



SIA Group Analyst / Media Briefing

**1H FY22/23 Results
(Ended 30 September 2022)
7 November 2022**

PRESENTATION BY:

**Executive Vice President
Finance & Strategy**

Mr. Tan Kai Ping

Record-breaking 1H and Q2 FY22/23 for the SIA Group

Strong travel rebound and the Group's proactive initiatives culminated in five record highs

1

Record half-yearly Group operating profit : \$1,234 million

2

Record quarterly Group operating profit : \$678 million

3

Record quarterly Group PLF : 86.6%

4

Record quarterly Group RASK : 10.3 cents/ask

5

Record quarterly Group revenue : \$4,488 million

Slide 3

Group Financial Results

Key Takeaways – 1H and Q2 FY22/23 Results

1H FY22/23 : Record operating profit of \$1,234 million, a reversal of \$1,854 million from last year

- Passenger revenue rose \$5.2 billion on the back of an 11-fold growth in traffic year-on-year
- Cargo flown revenue grew \$224 million as elevated yields compensated for the decline in loads
- Fuel prices up 93%, inflationary pressures impact expenditures

1H FY22/23 : Net profit of \$927 million, a reversal of \$1,764 million from last year

- Better operating performance was partially offset by a tax expense versus a tax credit last year (-\$267 million)

Q2 FY22/23 : Record operating profit of \$678 million, an improvement of \$122 million quarter-on-quarter

- Passenger revenue growth accelerated into the summer peak travel season
- Cargo revenue dipped amid the summer lull period, but remained elevated compared to pre-Covid

Robust near-term forward passenger sales across all cabin classes into the year-end travel peak

Dividend payments reinstated – Interim dividend of 10 cents per share

Group Operating Statistics

Calibrated capacity recovery continued, riding on strong recovery momentum

% vs
Pre-Covid
(Jan'20)

100.0%

90.0%

80.0%

70.0%

60.0%

50.0%

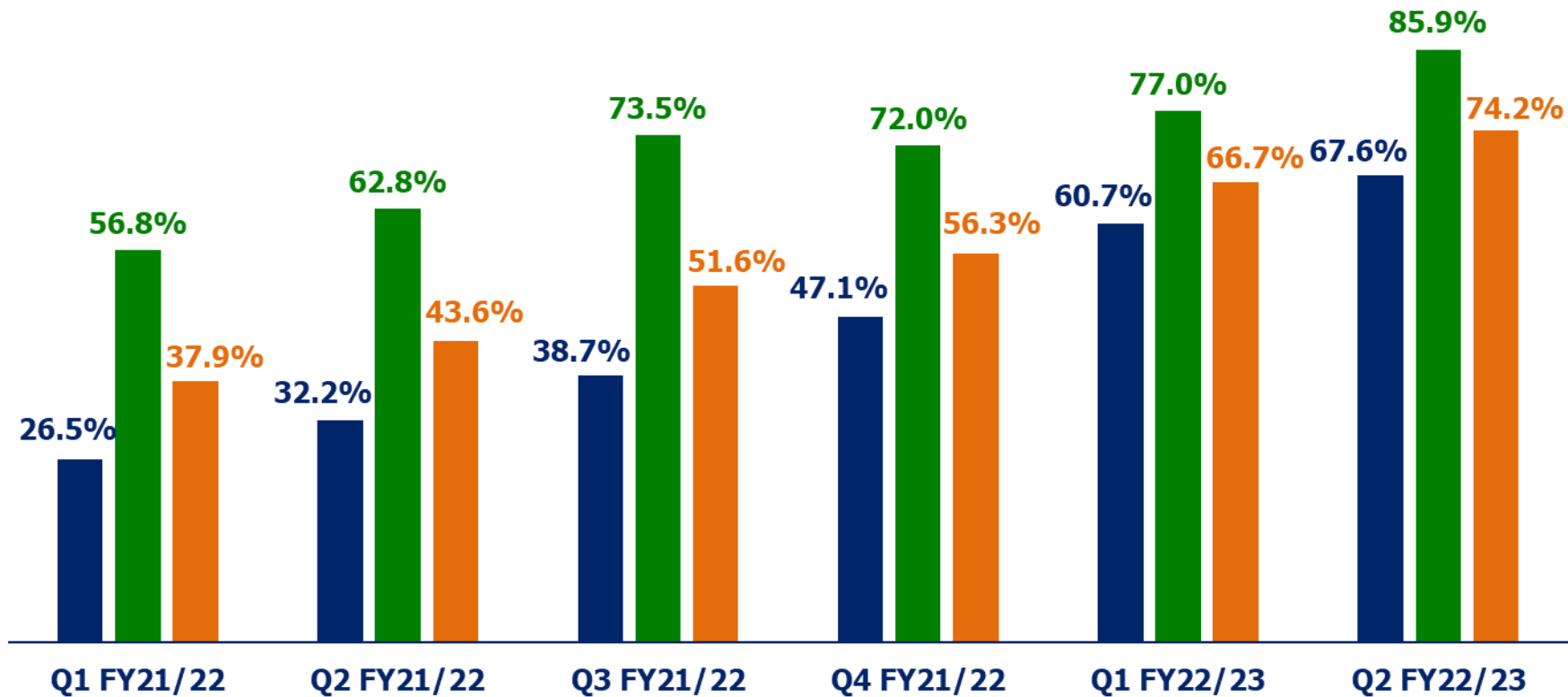
40.0%

30.0%

20.0%

10.0%

0.0%



■ Pax Capacity - ASK ■ Cargo Capacity - CTK ■ Overall Capacity - CTK

ASK

↑ 1H YoY
+118.7%

↑ Q2 QoQ
+11.3%

Overall CTK

↑ 1H YoY
+73.0%

↑ Q2 QoQ
+11.2%

Group Financial Results

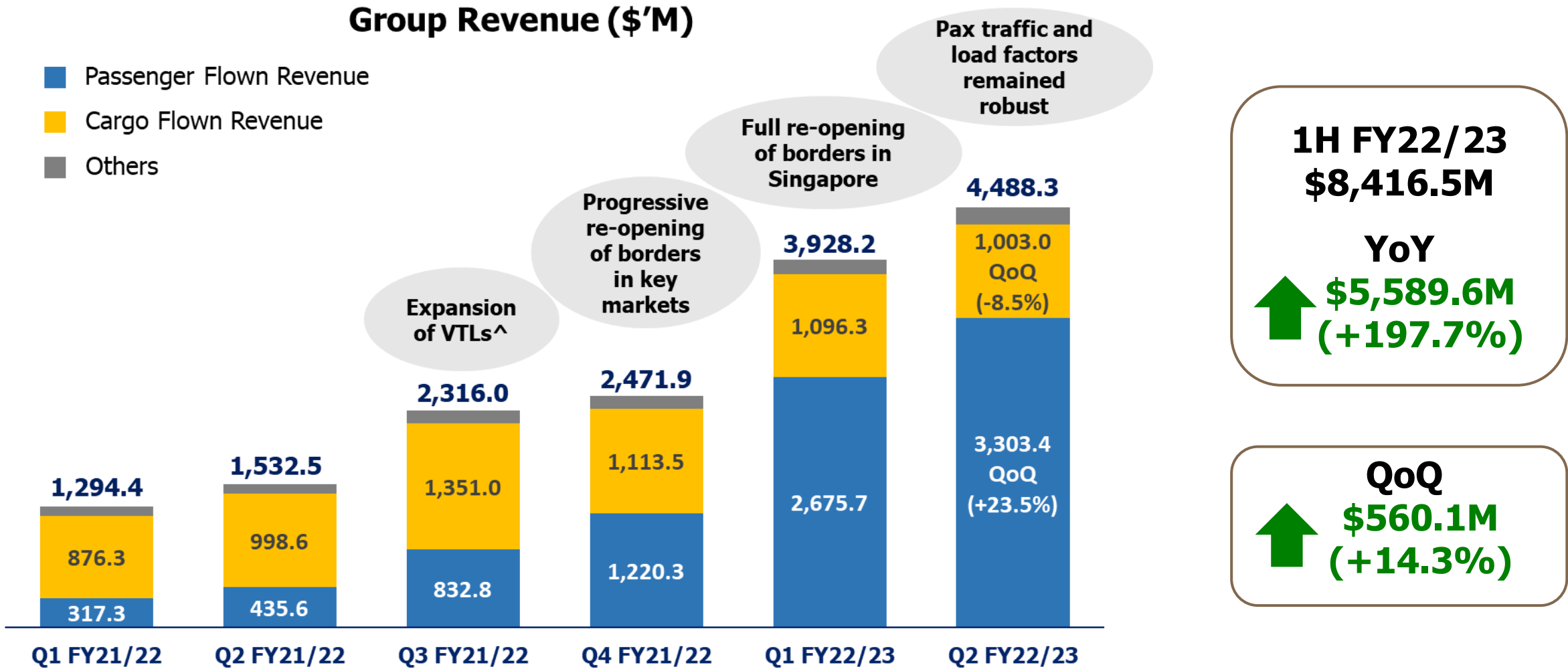
	1H FY22/23 (\$'M)	1H FY21/22 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)	Q2 FY22/23 (\$'M)	Q1 FY22/23 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)
Total Revenue	8,416.5	2,826.9	5,589.6	197.7	4,488.3	3,928.2	560.1	14.3
Total Expenditure	7,182.1	3,446.3	(3,735.8)	(108.4)	3,810.3	3,371.8	(438.5)	(13.0)
-- Net fuel cost	2,695.9	810.2	(1,885.7)	(232.7)	1,423.2	1,272.7	(150.5)	(11.8)
<i>Fuel cost (before hedging)</i>	<i>3,113.2</i>	<i>862.0</i>	<i>(2,251.2)</i>	<i>(261.2)</i>	<i>1,638.3</i>	<i>1,474.9</i>	<i>(163.4)</i>	<i>(11.1)</i>
<i>Fuel hedging gain</i>	<i>(417.3)</i>	<i>(51.8)</i>	<i>365.5</i>	<i>705.6</i>	<i>(215.1)</i>	<i>(202.2)</i>	<i>12.9</i>	<i>6.4</i>
-- Fair value gain on fuel derivatives	(0.5)	(78.8)	(78.3)	(99.4)	-	(0.5)	(0.5)	(100.0)
-- Non-fuel expenditure	4,486.7	2,714.9	(1,771.8)	(65.3)	2,387.1	2,099.6	(287.5)	(13.7)
Operating Profit/(Loss)	1,234.4	(619.4)	1,853.8	n.m.	678.0	556.4	121.6	21.9
Net Profit/(Loss)	926.9	(836.8)	1,763.7	n.m.	556.5	370.4	186.1	50.2

Slide 6

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Group Revenue

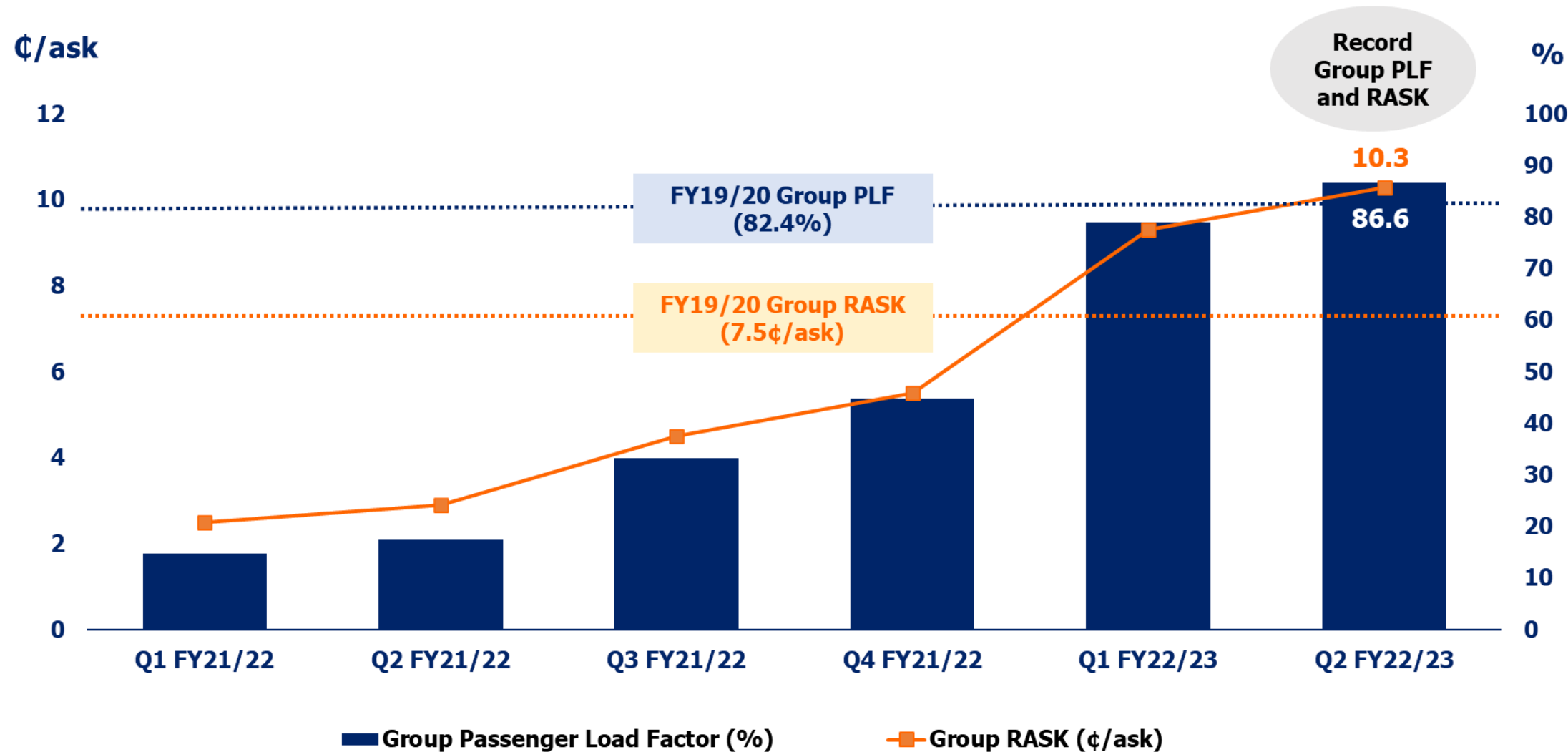
Record quarterly revenue in Q2 led by strong improvement in passenger flown revenue



^ VTLs refers to Vaccinated Travel Lanes. Singapore launched its first VTL arrangement in September 2021.

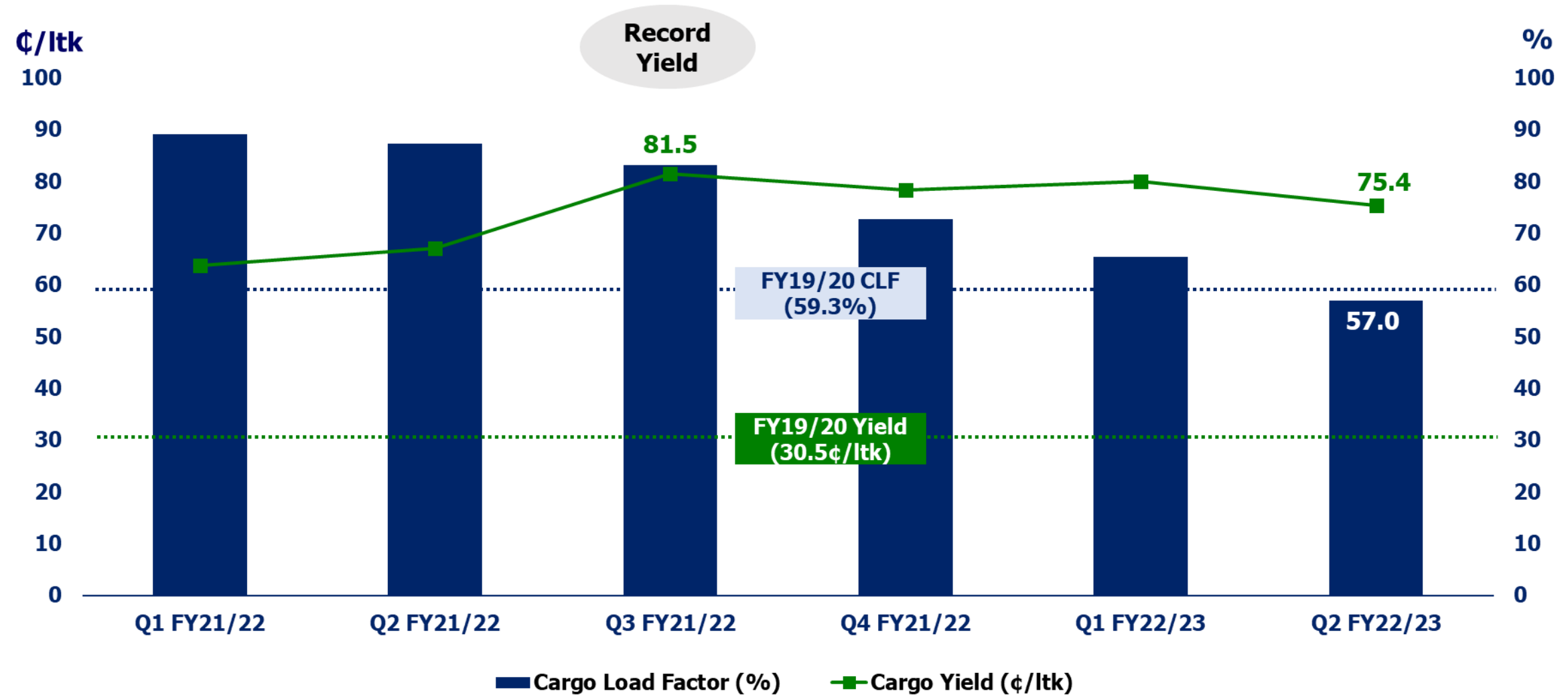
Group Operating Statistics - Passenger

Strong travel demand across all route regions except East Asia where restrictions remained for some key markets



Group Operating Statistics - Cargo

Lower loads and yields in Q2 QoQ as air freight demand began to soften and competition intensified

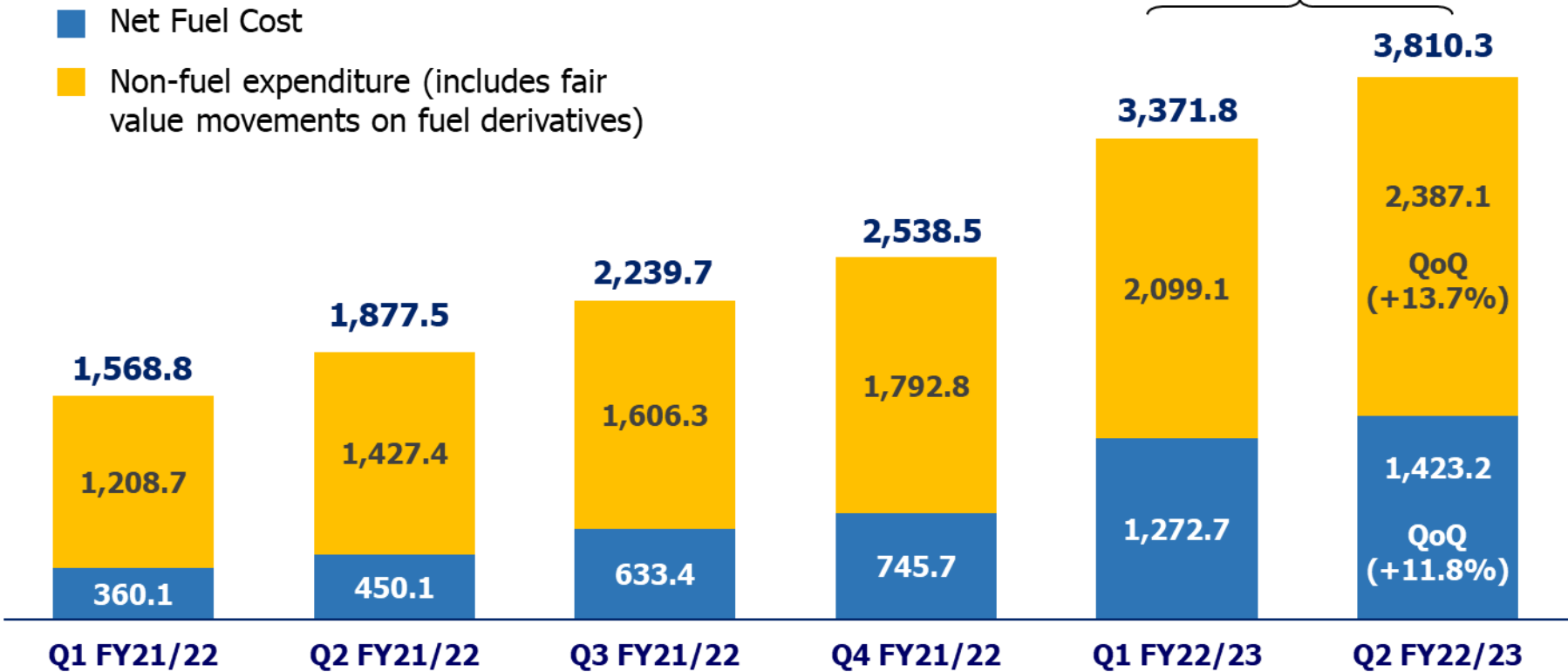


Group Expenditure

Group expenditure increased on expansion of operations

Group Expenditure (\$'M)

Net fuel cost : \$2,695.9M (+232.7% YoY)
Non-fuel expenditure : \$4,486.2M (+70.2% YoY)
(+65.3%, excludes fair value movements on fuel derivatives)



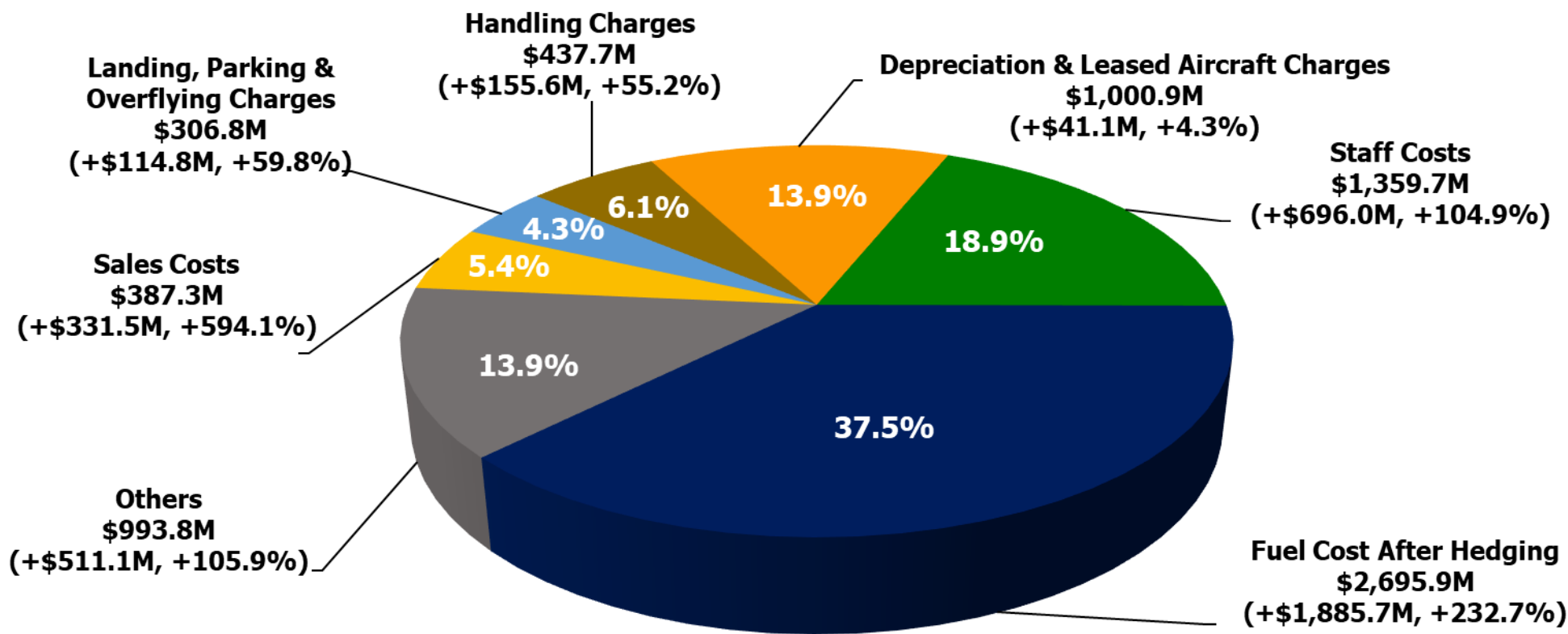
1H FY22/23
\$7,182.1M

YoY
 **\$3,735.8M**
(+108.4%)

QoQ
 **\$438.5M**
(+13.0%)

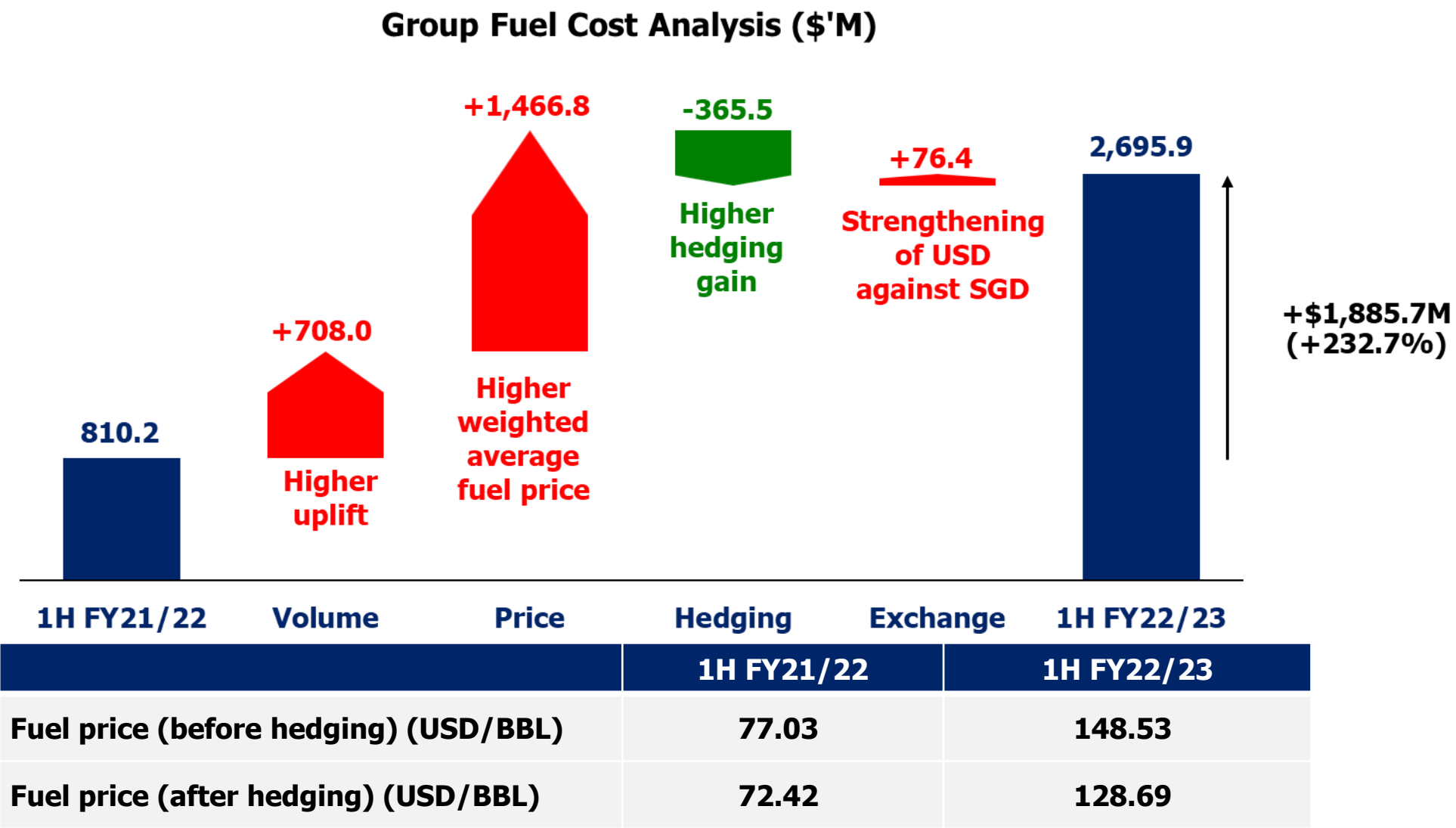
Group Expenditure

1H Group expenditure increased 108% YoY on expansion of operations



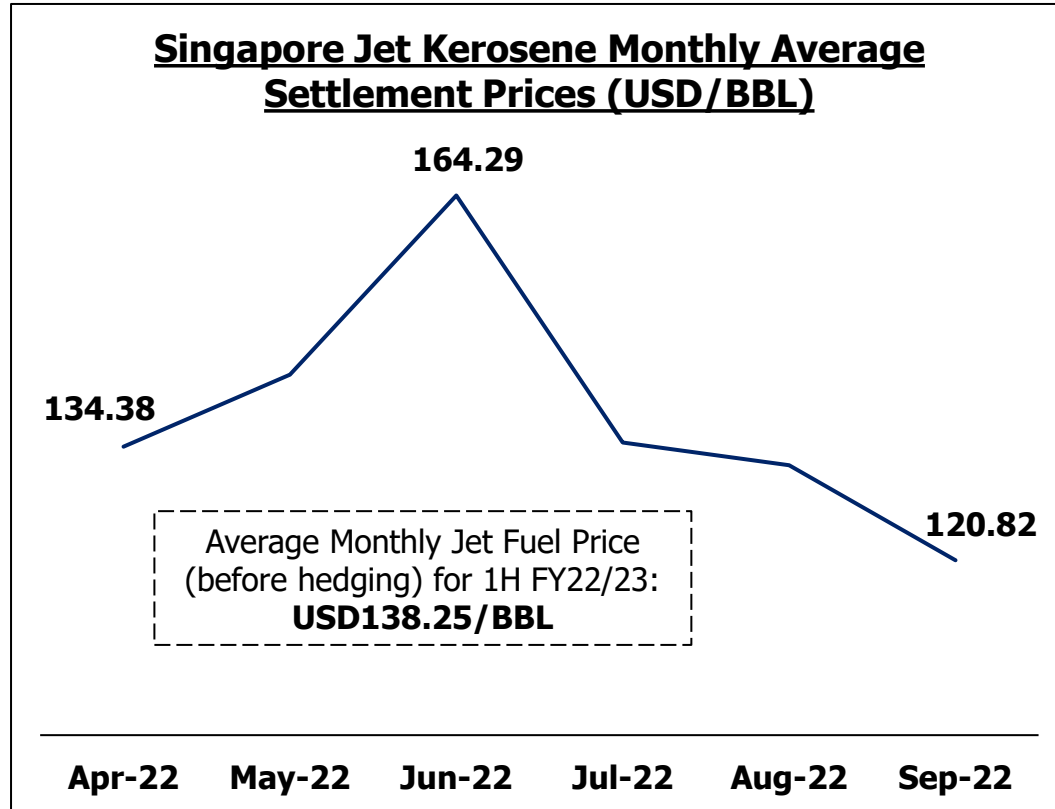
Net Fuel Cost

YoY increase driven by a 93% increase in fuel prices and higher uplift, partially offset by higher hedging gains



Fuel Hedging

Group has hedges in place up to end of FY23/24, with additional gains locked in from closed-out trades



Fuel Hedging Position (as at 31 Oct 2022)	Percentage Hedged (%)	Average Hedged Price for Brent (USD/BBL)
Q3 FY22/23 - Q1 FY23/24	40	60
Q2 FY23/24 - Q4 FY23/24	Up to 10% on declining wedge profile	80

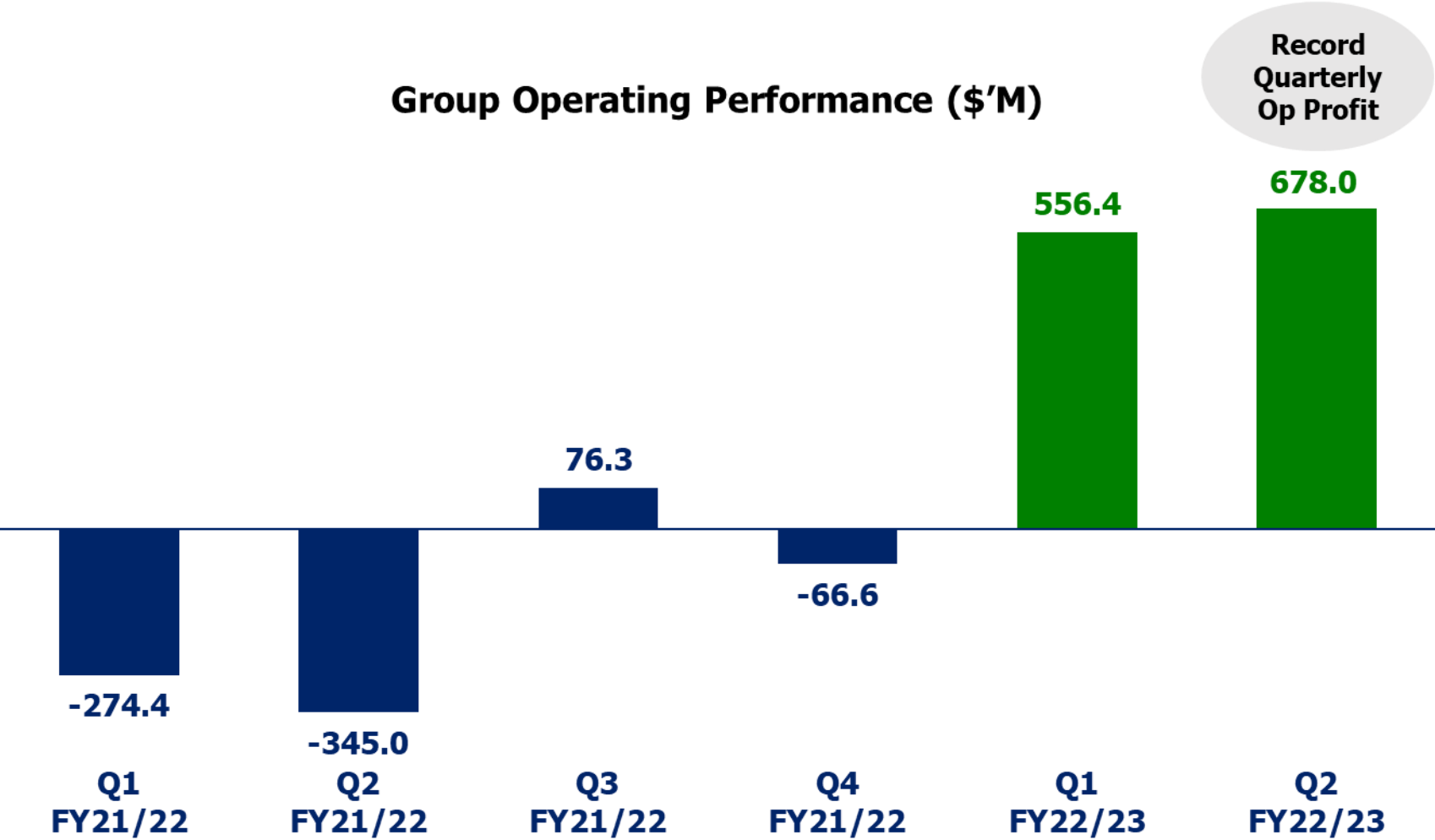
	Gains from Closed-out Trades* (USD'M)
2H FY22/23	34
FY23/24 - FY24/25	110

* Gains are both on accounting and cash settled basis

Group Operating Performance


Strong operating performance in Q1 accelerated into Q2; record half year and quarterly operating profit

Group Operating Performance (\$'M)



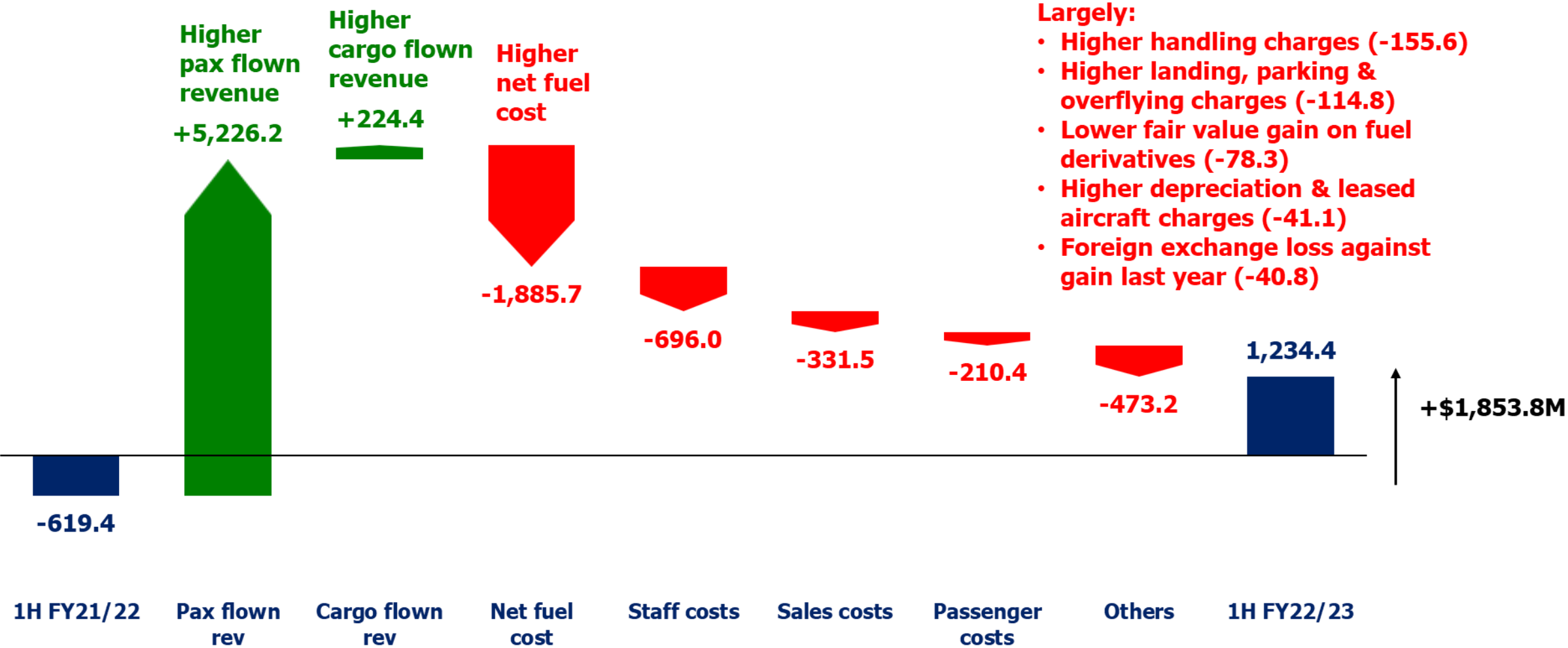
1H FY22/23
\$1,234.4M

YoY
 **\$1,853.8M**
(n.m.)




QoQ
 **\$121.6M**
(+21.9%)

Group Operating Performance (YoY Progression)

Reversal from operating loss to operating profit driven by strong improvement in revenue



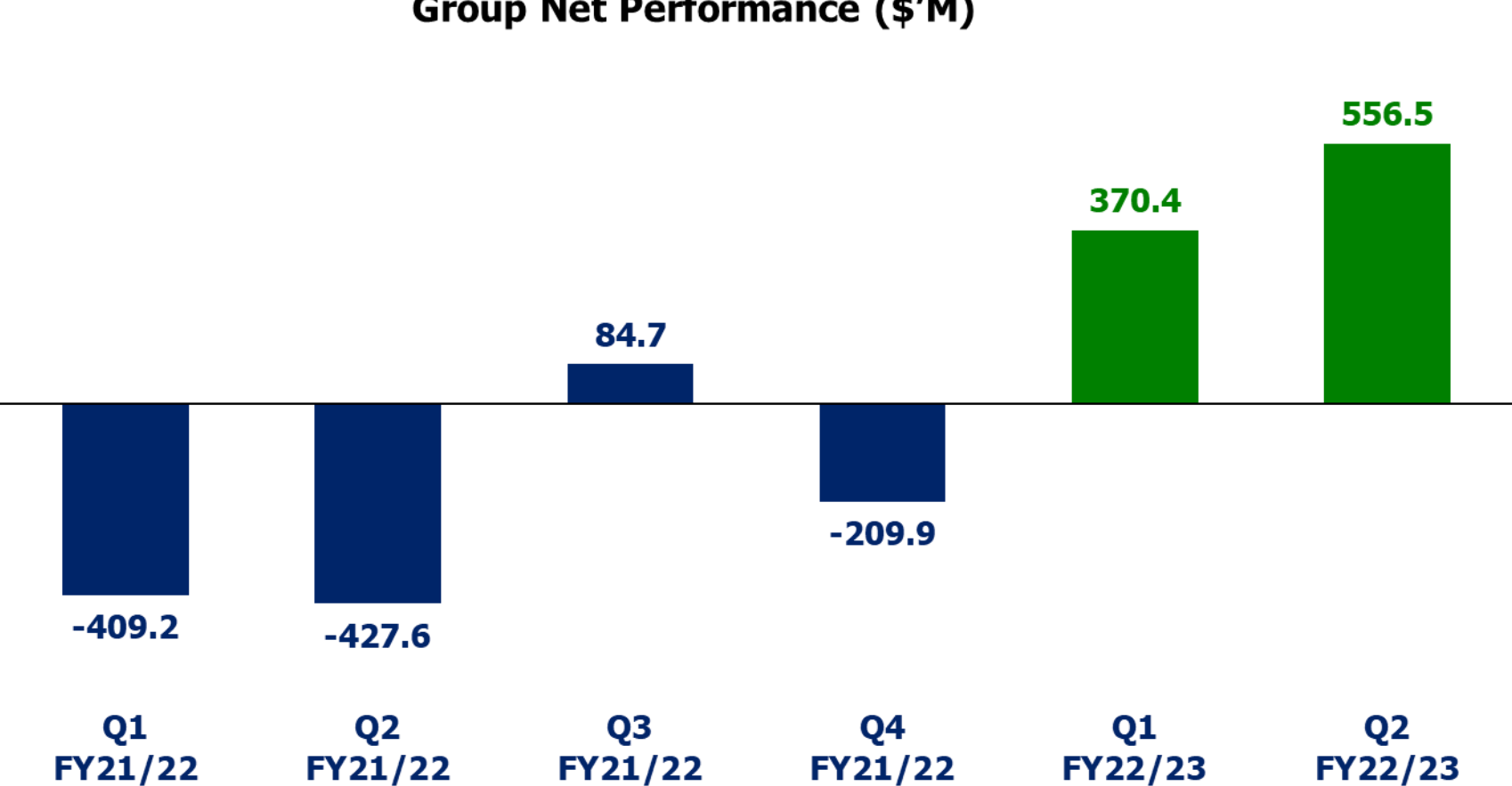
Operating Results for the Main Companies of the Group

		1H FY22/23 (\$'M)	1H FY21/22 (\$'M)	Better/ (Worse) \$M	Better/ (Worse) (%)	Q2 FY22/23 (\$'M)	Q1 FY22/23 (\$'M)	Better/ (Worse) \$M	Better/ (Worse) (%)
	Full-service carrier	1,308.4	(386.5)	1,694.9	n.m.	684.1	624.3	59.8	9.6
	Low-cost carrier	(40.2)	(217.0)	176.8	81.5	11.7	(51.9)	63.6	n.m.
	SIAEC Group	(10.8)	(6.7)	(4.1)	(61.2)	(6.8)	(4.0)	(2.8)	(70.0)

Group Net Performance

QoQ increase driven by better operating performance, lower net finance charges and improvement in share of results from joint ventures and associated companies, partially offset by higher tax expense

Group Net Performance (\$'M)



1H FY22/23

\$926.9M

YoY

↑

\$1,763.7M

(n.m.)

QoQ

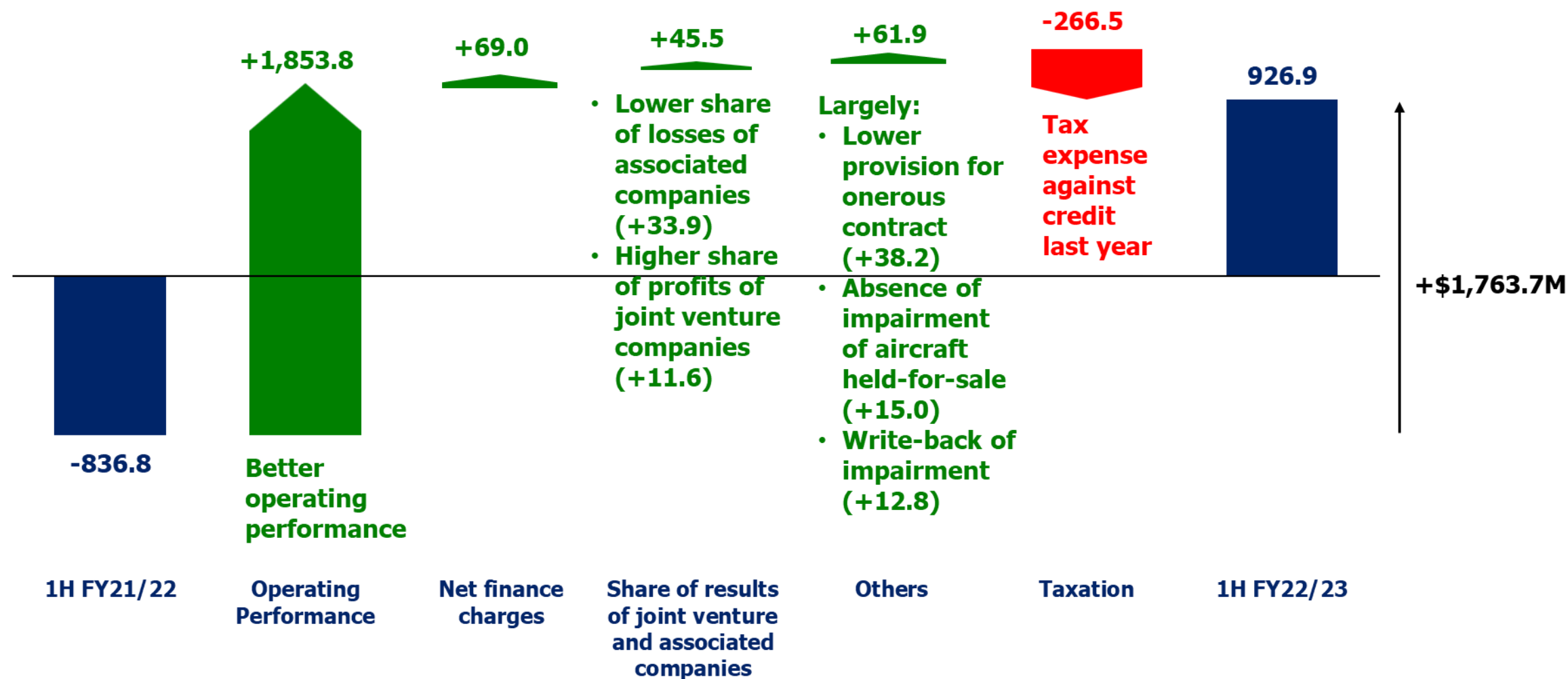
↑

\$186.1M

(+50.2%)

Group Net Performance (YoY Progression)

Reversal from net loss to net profit YoY largely driven by better operating performance, partially offset by tax expense vs tax credit last year



Group Financial Results

Dividend payments reinstated with interim dividend of 10 cents per share

	1H FY22/23	1H FY21/22
Earnings / (Loss) per share (cents)		
- Basic ^{R1}	14.4	(15.4)
- Adjusted Basic ^{R2}	31.2	(28.2)
- Diluted ^{R3}	14.2	(15.4)
EBITDA (\$ million) ^{R4}	2,315.9	236.5
EBITDA margin (%) ^{R5}	27.5	8.4
Interim Dividend Per Share (cents)	10 cents	-

^{R1} Earnings/(Loss) per share (basic) is computed by dividing profit/(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} Earnings/(Loss) per share (adjusted basic) is computed by dividing profit/(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.

^{R3} Earnings/(Loss) per share (diluted) is computed by dividing profit/(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.

^{R4} EBITDA denotes earnings before interest, taxes, depreciation, and amortisation.

^{R5} EBITDA margin is computed by dividing EBITDA by the total revenue.

Group Financial Position

	As at 30 September 2022	As at 31 March 2022
Total assets (\$'M)	51,494.8	48,671.0
Total debt (\$'M)	15,776.9	15,694.8
Total cash and bank balances (\$'M)	17,450.4	13,762.7
Total liabilities (\$'M)	27,902.7	25,870.6
Equity attributable to Owners of the Company (\$'M)	23,186.8	22,411.9
Debt : Equity ratio (times)^{R6}	0.68	0.70
Net Asset Value Per Share (\$) ^{R7}	7.81	7.55
Adjusted Net Asset Value Per Share (\$) ^{R8}	3.51	3.40

^{R6} Debt : equity ratio is total debt divided by equity attributable to owners of the Company.

^{R7} 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.

^{R8} 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.

Redemption of Mandatory Convertible Bonds (MCBs)

Full redemption of MCBs issued in 2020 at the next semi-annual date of 8 December 2022

Principal Amount
(\$3,496 mil)

110.408%

Accreted principal amount
(\$3,860 mil)

	1H FY22/23	1H FY22/23 Proforma After Redemption
Earnings per share (cents)		
- Basic ^{R1}	14.4	18.0
- Adjusted Basic ^{R2}	31.2	no change
- Diluted ^{R3}	14.2	17.7
EBITDA (\$ million) ^{R4}	2,315.9	no change
EBITDA margin (%) ^{R5}	27.5	no change
	As at 30 September 2022	As at 30 September 2022 Proforma After Redemption
Total assets (\$'M)	51,494.8	47,634.8
Total debt (\$'M)	15,776.9	no change
Total cash and bank balances (\$'M)	17,450.4	13,590.4
Total liabilities (\$'M)	27,902.7	no change
Equity attributable to Owners of the Company (\$'M)	23,186.8	19,326.8
Debt : Equity ratio (times)^{R6}	0.68	0.82
Net Asset Value Per Share (\$) ^{R7}	7.81	6.51
Adjusted Net Asset Value Per Share (\$) ^{R8}	3.51	3.65

Note: Please refer to prior slides for footnotes R1 to R8

- Significant step to **recalibrate liquidity levels** after taking into account the recovery trajectory and other macroeconomic considerations
- Funded by **existing cash reserves** which have risen in line with the strong recovery in the demand for passenger air travel

Group Fleet Development

Net increase of two aircraft in the Group operating fleet by the end of FY22/23

	Operating Fleet	As at 30 September 2022	In	As at 31 March 2023
SIA	777-300ER	23		23
	A380-800	12		12
	A350-900	61		61 ^{R1}
	787-10	15	+1 ^{R2}	16
	737-800	7		7
	737-8	13	+3 ^{R3}	16
	747-400F	7		7
	Total	138	+4	142
Scoot	787-8	10		10
	787-9	10		10
	A320ceo	20	-2 ^{R4}	18
	A320neo	6		6
	A321neo	9		9
	Total	55	-2	53
GROUP TOTAL		193	+2	195

^{R1} SIA expects to take delivery of one A350 towards the end of FY22/23 with the aircraft joining the operating fleet in the next financial year.

^{R2} SIA expects to take delivery of two 787-10s in 2H FY22/23 with one aircraft joining the operating fleet within this financial year and the second in FY23/24.

Scoot is not expected to take delivery of any 787 in FY22/23.

^{R3} SIA expects three 737-8 to join the operating fleet in 2H FY22/23. This comprises two aircraft that have already been delivered to SIA and another that is to be delivered in the later part of this financial year.

^{R4} Scoot will return two leased A320ceos in 2H FY22/23.

PRESENTATION BY:

Chief Executive Officer

Mr. Goh Choon Phong



1

Steering through the Pandemic

2

First Off the Blocks

3

Strengthening Foundation for the Future

Steering through the Pandemic

Steering through the Pandemic

We were quick to build a strong financial position

26 Mar 2020: Announced Rights issue to raise up to S\$15B in liquidity, underwritten by Temasek

Total: S\$22.4B

May 2020

New committed LOCs and unsecured loan

Raised: \$0.5B

Jun 2020

Rights Issue of Shares and MCBs (1st tranche)

Raised: \$8.8B

Jun20-Jan 2021

Series of aircraft secured financing

Raised: \$2.1B

Nov 2020

Private notes placement

Raised: \$1.3B

Jan 2021

First USD bond issue

Raised: \$0.7B

Apr 2021

Aircraft Sale & Leaseback

Raised: \$2.0B

Jun 2021

Rights Issue of MCBs (2nd tranche)

Raised: \$6.2B

Jan 2022

Second USD bond issue

Raised: \$0.8B

2020

2021

2022

Steering through the Pandemic

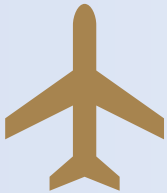
Immediate actions to reduce cash outflow and continued to engage customers in innovative ways

Managing costs



Reduced expenditure

- **Cut all discretionary expenditure** from Mar20
- **Renegotiated contracts** with suppliers and service providers



Renegotiated aircraft contracts

- Agreements with Airbus and Boeing to revise aircraft deliveries, deferring more than **\$4B of near-term capex**
- Revised aircraft orders, including **swapping of aircraft types**, to better meet future growth requirements



Implemented staff measures

- **Hiring freeze, compulsory no-pay leave, pay cuts** and working under the **Ambassador Programme**
- **Retrenchment as a last resort** - 20% of positions cut
- Allowed crew to take up **supplementary employment**, **Employee Support Portal** set up to help them

Discover your SIA Initiatives



15 sold-out Restaurant A380 sessions with more than 3,700 participants



More than 2,000 participants embarked on **Inside Singapore Airlines tours**. Over 700 staff volunteers were involved

More than 3,400 **SIA@Home packages** sold

Contributing to the fight against Covid



Over 2,000 crew took up positions in key community sectors such as **healthcare and transport** under the **Ambassador Programme**



Utilised our cargo network and capabilities to **deliver vaccines and essential supplies** to Singapore and other countries within the region when borders were shut

Steering through the Pandemic

We commenced on our 2nd Transformation Journey

Lead the New World

Financial Sustainability



>250 initiatives

to achieve a competitive cost base and stronger revenue generating capabilities

Agile and flexible to rebuild our network



restored as of Sep 2022, optimised with the right vehicles deployed for the right markets

Build a dynamic & resilient workforce



+39%

increase in total training hours vs. Q2 FY2122

UPLIFT

82%

of staff have completed the UPLIFT¹ programme

Digital Transformation

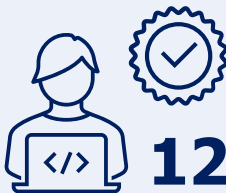
↑ Speed



6x

the monthly average number of automated production deployments

↑ Quality



126%

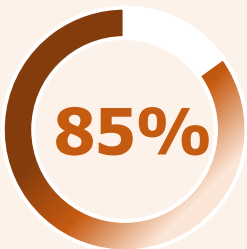
improvement in the ratio of released software features/enhancements to number of defects

Improve productivity and organisational agility

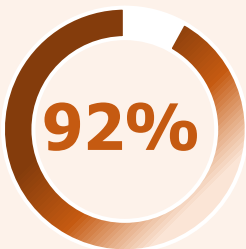


>800,000 staff hours

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



feel engaged²



are proud² to work for the organisation

¹ comprises modules on change management and digital innovation
² based on the 2022 Organisational Climate Survey

First Off the Blocks

First Off the Blocks

We continued to innovate and proactively gear up for recovery



Capturing cargo demand

- Operated cargo-only pax flights to **supplement** fall in belly hold capacity
- Removed passenger seats from aircraft to create **modified freighters**
- The SIA Group operated **>1,550 cargo charters** since the onset of the pandemic



Revamped lounge facilities

- ~S\$50M invested to **upgrade our flagship T3 SilverKris Lounges** and **increased its capacity by 30%** with thoughtfully designed spaces and carefully curated products
- T2 SilverKris lounge** re-opened in Oct22, providing convenience to our customers travelling from T2



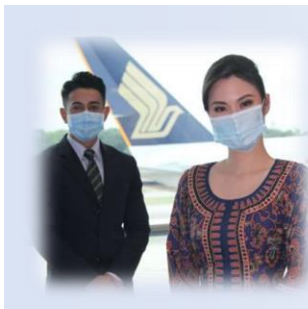
Sales and Marketing initiatives

- Expand reach through **capturing market segments**, including **new origin-destination city pairs**
- Pivoting to premium leisure/VFR** to fill business class with fit-for-purpose fare offers
- Stimulating travel with **digital travel fairs** when large-scale physical events were not yet possible



Currency training for crew

- Enabling our cabin crew to clock their **recency through online tests** at the height of the pandemic
- Pilots undergo **routine simulator training** to retain their skills even when crewing requirement was low



Promise of Care

- Providing **seamless journey** and **health safety assurance** for our customers
- Calibrated our **health safety measures** to stay relevant with evolving landscape and customer value drivers
- Efforts focused on **cleaning, disinfection**, and providing **relevant amenities** related to personal hygiene

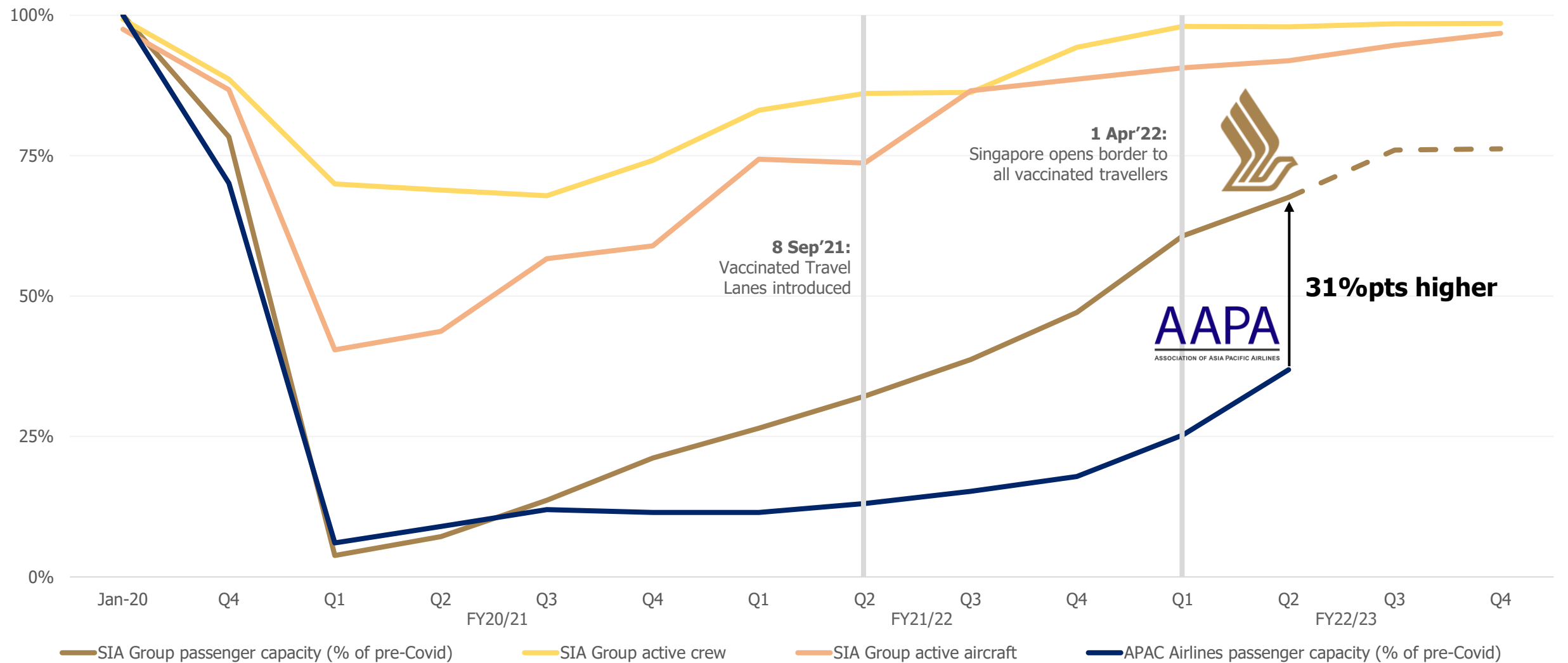


Bolstering Crew resources

- Resumed hiring cabin crew to **support ramp up of network**
- SIA and Scoot on track to hiring **about 3000 cabin crew** before the end of the financial year
- Overseas recruitment** in places such as Malaysia, South Korea, Taiwan, and Thailand
- Cadet pilot recruitment** also resumed in Q2

First Off the Blocks

We kept our resources operationally-ready and injected capacity ahead of demand



Slide 31

First Off the Blocks

We were able to capture pent-up demand when borders reopened

Highest quarterly Group pax load factor

86.6% achieved in Q2 FY22/23 surpassed the previous high of 85.7% achieved in **Q2 FY19/20**

Highest quarterly Group RASK

10.3cts/ASK achieved in Q2 FY22/23 surpassed the previous high of 10.1cts/pkm achieved in **Q3 FY07/08, Q2 and Q3 FY08/09**

We continue to achieve new highs in SIA history

Highest quarterly Group revenue

\$4,488.3M achieved in Q2 FY22/23 surpassed the previous high of \$4,470.6M achieved in **Q3 FY19/20**

Highest quarterly Group operating profit

\$678.0M achieved in Q2 FY22/23 surpassed the previous high of \$674.6M achieved in **Q3 FY07/08**

First Off the Blocks

We are emerging stronger



Slide 33

Strengthening Foundation for the Future

Strengthening Foundation for the Future

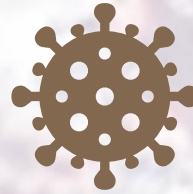
There are challenges ahead



**Other airlines
adding
international
flights**



High fuel cost



**Emergence of new
Covid variants**



**Inflation and
looming recession**



**War in Ukraine and
escalating US-
China tensions**

Slide 35

Strengthening Foundation for the Future

Delivering seamless and personalised customer experience

Industry Leading Products



All operating A380s are fitted with latest cabin products, including the **award-winning Suites**



All operating 737-8 are fitted with new narrow-body product equipped with a **full lie-flat** bed on Business class, and **seatback IFE monitors** across all classes



Continue the development of **industry-leading products** on our 777-9

New Freighter Orders



Firm order of **7 A350F aircraft** will replace the current 744F fleet, providing **greater flexibility in freighter deployment** with their **improved range**, and burning up to **40% less fuel***

SIA is expected to be the **launch customer** with deliveries beginning in 2025

*on similar missions, compared to the aircraft it replaces

Delivering greater end-to-end Customer Experience and Personalization



Customer Insights Portal

- Leverages in-house **machine-learning** & **sentiment analysis capabilities**
- To discover customers' pain points and negative experiences to understand what customers are looking for



Customer Experience Management

- Tracks customer' experiences at various touchpoints including their **Voice of Customer** data
- Enables enhancement of their SIA end-to-end journey
- Has information of more than **70M customers** which facilitate insightful data analytics for personalized servicing and marketing
- **More than 4,000 users** in SIA and key service partner companies use these systems to design and deliver seamless and personalized experience for our customers



Enabling seamless travel

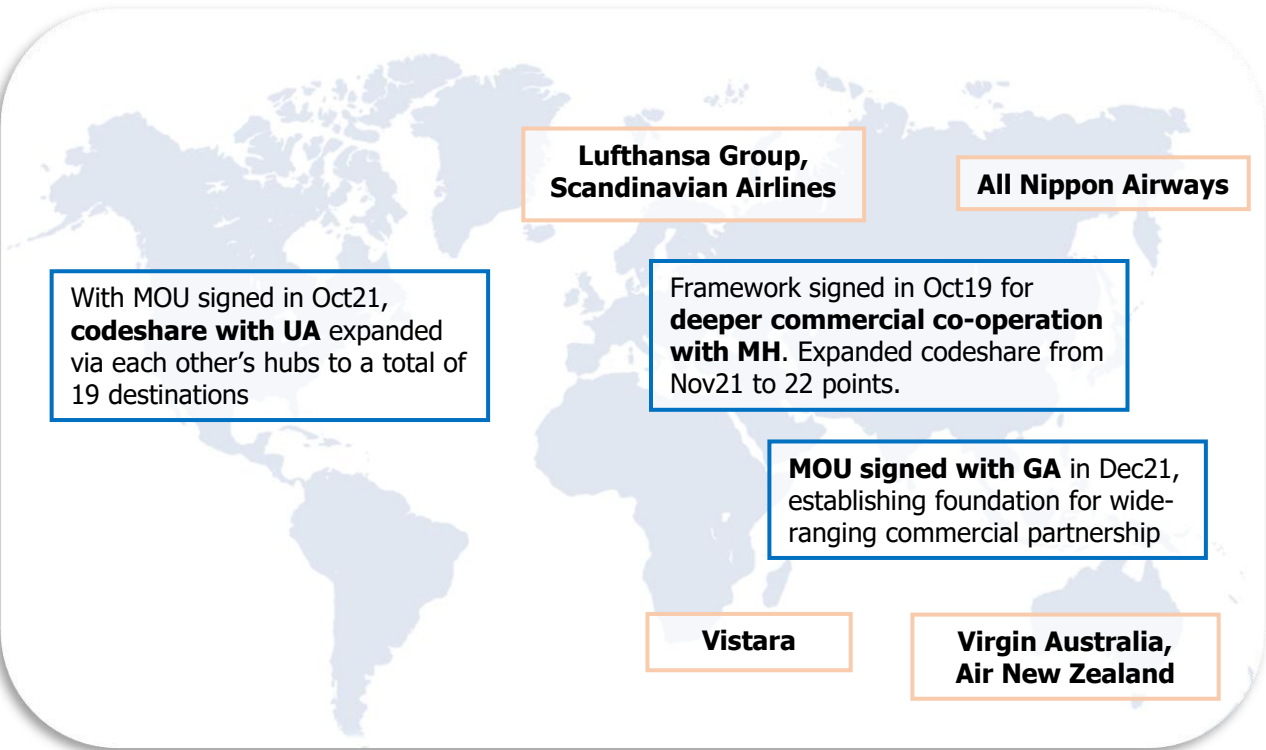
- The use of **customised travel advisory**, **self-service initiatives**, and **1-Point** also help to deliver a seamless journey for all customers

Strengthening Foundation for the Future

Extending network reach through partnerships, and continue to invest in multi-hub and portfolio strategies

Commercial partnerships

Codesharing with **33 partner airlines**, connecting to **over 200 additional destinations**



Multi-hub Strategy

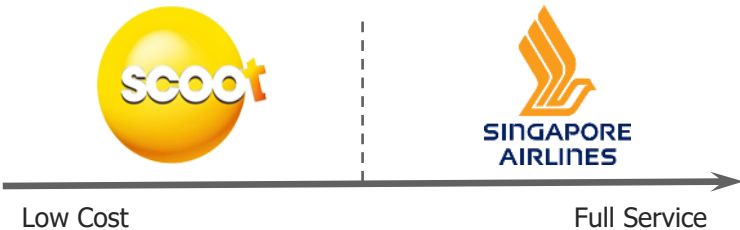
Investment in **Vistara** allows us to participate in the fast-growing India travel market that complements our strong Singapore hub



Portfolio Strategy

Facilitate **cross-selling and connectivity** between SIA and Scoot networks

Flexibility to offer the **right products to match demand**



Strengthening Foundation for the Future

Expand KrisFlyer base and pursue new revenue streams



- **5.7M KF members** reached in Q2 (**16.5% YoY growth**). Larger than the population of Singapore!
- **New KF Experiences** are rolled out regularly. Recent experiences include the Sunset Cinema at Tanjong Beach and curated dining experiences at NOBU and Osteria BBR.
- **Langkawi Getaway KF Experience** in Nov22 will include a SIA chartered flight and hotel package

- More than **900 Kris+ partners** with **over 4,700 outlets** across SIA's global network
- **1.2M downloads** with over **200K monthly active users**
- Recently **integrated KrisShop and Pelago** within the app



KRISSHOP 

- 2 years ago, **pivoted online** during the pandemic travel disruption
- 2 years on, KrisShop aims to **re-capture travel retail businesses** while mitigating disruption to online business with the reopening of borders



- Support the **fast-growing e-commerce segment** and reinforce Singapore's position as a **key air cargo and e-commerce logistics hub**
- **Two DHLE/SQC B777F** are currently in operation



- Expanded to **16 countries** with over **1,900 experiences**
- **35X increase** in bookings from Jan22 to Oct22
- **1M quality visits** to the Pelago platform in Q2

parxl
opportunities unboxed

- **Expand cargo services** going beyond airport-to-airport transportation to tap on fast growing e-Commerce segment
- **187 tonnes** of parcel moved to date

SINGAPORE AIRLINES
ACADEMY 

- Since Nov20, trained **more than 2,000 course participants in over 100 sessions**, achieving 94% satisfaction score
- Plans to **expand in SG and key overseas markets**

Strengthening Foundation for the Future

Investments in Digital capabilities



Since Launch
in 2018 ...



1,786
*Digital ideas
initiated by staff*



2,201
*Start-up
teams engaged*



337
*Prototypes
completed*



35
POCs completed



14
Implemented

**DELIVER
BUSINESS
VALUE TO
SIA GROUP
THROUGH
DIGITAL
INNOVATION**



CORPORATE LAB AT NUS

Launched in **January 2022**

5-year R&D collaboration with NUS leveraging on their **research expertise** to co-create commercialise digital solutions to **accelerate digital transformation**

Involving **more than 100 NUS researchers and SIA staff**

4 Work Packages

WP1 – Revenue Management and Dynamic Pricing

WP2 – Transforming Pilot Competency and Skill Development (VITAL Cave)

WP3 – Improving Crew wellness

WP4 – Passenger comfort, sleep and cabin service (cabin simulator)



STARTUP: Grand Finale 14 Nov

14 Challenge Statements + 3 Wild Cards

484	55	~12
Participations	Countries	Start-up Finalists

STUDENT: Finale 28 Aug

4 Challenge Statements + 3 Wild Cards

116	15	11
Participations	Countries	Student Finalists

Strengthening Foundation for the Future

Care for the Environment and the Community

Sustainability

New technology aircraft are up to **30% more fuel efficient**

6yrs 5mths

(SIA Group fleet age*)

15yrs 7mths

(Global fleet age*)

*as at Nov22

Advancing SAF deployment

- **Pilot programme** with CAAS, Temasek, and ExxonMobil conducted to trial the **manufacture and deployment of Sustainable Aviation Fuel** at Changi Airport
- **SAF credits** were generated which Corporates could purchase to reduce carbon emissions
- We continue to engage our corporates and partners to raise awareness on SAF, and how they can use the SAF credits
- Begun the development on a **block-chain enabled ledger** POC to provide a solution for transparent and scalable **SAF credit transactions**



Spill-free bento boxes

- Launched in Dec20 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



Community

CSR Day introduced in Jan 2022 as part of our continued efforts to promote a community engagement spirit within the Company



Volunteering at THKMC Meals on Wheels

Under the **revamped Onboarding Programme** from Apr 2022, new joiners will participate in a community engagement activity to inculcate our **core value of Care**



New joiners at Willing Heart

Strengthening Foundation for the Future

Our People are our greatest asset

Engaging our People



- 3 **Long Service Award** ceremonies held in July and August



- Hybrid **Chill Out** sessions with local and overseas colleagues



- 600 attendees turned up at Bedok Reservoir to keep fit and **Run with Choon Phong**

Investing in our People

Supporting our Businesses & People

- 'Leading Service As One' – grooming future service leaders
- Secured CAAS approval for New Competency – Based DGR Training Model
- Over 30% increase in continuing education sponsorships

Connecting through Learning

- Resumed in-person training in SIN for overseas staff in Oct22
- Revamped onboarding programme for new joiners with blended learning activities

Training in Emerging Skills

- Progressive roll-out from 1H 2023
- Diversity, Equity, and Inclusivity (DEI) themes
- Sustainability awareness

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Thank You