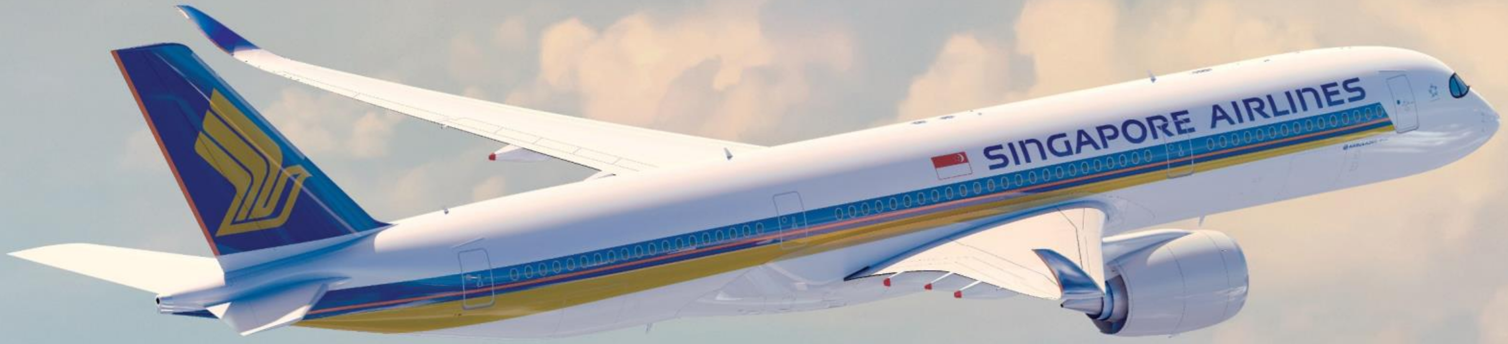


SIA GROUP
ANALYST / MEDIA BRIEFING

FY21/22 Results

(Ended 31 March 2022)

19 May 2022

PRESENTATION BY:

Executive Vice President Finance & Strategy
Mr. Tan Kai Ping

Group Financial Results

Key Takeaways – FY21/22 Results

Operating loss narrowed $1,902.8 million (+75.7%) to $609.7 million:

- 2H operating profit of $9.7 million ; 1H operating loss of $619.4 million

Net loss of $962.0 million, an improvement of $3,308.7 million

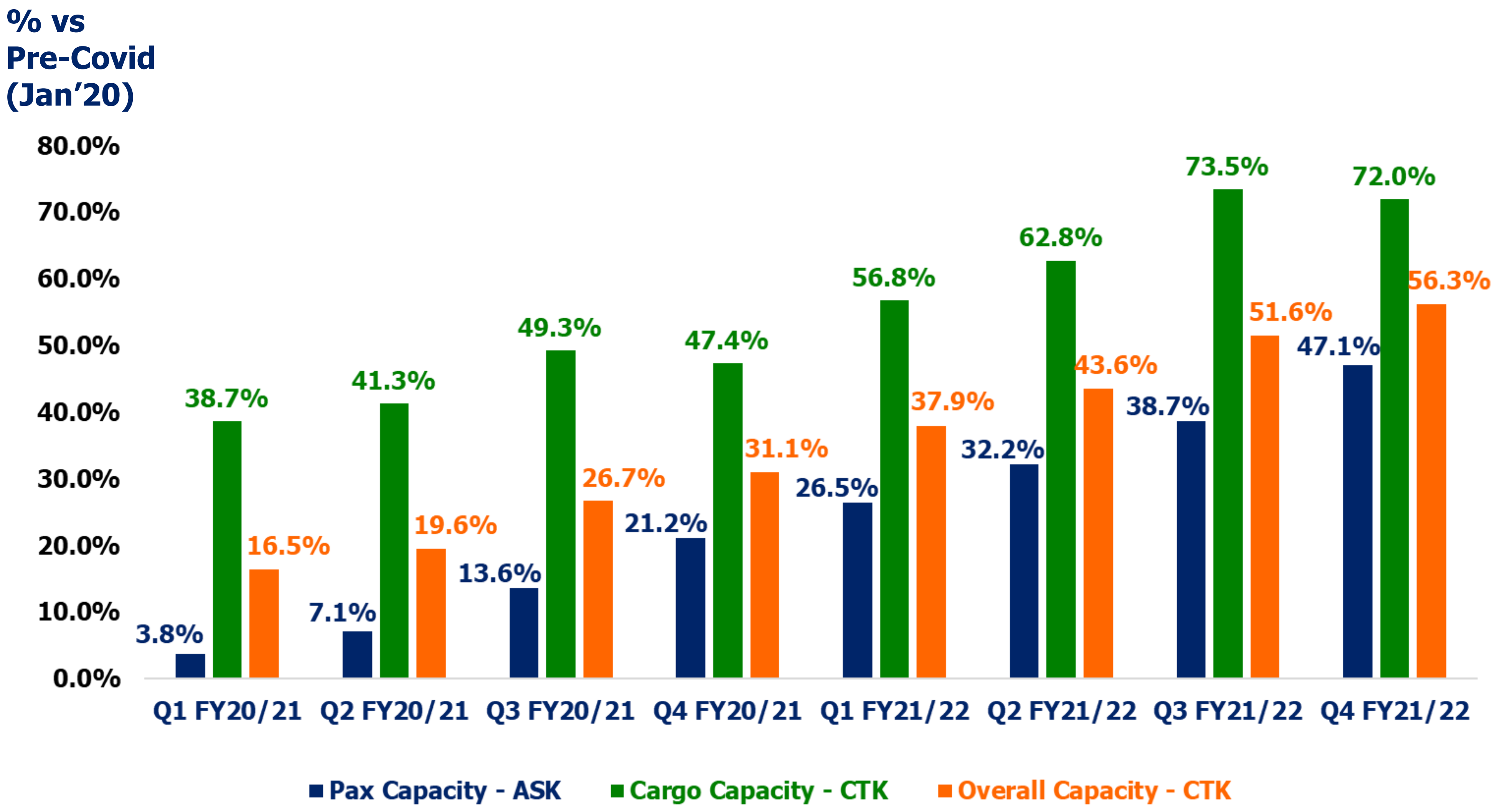
Passenger carriage up 6x as travel restrictions eased, delivering $2,806.0 million passenger flown revenue

Record cargo flown revenue of $4,339.4 million

Operating cash surplus of $824.4 million

Group Operating Statistics

Calibrated capacity recovery gained momentum



ASK
Q4 QoQ
+21.6%
2H vs 1H
+46.2%
FY21/22 YoY
+215.7%

Overall CTK
Q4 QoQ
+9.1%
2H vs 1H
+32.4%
FY21/22 YoY
+101.9%

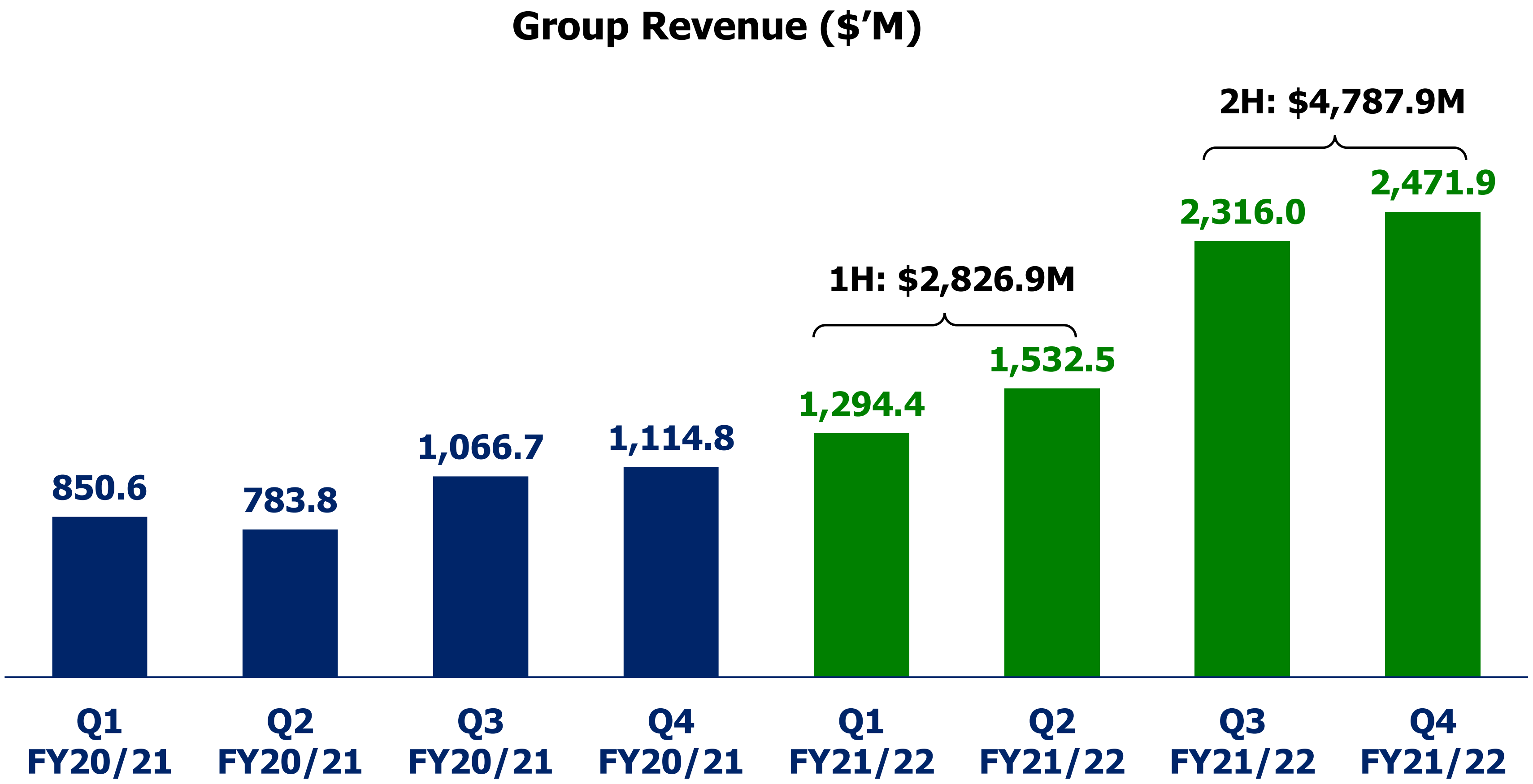
Group Financial Results

	2H FY21/22 ($'M)	1H FY21/22 ($'M)	Better/ (Worse) ($'M)	Better/ (Worse) (%)	FY21/22 ($'M)	FY20/21 ($'M)	Better/ (Worse) ($'M)	Better/ (Worse) (%)
Total Revenue	**4,787.9**	**2,826.9**	**1,961.0**	**69.4%**	**7,614.8**	**3,815.9**	**3,798.9**	**99.6%**
Total Expenditure	**4,778.2**	**3,446.3**	**(1,331.9)**	**(38.6)%**	**8,224.5**	**6,328.4**	**(1,896.1)**	**(30.0)%**
-- Net fuel cost	1,379.1	810.2	(568.9)	(70.2)%	2,189.3	1,015.5	(1,173.8)	(115.6)%
Fuel cost (before hedging)	*1,546.5*	*862.0*	*(684.5)*	*(79.4)%*	*2,408.5*	*681.3*	*(1,727.2)*	*n.m.*
Fuel hedging (gain)/loss	*(167.4)*	*(51.8)*	*115.6*	*n.m.*	*(219.2)*	*334.2*	*553.4*	*n.m.*
-- Fuel hedging ineffectiveness	-	-	-	-	-	497.3	497.3	100.0%
-- Fair value loss/(gain) on fuel derivatives	0.6	(78.8)	(79.4)	n.m.	(78.2)	(283.3)	(205.1)	(72.4)%
-- Non-fuel expenditure	3,398.5	2,714.9	(683.6)	(25.2)%	6,113.4	5,098.9	(1,014.5)	(19.9)%
Operating Profit/(Loss)	**9.7**	**(619.4)**	**629.1**	**n.m.**	**(609.7)**	**(2,512.5)**	**1,902.8**	**75.7%**
Net Loss	**(125.2)**	**(836.8)**	**711.6**	**85.0%**	**(962.0)**	**(4,270.7)**	**3,308.7**	**77.5%**

SINGAPORE AIRLINES

Group Revenue (2H FY21/22 vs 1H FY21/22)

Revenue driven by significant growth in passenger traffic and strong cargo demand in 2H FY21/22



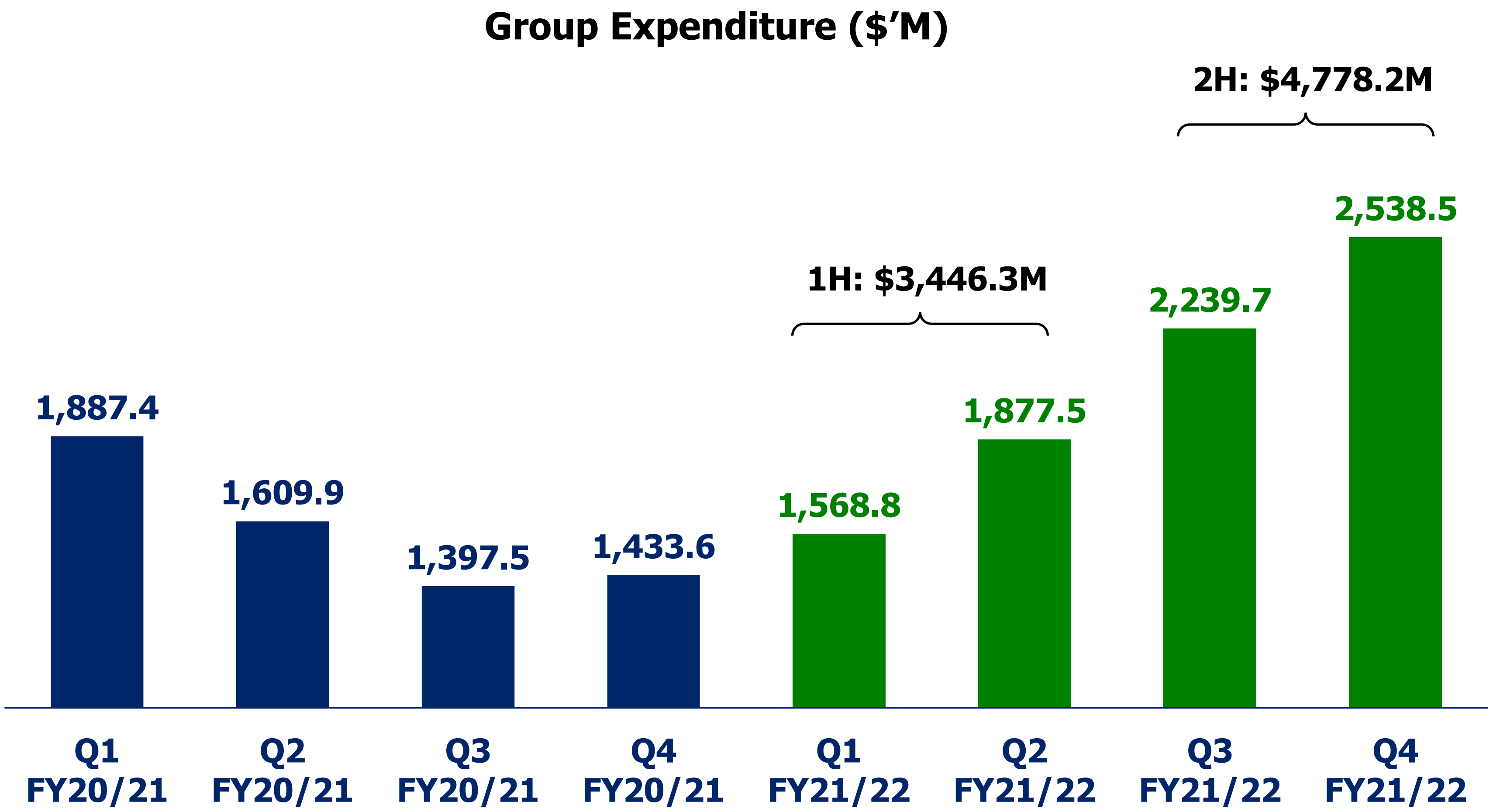
Q4 vs Q3
$155.9M
(+6.7%)

2H vs 1H
$1,961.0M
(+69.4%)

FY21/22
$7,614.8M
YoY
$3,798.9M
(+99.6%)

Group Expenditure (2H FY21/22 vs 1H FY21/22)

Group expenditure increased on expansion of operations



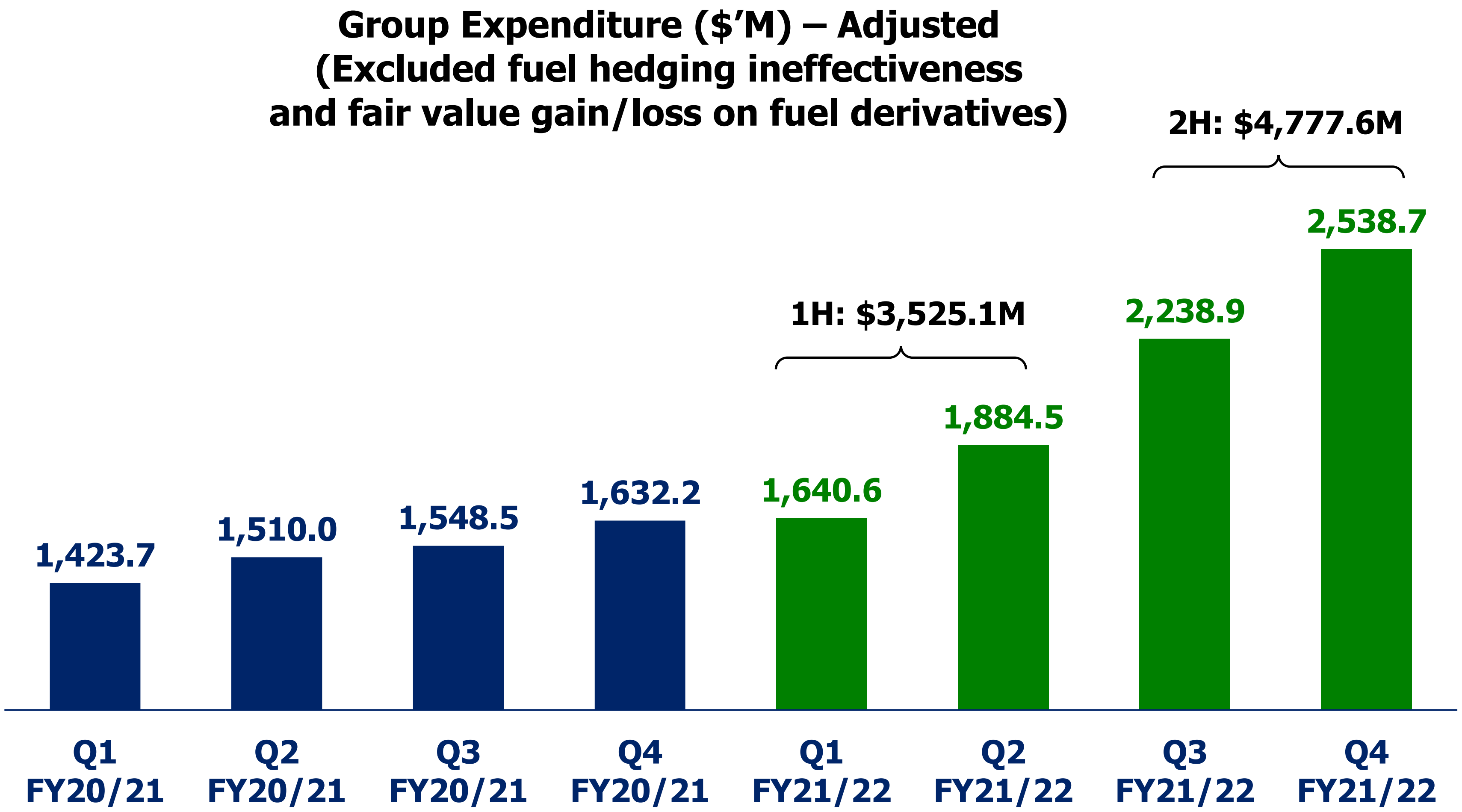
Q4 vs Q3
$298.8M
(+13.3%)

2H vs 1H
$1,331.9M
(+38.6%)

FY21/22
$8,224.5M
YoY
$1,896.1M
(+30.0%)

Group Expenditure (2H FY21/22 vs 1H FY21/22 - Adjusted)

Group expenditure increased on expansion of operations



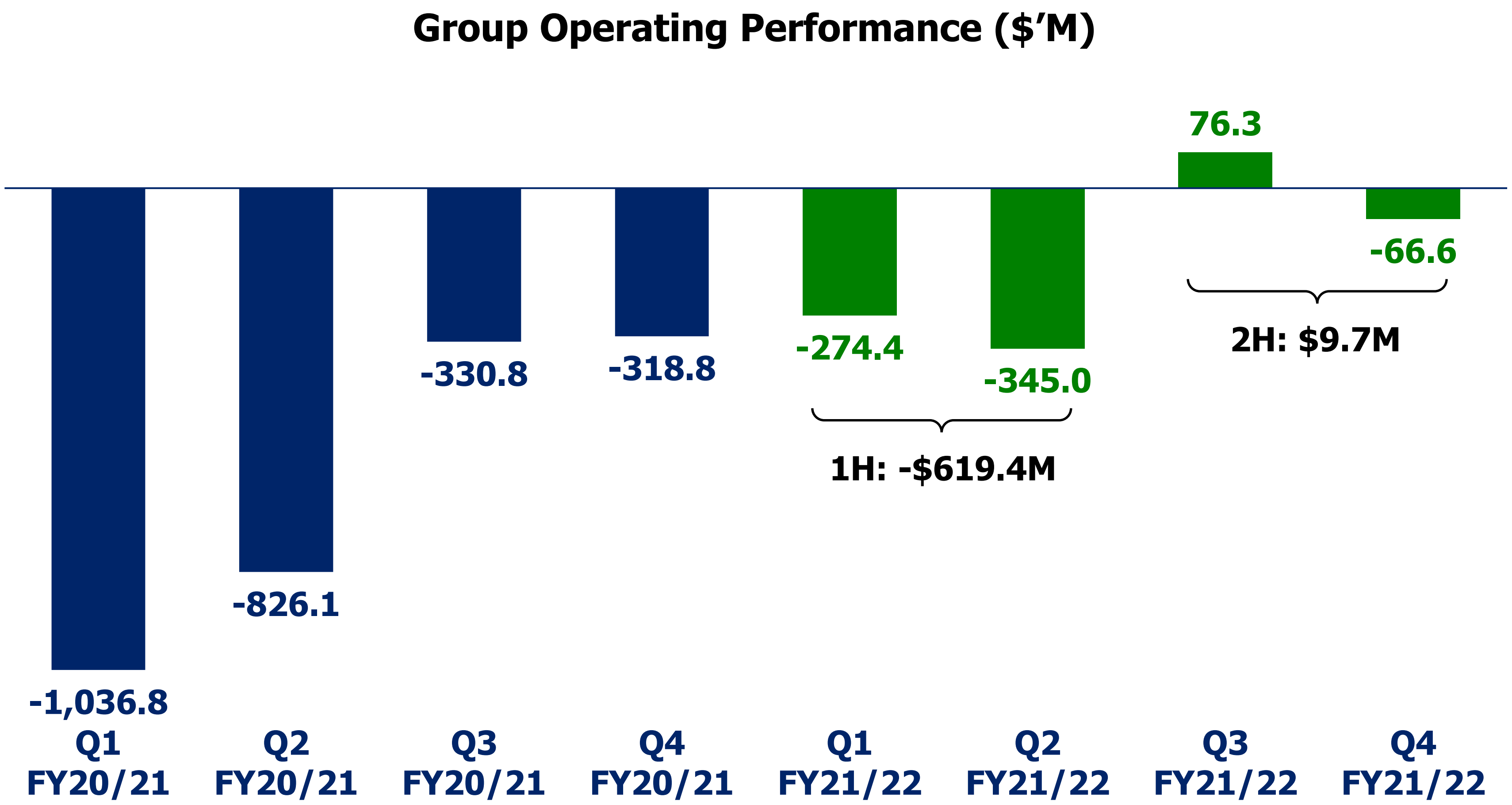
Q4 vs Q3
$299.8M
(+13.4%)

2H vs 1H
$1,252.5M
(+35.5%)

FY21/22
$8,302.7M
YoY
$2,188.3M
(+35.8%)

Group Operating Performance (2H FY21/22 vs 1H FY21/22)

Swing to operating profit in 2H FY21/22 as travel demand recovers



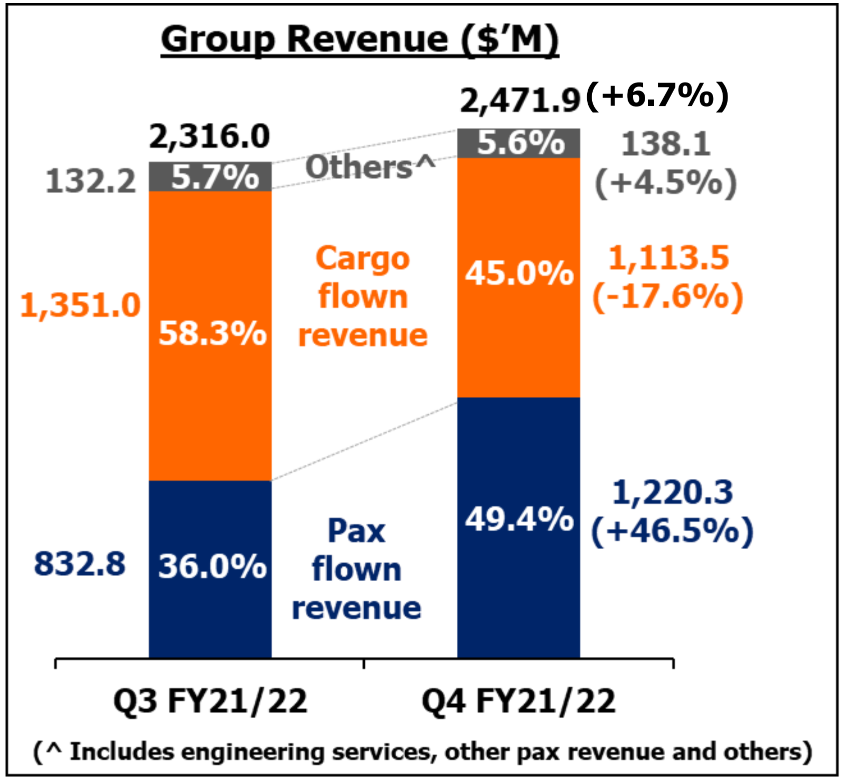
Q4 vs Q3
$142.9M
(n.m.)

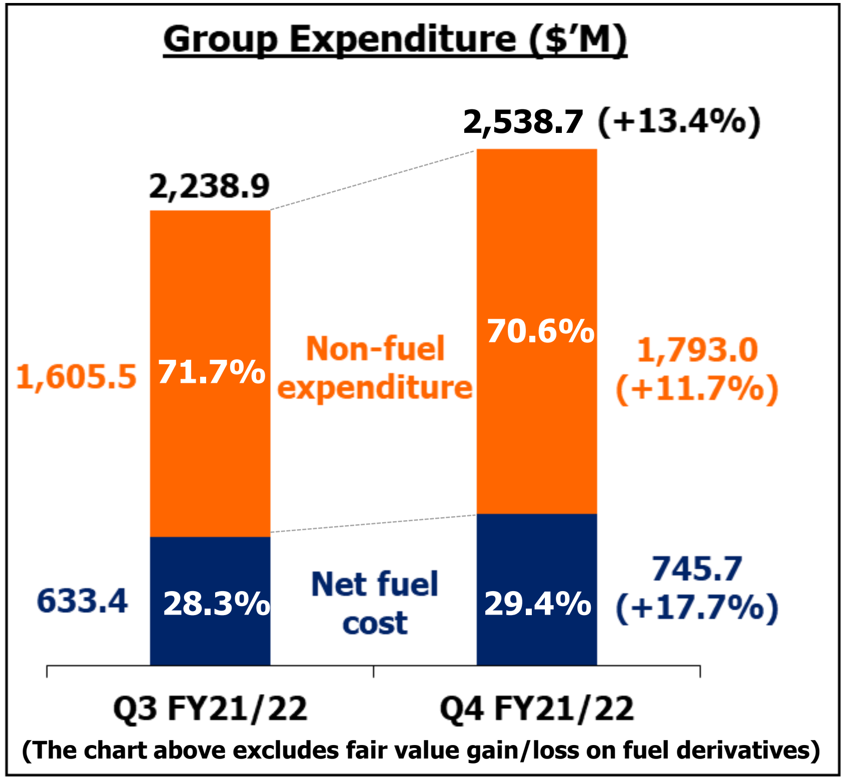
2H vs 1H
$629.1M
(n.m.)

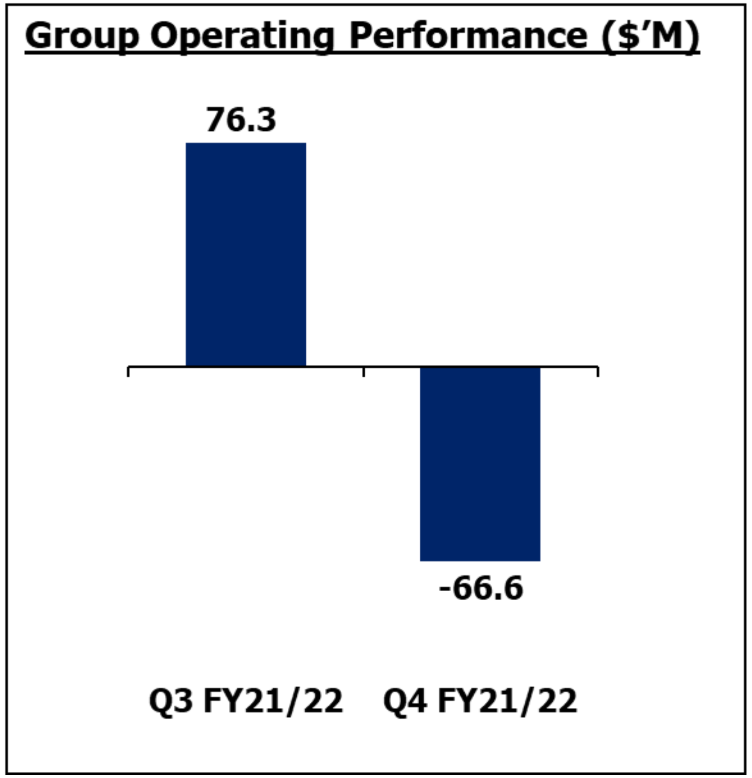
FY21/22
-$609.7M
YoY
$1,902.8M
(+75.7%)

Group Financials (Q4 FY21/22 vs Q3 FY21/22)

Q4 recorded a small operating loss, a reversal from Q3's operating profit



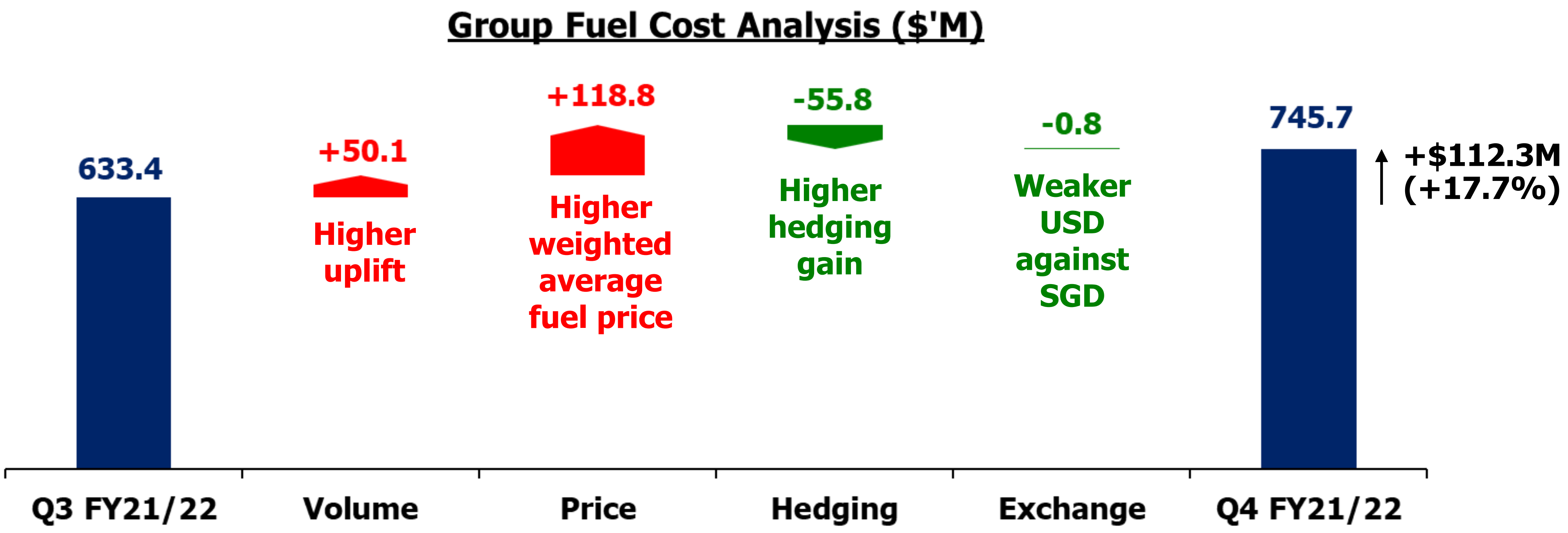




- Passenger revenue surpassed Cargo revenue for the first time since onset of pandemic. Cargo revenue was seasonally weaker.
- The 11.7% increase in non-fuel expenditure was in line with increase in capacity and stronger passenger loads.
- Net fuel cost rose 17.7% and this was higher than overall capacity. Higher fuel hedging gain partially mitigated the increase in fuel cost.

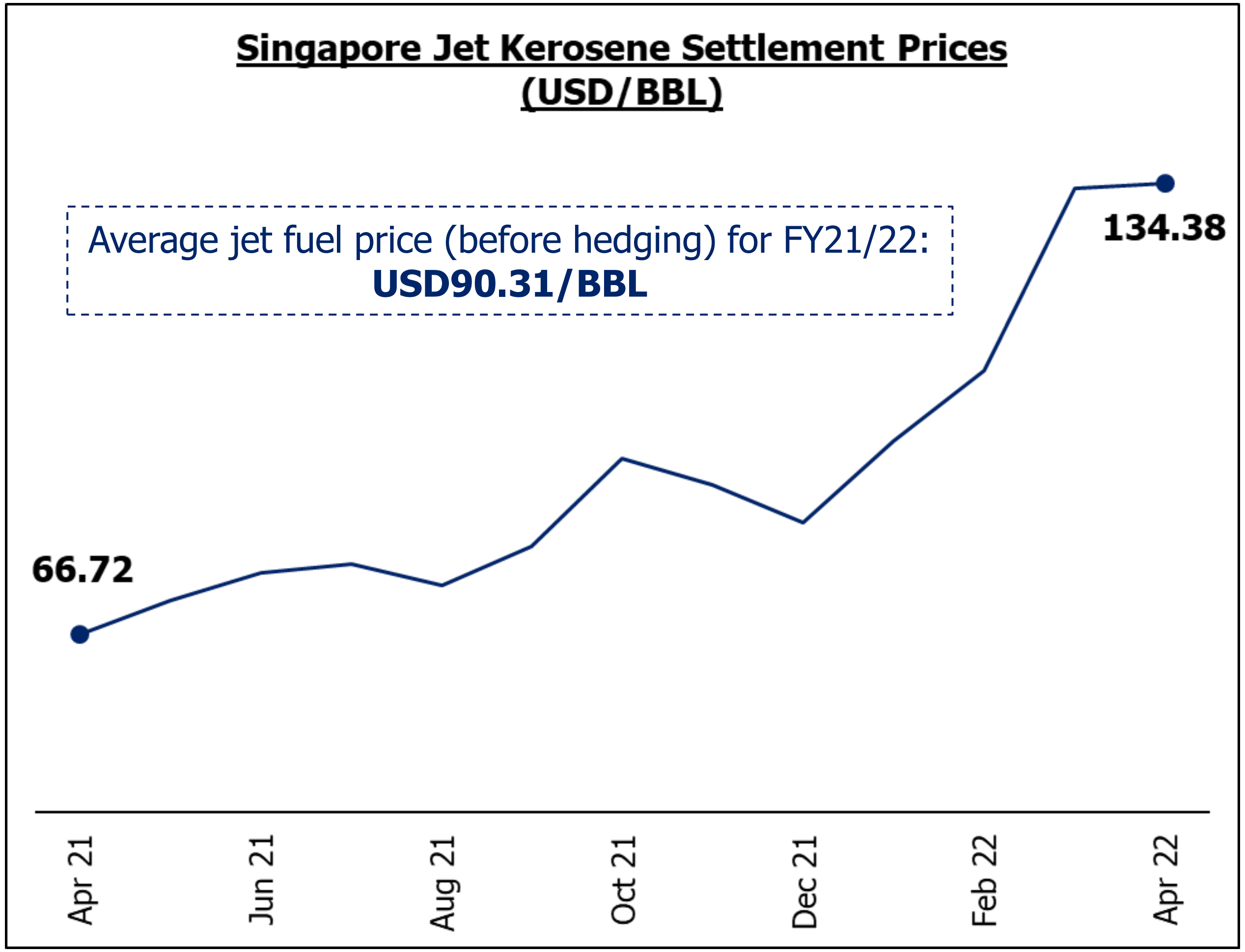
Net Fuel Cost (Q4 FY21/22 vs Q3 FY21/22)

Net fuel cost up due to higher fuel prices and volume uplifted, partially mitigated by hedging gain and forex



	Q3 FY21/22	Q4 FY21/22
Fuel price (before hedging) (USD/BBL)	92.35	107.20
Fuel price (after hedging) (USD/BBL)	84.88	93.24

Fuel Prices and Fuel Hedging Position



SIA Group remains hedged up to Q1 FY23/24 with additional gains locked in from close-out trades

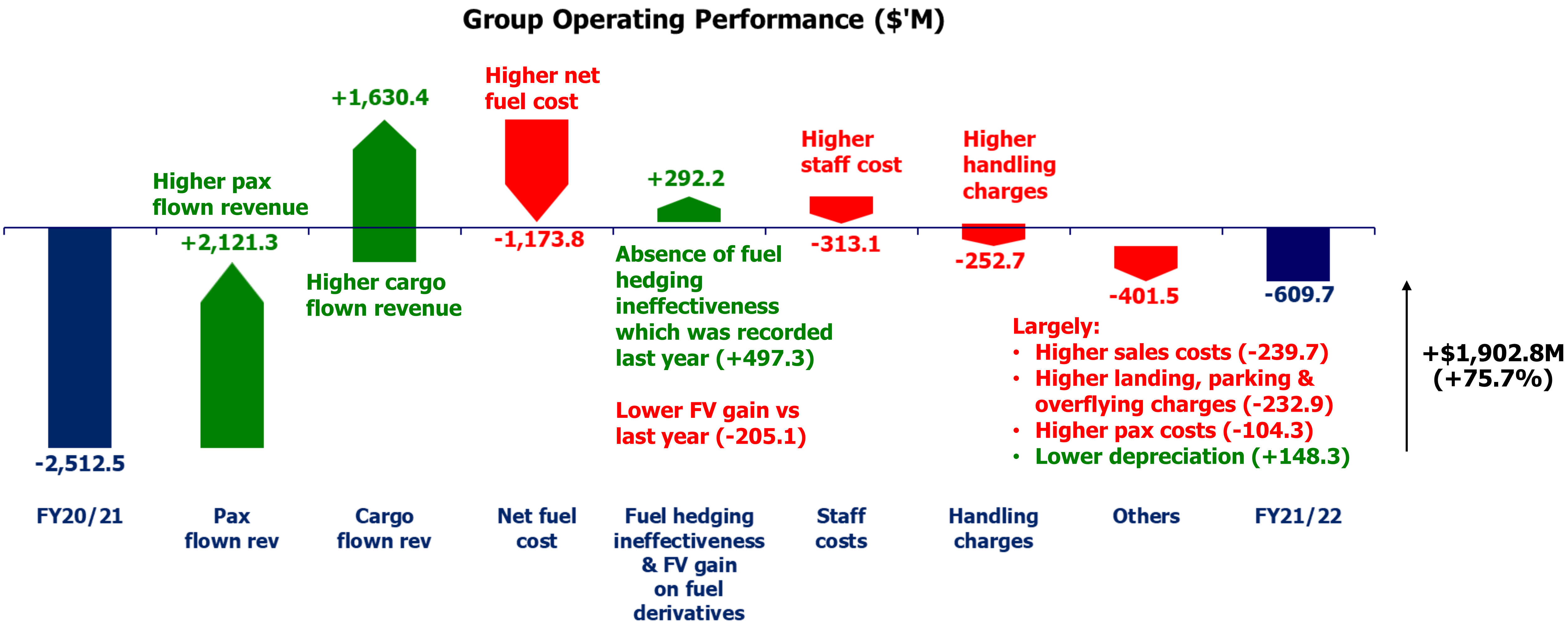
Fuel Hedging Position (as at 19 May 2022)	Percentage Hedged (%)	Average Hedged Price for Brent (USD/BBL)
Q1 FY22/23 - Q1 FY23/24	40	60

Summary of Gains from Close-out Trades	On a Cash Settled Basis (USD'M)	To be recognised in P&L in future periods (USD'M)
FY22/23	115	98
FY23/24 - FY24/25	110	110

SINGAPORE AIRLINES

Group Operating Performance FY21/22

Improvement in op loss driven by higher flown revenue partially offset by higher costs with increased flying activities



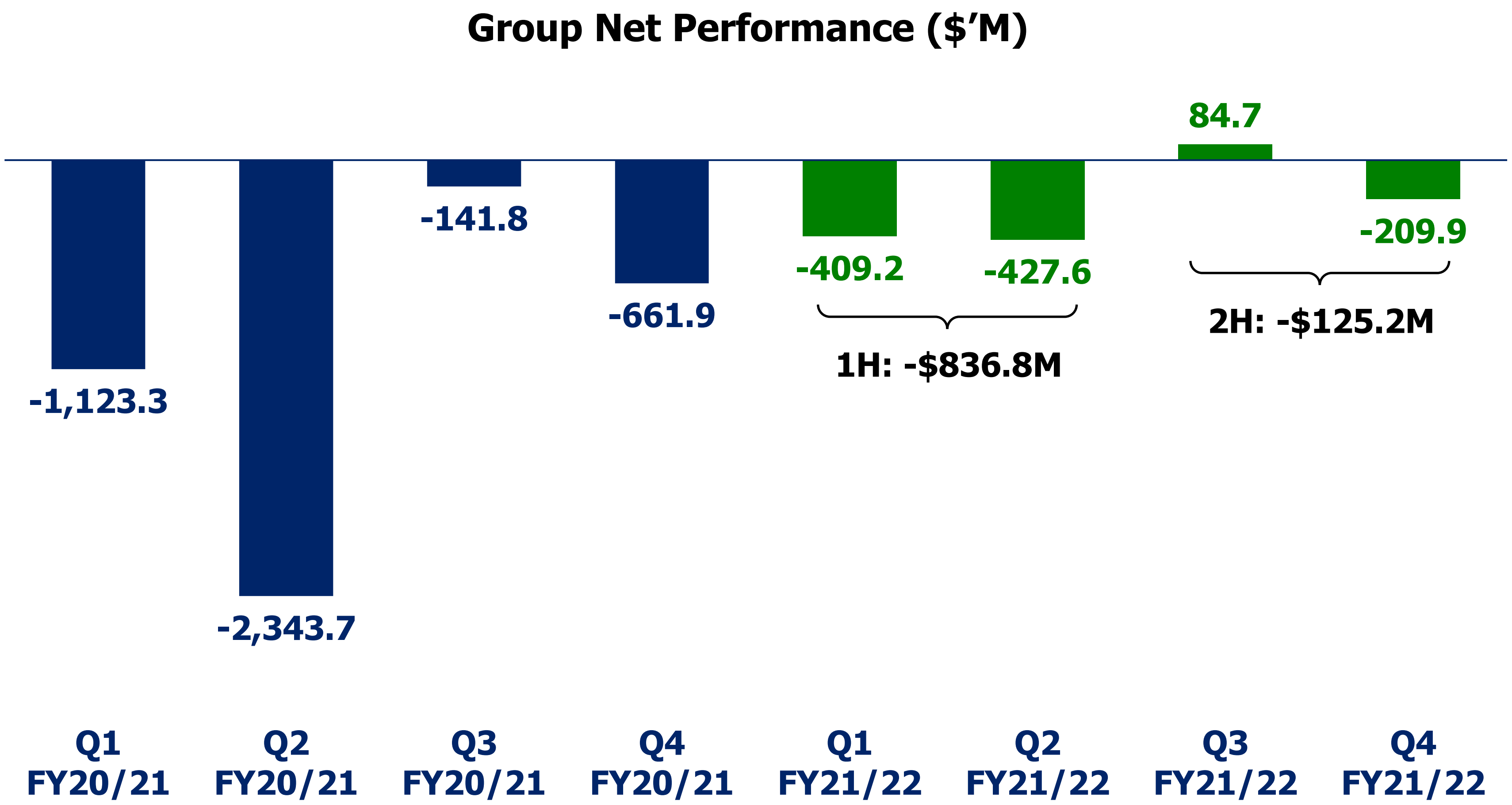
SINGAPORE AIRLINES

Operating Results for the Main Companies of the Group

	2H FY21/22 ($'M)	1H FY21/22 ($'M)	Better/ (Worse) $M	Better/ (Worse) (%)	FY21/22 ($'M)	FY20/21 ($'M)	Better/ (Worse) $M	Better/ (Worse) (%)
Full-service carrier	274.6	(386.5)	661.1	n.m.	(111.9)	(1,921.0)	1,809.1	94.2
Low-cost carrier	(236.6)	(217.0)	(19.6)	(9.0)	(453.6)	(569.7)	116.1	20.4
SIAEC Group	(15.2)	(6.7)	(8.5)	(126.9)	(21.9)	(19.0)	(2.9)	(15.3)

Group Net Performance FY21/22

Better 2H led by improvement in operating performance & JVs/assoc results, partially offset by reduction in tax credit

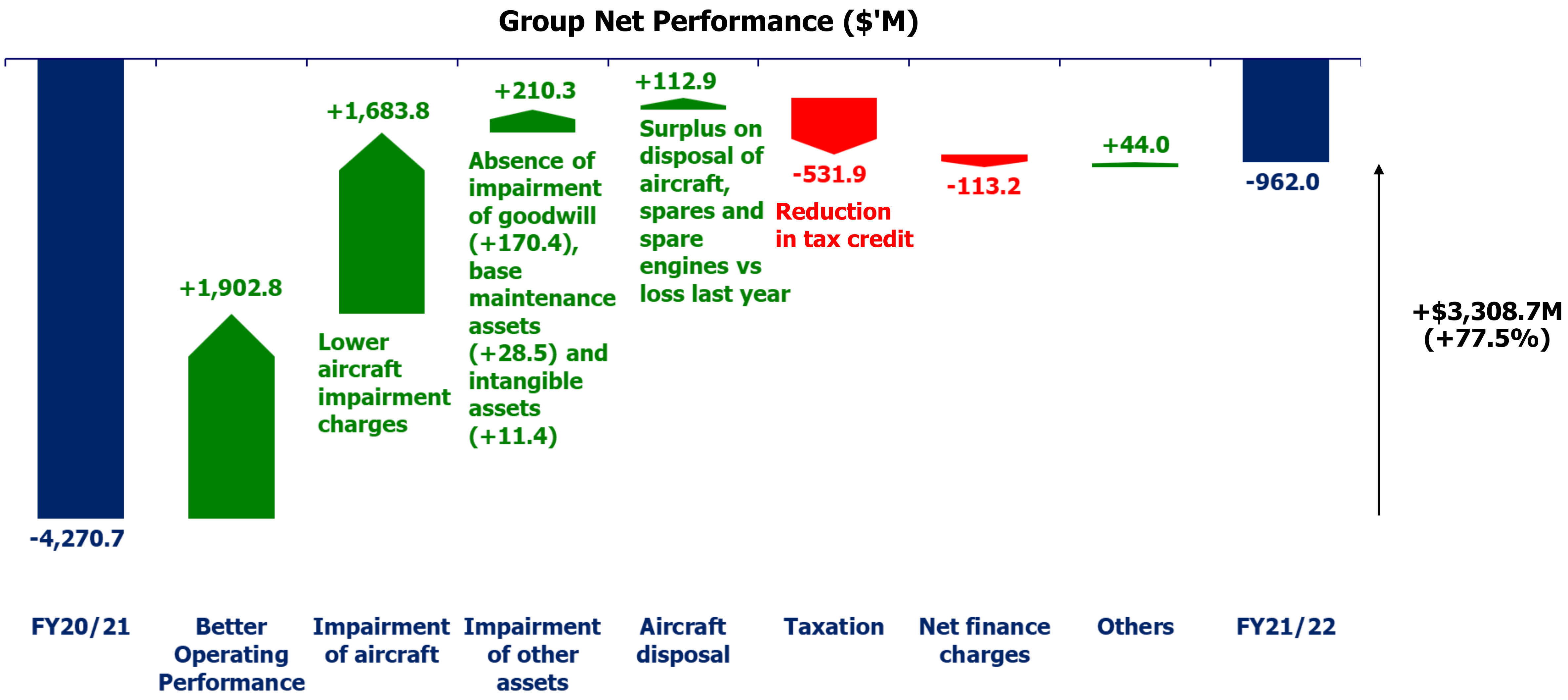


2H vs 1H
$711.6M (+85.0%)

FY21/22
-$962.0M
YoY
$3,308.7M (+77.5%)

Group Net Performance FY21/22

Improvement in net loss driven by better operating performance and lower non-cash impairment charges



Group Financial Results

	FY21/22	FY20/21
Loss per share (cents)		
- Basic [R1]	**(16.2)**	**(102.6)**[R2]
- Adjusted Basic [R3]	**(32.4)**	**(144.0)**
- Diluted [R4]	**(16.2)**	**(102.6)**[R2]
EBITDA ($ million) [R5]	**1,301.2**	**(2,545.6)**
EBITDA margin (%) [R6]	**17.1**	**(66.7)**

[R1] Loss per share (basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the conversion of all mandatory convertible bonds in accordance with IAS 33 Earnings Per Share.

[R2] With the completion of the mandatory convertible bonds on 24 June 2021, prior year comparatives for loss per share were restated per IAS 33 through retrospective application of a bonus factor to the average weighted number of shares. The bonus factor is derived from the division of fair value per share immediately before the exercise of rights by the theoretical ex-rights fair value.

[R3] Loss per share (adjusted basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the redemption of all mandatory convertible bonds. The prior year comparatives have been restated through the application of a bonus factor as described above.

[R4] Loss per share (diluted) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, adjusted for the dilutive effect of the vesting of all outstanding share-based incentive awards granted, in accordance with IAS 33.

[R5] EBITDA denotes earnings before interest, taxes, depreciation, and amortisation.

[R6] EBITDA margin is computed by dividing EBITDA by the total revenue.

SINGAPORE AIRLINES

Group Financial Position

	As at 31 March 2022	As at 31 March 2021
Total assets ($'M)	48,671.0	37,581.3
Total debt ($'M)	15,694.8	14,336.9
Total cash and bank balances ($'M)	13,762.7	7,783.0
Total liabilities ($'M)	25,870.6	21,303.2
Equity attributable to Owners of the Company ($'M)	22,411.9	15,905.9
Debt: Equity ratio (times)[R1]	0.70	0.90
Net Asset Value Per Share ($)[R2]	7.55	5.36
Adjusted Net Asset Value Per Share ($)[R3]	3.40	3.60

[R1] Debt : equity ratio is total debt divided by equity attributable to owners of the Company.
[R2] Net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue less treasury shares.
[R3] Adjusted net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue less treasury shares, assuming the conversion of all mandatory convertible bonds and convertible bonds.

Group Fleet Development

Net increase of 16 aircraft by end of FY22/23

	Operating Fleet	As at 31 March 2022	In	Out	As at 31 March 2023
SIA	777-300ER	23			23
	A380-800	12			12
	A350-900	58	+3[R1]		61
	787-10	15	+3[R2]		18
	737-800	7			7
	737-8	8	+8[R3]		16
	747-400F	7			7
	Total	130	+14		144
Scoot	787-8	10			10
	787-9	10			10
	A320ceo	21		-1	20
	A320neo	5	+1[R4]		6
	A321neo	7	+2[R5]		9
	Total	53	+3	-1	55
GROUP TOTAL		183	+17	-1	199

[R1] SIA expects to take delivery of four A350s in FY22/23, of which three will enter into service and therefore added to the operating fleet

[R2] Based on Boeing's provisional update, SIA is expected to take delivery of three 787-10s and all these aircraft will be progressively inducted into the operating fleet within FY22/23. Scoot is expected to take delivery of one 787-8, and this aircraft is expected to be part of the operating fleet in FY23/24.

[R3] SIA expects to take delivery of three 737-8s during FY22/23. The 737-8 operating fleet is expected to expand by eight aircraft which includes prior year's and current year's deliveries.

[R4] Scoot expects to take delivery of one A320neo in FY22/23 and this aircraft will be added to the operating fleet within the FY.

[R5] No A321neos deliveries in FY22/23. The two additions were delivered in FY21/22.

SINGAPORE AIRLINES

Projected Group Capital Expenditure

Projected Capital Expenditure ($'M)	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
Aircraft	**4,100**	**3,500**	**4,000**	**2,900**	**2,400**
Others	**300**	**300**	**300**	**300**	**300**
Total	**4,400**	**3,800**	**4,300**	**3,200**	**2,700**

PRESENTATION BY:

Chief Executive Officer
Mr. Goh Choon Phong

1

Emerging More Resilient, Innovative, and Agile

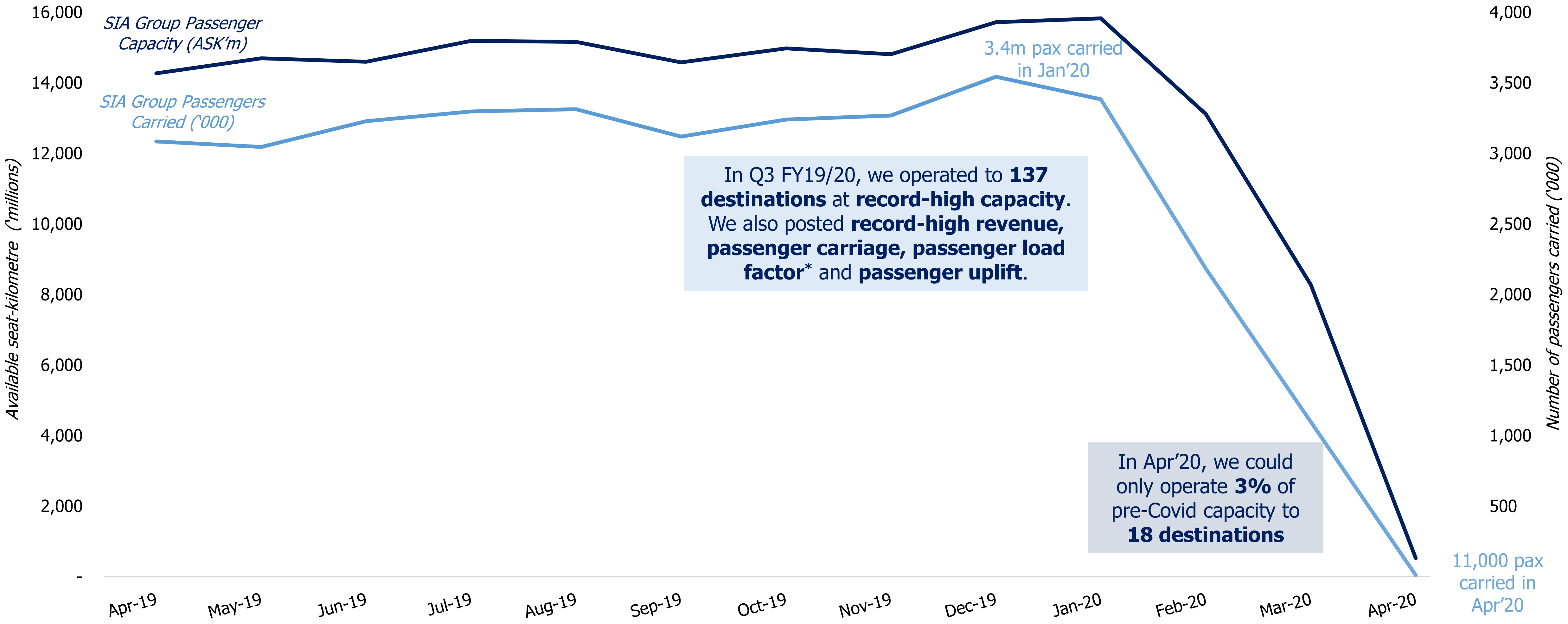
2

Continued Strengthening of the SIA Core

Emerging More Resilient, Innovative, and Agile

Emerging More Resilient, Innovative, and Agile

Gaining resilience in the face of an unprecedented crisis



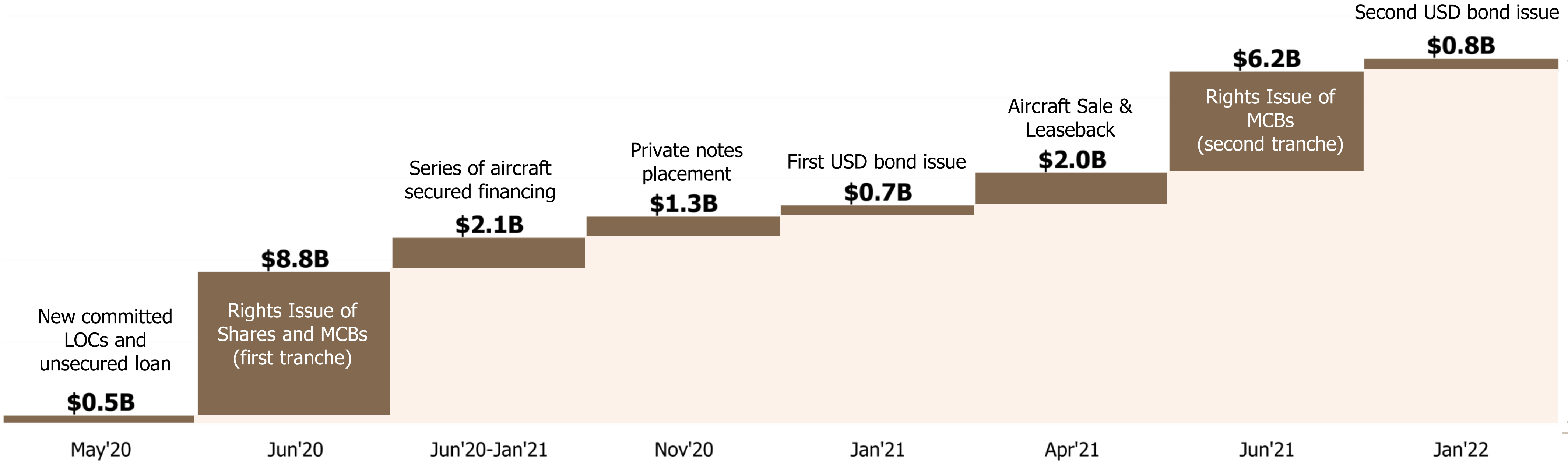
* Highest PLF record achieved in previous quarter Q2 FY19/20 at 85.7%. Q3 FY19/20 PLF was 85.6%.

SINGAPORE AIRLINES

Emerging More Resilient, Innovative, and Agile

Gaining resilience in the face of an unprecedented crisis

Decisive actions to build a strong financial position



S$22.4B raised in additional liquidity since 1 Apr 2020

Mar'20: Strict reduction on **discretionary expenditure**

Mar'20: Introduced **staff measures**

Sep'20: **Reduced 20% of staff positions**

Feb'21: **Renegotiated aircraft contracts** to meet new requirements & **defer >$4b of near-term capex**

Feb'22: **Swapped passenger aircraft orders** for A350F freighter orders to **manage capex**

Expenditure remains closely monitored

Emerging More Resilient, Innovative, and Agile

Gaining resilience in the face of an unprecedented crisis

Various staff measures to preserve core aviation capabilities

Pay cuts
- Pay cuts across staff groups

No-pay leave
- >20% of SIA Group staff took varying days of NPL
- Some staff were permitted to work other jobs while on NPL

Short-term re-deployment
- >2,100 SIA Group staff re-deployed on short-term employment
- SIA Ambassador Programme from Apr'20 to Mar'22, redeploying crew to >30 organisations including hospitals and public transport organisations

Minimised involuntary departures
- 20% positions reduced at SIA Group, of which <9% were involuntary layoffs, lower than industry peers
- Aviation industry estimated to have lost up to 43% of jobs in 2020 [1]

Supported national effort against Covid-19

Retained core aviation capabilities for a quick and strong recovery

(1) ATAG Aviation: Benefits Beyond Borders factsheet, Sep'20

Emerging More Resilient, Innovative, and Agile

Innovating to retain world-class leadership

Swiftly re-designing the customer experience

Extensive customer surveys

- Regular surveys from May'20 to identify customers' value drivers during the pandemic
- **'Health Safety'** and **'Seamless Experience'** as new key value drivers

Digital solutions for safe and seamless travel

- **Leveraged technology** to reduce frictions (e.g., digital health verification solutions, automated travel advisories)
- **Rolled out digital solutions** to maintain safe distances (e.g., digital inflight menus)

New policies to provide customers flexibility

- **Introduced** flight credits and complimentary rebooking policy within weeks of the pandemic

SINGAPORE AIRLINES scoot

★★★★★ 5-STAR HEALTH AND SAFETY RATING
Skytrax Covid-19 Airline Safety Audit 2021

DIAMOND AIRLINE
APEX Health Safety
powered by
SimpliFlying Audit 2021

Engaging customers in new and creative ways

Created 'Discover Your SIA' experiences when borders were mostly closed

- 15 sold-out **Restaurant A380 @Changi** sessions
- ~2,000 **'Inside Singapore Airlines' tour** participants
- >2,500 **SIA@Home packages** sold on KrisShop



Developed a holistic sensory experience for customers

- *Sight:* iconic SIA batik motif, world-renowned cabin crew
- *Touch:* personal welcomes from crew, comfortable cabin products
- *Taste:* nourishing meals on-board and at our lounges
- *Scent:* **new signature scent Batik Flora**
- *Sound:* **new sonic signature boarding & landing music**

Singapore Airlines tops YouGov's 2021 Best Brand Rankings in Singapore

Singapore Airlines ranked top global carrier, leading Asian firm in Fortune's Most Admired list

SINGAPORE AIRLINES

Emerging More Resilient, Innovative, and Agile

Innovating to retain world-class leadership

Improving our products and services

New YCL dining concept

- Launched **spill-free** bento boxes in Dec'20 for **better heat retention** and **meal variety**
- Reduces weight by **up to 60%** and eliminates almost all **single-use plastics**
- Leftover waste is sent to an **eco-digester** to be converted into fuel pellets as an alternative energy source

CIP

Customer Insights Portal

New Customer Insights Portal

- Launched new in-house portal in Sep'20 for real-time customer insights
- Leverages **in-house machine-learning** & **sentiment analysis** capabilities
- Used by >400 staff from SIA and key service partners to improve their processes

Advancing our digital blueprint

Agency for Science, Technology and Research SINGAPORE

NUS | SINGAPORE AIRLINES

SIA-NUS Digital Aviation Corporate Lab

Corporate Laboratories

- Launched 2 labs with **NUS** and **A*Star** to co-create innovative technologies
- Covers **7 diverse work packages** from operations optimisation to revenue management

KRISLAB

TRAILBLAZER G.R.O.O.M DEVELOPMENT PROGRAM

Staff-led innovation

- Launched **GROOM Trailblazer Programme**, a week-long innovation training program
- **Cabin crew digital ecosystem**
  - Awarded 'Best Adoption – Enterprise' in 2021 Techblazer Awards
  - Saved ~1.4m staff hours and reduced ~2.8m paper sheets
  - E.g. **AI-based crew training system** to improve announcement-making and conversational language skills

Developing new business models

KRISSHOP

Pivoted to e-Commerce at KrisShop

- **Exceeded** FY19/20 pre-Covid sales with e-Commerce in FY21/22, despite the loss of travel retail
- **Traffic** to KrisShop.com has **tripled** pre-Covid levels; **average transaction value** has **doubled** pre-Covid levels

SINGAPORE AIRLINES ACADEMY

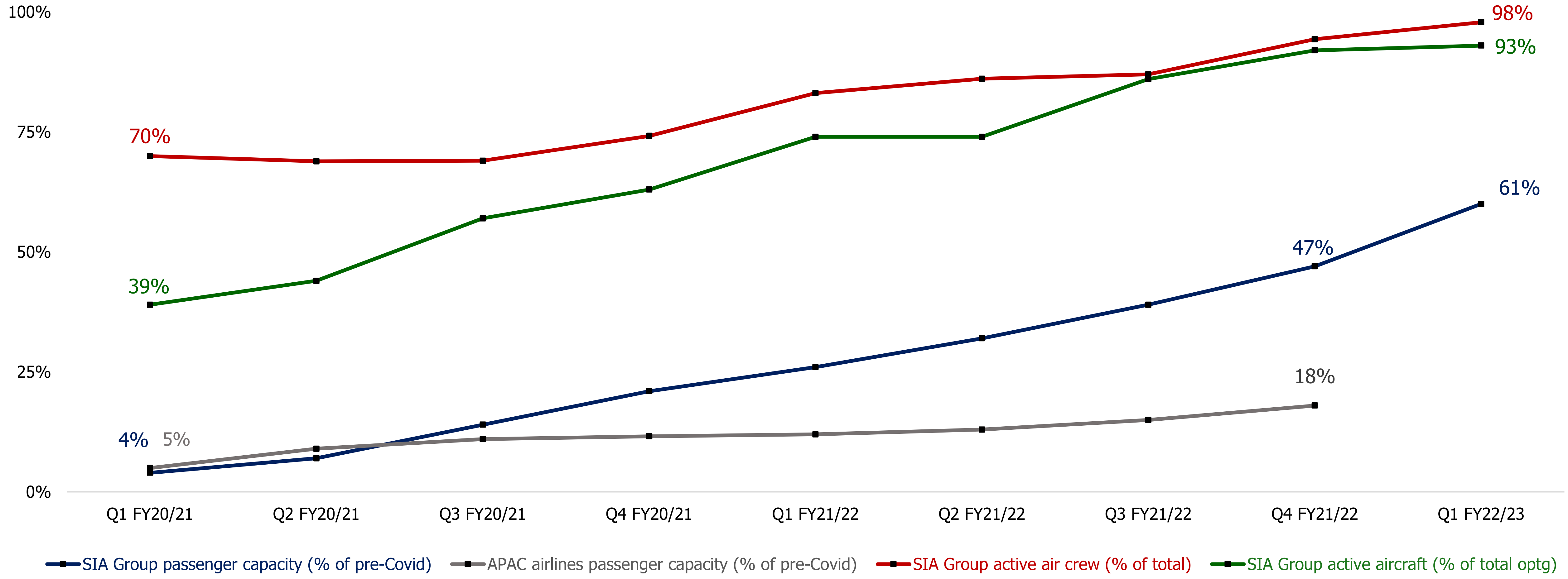
Growing the SIA Academy

- Within 1st year of operations, Academy has trained **>1,500 course participants** with classes confirmed into 2023
- Positive feedback with >**93% satisfaction score** achieved
- Plans to expand in SG and key overseas markets

Emerging More Resilient, Innovative, and Agile

Moving with agility to steer recovery from a position of strength

Planning multiple steps ahead to lead the air travel recovery



Pre-Covid refers to Jan'20. APAC Airlines data from AAPA Asia Pacific traffic results. Active crew refers to crew who are rostered for flight duties at least once a month. Active aircraft refers to the aircraft deployed on passenger and cargo-only services, including to support operational requirements.

Emerging More Resilient, Innovative, and Agile

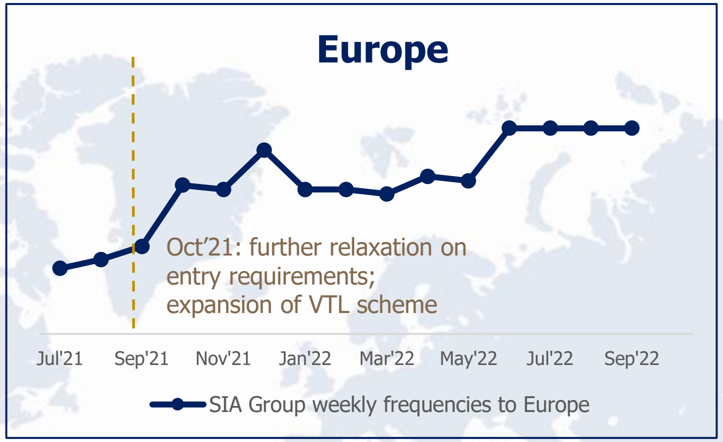
Moving with agility to steer recovery from a position of strength

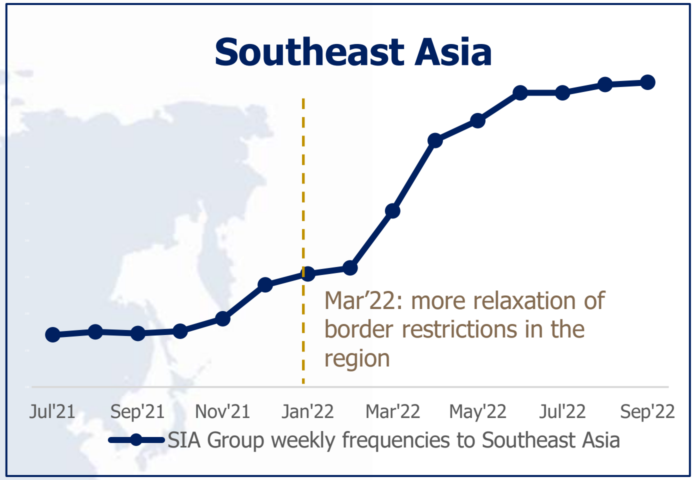
An agile and nimble approach to restoring our network

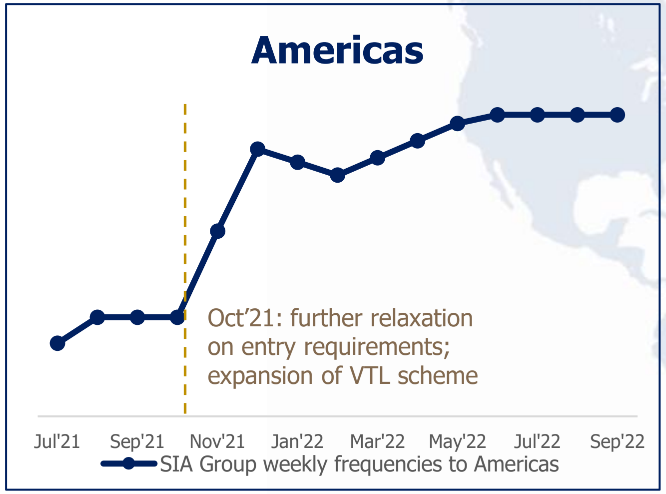
SIA Group weekly frequencies

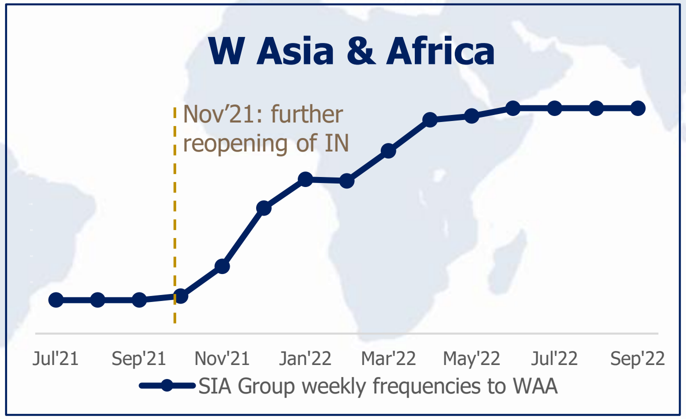
Jul’21: ~ 460

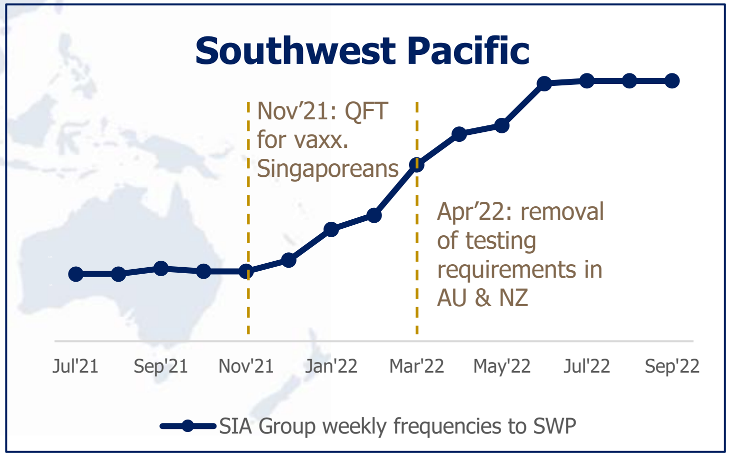
Sep’22: ~ 1,100









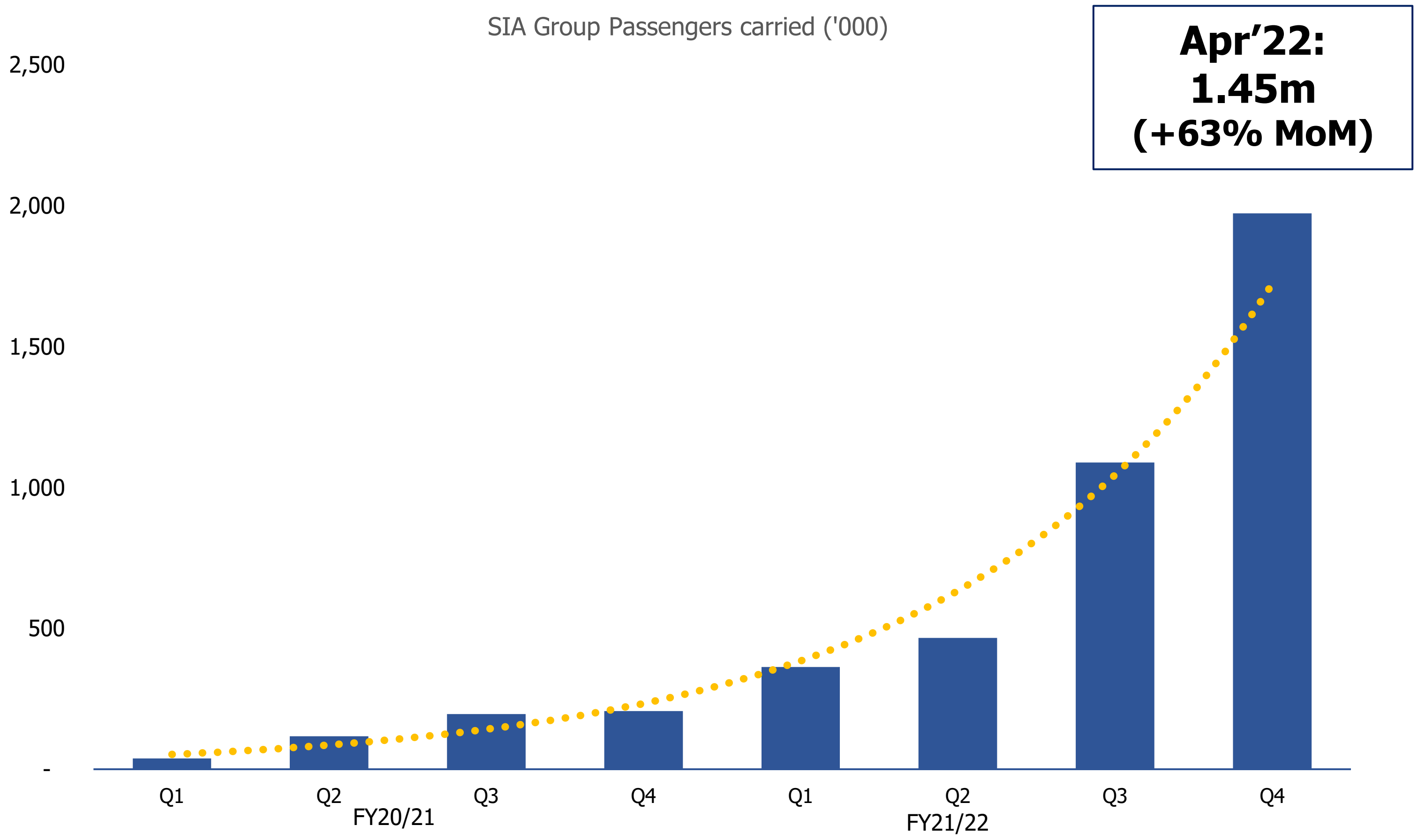


* VTL: vaccinated travel lane. QFT: quarantine free travel.
As at 13 May 2022.

Emerging More Resilient, Innovative, and Agile

Our recovery is due to the work we have put in over the last two years

Passengers carried up six-fold YoY in FY21/22



Driving demand with timely and novel sales campaigns

- Launched **‘Time To Fly’ Travel Fair in SIN**, our first virtual travel fair, on 31Mar’22
  - Exclusive airline, offering packages in collaboration with 10 varied travel agents with physical and digital sales
  - Conducted promotions across new channels of engagement, including livestreams and flash deals

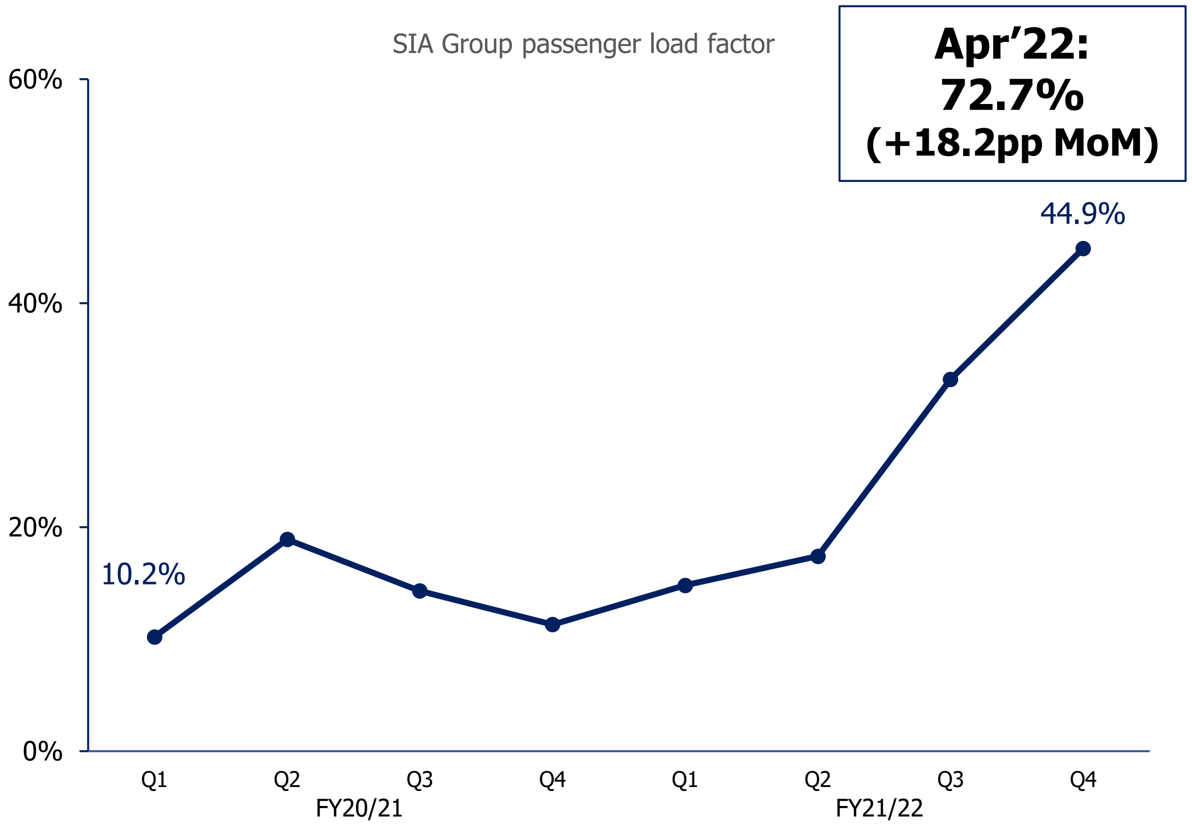
- Resumption of popular **KrisFlyer Spontaneous Escapes** promotions
  - Offers discounted redemptions for quick getaways
  - Targets mile redemption travel segment
- Launched sales campaigns **within days** of key market re-openings, including **hybrid travel fairs** in regional markets

SINGAPORE AIRLINES

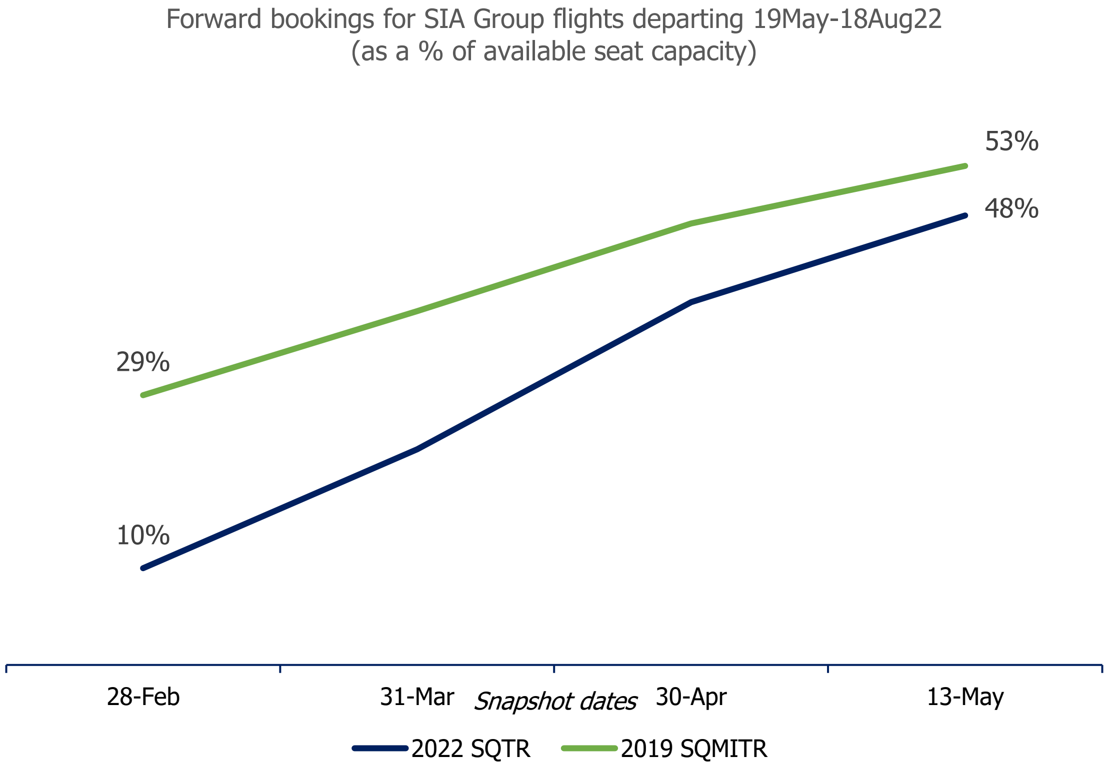
Emerging More Resilient, Innovative, and Agile

Our recovery is due to the work we have put in over the last two years

Significant pick-up in passenger load factor



Strong and emphatic forward booking momentum



- Forward load factors are **approaching pre-Covid levels,** for the corresponding periods

As at 13 May 2022.

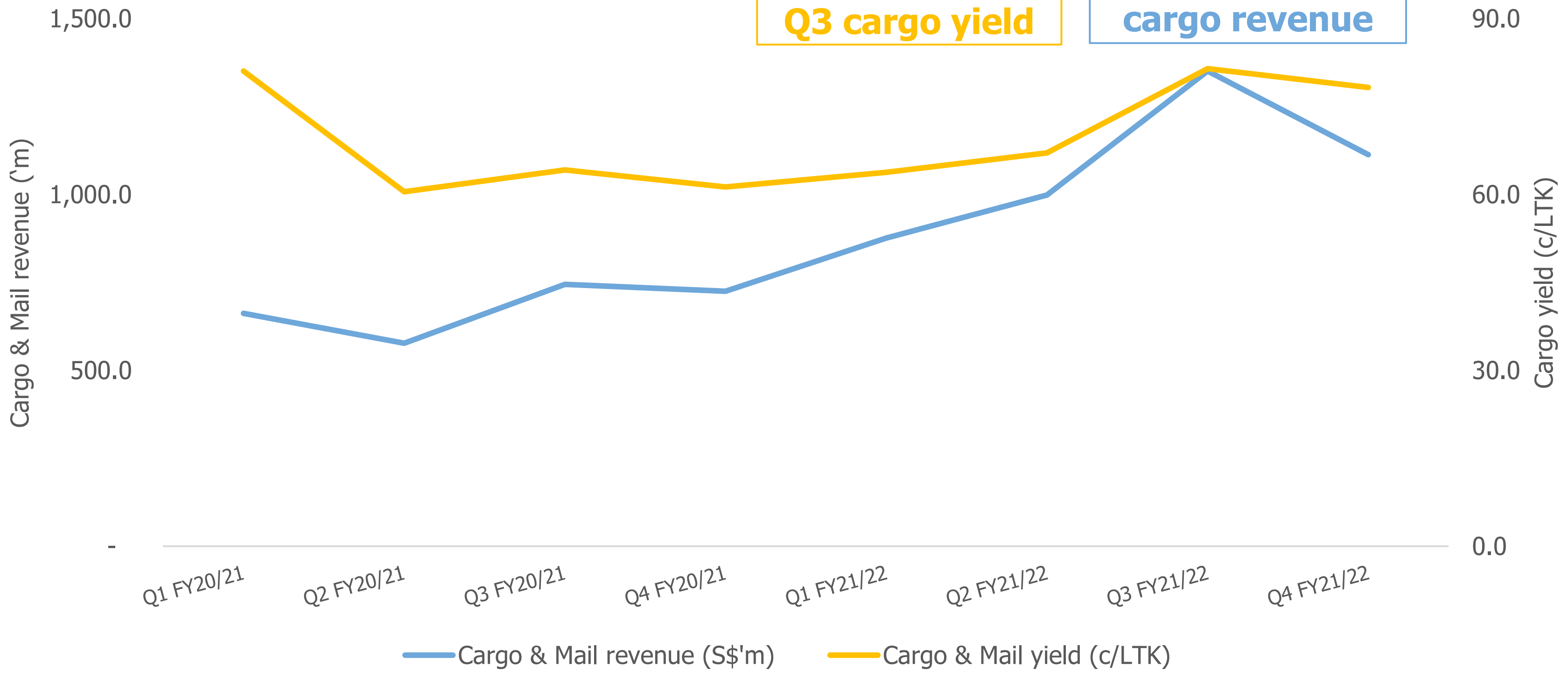
Emerging More Resilient, Innovative, and Agile

Our recovery is due to the work we have put in over the last two years

Record-high cargo financial performance in FY21/22

81.5cts/LTK in Q3 cargo yield

$1.35bn in Q3 cargo revenue



- **Record-high quarterly cargo yield and revenue achieved in Q3 FY21/22**
- **Record-high $4.3bn full-year cargo revenue achieved in FY21/22**, +60% vs FY20/21 (+122% vs FY19/20)

Aggressively restoring cargo capacity to seize momentum


- **Operated cargo-only pax flights** to supplement fall in bellyhold capacity
- Removed passenger seats from aircraft to **create modified freighters**

Operating high-value charters

- SIA Group operated **>220** passenger charters and **>1,530** cargo charters in FY20/21-FY21/22

Focusing on time- and temperature- sensitive cargo

- Invested in **specialised capabilities** to handle perishables and pharmaceuticals, which helped us deliver vaccines
- Added new container type to **boost our THRUCOOL capabilities**

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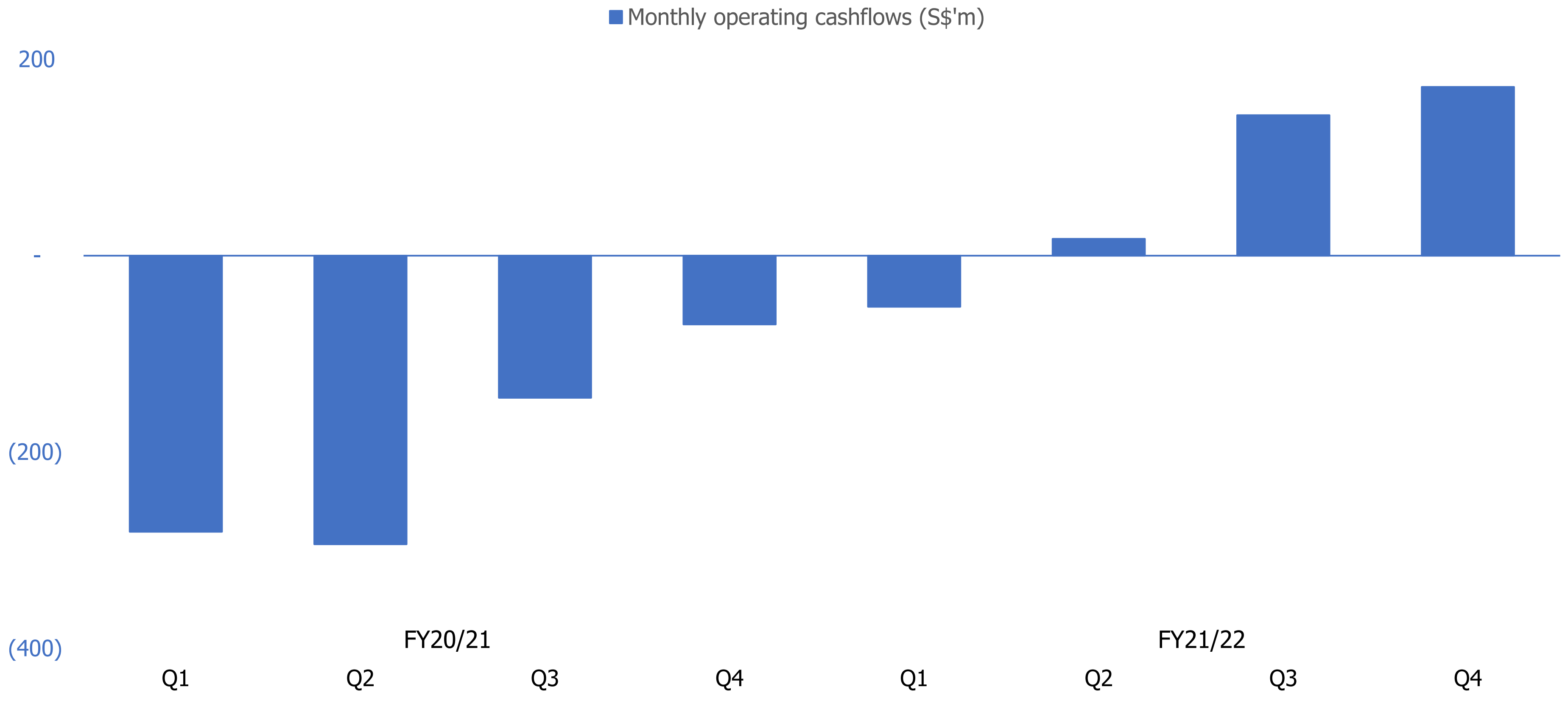
Emerging More Resilient, Innovative, and Agile

Our recovery is due to the work we have put in over the last two years

Operating cash surplus in FY21/22



- **Positive operating cashflows in 2H FY21/22,** with $824M operating cash surplus recorded in FY21/22

* Operating cashflows includes net cash provided by operating activities and repayment of lease liabilities, and excludes proceeds from forward sales.

Continued Strengthening of the SIA Core

Continued Strengthening of the SIA Core

Transformation programme to help us emerge stronger and fitter

LEAD THE NEW WORLD

Leadership in Products & Services

Top 50 World's Most Admired

☆☆☆

Key Awards

won for our Products and Services

Flexible and quick to rebuild our network

>70% of pre-Covid destinations restored in Q2 FY22/23

with the right vehicles for the right markets

Financial Sustainability

>250 initiatives

to achieve a competitive cost base and stronger revenue generating capabilities

Build a dynamic & resilient workforce

+41%

increase in total training hours in FY21/22

UPLIFT 70%

of staff have completed the new UPLIFT programme [1]

85% feel engaged[2]

92% are proud[2] to work for SIA

Digital Transformation

↑ Speed

47%

increase in speed of development cycle time

↑ Quality

100%

reduction in coding defect density

Improve productivity and organisational agility

>600,000 staff hours

saved from Business Process Reviews & digital initiatives since FY20/21

(1) Completed at least 1 module on change management and 1 module on digital innovation; (2) based on the 2022 Organisational Climate Survey

Continued Strengthening of the SIA Core

Strengthening key pillars for growth beyond the pandemic

Modern cabin products

- All operating **A380s** are fitted with latest cabin products
- Launched **new narrow-body product**
  - **Full lie-flat bed** on Business; personal high-definition touch-screen **seatback IFE monitors** on all classes
- Investment in **industry-leading product** on 777-9 aircraft

Revamped lounge facilities

- ~S$50m invested to **upgrade our flagship T3 SilverKris Lounges**, with thoughtfully designed spaces and carefully curated products
- New Business Class SilverKris Lounge opened in T3 in Feb’22; new KrisFlyer Gold Lounge to open in **May’22**

Freighter fleet renewal

- **Firm order of 7 A350F aircraft** will replace the current 744F fleet
  - The A350F will offer **greater flexibility in freighter deployment with improved range**, and burns **up to 40% less fuel***
  - SIA has the option to purchase 5 more A350Fs
- Swapped with 15 A320neo and two A350-900 passenger aircraft
- A350F deliveries to begin in Q4 CY2025, with SIA expected to be the **first carrier to operate the type**

New cargo operating model

- Entered into a **Crew and Maintenance Agreement** with DHL Express in Mar’22
- Supports SIA’s presence in the **fast-growing e-commerce segment** and provides a foundation for future partnerships with DHLE
- Strengthens Singapore’s position as a **key air cargo and e-commerce logistics hub**

* On similar missions, compared to the aircraft it replaces

Continued Strengthening of the SIA Core

Strengthening key pillars for growth beyond the pandemic

Deepening partnerships to access new markets

Enhanced network connectivity

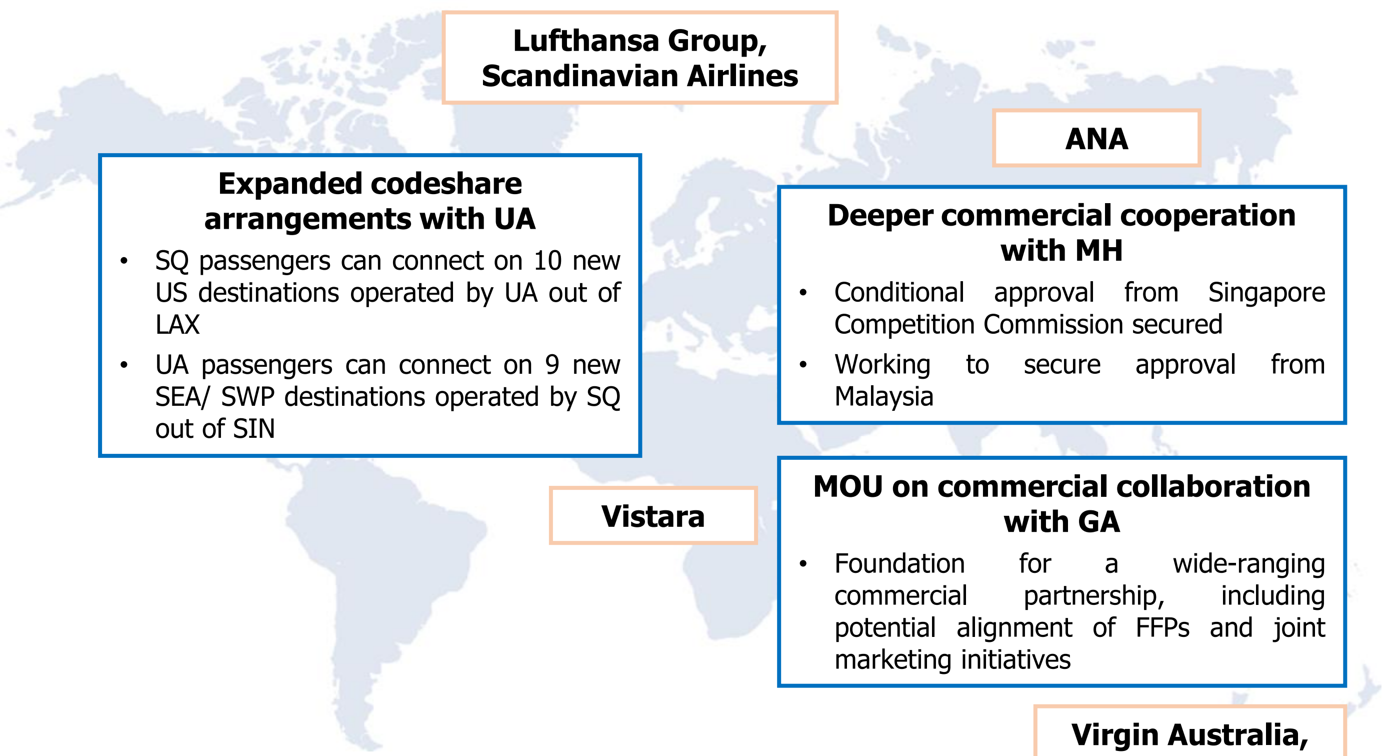
- Our 33 codeshare partners connect passengers to **>200 additional destinations** [1]

Increase access to domestic points in key markets

- Interlines & codeshares allow SIA to participate in air travel in other markets

SIA Group as a trusted partner

- **#1 Southeast Asia airline group** for **the number of international destinations** in Apr'22 [1]
- Reputable financial standing
- Focus on customer and crew safety



Lufthansa Group, Scandinavian Airlines

ANA

Expanded codeshare arrangements with UA

- SQ passengers can connect on 10 new US destinations operated by UA out of LAX
- UA passengers can connect on 9 new SEA/ SWP destinations operated by SQ out of SIN

Deeper commercial cooperation with MH

- Conditional approval from Singapore Competition Commission secured
- Working to secure approval from Malaysia

Vistara

MOU on commercial collaboration with GA

- Foundation for a wide-ranging commercial partnership, including potential alignment of FFPs and joint marketing initiatives

Virgin Australia, Air New Zealand

Embarking on new partnerships | Deepening existing partnerships

(1) As at 30Apr'22

Continued Strengthening of the SIA Core

Strengthening key pillars for growth beyond the pandemic

Strategic transformation of KrisFlyer to SIA Group's rewards programme

➢ Strengthened KrisFlyer during the pandemic

KrisFlyer membership +11% vs. pre-Covid levels [1]

➢ KrisFlyer to anchor SIA Group's loyalty rewards and drive synergies

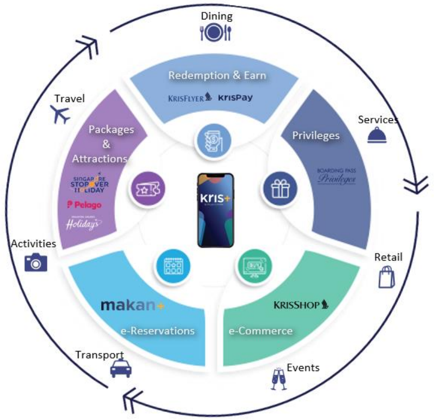
When travelling on Scoot

- All KF members now earn both KF and Elite miles when flying on Scoot
- PPS Club & KF Elite members enjoy additional benefits, such as complimentary standard seat selection and priority boarding

When shopping on KrisShop

- KF members can sign up for KrisShopper, to earn up to 4mpd
- KrisShoppers gain access to exclusive promotions and deals

➢ Kris+ to anchor SIA Group's customer assets & merchant partners for continuous engagement



Product feature development

- Rolled out critical product features in FY21/22
- In-app payment, partner vouchers, in-app gamification, KrisShop on Kris+, and 'Makan+' dining reservations feature

Offering more options

- KrisFlyer & Kris+ onboarded >420 merchants across 5 verticals in 15 countries in FY21/22

User acquisition in key markets

- 3x active users YoY in FY21/22
- 4x total downloads YoY in FY21/22

As at 13 May 2022. (1) Mar'22 vs Jan'20.

Continued Strengthening of the SIA Core

We continue to progress on our sustainability journey

Long-term commitment to new-gen aircraft

15 yrs 4 mths Global fleet age (at May'22) [1]	6 yrs 2 mths SIA Group fleet age (at May'22)	63% of SIA Group's aircraft are new-generation [2]	107 new-gen aircraft on firm order for SIA Group

Advancing the use of Sustainable Aviation Fuels with our partners

2021
Completed a SIN SAF supply chain feasibility study with ecosystem partners

2022-
Piloting use of SAF at Changi Airport

- Joint Pilot with CAAS and Temasek
- SIA will purchase **1.25m litres of neat SAF**, to be uplifted on SIA and Scoot flights from Q3 CY2022
- Pilot will **test logistical and infrastructural capabilities**, and **explore potential market solutions** for cost recovery
- Key opportunity to learn how to scale SAF deployment in Singapore

Engaging our communities

CSR

- Partnered 7 organisations to organise **>470 volunteering opportunities for staff** in FY21/22
- >1350 staff participated in the organised activities
- Implemented **CSR Day – 1 day volunteerism leave**

The Upcycling Project

- Repurposed parts from retired aircraft to reduce wastage
- Parts were upcycled to create **unique retail products and art pieces**, to support educational institutions, artists, and persons with disabilities

(1) CAPA; (2) New-gen as defined in ATAG Waypoint 2050 report; (3) versus prev-gen aircraft

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Thank You