INVITATION TO PARTICIPATE IN REQUEST FOR PROPOSAL FOR THE PROVISION OF
SUPPLY CHAIN MANAGEMENT (SCM) SERVICES - REFERENCE NO : TR1417

Singapore Airlines Ltd (SIA) will be conducting a Request for Proposal (RFP) for the Provision of
Supply Chain Management (SCM) Services. The period of supply is for five (5) years with an option
to extend for another five (5) years. The roadmap and timeline for contract start and implementation
will be further discussed in the workshops.

It is our pleasure to invite you to participate in this RFP.

1. Introduction

1.1 Singapore Airlines Limited (SIA) is in the business of air transportation of passengers and
cargo and related businesses. Together with its subsidiaries SilkAir and Scoot, the
Company’s passenger route network spans over 130 destinations in more than 30 countries,
across 6 continents.

1.2 In a recent transformation exercise conducted to reshape the business into one that
continues to deliver high-quality products and services, with significantly improved cost base
and higher levels of efficiency, supply chain was highlighted as one of the key delivery pillars
in support of these business goals. SIA envisions to deliver a better supply chain experience
globally for all stakeholders through a new operating model for our Supply Chain
Management (SCM), bringing it up-to-date with new technology and a fundamental review of
operations and processes. Within the organisation, Procurement Department (PD) manages
the Supply Chain operations, including procurement, inventory planning, warehouse
management and the distribution of goods globally to support our inflight service and ground
operations for the airlines in Singapore Airlines Group.

2. Objective

2.1 This is an invitation to Suppliers with strong capabilities and experience in SCM to work with
PD to propose a cost efficient and effective supply chain operating model including
warehousing, a global distribution network and value-added services, leveraging on
technology to provide a fully integrated supply chain solution.

2.2 To partner us on this journey, you would need proven operational and technical capability in
driving improvements and a passion to drive change.

2.3 The scope of the RFP is shown below. SIA reserves the right to amend scope during the RFP
process, and to award partial scope of work to more than one Supplier.

- New SCM operating model
- Distribution Centres
- Warehouse Management Services
- Freight Forwarding Services
- Value Added Services
- Control Tower System
3 RFP Process

3.1 The RFP will be conducted in two key phases. The first phase will be a Pre-Qualification stage (Phase 1), followed by a full Request for Proposal (RFP) (Phase 2).

3.2 The Pre-Qualification stage (Phase 1) consists of workshops, demonstrations sessions and presentations with Suppliers to:
- Establish a common set of scenarios to allow for an efficient, fair and meaningful evaluation of all Suppliers invited;
- Showcase Suppliers’ capabilities in the different areas of supply chain operations; and,
- Equip SIA with relevant and updated information on the Suppliers’ capabilities, and subsequently enable SIA to shortlist Suppliers for the next round of exercise i.e. Phase 2.

3.3 The sessions and presentations may be at the Supplier’s or SIA’s location, and will be requested at SIA’s discretion.

3.4 Key RFP Milestones:

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<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE / Time (GMT +8)</th>
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<tbody>
<tr>
<td><strong>PHASE 1 (Assessment of Supplier’s capabilities)</strong></td>
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<tr>
<td>Invitation</td>
<td>13 June 2019</td>
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<tr>
<td>Deadline to confirm participation with endorsed annexes</td>
<td>26 June 2019 / 12 pm</td>
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<tr>
<td>Release of high-level RFP document and workshop dates for shortlisted Suppliers</td>
<td>July 2019</td>
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<td>RFP Briefing and Q&amp;A</td>
<td>Mid-July 2019</td>
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<td>Release of workshop materials by batch/ Q&amp;A with individual Suppliers regarding workshops material (if any)</td>
<td>2 weeks before each workshop</td>
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<td>Assessment workshops</td>
<td>5 to 30 August 2019</td>
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<tr>
<td><strong>PHASE 2 (Commercial discussions with Supplier)</strong></td>
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<tr>
<td>Issuance of main RFP document to shortlisted Suppliers</td>
<td>October 2019</td>
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<tr>
<td>Deadline for submission</td>
<td>Mid-November 2019</td>
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<tr>
<td>Presentation (if any), and clarification sessions/ Evaluation</td>
<td>November - December 2019</td>
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<tr>
<td>Visits to Suppliers’ sites (if any)</td>
<td>December 2019</td>
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<tr>
<td>Award</td>
<td>January 2020</td>
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* SIA reserves the right to amend the above schedule and dates.

3.5 SIA reserves the right to only invite shortlisted Supplier(s) in this RFP exercise for the workshops in Phase 1 or Phase 2.

3.6 For more background information on SIA, please refer to its website singaporeair.com.

4. Instructions to Suppliers

4.1 Interested Suppliers should complete the questionnaire form (Annex A), Non-Disclosure Agreement (Annex B), Suppliers Code of Conduct (Annex C), and IPT Declaration and Vendor’s Form (Annex D). Submission of the completed forms is via SESAMi.

4.2 If there is a need to seek clarifications, requests should be sent to the following mailbox:

SQProcurement_Sourcing@singaporeair.com.sg
ALL communication between the Supplier and SIA shall be through the above email address only.

The email subject header shall adhere to the format below in the following order:

(1) RFP reference number “TR1417”
(2) Name of Supplier
(3) Project name “RFP for Supply Chain Management”

Example: TR1417 – SUPPLIER (RFP for Supply Chain Management)

All questions must be sent to SIA at least 3 working days before the deadline i.e. 21 June 2019. SIA will respond to the questions via SESAMi email. Our response to the questions received before the deadline will be made known to all Suppliers (where possible).

4.3 To simplify exchange of information for the entire process, please nominate a Bid Manager (together with their deputy), and provide relevant contact numbers and email addresses. This information shall be provided in Annex A.

4.4 As part of this RFP process, SIA makes no obligations in any way to:

(i) pay any Supplier for any costs which may be incurred in the preparation of this tender; or
(ii) award the contract to the lowest or any bidder; or
(iii) include Supplier responding to this RFP in any future invitation; or
(iv) make any other commitment to Supplier whatsoever.

4.5 Without SIA’s prior written permission, this document, either in whole or part, must not be reproduced in any form or by any means or disclosed to others or used for the purposes other than for evaluation by the Supplier to respond to the RFP.

4.6 Non-Disclosure Agreement (NDA):

We require our Non-Disclosure Agreement (Annex B) to be completed, signed and returned by all suppliers who are interested to participate in the RFP. Incomplete submission will disqualify the Supplier from the RFP exercise.

SIA reserves the right to share your response to the RFP with its advisors, if required.

Supplier must have Non-Disclosure Agreement(s) with their contractors (if any) if these contractors are engaged to work on the Singapore Airlines account.

4.7 To indicate your company’s interest to participate in Phase 1 of this exercise, please submit your response via SESAMi with the details below, no later than 12 pm, 26 June 2019 (GMT +8).

i. Name and contact information of Bid Manager;
ii. Indicate availability for the Assessment Workshops (dates range from 5 to 30 August 2019). Please provide a few dates so that we can better accommodate your requests; and,
iii. Completed and endorsed Annexes A, B, C and D.

4.8 In your response, please include a scanned completed pdf copy of the annexes (signed and endorsed with company stamp).
4.9 We regret that only shortlisted Suppliers will be informed via email to continue with Phase 1 of the RFP.

4.10 After Phase 1, shortlisted Suppliers will proceed to the RFP stage (Phase 2), where you will be invited to submit a RFP with a commercial bid. Suppliers should also be prepared to make one or more presentations to an evaluation committee at SIA’s location.

We look forward to your participation in our RFP.