1. COVID-19: An Unprecedented Challenge
2. Strengthening the Group’s Financial Position
3. Restarting Operations - Staying Nimble and Flexible
4. Customer, Staff and Community Engagement
5. Transforming to Lead the New World
COVID-19: AN UNPRECEDENTED CHALLENGE
**Industry Experts and Bodies Warn of Severe Impact of COVID-19**

**COV1D-19: An Unprecedented Challenge**

2020 will be the worst year in history for airlines*

- Global GDP contraction forecasted at 5.0%
- Industry net loss forecasted at US$ 84.3 billion

Multiple airlines have been heavily affected by COV1D-19

- Airlines in all regions are expected to record negative operating income in 2020*

*Source: IATA Economics Economic Performance of the Airline Industry, Mid-Year 2020
COVID-19: An Unprecedented Challenge

COVID-19 Pandemic Continues to Have a Severe Impact on International Air Travel

SIA Group passenger operations remain heavily curtailed

Recovery trajectory would be slower than initially projected, with scheduled passenger capacity of SIA Group reduced by 96% for Q1 FY20/21 (versus pre-COVID levels)

SIA Group FY1920 to Q1 FY20/21

- 38,000 Passengers Carried
- 1,800 million Capacity (seat-km)
- 10.2% Passenger Load Factor
- 59 Weekly Frequencies (Jun’20)

-99.6% from Q1 FY19/20
-95.9% from Q1 FY19/20
-73.2ppt from Q1 FY19/20
-96.6% from Jun’19
COVI D-19: An Unprecedented Challenge
Industry Experts and Bodies Forecast a Slow Recovery in International Air Travel

Downward revision in recovery projections of global passenger traffic
- Slower opening of economies and relaxation of travel restrictions
- Air travel recovery expected to be further delayed

Current forecasts expect 2-4 years for passenger traffic numbers to return to pre-pandemic levels
- Global RPKs forecast to be 32-41% below expected levels in 2021*
- International travel recovery expected to lag domestic air travel markets

*Source: IATA /Tourism Economics, Air Passenger Forecasts, April 2020
STRENGTHENING SIA GROUP’S FINANCIAL POSITION
Strengthening SIA Group’s Financial Position
S$11 Billion in Fresh Liquidity Puts SIA on a Strong Footing to Tackle COVID-19 Challenges

Completion of the rights issue strengthened SIA Group’s financial position by reducing its financial gearing and increasing its liquidity

S$8.8 billion raised through shareholders’ support for successful completion of rights issue

S$1.65 billion raised through aircraft secured financing

Existing committed lines of credit (S$1.7 billion) renewed until 2021 or later

S$0.5 billion from new committed lines of credit and short-term unsecured loan

SIA retains the option to raise another S$6.2 billion in additional mandatory convertible bonds

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.
Strengthening SIA Group’s Financial Position
Steps Taken to Conserve Cash and Reduce Costs

Proactive actions to address the COVID-19 challenges

Decisive capacity cuts across the network
Deferral of non-critical projects and tight control on discretionary expenditure
Cash conservation and costs reduction
Negotiate with aircraft and engine manufacturers, suppliers and partners

Cuts in Management salaries, Directors fees, no-pay leave for staff
RESTARTING OPERATIONS - STAYING NIMBLE AND FLEXIBLE
Factors affecting pace of recovery

- Border Controls
- Regulatory Travel and Entry Restrictions
- Consumer Confidence in Air Travel

Immediate priorities

- Addressing health & safety concerns
- Reducing friction for customers
- Proactive pursuit of revenue opportunities
Restarting Operations - Staying Nimble and Flexible
Addressing Health and Safety Concerns across Entire Customer Journey

Robust measures in place to ensure the health and safety of our customers...

- Modified in-flight service and procedures
- Enhanced cleaning and disinfection of aircraft and lounges
- Safe distancing in line with regulations
- Leveraging on digital and technology

On the Ground

- Hand sanitiser available at multiple locations
- Deeper and more frequent cleaning of lounges using approved disinfectants
- Safe distancing markings during check-in, with staff in masks

In the Air

- High Efficiency Particulate Air (HEPA) filters remove 99.9% of airborne microbes
- Customers receive care kit with masks, wipes and hand sanitiser
- Increased frequency of cleaning of high-touch surfaces

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.
### Reducing Friction for Customers

#### Restarting Operations - Staying Nimble and Flexible

**Customer servicing and handling**

- **Service automation through webform** developed in Agile manner to address surge in customer contact volumes
- **Flexible travel waiver policy** offering full refunds, bonus flight credits, flexibility to rebook until 31 Dec’21

#### A seamless customer travel journey enabled by digital technology

<table>
<thead>
<tr>
<th>Departure</th>
<th>Inflight</th>
<th>Arrival</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information on travel restrictions</td>
<td><strong>Companion app</strong> to operate inflight entertainment through mobile phones</td>
<td><strong>Contact Tracing</strong> function to be made available on SIA app</td>
</tr>
<tr>
<td><strong>Online check-in</strong> using mobile app</td>
<td><strong>E-library</strong> to replace physical copies of newspapers and magazines</td>
<td><strong>Customer surveys</strong> to get feedback on needs and concerns</td>
</tr>
<tr>
<td><strong>Contactless</strong> check-in kiosks</td>
<td><strong>Inflight shopping</strong> goes digital</td>
<td></td>
</tr>
<tr>
<td><strong>Mobile boarding pass</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Even more digital initiatives underway**

---

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.
Restarting Operations - Staying Nimble and Flexible
Proactive Pursuit of Revenue Opportunities

We continue to work closely with industry groups and regulators to advocate and support the safe opening of borders

Slower-than-expected progress toward global lifting of border controls and travel restrictions
- Green lane arrangement has been established with selected cities in China in Jun’20
- Some restrictions lifted on transit through Singapore

Work continues with industry groups and regulators on bilateral/ multilateral agreements
- Singapore and Malaysia have agreed to implement “Reciprocal Green Lane”
- Singapore and Europe aviation authorities to harmonise aviation health safety measures between Singapore and Europe

The SIA Group remains nimble and ready to scale up capacity to match demand

Transit via SG to other SQ Group destinations allowed
Green lane established with SG and transit via SG to other SQ Group destinations allowed

As of 1 Aug

SIA/SilkAir: 72x weekly
Scoot: 13x weekly
Reverting Operations - Staying Nimble and Flexible
Proactive Pursuit of Revenue Opportunities

Measures to increase cargo capacity

Prior to COVID-19:

- **21%** Freighter
- **79%** Bellyhold

~40% of original cargo capacity maintained through:

- Maximising use of freighter fleet
- Scheduled cargo-only passenger flight network
- Ad-hoc charter flights where opportunities exist

Cargo-only passenger flights provide incremental cargo capacity and network reach to ensure the continuous flow of essential goods and cater to global supply chain needs

Combined cargo network*: 52 cities in 28 countries

Regulatory approval for in-house loading and strapping procedure to carry cargo in passenger cabin

New revenue streams that leverage on brand, data and competencies

- **Loyalty programme for the entire SIA Group**
  - Value and benefits to our loyal customers
  - Steady revenue growth
  - Quality membership base

- **Omni-channel lifestyle travel retail brand**
  - Leverage brand and customer base
  - Tap into growing global travel retail
  - Enhanced shopping experience

Combined cargo network*: 52 cities in 28 countries

* Includes freighter, passenger and cargo-only passenger networks
CUSTOMER, STAFF AND COMMUNITY ENGAGEMENT
Customer, Staff and Community Engagement

Proactive and Continuous Engagement of Customers

Recognition of Loyalty

• 1-year extension of memberships
• Proactive tier upgrades for eligible members
• Extension of various rewards / benefits for greater flexibility

Understanding Customers’ Preferences

• Regular surveys to understand and keep pulse on
  • concerns regarding air travel
  • how SIA can alleviate these concerns
  • how SIA can meet customers’ needs post COVID-19

Proactive Communication With Customers

• Regular email updates directly to KrisFlyer members
• Using social media platforms to provide information and engage customers
Customer, Staff and Community Engagement
Supporting Staff through this Challenging Period

Employee Support Portal

- External job placement opportunities for operating crew and ground staff on furlough/VNPL
- Links to financial relief channels and other government agency support schemes
- Enrichment activities in learning and volunteer work.
- More than 500 staff have found temporary job placements

Using the downtime to upskill staff

- Virtual classroom courses; online learning on SKIES & LinkedIn Learning
- Staff encouraged to sign up for courses or volunteering activities
- Benefit from enhanced government training support for SIN-based staff to drive up-skilling and re-skilling

Enrichment Day Learning Suite

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.
Customer, Staff and Community Engagement
Playing Our Part to Support The Community

SIA Group Ambassadors Programme

Many staff volunteered to support nationwide efforts as
- Care Ambassadors
- Transport Ambassadors
- Contact Tracing Ambassadors
- Social Service Officers

Delivering essential supplies to points of need

- Working with various government agencies to keep airfreight supply lines for essential goods open.
- Includes medical supplies, personal protective equipment (PPE), pharmaceuticals and fresh foods
- Over 60,000 treats will be distributed to essential workers and unsung heroes
- Provides a platform for KrisFlyer members to show their support and give local businesses a boost at the same time

KrisPay-It-Forward

- Aims to raise 100 million KrisFlyer miles for selected frontline and essential workers
- To show appreciation to those who have been working on the frontlines through this period

Miles of Good

Credit: Khoo Teck Puat Hospital
Credit: SMRT

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.
TRANSFORMING TO LEAD THE NEW WORLD
**Transforming to Lead the New World**

**Transformation Programme Enabled Us To Be On The Right Trajectory**

---

### Strong operating track record and historical financial position prior to COVID-19

- **Unbroken track record of profitability through past cyclical and unexpected downturns (9/11, SARS, GFC, etc)**

- **Transformation programme resulted in financial and operational resilience**
  - Five record-highs achieved in 3Q FY19/20
    - Available seat-km (ASK)
    - Revenue passenger-km (RPK)
    - Revenue
    - Passenger load factor
    - Passenger uplift

### Key Figures

- **S$9.2 cents/ km**
  - Passenger Yield\(^{(1)}\)
  - Flat from 9M FY18/19

- **S$12.8 Billion**
  - Revenue
  - 4.5% from 9M FY18/19

- **S$862 Million**
  - Operating Profit
  - 5.9% from 9M FY18/19

- **S$520 Million**
  - Net Profit
  - 8.3% from 9M FY18/19

\(^{(1)}\) Based on 9M FY19/20 operating statistics reported for Passenger Airlines segment

---

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.
Transforming to Lead the New World
Transformation Programme Enabled Us To Be On The Right Trajectory

Successful mobilisation of our organisation to drive tangible results (3-year)

NPS Score ↑ that is gradually trending upwards

>270 Awards won to date

>300,000 Personalisation use cases/services rendered

>900,000 Customer cases reduced through proactive service

>12M hrs of customer effort saved with revamped processes

Digital and Innovative Culture

41% faster in delivering to market due to transition to Agile

100% of ground staff trained with digital skills

>1000 ideas generated internally from KrisLab

Operational excellence

Arrival OTP ↑ trending upwards and meeting targets

18% reduction in engineering-related delays

8.9% productivity improvement in crew resource planning

>800,000 hrs of staff time saved from simplification

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.
Transforming to Lead the New World
Positioning the Group to Emerge Stronger in the Post-COVID World

Positioning the Group to Capture Future Growth Opportunities

- Strong and Trusted Brand
- Strong Balance Sheet
- Talented and Highly Skilled Workforce
- Strong Digital Capabilities

Emerging Stronger in the Post-COVID World

PREPARE FOR THE NEW WORLD
- Flexible and agile network recovery plan
- Continuously ensuring operational readiness
- Deliver end-to-end travel experience in new normal
- Engagement with governments and industry partners for a coordinated recovery response
- Ensure supply chain resilience

LEAD THE NEW WORLD
- Comprehensive review of product and services offerings against new customer value drivers
- Capitalise new revenue and business opportunities
- Boost organisation productivity and effectiveness
- Enhance human capital through upskilling the workforce
Thank You