



SIA Annual General Meeting 2024

29 July 2024, 10.00am

Sands Expo & Convention Centre

PRESENTATION BY:

**Chief Executive Officer
Mr. Goh Choon Phong**

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SQ321 Turbulence Incident

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Emerging Stronger

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Well Positioned for the Future

SQ321 Turbulence Incident

Slide 4

SQ321 Turbulence Incident

Handling the SQ321 incident on 21 May 2024



SQ321 turbulence incident on 21 May 2024

- Flight operating from London (Heathrow) to Singapore on 20 May 2024 encountered sudden extreme turbulence over the Irrawaddy Basin at 37,000 feet about 10 hours after departure
- Aircraft diverted to Bangkok, landed 1545hrs local time on 21 May 2024
- Relief flight carrying fit-to-fly passengers landed in Singapore at 0505hrs local time on 22 May 2024

Support for passengers and crew

- Committed to provide the necessary medical and financial assistance during their recovery
- Facilitated travel arrangements for affected passengers and their loved ones when requested
- Our customer care representatives have been in contact with the passengers to provide updates and support, when needed



Commitment to safety

- Immediate implementation of a safety pause to review in-flight turbulence response procedures and reinforce safety commitment
- Additional refresher training for pilots and cabin crew on handling turbulence
- Ongoing cooperation with the Singapore Transport Safety Investigation Bureau, committed to a transparent investigation process



SIA Spirit in action

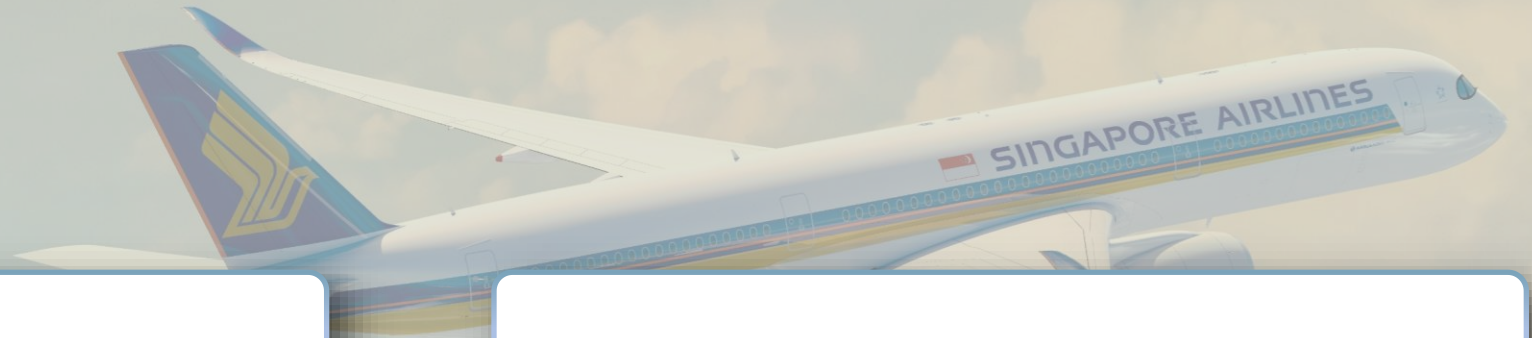
- Crew onboard SQ321 on 21 May 2024 praised by passengers for **their selflessness and commitment to help** in the immediate aftermath of the incident
- More than **1,000 staff globally**, including 300 customer care representatives, stepped up in response to SQ321, teams **remained in Bangkok for six weeks** providing on-ground support
- Mindful of **staff well-being**: offer wellness talks, counselling services, and a workshop with IMH to address emotional stress or trauma from the incident



Emerging Stronger

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Emerging Stronger



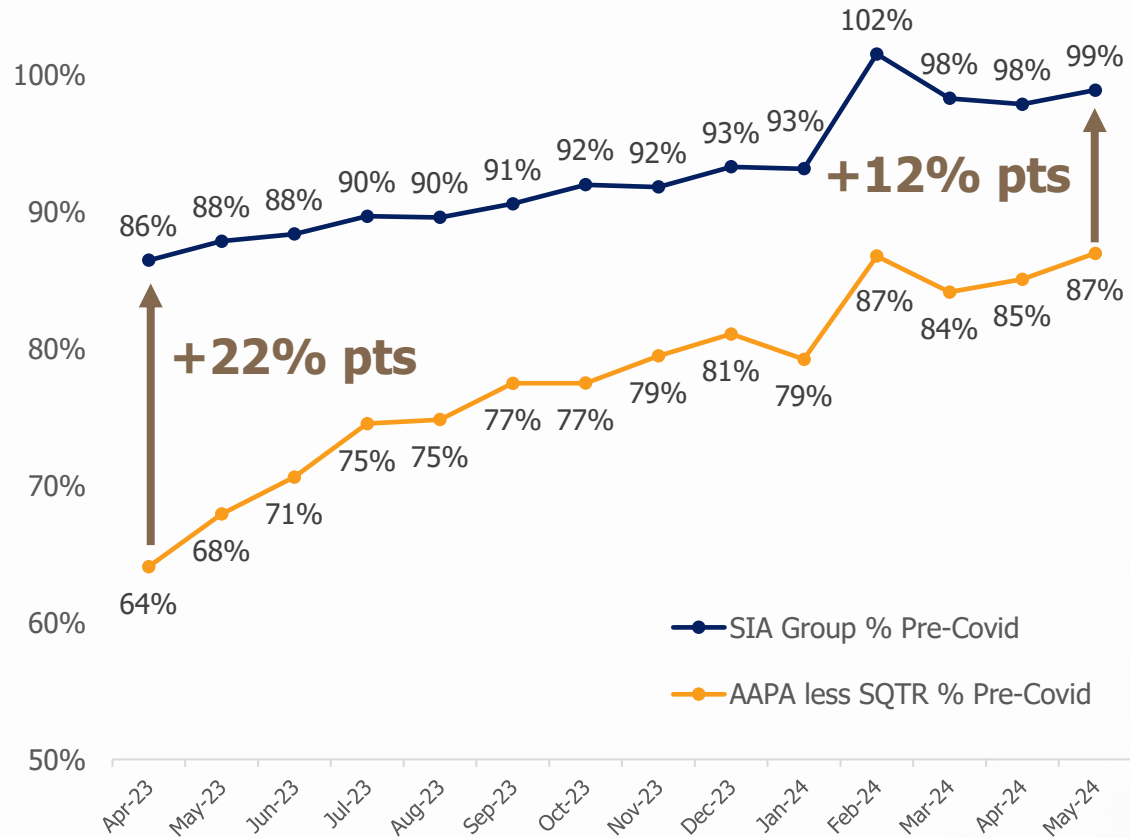
First Off the Blocks

Retain Industry Leadership

First Off the Blocks

We continue to reap the benefits of our efforts over the past three years

Even as competitors recover, we retain our first-mover advantage



Record FY22/23 Results

Passenger Load Factor

85.4%

Revenue

\$17,774.8M

Operating Profit

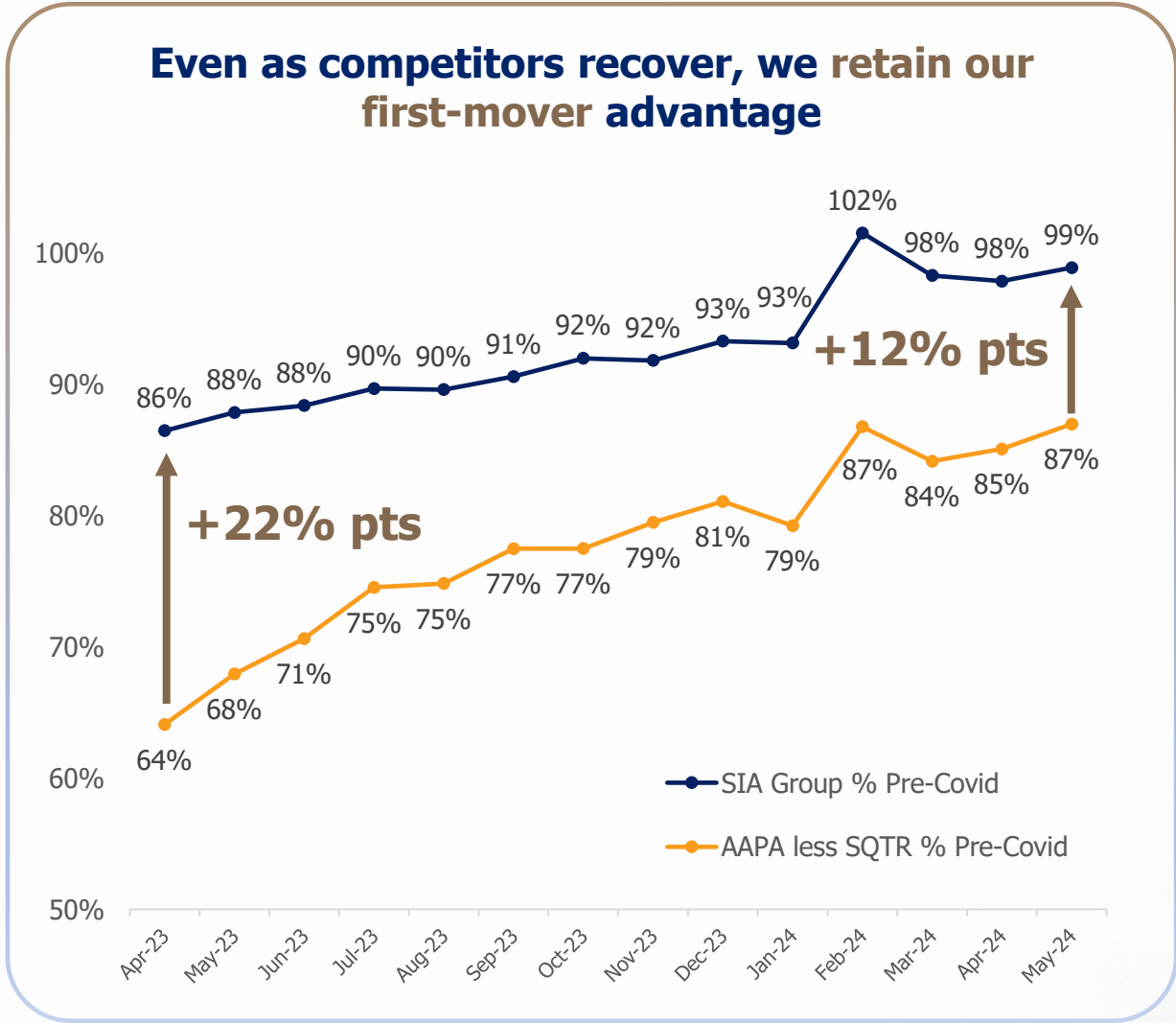
\$2,692.1M

Net Profit

\$2,156.8M

First Off the Blocks

We continue to reap the benefits of our efforts over the past three years



Record FY23/24 Results

Passenger Load Factor

88.0%

▲ +2.6%opt

85.4%

Revenue

\$19,012.7M

▲ +\$1,237.9M

\$17,774.8M

Operating Profit

\$2,727.5M

▲ +\$35.4M

\$2,692.1M

Net Profit

\$2,674.8M

▲ +\$518.0M

\$2,156.8M

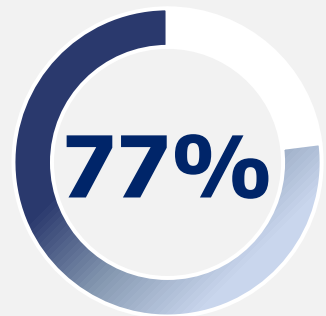
Retain Industry Leadership

Affirmation for our successes both within and outside the organisation

From FY2022/23 to FY2023/24...

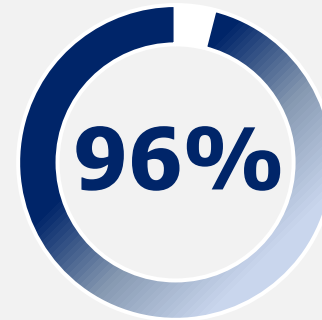


Within the organisation...



feels that the organisation puts effort in **fostering a culture of innovation¹** in our workplace

+6%opt
above SG Norm



are **proud¹ to work for the organisation**

+8%opt
above SG Norm

¹ based on the 2024 Organisational Climate Survey

Retain Industry Leadership

Public and industry affirmation of our successes

From customers



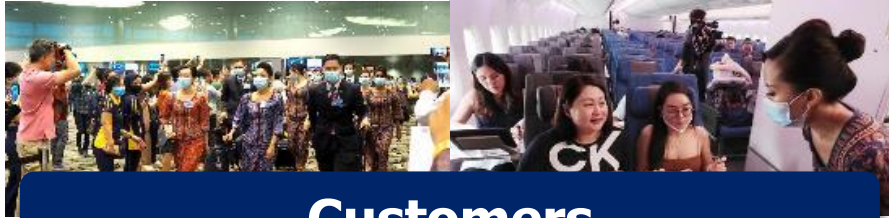
From industry and business professionals



As an employer



Who Made It Possible?



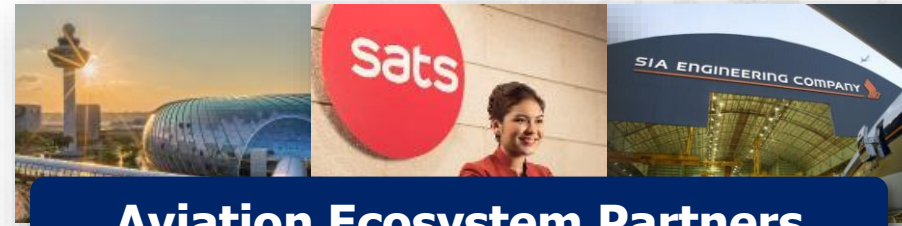
Customers



Shareholders



SG Government



Aviation Ecosystem Partners



Our People

Attractive Returns to Shareholders

Full redemption of S\$9.7B Mandatory Convertible Bonds

4.0%
Yield to call

Attractive dividend yield in FY2022/23 and FY2023/24

6.6%
Based on share price as at 31 March 2023

7.5%
Based on share price as at 31 March 2024

Generating healthy returns for our shareholders



**8 June 2020
Rights issue**

S\$3.00 per share



+113.3%



**31 March 2024
Share price**

S\$6.40 per share



**30 June 2024
Share price**

S\$6.90 per share



+130.0%



Well Positioned for the Future

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Headwinds



Intensifying competition



Cost inflation



Supply chain challenges



Climate change

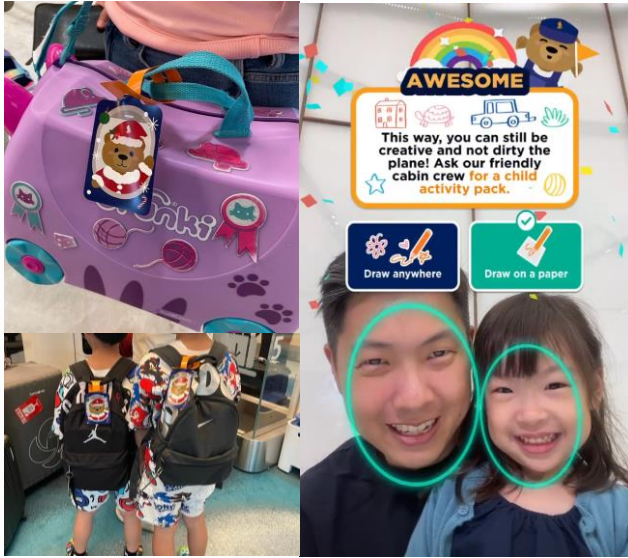


Geopolitical tensions

All images generated by JARVIS (propose prompts for visuals) & DALL-E (graphic generation).

Well Positioned for the Future

The three pillars of our Brand Promise



Service Excellence

- **Award-winning cabin crew** providing warm and caring world-class service.
- **Balancing digital innovation with a human touch** to provide a personalised customer experience and delight customers with our **Customer Experience Management 2.0** system.



Product Leadership

- **Cabin upgrades** for 737-8 and A380 retrofit during the pandemic, leading the industry with **95% of our JCL** being lie-flat seats.
- **Enhanced Premium Economy experience** launched from Mar24, and revamped short-haul Economy meal concept from Dec20.
- First airline to offer **free unlimited Wi-Fi to customers across all cabin classes** and virtually across the entire aircraft fleet
- Revamped **Perth SilverKris Lounge**, and more to come.



Network Connectivity

- **Strengthening connectivity to Europe** with the addition of SIA's 4x weekly service to Brussels in Apr24, London Gatwick in Jun24, and Beijing Daxing in Nov24.
- **Deepening our touchpoints in SEA** with addition of Scoot's services to new points Koh Samui in May24, Sibiu in May24, and Subang in Sep24.

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Well Positioned for the Future

Group portfolio strategy

Render of Scoot's Embraer E190-E2 aircraft



1 November 2011 Launch of Scoot

- Scoot launched in 2011, entering as **the 3rd long-haul low-cost carrier** in Asia
- **4th brand in the SIA Group**, along with SIA, SilkAir and Tiger Airways

5 June 2012 Inaugural Scoot flight from Singapore to Sydney

- First LCC to operate SIN-SYD vv, competing with full-service carriers
- Vision to be **a leader in the low-cost market**, to mirror SIA leadership in the full-service market

25 July 2017 Merger of Tiger Airways and Scoot



- To create a cohesive brand for low-cost travel
- Enabling SIA Group to compete for **price-sensitive leisure travellers** on short- and medium-haul routes, and **premium passengers on medium- and long-haul routes**

Today Leading LCC in Asia

52 aircraft*
69 destinations*
12.7M passengers carried in FY2023/24

- **First airline in the ASEAN region** to be operating the E190-E2 aircraft, with our 2 existing Embraer regional jets **operating to new points Sibu and Koh Samui**, 3 more E190-E2 aircraft to be delivered within FY2024/25

*As of 1Jul24

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Well Positioned for the Future

Partnerships and Multi-hub

Enhancing connectivity to bring our customers anywhere in the world

35 codeshare partners

Over 260 additional destinations



Our direct participation in India's growth was announced in 2013



Incorporation of TATA SIA Airlines Limited

- Formation of **Vistara's holding company** in 2013, comprising of Tata Group and Singapore Airlines

Launch of Vistara Airlines

- Started flying to **12 cities in India** within the 1st year of operations

First Vistara International Flight

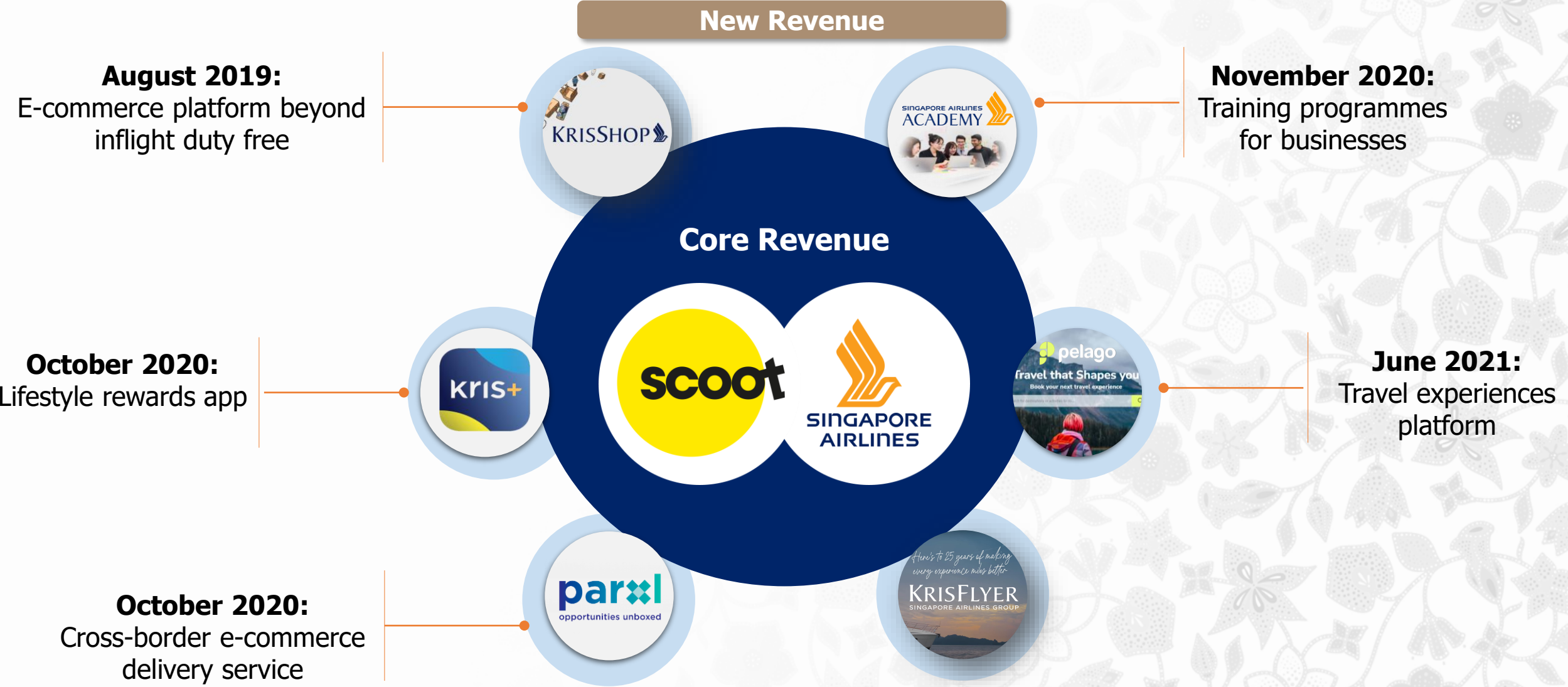
- Inaugural international flight from Delhi to Singapore, **first airline in India** to take delivery of B787 WB aircraft

Air India and Vistara merger

- After regulatory approvals, SIA will own a **25.1% stake** in the enlarged Air India Group, comprising of Air India, Air India Express, AirAsia India and Vistara
- The enlarged Air India Group will fly to **54 domestic and 45 international destinations**, with a fleet of **293 aircraft**

Well Positioned for the Future

Creating opportunities to grow our revenue beyond flying

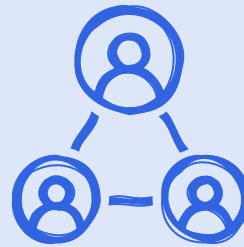


Well Positioned for the Future

Creating opportunities to grow our revenue beyond flying

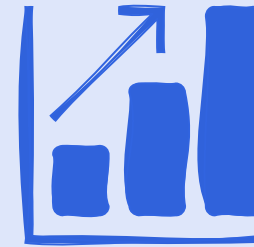


From an airline frequent flyer programme to a **leading lifestyle rewards programme**



8.8M KrisFlyer members as of 31 March 2024

+31% YoY



>S\$1.2B revenue in FY2023/24

+20% vs FY2022/23



Regional expansion across APAC

Well Positioned for the Future

Sustainability

Net Zero by 2050

- SIA Group has given a clear signal to the industry with a **5% SAF target** by 2030
- Offtake **agreement of 1,000T of neat SAF with Neste** for their first batch of locally produced SAF delivered to Changi Airport, **used on flights departing Singapore** in FY2024/25
- Collaboration between SIA and Cathay Pacific on sustainability initiatives, including **advocating for greater use of SAF** in APAC



Corporate Social Responsibility

- Building on **our long-standing commitment to give back** to the communities we serve
- SIA will **contribute S\$30M** to establish a new foundation **to empower individuals and communities**, while bolstering the growth of Singapore's aviation hub



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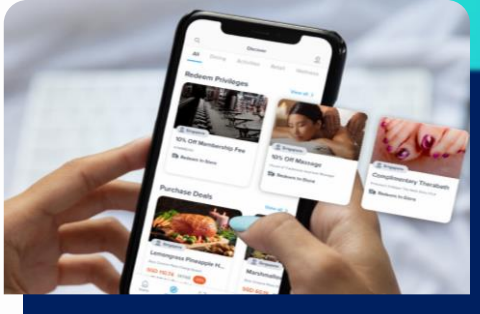
Well Positioned for the Future

Digital capabilities



Leading technology capabilities

- Scaling responsible AI in enterprise with **Gen AI blueprint** and state of the art technology
- Pioneering the seamless integration of cutting-edge Gen AI technology across the company with **170+ use cases identified**, and **implemented first wave of 26 prioritized use cases** resulting in improved operational efficiency and customer experience
- Resilient technology stack for flexible scaling and speed of innovation



Successful agile transformation

- Faster time to market, **30% faster** in IT development, **>95% of applications** are on automated deployment and **32% improvement** in the quality of development
- Won Techblazer 2022 for Best Tech Adoption for Enterprise (Cabin Crew Digital Ecosystem), and Singapore Good Design 2022 award for Kris+
- 2023 Future Travel Experience APAC Airline Pioneer awards, Outstanding Achievement and IDC's CIO/CDO of the year for Asia Pacific (and Singapore)



Future-ready workforce

- Empowering staff with **digital skills** including Gen AI
- AI Intelligent assistant JARVIS for everyone
- Enabling workforce with innovation and agility

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Well Positioned for the Future

Financial strength and our People

Strong Liquidity

\$11.3B

Cash balance as at 31 March 2024

\$2.9B

Committed lines of credit, all untapped as at 31 March 2024

Strong Balance Sheet

0.82

Debt/Equity in FY2023/24

Retain our financial strength to support long-term growth

Investing in our people...



Commitment to our continuous transformation



Leadership talks with distinguished guests



Education modules for all staff related digital technology and sustainability

... to remain innovative and agile in the face of challenges and opportunities ahead

We are well positioned for the future

Portfolio and Partnerships

Multi-hub

New Revenue

Brand Promise

Sustainability



Digital Capabilities

Financial Strength

Talented People

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**SINGAPORE
AIRLINES**

Thank You

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