

SIA ANNUAL GENERAL MEETING

**Presentation by CEO
29 July 2021**



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Emerging Stronger and Fitter

Pre-Covid – Investing for Growth

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Pre-Covid – Investing for Growth

We invested to grow our network, product, service and digital leadership pre-Covid

Extensive global network bolstered by partnerships



Modern fleet with premium products



Average Group pax fleet age of **5 yrs 5 mths**, with new-gen & fuel-efficient aircraft

* As at 1Jul'21



Fitting our **A350s, A380s, 787s, 777Xs** with latest cabin products

Delivering a world-class service



Sustained investments in **our people and technology** to enable personalised service excellence

Architected blueprint to become the world's leading digital airline



Cultivating a
Digital Culture



Building
Digital Capabilities



Revamping
Technical Infrastructure



Collaborating with
External Communities

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Pre-Covid – Investing for Growth

Developing new non-air engines of growth



Key Objectives



New revenue streams that leverage on brand, data and competencies



Increased customer mindshare

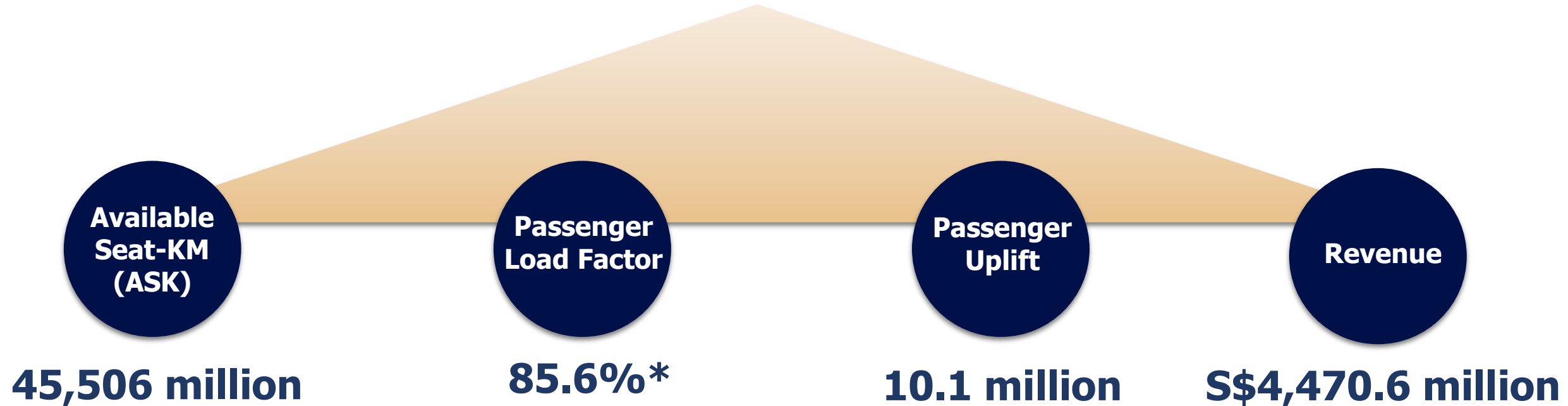


Develop new capabilities

Pre-Covid – Investing for Growth

Successful Transformation programme has placed us in good stead to handle Covid-19

Record-highs achieved in 3Q FY19/20



* Highest PLF record achieved in previous quarter Q2 FY19/20 at 85.7%, with Q3 coming in a close 2nd

Pre-Covid – Investing for Growth

SIA Group plays a key role in Singapore's aviation ecosystem

Aviation sector a key contributor to Singapore's economy

11.8% GDP supported by aviation industry in Singapore¹

with **375,000 jobs** employed by the industry¹

>130 aerospace companies in Singapore

MUCH BROADER IMPACT TO ECONOMY

Strong passenger & cargo connectivity critical for business operations in Singapore

¹ Source: IATA reports, 2018

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Handling the Pandemic

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Handling the Pandemic

Conserving cash and strengthening our balance sheet

**Additional
liquidity raised
since
1 Apr 2020**

S\$21.6B

S\$15.0B

From shareholders, through Rights
Issue of shares and MCBs

S\$2.1B

Aircraft secured financing

S\$2.0B

Sale-and-leaseback of 11 aircraft

S\$2.0B

Issuance of convertible bonds and
notes

S\$0.5B

New committed lines of credit* and
unsecured loan

**Committed LOCs
(untapped)**

S\$2.1B

S\$1.7B

Renewed existing committed lines of
credit

S\$0.4B

New committed lines of credit*

*Refers to the same newly committed LOCs

Agreements reached with Airbus and Boeing

Restructured fleet orders to **moderate current capacity growth**
and meet projected **long-term needs**

Deferred **>\$4b of CapEx** out of FY20/21 – FY22/23

Various staff measures implemented

~20% of positions reduced in FY20/21
Payouts remain in place

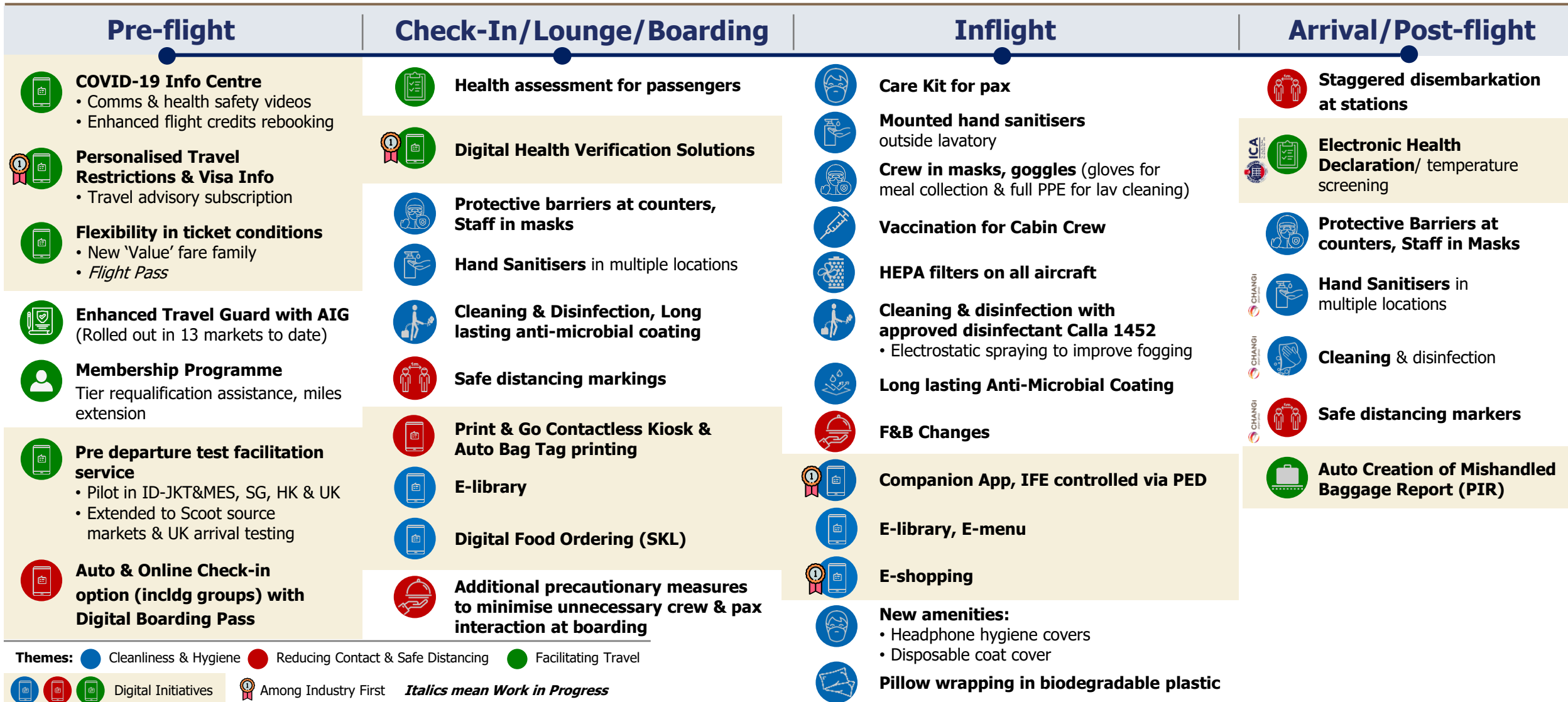
Expenditure remains closely watched

Reduce discretionary expenditure
Defer non-critical projects
Renegotiate contracts

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Handling the Pandemic

Delivering a safe and seamless customer journey

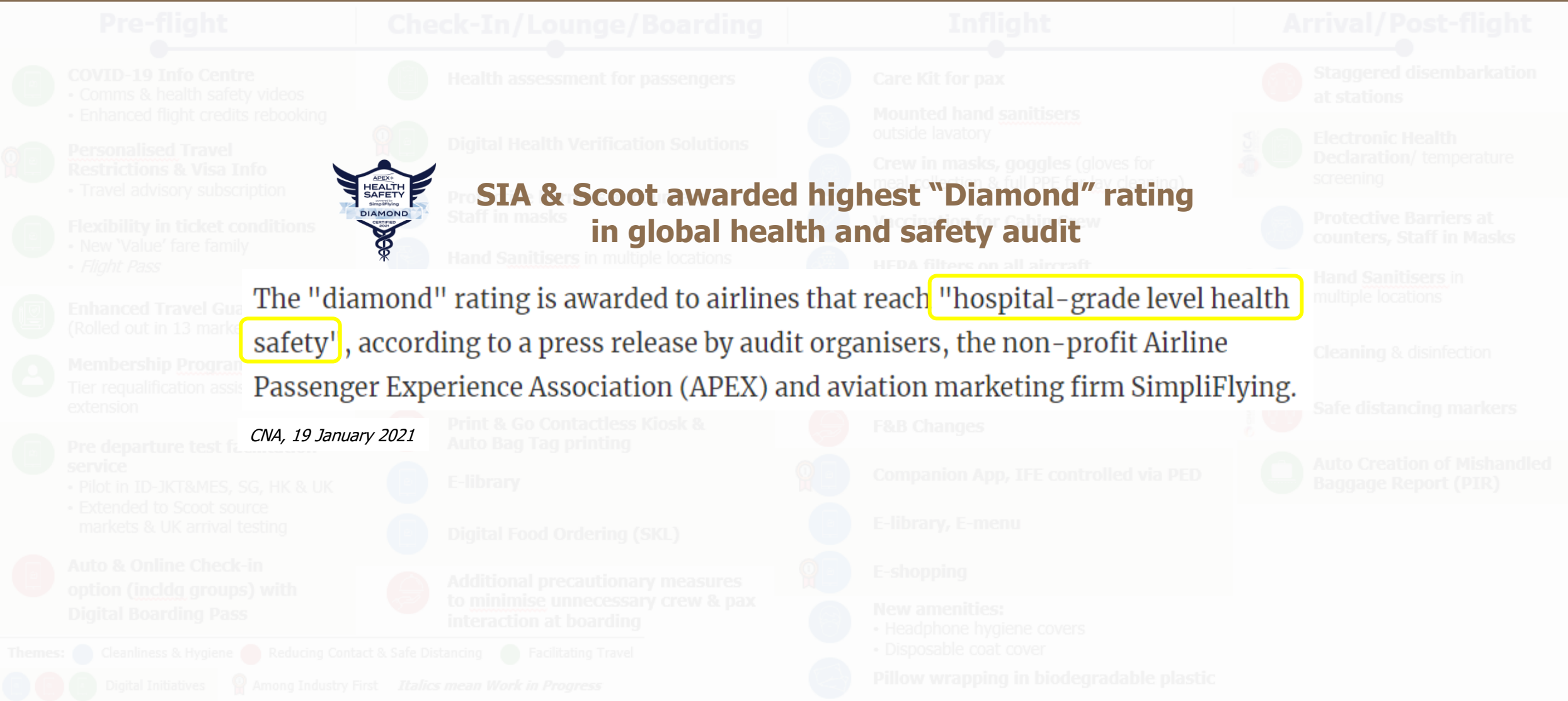


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Handling the Pandemic

Delivering a safe and seamless customer journey

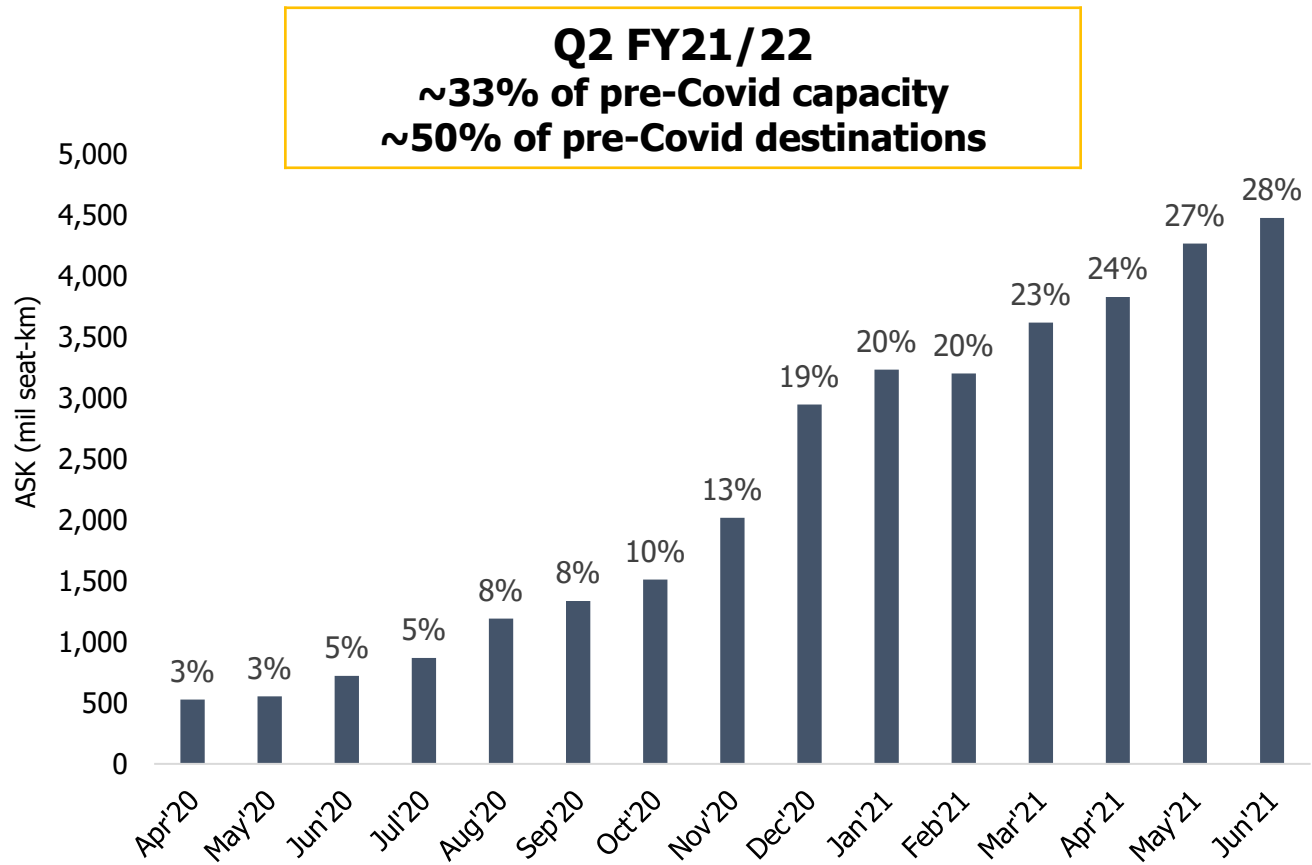


Handling the Pandemic

Rebuilding our passenger network in a safe and calibrated manner

Keeping our hub network open

SIA Group Passenger Capacity; % vs. pre-Covid in Jan'20



Information accurate as of 27 Jul 2021; pre-Covid refers to Jan'20 data

Crafting new and safe travel models with authorities

**Reciprocal
Green Lanes
(RGL)**

Brunei
China
Germany*
Indonesia*

Japan*
Korea*
Malaysia*

**Unilateral
Opened (UO)
Borders**

Australia*
Brunei
China

New Zealand
Taiwan*
Vietnam*

**Air Travel
Corridor**

Allows for a safe and controlled way to
open borders for general travel

**We continue to proactively create and
capture revenue opportunities**

*Currently suspended until further notice; information accurate as at 27 Jul 2021

Handling the Pandemic

Stepped up cargo operations to tap on strong demand

Operated cargo-only passenger flights to supplement fall in bellyhold capacity



58%
of pre-Covid
capacity (CTK)
restored in Jun'21

97%
of pre-Covid cargo
load (FTK)
restored in Jun'21

Includes flights on freighter, passenger, and cargo-only passenger networks
Pre-Covid refers to Jan'20 data

Removed aircraft seats to load cargo in cabin



Removed passenger seats from four aircraft
(2x SIA 777-300ERs, 2x Scoot A320s) to
create **modified freighters**

Agility to capture **ad-hoc charter opportunities**

Launched new products to capture new verticals



1st airline in Southeast Asia
to obtain IATA CEIV Fresh
certification



Launched new service to transport **time- and temperature- sensitive perishables** with speed and reliability



Joins THRU-COOL, a cold chain airfreight service launched in 2018 that transports **high value, time-sensitive and temperature-controlled pharmaceuticals**

Handling the Pandemic

Growing new businesses to diversify revenue streams and increase customer mindshare

Expanding existing new businesses



- Continued to **grow KrisFlyer membership base** in FY20/21 despite low flying activity
- Kris+ has **>190 partners with >800 outlets** in Singapore
- Expanding Kris+'s footprint into **Australia, India, Indonesia, South Korea**



- E-Commerce sales grew **121% YoY** in pivot to cushion loss of travel retail
- Traffic to KrisShop.com grew **120% YoY**; average transaction value is **25% higher YoY**
- Increased **# of brands by 250%** vs pre-Covid

Building synergies within the ecosystem

- ↑ **90%** YoY non-air KrisFlyer transactions
- ↑ **100%** YoY KrisFlyer redemptions on KrisShop
- ↑ **90%** YoY KrisFlyer redemptions on Kris+

Developing new initiatives in adjacencies

Launched in FY20/21:



Handling the Pandemic

Actively engaging our customers, communities, and staff

Overwhelming response to Discover Your Singapore Airlines experiences



Restaurant A380 @Changi

- 15 sold-out sessions
- **More than 3,200 participants**
- International media coverage



Inside Singapore Airlines

- **~2,000 participants**
- Over 700 staff volunteers



SIA@Home

- **>1,850 packages** sold to-date
- New seasonal products launched in 2021

Playing our part to support our communities

Supporting the fight against Covid-19



- Delivering **vaccines** and **essential supplies** to Singapore and other countries
- Proud participant of **UNICEF Humanitarian Airfreight Initiative** and **World Food Programme**

Caring for our communities



- Keeping **key city links** open and mounting charters to fly loved ones home
- Deploying **2,100 staff** as SIA Group Ambassadors to **32 organisations**
- **4,500 SIN-based staff** distributing masks, hand sanitisers, and meals

Continuous training and upskilling of staff

New upskilling roadmap launched

- UPLIFT is a 2-year upskilling plan to equip ground staff worldwide with key **Change Management** and **Digital Skills**



Digital & Innovation



Solutioning Mindset



Resilience & Change



Leadership & Collaboration



Value-Outcome Application

- Also provides **functional upskilling** in key Commercial and Operational expert domains

Continuous training and upskilling of staff




- More than **26,000 training places** for ETSP courses taken up by staff
- Ground staff, pilots, and cabin crew completed **3.6x more e-learning hours** YoY

Handling the Pandemic


Actively engaging our customers, communities, and staff

Overwhelming response to Discover Your Singapore Airlines experiences




- 15 sold-out
- More than
- International

Playing our part to support our communities




- ~2,000
- Over 700

Continuous training and upskilling of staff



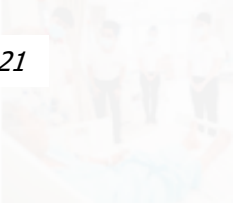
- >1,850 packages sold to-date
- New seasonal products launched in 2021

 **SIA ranked top brand that people in Singapore would recommend to their friends and colleagues**


The study by British-based independent research firm YouGov measured the percentage of a brand's customers who would recommend it to a friend or colleague, taking into account metrics such as advertising awareness and customer satisfaction. **Data from June 1 last year to May 31 was used.**

YouGov said **factors such as customer experience, brand image, brand values, emotion and consumer personality play a pivotal role in determining whether someone is likely to recommend a brand or not.**

The Straits Times, 16 July 2021






- mounting charters to fly loved ones home
- Deploying 2,100 staff as SIA Group Ambassadors to 32 organisations
- 4,500 SIN-based staff distributing masks, hand sanitisers, and meals



- More than 26,000 training places for ETSP courses taken up by staff
- Ground staff, pilots, and cabin crew completed 3.6x more e-learning hours YoY

ling roadmap launched



ational upskilling in key rational expert domains

ing and upskilling of staff

Emerging Stronger and Fitter

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Emerging Stronger and Fitter

We have made progress in our new Transformation chapter

Customer Experience



↑ 33%
improvement in
responsiveness to calls

Financial Sustainability



>250 initiatives
to achieve a competitive cost
base and stronger revenue
generating capabilities

Staff Productivity & Upskilling



>400,000 staff hrs
saved from business
process reviews &
digital initiatives



>1,000 ideas
generated by staff
to support our
Transformation Vision

Digital Transformation

↑ Speed



52%
increase speed of
development cycle time

↑ Quality



89%
reduction in
coding defect density



↑ 200%

increase in total learning
hours for Ground Staff
compared to FY1920

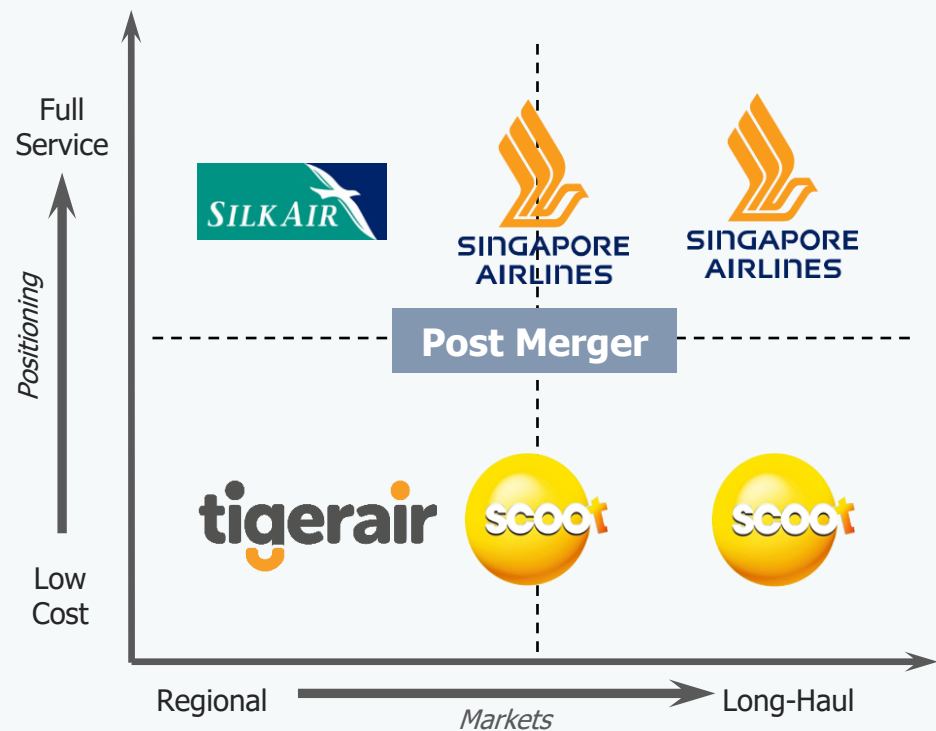


>50,000 hrs
of learning completed
in digital related
courses

Emerging Stronger and Fitter

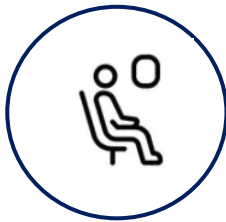
Harnessing the Group portfolio airlines

Streamlined four carriers into two to deploy the right vehicle to the right market

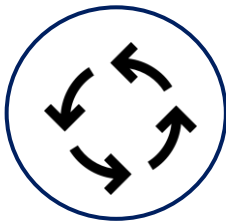


SQ narrowbody operations commenced in Mar'21

Key Objectives



Greater product and service consistency



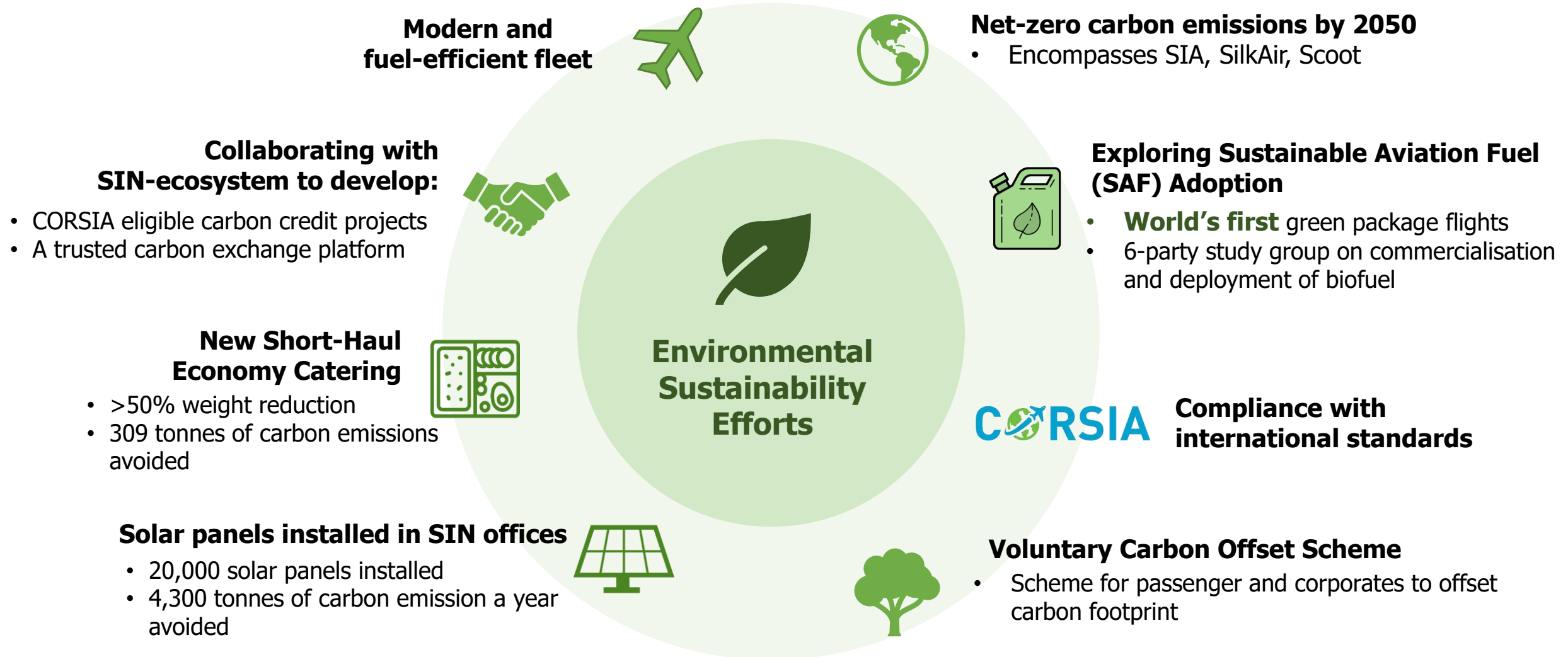
Grow commercial and operational synergies



Unlock economies of scale

Emerging Stronger and Fitter

Accelerating our environmental sustainability journey



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Our robust fundamentals, agile pandemic response, and transformation efforts will put us on track to Lead the New World

New Transformation Chapter

We continue to strengthen these foundations during Covid-19

Financial Strength

The Singapore Airlines Brand

Digital Capabilities

Skilled and Talented People



Thank You