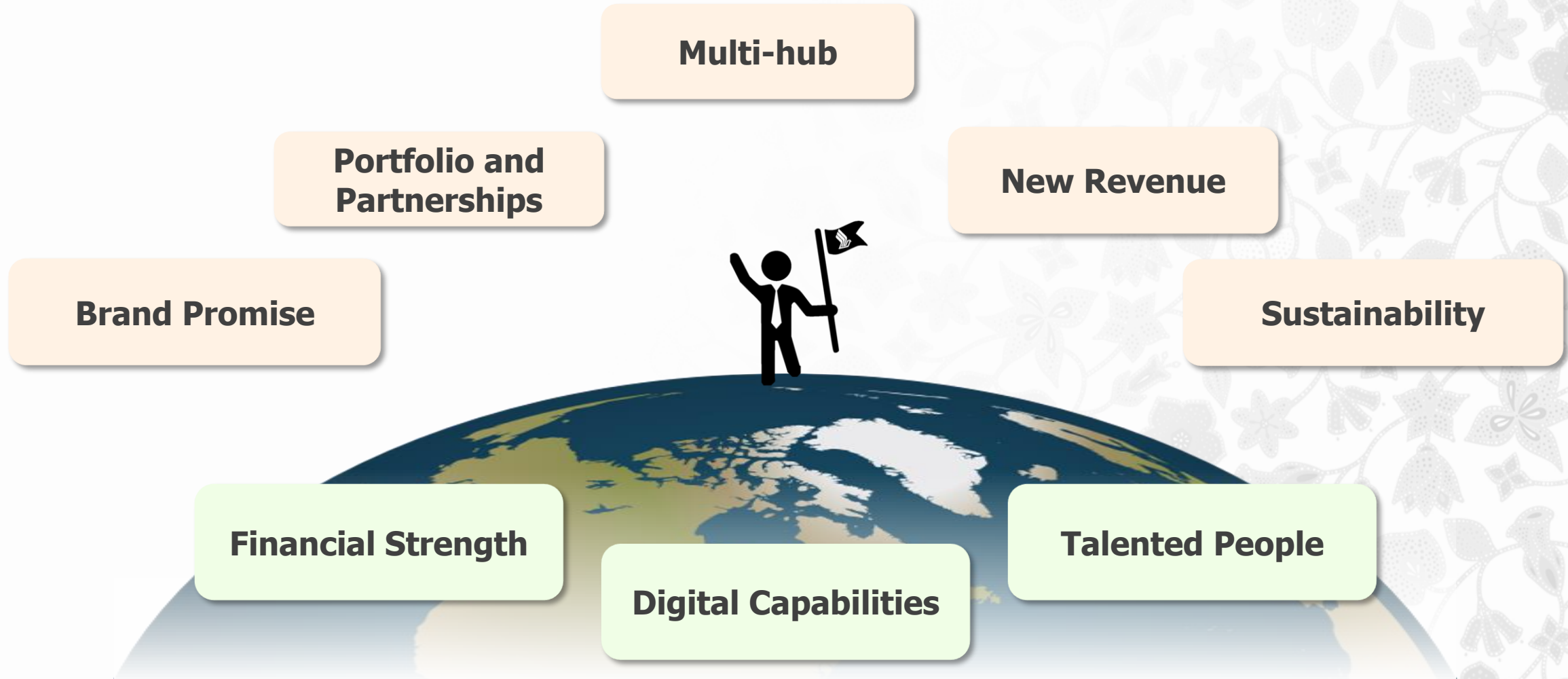
Climate Change



US Tariffs

These challenges are industry-wide and not unique to the SIA Group

The SIA Group is well-positioned



Slide 6

Strong Foundations: Financial Strength

The Group's balance sheet remains among the strongest in the industry

Strong Liquidity

\$8.3B

Cash balance
as at 31 March 2025

\$3.3B

Committed lines of credit,
all untapped
as at 31 March 2025

\$1.8B

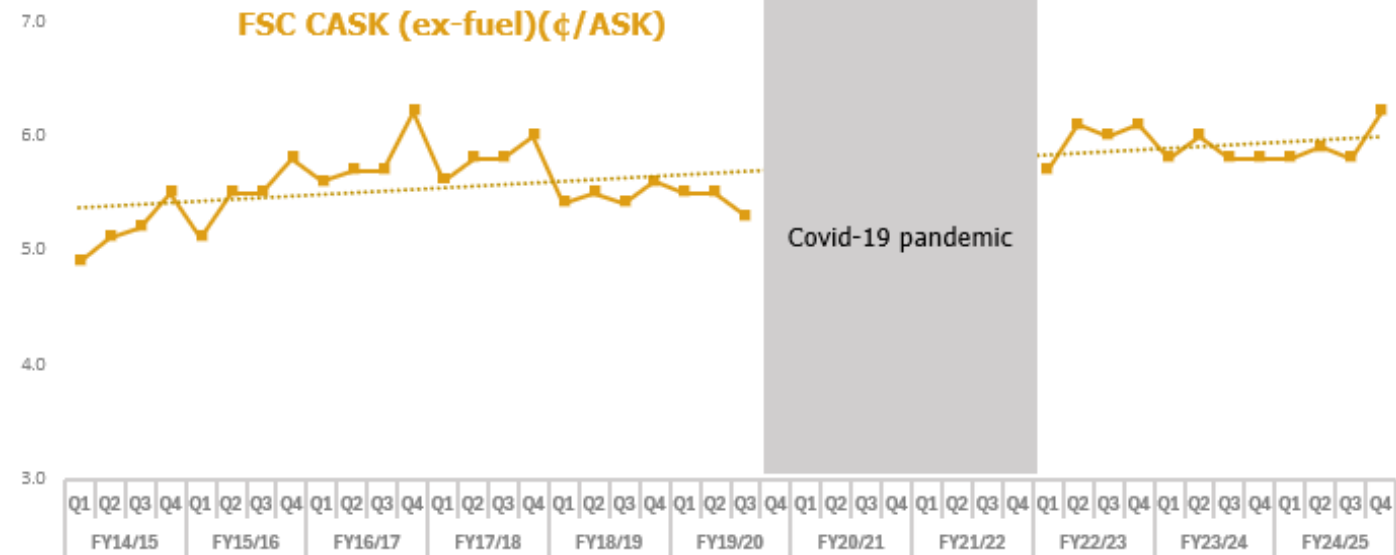
Fixed deposits
(placed for tenors >12 mths)
as at 31 March 2025

Strong Balance Sheet

0.82

Debt/Equity
as at 31 Mar 2025

Effective Cost Management



Strong cost discipline and Productivity improvement measures, including Business process re-engineering (leveraging digital capabilities)

Strong Foundations: Digital Capabilities

Digital as a critical layer to support business and drive new business growth

Improved Digital and Self-service Channels

 **18.6pp**

% digital channels of total flown revenue (42.3%)

>80%

CSAT for Self-service Kiosk

8,000hrs

saved for 40K customers during disruption via Self-service Re-accommodation tool

Optimised Operations

\$2.73m

annualised business value with Pathfinder implemented for all SIA fleets

Productive Workforce

S4/Hana system migration completed

as part of business process transformation

SIA's Digital Strategy



Cultivating a Digital Culture

- **KrisLab:** Reduced POC and Prototype Cycle Time by **30%**



Building Digital Capabilities

- **Software development cycle time** improved by 18%



Strengthen Tech Infrastructure

- **Reduced data-processing cost and time** (Genie+ delivering \$2.4m annual savings)
- **Cybersecurity:** 97% pass rate in monthly phishing tests



Innovating Through Collaboration

- **SIA-A*STAR Joint Lab** research delivering optimisation and productivity gains

SIA's GenAI Journey

Expanding horizons and accelerating innovation. **Total use cases (SIA & Scoot): >300 Completed: 80**

Expanded Capabilities

AI that can see, hear and do

Multimodal: audio, image, video

On-prem models for sensitive or highly confidential data

External Collaborations

Mar 2025



Apr 2025



Flight Recommender

Seamless GenAI flight search on SIA website and mobile app

~2,500hrs saved per day for customers



JARVIS: Intelligent assistant for staff

- **Knowledge bases:** SIA knowledge repository
- **Tools:** e.g. Translation, Copywriting, Optimisation Coach, ReviewMyWork, B2B Account Research

~90% Penetration Rate
5,079 unique users from a base of 5,600 ground staff

Elevating Capabilities: GenAI Education and Awareness Upskilling

GenAI 101 for Staff: on GenAI's capabilities and prompt engineering

100%
completion in Jan 2025

GenAI 201 for Managers: knowledge and skills to evaluate risk/value and drive adoption of GenAI

91%
completed Apr2025

Strong Foundations: Talented People

Our people are our greatest asset

Building a Future-ready Workforce Through Innovation, Agility, and Continuous Transformation



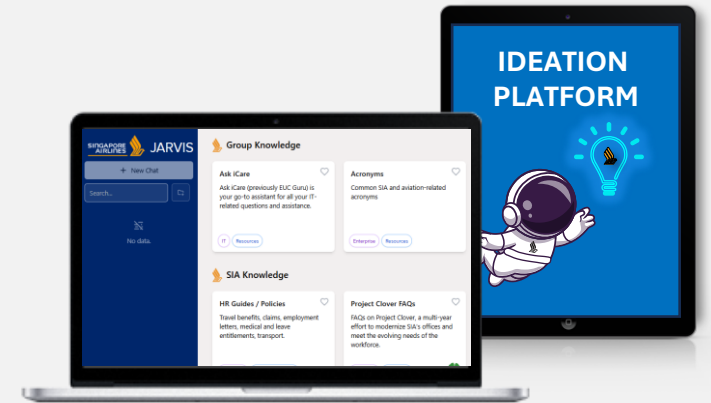
Culture

Fostering a culture of Innovation and Agility within the workplace to drive continuous transformation



Upskilling

Uplifting the organisation with training in areas such as Innovation, GenAI, and Sustainability



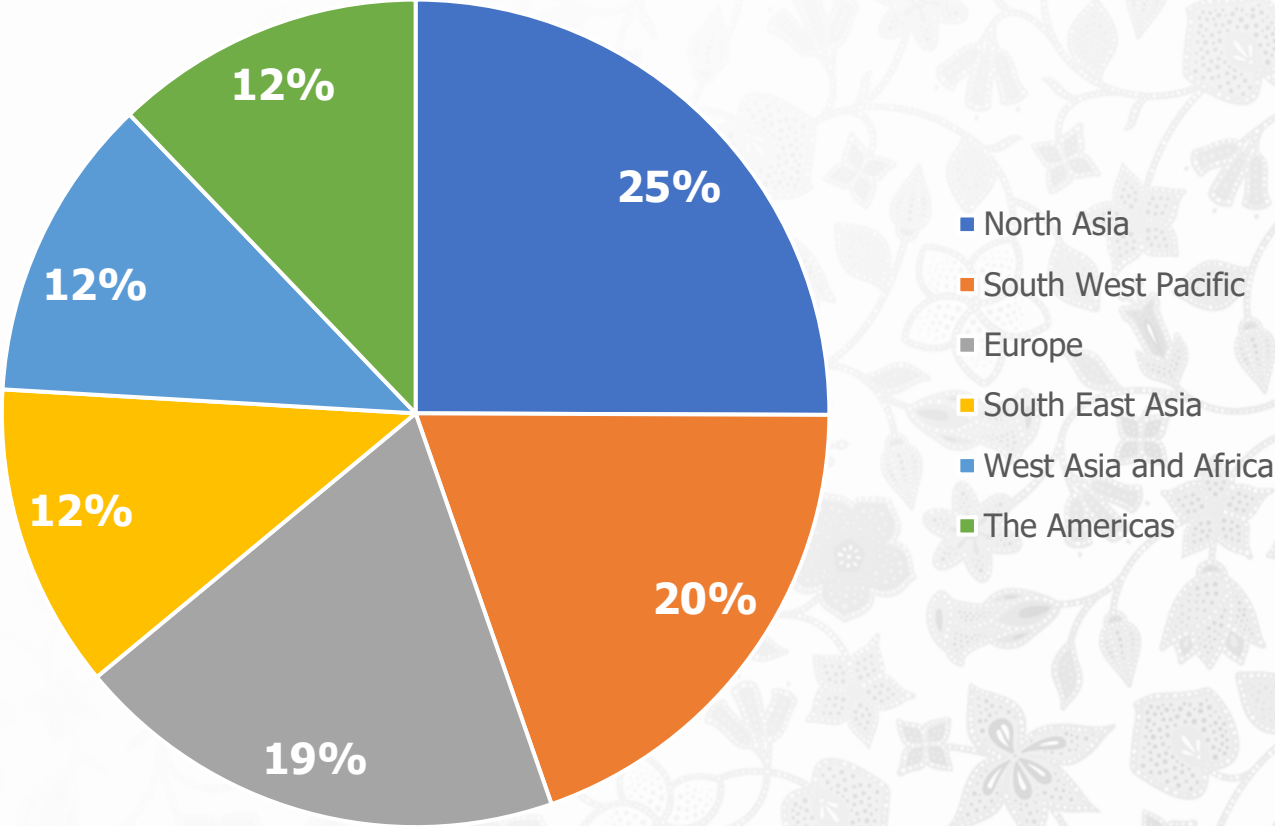
Tools

Empowering with the right tools to turn innovative ideas into tangible outcomes e.g. GenAI, ideation

Strategic Initiatives

Diversified network enabling strong connectivity

SIA Group's ASKs for FY24/25



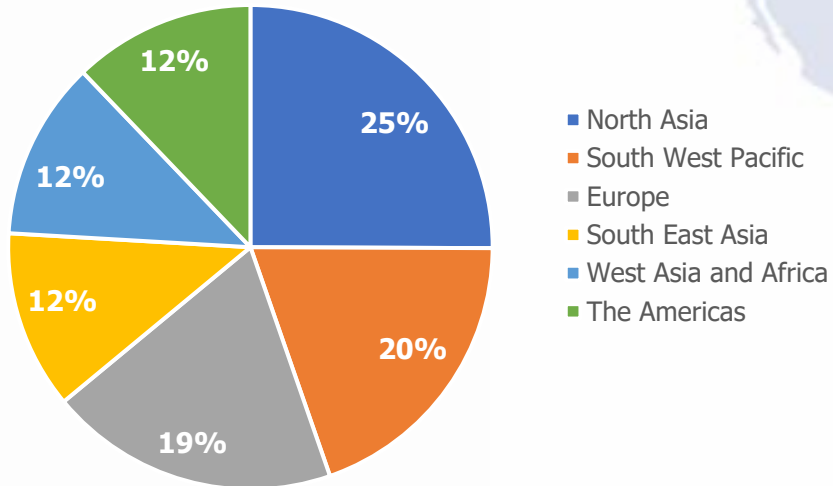
Group network is diversified across the regions

Strategic Initiatives

Diversified network enabling strong connectivity

- Diversified geographic presence to **capture shifts in global passenger flows** and market trends

SIA Group's ASK for FY24/25



SIA FSC Network (Frequencies)

Total Weekly Frequency: **1,129**

The Americas
57 Flights Weekly
5 destinations

Europe
121 Flights Weekly
14 destinations

North Asia
235 Flights Weekly
17 destinations

West Asia and Africa
153 Flights Weekly
15 destinations

South East Asia
409 Flights Weekly
18 destinations

South West Pacific
154 Flights Weekly
9 destinations

*As of 1 Jul 25

Strategic Initiatives

Diversified network enabling strong connectivity

- Diversified network **enhanced** by **Group Portfolio Strategy**
- Scoot's growing footprint in Asia, with the **E2s enhancing connectivity in SEA hinterland**

The SIA Group Network (Frequencies)

Total Weekly Frequency: **1,723 (+53%)**

The Americas
57 Flights Weekly
5 destinations

Europe
128 Flights Weekly **(+6%)**
16 destinations **(+2)**

North Asia
384 Flights Weekly **(+63%)**
34 destinations **(+17)**

West Asia and Africa
194 Flights Weekly **(+27%)**
21 destinations **(+6)**

South East Asia
773 Flights Weekly **(+89%)**
44 destinations **(+26)**

South West Pacific
187 Flights Weekly **(+21%)**
9 destinations

Group network is well-diversified, enhancing our business resilience to regional disruptions

*As of 1 Jul 25

Strategic Initiatives

Partnerships strategy

**Enhancing connectivity to bring our customers
anywhere in the world**

121 airline partners

33 of which are codeshare partners

254 additional destinations



*As of Jun 25

Slide 14

The copyright in this material (other than in respect of information from external sources) is owned by Singapore Airlines Ltd. Singapore Airlines Ltd has not independently verified the information from external sources. This material may not be modified, reproduced, distributed, republished or transmitted in whole or in part in any manner or by any means without prior permission of Singapore Airlines Ltd.

Strategic Initiatives

Stronger together with our strategic partners

- **Strategic partnerships** with airlines **across diverse geographical areas**
- **Direct participation in India's growth** continues with our **investment in Air India**



Recent Developments

- **Malaysia Airlines:** Approval obtained from CCCS on 7 Jul 25 for the commercial cooperation on SG-MY services
- **Garuda Indonesia:** Joint sales, additional codeshare destinations and enhanced FFP partnership from Aug 25
- **All Nippon Airways:** Joint sales effective 21 May 25 for travel between SIN and Japan. Joint corporate contracting underway.
- **Lufthansa Group:** Expanded scope in May 25 to include more SIA/LH Group subsidiaries (TR/SN/EN/VL/4Y) into the JV
- **Riyadh Air:** Expected to commence operations in NW25. Under the MOU, RX/SQ will explore opportunities for interline and codeshare

*As of Jun 25

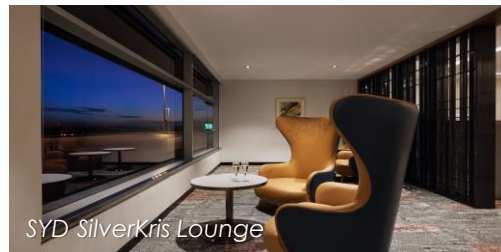
Slide 15

Strategic Initiatives

Product Leadership and Service Excellence Highlights

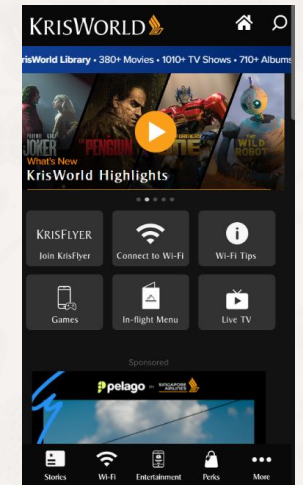
Best-in-class service for our customers

- **Delivering service excellence with the use of SMART** (Speech Motivator And Response Tutor), powered by GenAI. SMART helps our cabin crew improve their customer service skills by practising with different scenarios, available 24/7 on their personal mobile device
- Robust technology roadmap in customer servicing to drive **quality interactions, prompt resolutions, and lower costs**
- Refreshed SilverKris Lounge experience in Sydney and London Heathrow
- S\$45 million investment to **elevate the on-ground customer experience at Changi Airport Terminal 2 lounges**, expected completion around mid-2027



Enhanced in-flight experience with new F&B offerings, amenities, and in-flight entertainment

- *Cristal* Champagne in First Class
- Refreshed Shahi Thali and Ruchi Thali menu and serviceware
- Le Labo Business Class amenity kits
- *KrisWorld* Digital and partnership with Apple TV+



Redefining the Long-haul In-flight Experience

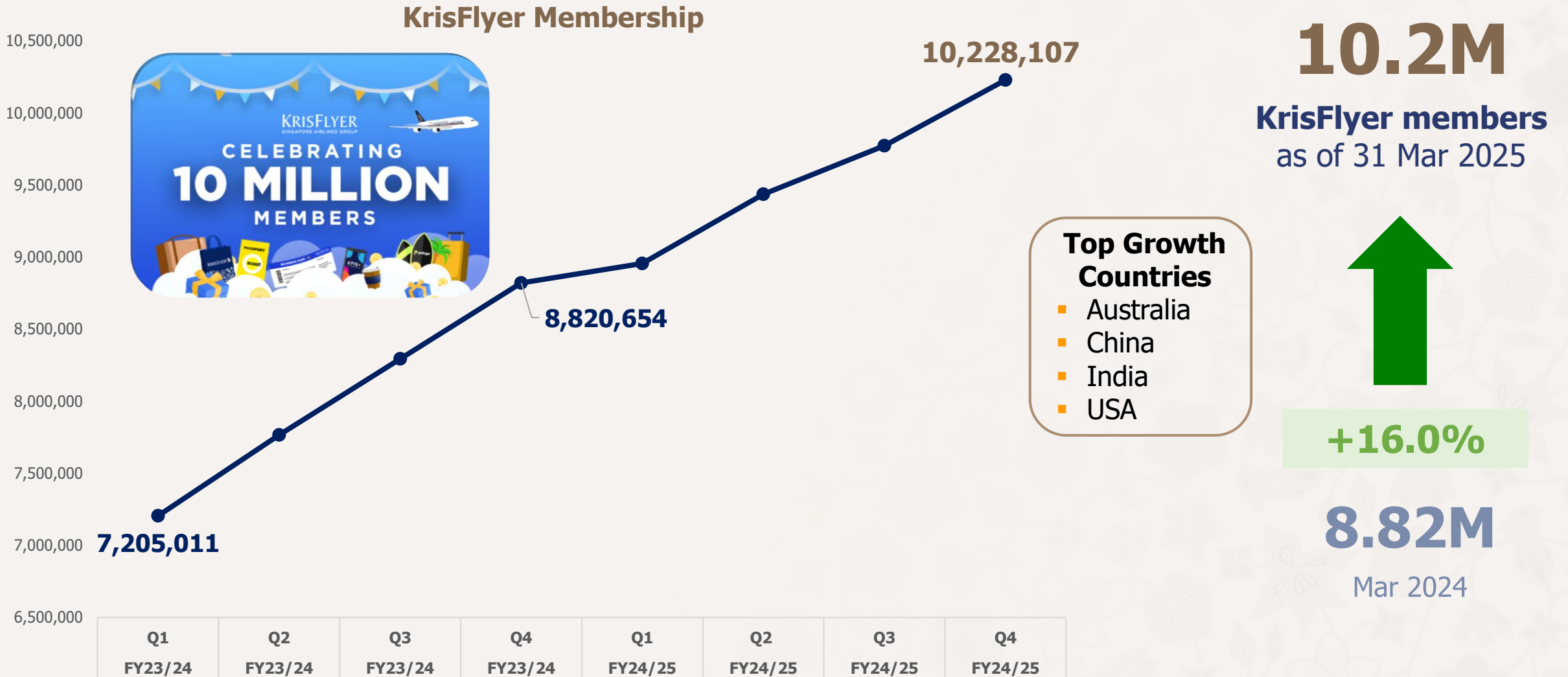
Product Leadership: New Cabin Products and Enhanced In-flight Experience

- **Redefining the long-haul travel experience** with all new products on Boeing 777-9 and cabin upgrades for 34 A350-900LHs and 7 A350-900ULRs
 - Premium seats that **push the boundaries of comfort, luxury, and modernity** for an unparalleled onboard experience
 - **Elevated in-flight dining experience and amenities** across all classes
 - **Enhanced in-flight entertainment experience** with all-new *KrisWorld*
- **To be unveiled in 1H 2026** at an event that combines signature SIA brand elements with innovative features to showcase our world-class experiences



Strategic Initiatives

Creating revenue growth opportunities beyond flying



Strategic Initiatives

Sustainability

Net Zero by 2050

- SIA and Scoot are committed to operating a **modern and fuel-efficient fleet**. The average age of the Group's operating fleet was **seven years and eight months** (as of 31Mar2025), well below the global average of 15 years.
- **SAF offtakes** from Neste's Singapore plant and US producer, World Energy, **totalling to approximately 3,000T of neat SAF**
- Signed **MoU with Aether Fuels** to support the development of advanced SAF, and **Cathay Pacific** to collaborate on sustainability initiatives in the Asia-Pacific region
- Joined **Green Fuel Forward** to enhance awareness and boost demand for SAF and SAFc in the Asia-Pacific region



Corporate Social Responsibility and the Singapore Airlines Foundation

Corporate Social Responsibility

- Building on **our long-standing commitment to give back** to the communities we serve
- **Growth of *SIA Cares*** with increase in staff volunteerism by **15.1%** from the previous year
- In FY2024/25, over **2,700** SIA staff volunteers contributed more than **10,800** volunteer hours
- *SIA Cares* Around the World campaign involved **60 destinations worldwide** with **more than 1,000 overseas** SIA staff volunteers



The Singapore Airlines Foundation

- Established in June 2024 to create **meaningful** and **lasting impact** in the lives of individuals and communities
- Launched the **Youth Uplift Programme** and **Youth Outreach Programme** to enable and empower youths
- Both programmes run annually with the aim of benefiting more than **100 youths** each year



Slide 20

SIA Cares Open House and Fundraising 2025

- SG60 edition *SIA Cares* Open House extended to 2 days
- \$S1.5M** raised from corporate partners, members of the public, and SIA staff; matched dollar-for-dollar by SIA for a total of **\$3M**
- SG60 *SG Gives* matching grant with further matching for a total of **\$S6M** for the community
- Funds will support more than 1,600 children and youths from **AWWA, Rainbow Centre**, and more than 200 programmes supported by **Community Chest**

- SIA & Scoot SG60 Celebratory Fare Deals
- KrisFlyer Promotions
- Classic Singaporean In-flight Dishes
- KrisWorld* Feature
- Limited-edition Scoot Aircraft Model
- Heritage Collection by KrisShop
- Kris+ and Pelago SG60 Offers



KrisShop Heritage Display in ION Service Centre & all SKLs across the network



Popular local dishes as main course option and local-flavoured desserts for all ex-SIN flights

We are well positioned for the future

Multi-hub

Portfolio and Partnerships

New Revenue

Brand Promise

Sustainability



Financial Strength

Digital Capabilities

Talented People

Slide 22



**SINGAPORE
AIRLINES**

Thank You

Slide 23