REQUEST FOR PROPOSALS
FOR
MEMBER COMMUNICATIONS
REVIEW

JUNE 2019
CONFIDENTIAL

CONTENTS

1 Introduction
2 Current SIA Communications Landscape
3 Objective of Exercise
4 Scope of Review
5 Pre-Requisite to Proposal
6 Submission of Requirements
7 Overview of Timeline
8 Acceptance of Proposals

Attachments

Annex A – Customer/member communications handled by SIA Departments
Annex B – Terms and Conditions of Tender
Annex C – Vendor Profile Matrix
Annex D – Suppliers’ Code of Conduct
Annex E – IPT Declaration by Vendor/Contracting Party & Declaration of Participation by Relatives/Associated Companies
1 INTRODUCTION

About KrisFlyer and The PPS Club

1.1 KrisFlyer is the frequent flyer programme of the Singapore Airlines (SIA) Group, where members can earn miles when they fly on Singapore Airlines, SilkAir, Scoot, Star Alliance and other partner airlines, as well as with over 200 non-airline partners. The miles earned can then be redeemed for flights, upgrades, hotel stays or car rentals, among other non-airline redemption opportunities available.

1.2 KrisFlyer seeks to elevate its members’ experiences in the air and on the ground, beyond being a mileage programme, so as to make membership a fulfilling and meaningful one for SIA customers, across different lifestyle needs.

1.3 There are three tiers within the frequent flyer programme – KrisFlyer, Elite Silver and Elite Gold. The more members travel on SIA, SilkAir, Star Alliance and partner airlines, the faster they will be able to advance to the next membership tier, where they will enjoy greater benefits and privileges.

1.4 PPS Club membership is SIA’s loyalty and recognition programme, reserved exclusively for KrisFlyer members who travel frequently in Suites/First/Business Class on Singapore Airlines and/or Business Class on SilkAir. There are two membership tiers – PPS Club and Solitaire PPS Club, where the latter is the most exclusive tier within the programme, and where members are accorded the highest levels of recognition and privileges.
2 CURRENT SIA COMMUNICATIONS LANDSCAPE

2.1 SIA communicates with the different stakeholders, including the general public, its customers, investors, suppliers and staff across various channels, including:

- **Public channels**
  - singaporeair.com /SQ mobile app
  - Press Releases
  - Media statements
  - Annual Report / Sustainability Report
  - Social media (eg SIA Facebook, Twitter, Instagram)
  - In-house magazines such as SilverKris, KrisWorld and Priority magazine (for PPS Club members only)
  - Other collaterals (eg inflight menu, flight safety card, airport check-in tent cards and letters issued during flight delays)

- **Private channels**
  - E-Newsletters, marketing/promotional eDMs sent to customers/members
  - Customer feedback correspondences
  - Contact centre correspondences (voice, email and live chat)
  - ChatBot
  - SNAP messages (SMS/emails sent to inform about flight updates eg about flight delays and cancellations/gate changes)

- **Internal (company) channels**
  - Email
  - Newsletter
  - App

2.2 The various communications touch-points highlighted above are owned by different business units (BUs) within SIA and BUs generally handle the content and information to be disseminated on their end. As the messaging is decentralised, BUs are empowered to decide how best to communicate information under their respective areas to their target audience.

2.3 Today, there is no over-arching communications strategy or guiding principles driving SIA’s messaging, although SIA’s Public Affairs Department, to some extent, acts as the reviewer of message content, as some BUs will share the proposed messaging with them for review before they are rolled out.
3 OBJECTIVE OF EXERCISE

3.1 SIA is a premium world-class airline and is widely regarded worldwide for the excellent inflight service delivered by its cabin crew. KrisFlyer, SIA’s Frequent Flyer Programme, by association, also projects itself to be a cosmopolitan, inclusive and dynamic programme, accessible to one and all, and not just to frequent flyers. KrisFlyer members are contemporary and adventurous and are a community of well-informed and savvy travellers.

3.2 SIA seeks to communicate with its customers and frequent flyer members in a way that reflects the warm Asian hospitality and culture the Airline is widely known for, and to bring that superior level of customer service in the air to the ground as well.

3.3 The objective of this review exercise includes formalising an over-arching communications strategy on how SIA would like to engage KrisFlyer members and defining key communications value pillars that would resonate with SIA’s brand image and positioning. The value pillars would then form the underlying principles in crafting communications messages moving forward.

3.4 As an example, SIA’s messaging content could be anchored against the following pillars:

Value Pillars

<table>
<thead>
<tr>
<th>Content Relevance</th>
<th>Service Delivery</th>
<th>Customer-First Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaging content</td>
<td>Timeliness</td>
<td>Concise</td>
</tr>
<tr>
<td>Suitability/appropriateness of message for target audience</td>
<td>Ownership &amp; Empowerment</td>
<td>Simple to understand</td>
</tr>
<tr>
<td>Segmented messaging</td>
<td>Empathy</td>
<td>Proactive sharing of relevant information</td>
</tr>
<tr>
<td>Factual accuracy</td>
<td>Warmth</td>
<td>so customers can self-help</td>
</tr>
<tr>
<td>Superior quality in content delivery</td>
<td>Fairness</td>
<td>Enable customers to receive information</td>
</tr>
<tr>
<td>Befitting of SIA’s premium positioning</td>
<td></td>
<td>on-the-go</td>
</tr>
</tbody>
</table>
4 SCOPE OF REVIEW

Section A

4.1 SIA would like to conduct a review of the way front-line staff currently communicate with KrisFlyer members across the following written and verbal touchpoints: contact centres (for flight booking reservations and all membership related matters) and our feedback handling units (Customer Affairs and PPS Unit). (Refer to Annex A for information on the various Customer/member communications handled by SIA departments).

4.2 The supplier will assist to define key communications value pillars that can be applied across different messaging situations, that will resonate with KrisFlyer’s brand image/positioning.

4.3 Through a review of the current training materials used and samples of written and verbal correspondences between SIA and KrisFlyer members, the Supplier is to identify communications gaps and areas (e.g., language/messaging) which would be perceived to be incongruous with the quality customer service image SIA seeks to project. SIA will determine the number of samples of written and verbal correspondence but this should not exceed 100 samples in total.

4.4 With the gaps and improvement areas identified, the supplier will help to review and propose updates to the respective training materials used by SIA staff and our contact centre agents. The objective being to inculcate in our front-line staff the mindset that they represent the Airline, and thus, the need to always think and communicate from the perspective of the member and to refresh our responses such that they come across as natural/conversational and personalised. The training materials are to reinforce the message that content shared with the member must always be relevant and addresses the member’s needs directly, while still maintaining the respectful tone of a customer service personnel assisting to solve a member’s issue(s).

4.5 The supplier is to summarise the learning points from the review, and prepare the teaching materials for a one/two-day training programme to train the team leads as well as online self-service learning for staff. The training materials will then be further cascaded down to all relevant front-liners by the team leads.

4.6 The supplier will also assist to refresh the template response guides used by front-liners to achieve a tone of voice that is conversational, and content of the message must be easy to understand, for customers/members across all demographics and varying levels of fluency in English.

Section B

4.7 The supplier will conduct a benchmark study of how 6 other organisations in the hospitality industry (of which at least 1 should be an airline frequent flyer programme) engage with their customers/members via written correspondences (e.g., communications on how to make the most of their loyalty programme,
newsletters, marketing and promotional materials), to identify where KrisFlyer stands today, in terms of strengths and weaknesses.

4.8 The supplier will identify gaps and suggest areas for improvement in terms of messaging along the customer journey (eg from enrolment to customer engagement as members move up the membership tiers, to communicating with inactive members to incentivise activation) as well as member segmentation to enhance the attractiveness and stickiness of the KrisFlyer programme.

4.9 This review excludes Scoot’s communications with its customers.
5  PRE-REQUISITE TO PROPOSAL

5.1  The Agency must outline whether it is currently engaged by any other airlines - especially competitors to SIA, and if so, who, and declare any relationships – commercial or otherwise – with any other airline or travel industry client. This does not affect the Agency’s work for another airline at another of its offices outside Singapore, provided that the Agency is prepared to enter into a confidentiality undertaking.

5.2  If selected, all proprietors and directors of the Agency will be asked, prior to engagement, to declare any involvement, shareholding or securities held by them in SIA or any of its subsidiary companies, or any competitor airlines or businesses to SIA. It would be expected that any future transactions of such a nature after engagement would be brought to SIA’s attention and be the subject of some consultation. Further, the account team will be required to undertake not to trade in shares or securities in SIA or any of its subsidiary companies while working on the SIA account. Acknowledgement of these conditions is required in the proposal.

5.3  The Agency must advise in its proposal whether it holds professional indemnity insurance and public liability insurance, to what level (limit of liability) and any special conditions that may apply. The successful proponent will be required to provide certificates of currency of any applicable and relevant insurance policies and may be requested to join Singapore Airlines to the policies as an ‘interested party’.

5.4  The Agency must warrant in its proposal that its business practices comply with the laws of Singapore in which it undertakes operations, especially trade practices and fair trading laws, privacy and data protection and other laws. In particular the Agency must undertake to work subject to law and to act ethically.

5.5  The Agency must be prepared to enter a contract with Singapore Airlines for the provision of services outlined in this brief.

5.6  The Agency should be aware that Singapore Airlines may, at its discretion, perform checks on suppliers shortlisted to pitch to the selection committee, including reference checks.
6 SUBMISSION REQUIREMENTS


6.2 Questions regarding this RFP or queries on this document must be addressed by e-mail to: Ziyu_Lin@singaporeair.com.sg, and be received from 4 June 2019 and latest by 12 June 2019.

6.3 No telephone queries or requests will be accepted. Any query and the answer to it will be provided to all parties which have, at the time of the question being answered, indicated their interest in submitting proposals. However, the identity of the supplier asking the question and any other commercially confidential matter will not be identified to other suppliers.

Written Proposal Requirements

6.4 For the initial written proposal submission, the supplier is required to submit the following:

a) Credentials including an outline of the history, size and key corporate identity of the proponent. This should also include the detailed CVs (i.e. qualification and relevant experience) of key personnel (e.g. consultants, trainers, curriculum developers, etc) working on this project. The trainer’s background experience in the subject matter would need to be clearly stated in the proposal.

b) List of at least 3 previous clients (up to 5 previous clients), and specific examples of review work done for these clients.

c) Benchmark study of how 6 other organisations in the hospitality industry (of which at least 1 should be an airline frequent flyer programme) engage with their customers/members via written correspondences (e.g communications on how to make the most of their loyalty programme, newsletters, marketing and promotional materials), to identify where KrisFlyer stands today, in terms of strengths and weaknesses.

d) Definition of key communications value pillars that can be applied across different messaging situations, that will resonate with KrisFlyer’s brand image/positioning.

e) Pricing schedule for scope of work as outlined in Section 4 Scope of Review. Suppliers should provide their pricing broken down by Section A and Section B.
The pricing shall be exclusive of any Goods and Services Tax (GST). For non-Singapore companies, any liability for the payment of any value-added or consumption taxes must be specified. The supplier must quote in Singapore Dollars and the local currency of their home country. Singapore suppliers must quote in Singapore Dollars only.

6.5 Four sets of the response documents are required. For easy identification, the cover of the documents (including the envelopes) must be clearly marked with either “ORIGINAL” or “COPY”.

In addition, two sets of thumb drives containing soft copies of submission should be prepared. We ask that all submissions be in Excel, Powerpoint, or Word format for all documents. Please ensure that materials submitted can be viewed on a standard Windows PC with Microsoft Office 2016.

The thumb drives should be labelled with the project name, “Singapore Airlines Member Communications Review RFP”.

6.6 The documents shall be submitted in sealed envelopes must be received by Singapore Airlines by **12 noon, 15 July 2019** (Singapore time), by:

Lin Ziyu  
Loyalty Marketing Department  
Singapore Airlines Limited  
08-C, Airline House  
25 Airline Road  
Singapore 819829

As our office is in a restricted area, should suppliers decide to come down in person to submit the documents, please email Ziyu_Lin@singaporeair.com.sg at least two working days before you come down for security clearance.

**Presentation Requirements for Shortlisted Suppliers**

6.7 Following the submission of written proposals, a further shortlisted will be made for suppliers to present to members of Singapore Airlines’ Loyalty Marketing Department, Customer Affairs Department and Customer Contact Services Department.

6.8 All suppliers shortlisted for presentations will be allocated a maximum of 2 hours for the presentation. The programme will be as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credentials and previous clients</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Benchmark Study</td>
<td>25 minutes</td>
</tr>
<tr>
<td>Proposed key communication value pillars</td>
<td>25 minutes</td>
</tr>
<tr>
<td>Pricing</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Questions &amp; Answers</td>
<td>30 minutes</td>
</tr>
</tbody>
</table>
6.9 Please note that all presentations should be in response to the written proposal requirements given in 6.4.
7 OVERVIEW OF TIMELINE

7.1 The quotation shall be conducted based on the following schedule. Late submissions will not be entertained.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation to quote</td>
<td>3 June 2019</td>
</tr>
<tr>
<td>Questions from interested suppliers</td>
<td>4 June to 12 June 2019</td>
</tr>
<tr>
<td>Responses to questions from SIA</td>
<td>17 June 2019</td>
</tr>
<tr>
<td>Deadline for submission of proposal</td>
<td>15 July 2019</td>
</tr>
<tr>
<td>Notification of shortlisted suppliers</td>
<td>22 July 2019</td>
</tr>
<tr>
<td>Presentation of proposals to SIA</td>
<td>w/c 5 August 2019</td>
</tr>
<tr>
<td>Final clarifications</td>
<td>w/c 12 August 2019</td>
</tr>
<tr>
<td>Appointment of supplier/suppliers</td>
<td>w/c 19 August 2019</td>
</tr>
<tr>
<td>Start of contract with supplier/suppliers</td>
<td>Approximately 3 months duration</td>
</tr>
</tbody>
</table>

*SIA reserves the right to amend the schedule and dates.*
8 ACCEPTANCE OF PROPOSALS

8.1 Singapore Airlines reserves the right to accept the whole or part of the proposal, to select one or more suppliers or to select no supplier at all. Suppliers should note that Singapore Airlines is not under obligation to accept the lowest-priced bidder.

8.2 Please do not provide gifts or items of commercial value with proposals. Doing so will result in proposals being disqualified.

8.3 Proposals will be treated as commercially confidential and will not be disclosed to other parties except as required by law or judicial order.

8.4 All parties will be notified of the outcome of their submissions. However, only short-listed companies will be invited to present their proposals to a selection panel, scheduled in the first week of August 2019. Any appointment of a supplier, and contracting of the supplier, is scheduled to take place in August 2019.

8.5 The supplier represents and warrants that it is in compliance with all laws of those countries in which it operates, including all anti-corruption and anti-bribery laws, and will remain in compliance with all such laws. The supplier further represents and warrants that it has not made, authorized or offered to make payments, gifts or other transfers of value, directly or indirectly, to any government official or private person in order to (1) improperly influence any act, decision or failure to act by that official or person, (2) improperly induce that official or person to use his or her influence with a government or business entity to affect any act or decision by such government or entity or (3) secure any improper advantage.

8.6 The supplier agrees that should it learn or have reason to know of any payment, gift or other transfer of value, directly or indirectly, to any government official or private person that would violate any anti-corruption or anti-bribery law, it shall immediately disclose such activity to Singapore Airlines. If, after consultation by all Singapore Airlines and the publisher, any concern cannot be resolved in the good faith and reasonable judgment of Singapore Airlines, then Singapore Airlines, on written notice to the publisher, may exclude the publisher from being considered.

8.7 Singapore Airlines shall have the right to disqualify the supplier and its proposal if the supplier breaches this, or any other, representation, warranty or undertaking set forth under the terms and conditions of this tender exercise.

-END-
Customer/member communications handled by SIA Departments

1.1 The following SIA Departments handle both written and verbal English correspondences with SIA customers and KrisFlyer members:

- Customer Contact Services Department
- Customer Affairs Department and PPS Unit
- Loyalty Marketing Department

1.2 With a global membership base of over 4 million KrisFlyer and PPS Club members, communications with members can take place via various platforms, including written channels, phone calls, and face-to-face meetings among others.

1.3 SIA’s contact centres handle calls predominantly for pre-flight matters (for both commercial and redemption bookings), and KrisFlyer membership-related matters.

1.4 The contact centres handle both inbound and outbound calls to/from SIA and SilkAir customers in English-speaking markets, as well as email correspondences. The majority of calls handled by the contact centres are inbound calls, but the contact centres do carry out outbound calls for proactive servicing of higher-tiered customers/members, as well as for cases where phone calls may be required to resolve outstanding matters with customers/members.

1.5 SIA’s Customer Affairs Department and the PPS Unit in Singapore, as well as SIA’s overseas offices, usually receive feedback via the online form found at singaporeair.com. The feedback received, particularly for Customers Affairs Department, would generally be related to post-flight matters. Customers may also be contacted via phone calls or face-to-face meetings to bring closure to cases, where relevant.

1.6 SIA’s Loyalty Marketing Department generally sends out one-way outbound messages (eg content on the website, membership guides, e-newsletters, e-statements, targeted marketing and promotional offers).

1.7 Communications with our members that are sent out centrally via Loyalty Marketing Department, such as bi-monthly e-newsletters and e-statements, global partner offers and member engagement emails, are predominantly in English and currently are mostly segmented broadly by geographic locations and membership tier (PPS Club vs KrisFlyer) only. Some markets do however translate some of the global communications into the local language to better engage with the members (eg in Indonesia and China).

1.8 Today, Loyalty Marketing Department generally communicates with a global KrisFlyer membership base using a standard, one-size-fits-all approach, regardless of demographics or members’ fluency in English.
1.9 Our call centre agents and feedback handling units often take reference from templated replies and talking points/scripts, to guide them in their responses to customers’ queries/feedback, for both written and verbal channels.

1.10 Feedback correspondences with customers would normally be in English, but may be in local languages for non-English speaking markets.

1.11 The written correspondences to members today tend to lean towards being more formal and rigid (eg citing “policies” where requests are declined), and/or overly apologetic at other times. Communications can also come across as being too templated, hence the perception that replies are robotic or perfunctory.
Terms and Conditions of Quotation

Definitions

“Company” means [Singapore Airlines Limited] and shall include its assigns and successors in law and its duly authorised representatives;

“Contract” shall mean and comprise the following:
(a) The Quotation
(b) All exchange of correspondence between the Company and the Supplier
(c) Letter of Award by the Company to the Supplier
(d) Form of Agreement duly executed

“Products” means the services to be rendered that are specified in Annex B.

“Quotation” means the Quotation Document duly completed and submitted by the Supplier to the Company.

“Quotation Document” shall mean and comprise the following:
(a) Specifications on service required
(b) Terms and Conditions of Quotation
(c) Interested Party Declaration
(d) Declaration of participation by relatives/associated companies
(e) Suppliers’ Code of Conduct

“Supplier” means the person or persons, firm or body corporate or incorporate submitting a Quotation.

1 Items and Requirement

1.1 Details of the Product(s) required are set out in Annex B to this Terms and Conditions of Quotation. The annual requirement is an estimate only, and the successful Supplier is required to have the quantity available.

1.2 All Products covered by this Terms and Conditions of Quotation shall conform to the specifications set forth in Annex B and where applicable.

1.3 The Products shall meet the market standards that the successful Supplier and Company have agreed on, including what follows from established practice between the successful Supplier and Company, or otherwise from good and generally accepted commercial practice.

1.4 Successful Supplier acknowledges that it knows the Company’s intended use and expressly warrants that Products covered by this Terms and Conditions of Quotation will be supplied to be fit and sufficient for the particular purpose intended by the Company. The Products contained in any delivery made by the successful Supplier to the Company, are hereby guaranteed, as of the date of such delivery, (i) to not be adulterated or misbranded within the meaning of the relevant laws, standards, codes,
regulations and/or legislation; and (ii) to be in compliance with all applicable local laws.

1.5 Upon the request of the Company, the successful Supplier shall replace, at its own expense, or refund the full purchase price for any Product which fails to conform in any way to the warranty above. This warranty shall control in so far as the same may conflict with any warranty or limitation on warranty set forth in this Terms and Conditions of Quotation.

2 Best Price To Be Quoted

2.1 The pricing for the Products shall be exclusive of all Goods and Services Tax ("GST"), charges for delivery of the Products. The successful Supplier shall not be entitled to add other additional charges not agreed upon in writing by the successful Supplier and the Company.

2.2 Notwithstanding this Terms and Conditions of Quotation, and any statement or information of any description contained herein, the Supplier shall inform himself on all matters necessary for compliance with and completion of the Supplier and in all matters whatsoever that might in any way affect the prices quoted by him.

2.3 Any neglect or failure whatsoever on the part of the Supplier to obtain any necessary and reliable information shall not relieve him from any risks or liabilities for the completion of the award. The Company shall not be liable for any damages whatsoever for any inaccuracy whatsoever on site/store information.

2.4 The Company will not entertain any negotiation on price once a quote has been submitted. The price quoted shall be treated as the last price the Supplier is prepared to offer. Suppliers shall therefore quote their best and last price.

2.5 If the Company changes the specifications after a quotation has been called, and such change may have an effect on price, the Company may under such circumstances negotiate the price.

2.6 The successful Supplier may not increase its prices during the award period, regardless of its business environment.

3 Validity of Quotation

3.1 The Quotation, if awarded, will be in force for the period as specified in Annex B. The Company may extend the award for a further period to be mutually agreed in writing.

3.2 The Company may terminate the award by giving the successful Supplier no less than one (1) month’s written notice, provided, however, no notice will be necessary where the Company terminates the award on grounds of default by the successful Supplier. The successful Supplier will accept orders for the supply of the Products until the expiry of the notice. All orders received during the notice period must be completed by the successful Supplier in accordance with the provisions of the award.

4 Terms of Payment

4.1 The Company will pay the successful Supplier within forty-five (45) days of receipt of the successful Supplier's invoice or upon receipt of the Products by the Company, whichever is the later.
4.2 Invoices shall be submitted in accordance with instructions by the Company, and shall be submitted together with such information as the Company may reasonably require to support the amount invoiced therein. The Company has the right to reject any invoice deemed incomplete.

4.3 If the Company disagrees with any items in the invoice(s), the Company may withhold payment on these items until a resolution is reached with the Supplier. Disputed invoice(s) shall not be considered due until the dispute has been resolved or the relevant invoice(s) corrected. Payment by Company shall be without prejudice to any claims or rights that it may have against the Supplier, and shall not constitute a waiver by Company of any of its rights.

5 Liquidated Damages for Late Delivery

5.1 Supplier shall be responsible to meet the timeline agreed upon.

5.2 All delays will be subject to payment by the successful Supplier of liquidated damages of 1% per calendar week in respect of the total value of the quantity due for delivery, up to a maximum of 10% of the award value. [If there are three (3) or more occasions of delay occurring in a rolling twelve (12)-month period, the liquidated damages will be five percent (5%) per calendar week, in respect of the total quantity due for delivery, up to a maximum of twenty percent (20%) of the contract value. Such payment will be without prejudice to any other rights or remedies that the Company may have hereunder or at law including the right to terminate the award immediately by giving written notice to the successful Supplier.]

5.3 Notwithstanding any other provision to the contrary contained in the Agreement, the Company may, at any time and from time to time, without notice to the successful Supplier, set off and deduct from any and all amounts payable to the successful Supplier (whether under the Agreement or any other agreements), any and all sums that may be due and owing by the successful Supplier to the Company, or its related or associated companies (including without limitation, any liquidated damages payable under any of the clauses of the Agreement, or any amounts previously overpaid to the successful Supplier).

6 Intellectual Property

6.1 The drawings, samples, models, equipment, sketches, photographs, printing plates supplied or approved by the Company shall not be copied, transferred to third parties or used in any manner whatsoever contrary to the provisions of the award. Upon completion of the last delivery to the Company, the above material(s) shall be returned to the Company with immediate effect.

6.2 The successful Supplier agrees that all copyrights, goodwill, patents, knowhow, trade secrets and other intellectual property rights (“Intellectual Property Rights”) whether now known or hereafter becoming known and comprised or subsisting in the Company Materials, any derivative materials, and the confidential information as well as any and all other materials provided to the successful Supplier by the Company,
or created or developed by the successful Supplier exclusively for the Company, in connection with or for the purposes of the Agreement are and will be the sole and absolute property of the Company and the Supplier hereby assigns to the Company all its Intellectual Property Rights in respect thereof, in accordance with the Agreement.

6.3 Notwithstanding clause 6.2, should the successful Supplier has and/or acquires the Intellectual Property Rights, the successful Supplier is deemed to have irrevocably assigned and transferred the same to the Company free from any requirement on the part of the Company to pay any fees. Further and if required by the Company and at the cost of the Company, the successful Supplier will execute and deliver to the Company all relevant documents or assignments and transfer in respect of the Intellectual Property will be in such form as may be required by the Company in this regard.

6.4 Further, if any such Intellectual Property Rights cannot be assigned to the Company and cannot be waived, the successful Supplier hereby grants to the Company an exclusive, perpetual, worldwide and royalty-free license to use, apply and otherwise exploit the Intellectual Property Rights and to extend sub-license (through any number of tiers or sub-license) in and to the same. This clause is without prejudice to and does not limit the extent of the successful Supplier’s obligations herein provided that nothing in the above clause or this clause is intended to confer on the Company any intellectual property rights which belong to or are vested in:

1. the successful Supplier prior to the commencement of the Agreement, any such rights created independent of the provision of Products under the Agreement including all software, tools, processes, utilities and methodologies belonging to the successful Supplier and used in the provision of the Products, even if such intellectual property or any part thereof is incorporated into or forming part of the material developed for the Company;

2. any alterations, modifications, enhancements or customisation made to any of the above in the item(s) in the course of provision of the services hereunder; and

3. any third party software as set forth in any license extended by any such Supplier.

6.5 The successful Supplier further agrees not to:

1. make claims or assist any third party in any claim to the Intellectual Property Rights;

2. do or permit any act to be done which is likely to prejudice any rights of the Company in and to the Intellectual Property Rights; and

3. do or permit to be done any act or thing which is likely to jeopardize or invalidate any rights of the Company in and to the Intellectual Property Rights.
6.6 The successful Supplier fully covenants to the Company that the supply of the Products has not been and will not be produced in infringement of any intellectual property right including patent, trade mark or copyright and the successful Supplier will indemnify and hold the Company, its servants and agents free and harmless from any prejudice, damages and expenses, including any legal expenses incurred as a result of claims or legal proceedings brought against the Company, its servants or agents in connection with the foregoing. If legal proceedings are instituted for an alleged infringement of intellectual property rights, the Company may immediately cancel all Products yet to be accepted by the Company at the Company's premises and may purchase all such Products from elsewhere without prejudice to all or any of the Company's rights in this quotation.

6.7 The successful Supplier may not dispose of any goods hereunder which carry the Company logo, logo-type, name, etc., to a third party through sale, gift or any other means.

6.8 Unless instructed by the Company in writing, the successful Supplier will not display its business name, logo, brand name or any other representation on the Products under the Agreement.

7 Assignment

7.1 The Company may assign or transfer the whole or any part of this award to a subsidiary or associated company of the Company.

7.2 The successful Supplier shall not assign or transfer the whole or any part of the award without the prior consent of the Company. Consent by the Company to such assignment in one instance will not constitute consent to any other assignment.

8 Indemnity

8.1 The successful Supplier hereby agrees to defend, indemnify and hold harmless the Company and each of their respective directors, officers, employees, agents, and affiliates and any person or entity directly or indirectly employed by any of them (collectively, the "Indemnified Parties," and individually, an “Indemnified Party”) from and against all liabilities, losses, claims, damages, settlement costs, demands, fines, civil penalties, judgments, and expenses (including, but not limited to, interest, court costs and attorneys' fees) (collectively, “Losses”) which in any way arise out of or result from any act(s) or omission(s) by Supplier or by Supplier's directors, officers, employees, agents, affiliates or any person or entity directly or indirectly employed by Supplier or for whose acts Supplier may be liable, in the performance or non-performance of Supplier’s obligations under any Purchase Order and/or the Terms and Conditions of Quotation.

9 Liability for Damages

9.1 The successful Supplier shall be liable for damages of any kind whatsoever suffered by any person and/or property of the Company, its servants or agents or third parties, during and as a result of any service to be performed in the premises or offices of the Company caused by the successful Supplier's employees, agents, servants or their representatives.

9.2 Neither the Company nor Supplier will be liable for any default or delay in the performance of its obligations under the award:
(i) if and to the extent the default or delay is caused, directly or indirectly, by
fire, flood, elements of nature, acts of God, health epidemics declared by the
World Health Organisation, acts of war, terrorism or civil unrest, industrial
action in any form (except industrial action by employees of either the
Company or the Supplier) in the country in which such obligations are being
performed or any other similar events beyond the reasonable control of the
Company or the Supplier (“Force
Majeure Event”); and

(ii) provided the party affected by the Force Majeure Event is without fault
and the default or delay could not have been prevented by reasonable
precautions.

In such event, the party affected by the Force Majeure Event is excused from
further performance for as long as such circumstances prevail.

9.3 A person who is not a party to the contract has no right under the contract (Rights of
Third Parties) Act (Cap 53B) to enforce or enjoy the benefit of the contract.

9.4 In the interpretation of the contract, no rule of construction will apply to the
disadvantage of one party on the basis that party put forward the contract.

10 Confidentiality

10.1 All communications between the Company and the Supplier, all information and
other material supplied to or received by Supplier which is either marked
"confidential“ or is by its nature intended to be exclusively for the knowledge of the
recipient alone, and all information concerning the business transactions or the
financial arrangements of the Company shall be kept confidential by the Supplier
unless disclosure is required by law or unless or until any party can reasonably
demonstrate that it is or part of it is, in the public domain, whereupon, to the extent
that it is public, this obligation shall cease.

10.2 Supplier shall take all reasonable steps to minimise the risk of disclosure of
confidential information, by ensuring that only their employees and directors,
apPOINTed contractors and consultants, whose duties will require them to possess
any of such information shall have access thereto, and that they shall be instructed to
treat the same as confidential.

10.3 The obligations contained in Clause 10 shall endure, even after the termination of the
Agreement, without limit in point of time except and until such confidential information
enters the public domain as set out above.

11 Applicable Law and Venue

11.1 The business relationship emerging from the award will be governed by and
interpreted in accordance with the laws of the Republic of Singapore, and the parties
hereby submit to the non-exclusive jurisdiction of the Courts of the Republic of
Singapore.

11.2 Any dispute, controversy or differences will first be referred to the Singapore
Mediation Centre within fourteen (14) days from the time it arises, in accordance with
the Mediation Procedures, unless any party serves a written notice (‘the Notice’) on the other party and the Singapore Mediation Centre stating that it will not submit the matter to mediation, or that it will submit the dispute for arbitration or litigation. The parties will participate in mediation in good faith and will abide by the terms of any settlement reached.

11.3 The right to arbitration or litigation arises when one party serves the Notice on the other party and the Singapore Mediation Centre.

12 **Enforceability**

12.1 If any one or more of the foregoing conditions shall to any extent be invalid or unenforceable, the other conditions will remain in full force and effect.

13 **Acceptance of Terms and Conditions**

13.1 Suppliers who submit their quotations in response to this invitation are deemed to have accepted these Terms and Conditions of Quotation.

13.2 Where deemed necessary by the Company, the successful Supplier is required to shall enter into a contract (with this Terms and Conditions of Quotation and all other forms and annexes relevant to the Quotation forming the general framework of the Agreement) within two (2) weeks from the date of the letter of award (the “Agreement”), or any other period as may be agreed between the Company and the successful Supplier, whichever is later, failing which, the Company reserves the right to (i) award the contract to another Supplier and/or (ii) debar the successful Supplier submitting a quotation for all Company related contracts in future. The Agreement shall commence with effect from the date when the Agreement is signed between the Company and the Supplier.

13.3 For avoidance of doubt, the Parties shall be bound by the Terms and Conditions as set out in the quotation herein together with any other terms and conditions which may be set out in the Company’s Letter of Award, until the Agreement is executed between the Company and the Supplier as detailed herein. For purchases where no Agreement has been signed, and where the delivery period does not exceed three (3) months, the terms and conditions of quotation herein, together with any other terms and conditions which may be set out in the Company's Letter of Award shall constitute an Agreement between the Company and the successful Supplier.

13.4 Supplier shall not submit any standard selling policies, general conditions and/or any other form of its standard terms and conditions as part of the Tender (the “Supplier Standard Conditions”). The Company shall not be bound by any standard or printed terms furnished by the Supplier in any of its documents. For the avoidance of doubt, in the event that the Supplier submits its Supplier Standard Conditions with the Tender, the Company's terms and conditions attached to the Tender shall prevail.

13.5 The Agreement shall be in force for a period of 3 months (the "Agreement Period"). The Company reserves the right to extend the Agreement Period for a further period on the same terms and conditions of the Agreement, including the price.

13.6 The Company may terminate the Agreement by giving the successful Supplier no less than one (1) month’s notice in writing. The successful Supplier shall, however, be bound to accept orders for the supply of Products until the expiry of the notice. All
orders received during the notice period must be completed by the successful Supplier in accordance with provisions of the Agreement.

13.7 The Company may immediately terminate the Agreement in the event (i) the successful Supplier defaults in the performance of the Agreement or (ii) otherwise breaches the Agreement. For the avoidance of doubt, no notice period is needed where the Company terminates the Agreement due to default or breach by the successful Supplier.

13.8 The Company may also terminate the Agreement by giving the successful Supplier a notice period of one (1) month if the Company has reason to believe that the Supplier has employed, or intends to employ, any employee/ex-employee of the Company, which may result in a potential conflict of interest.

14 Personal Data Protection

14.1 Supplier shall, in its collection, processing, disclosure or other use ("Use") of any information and data which can be related to an identifiable individual ("Data"), for any purpose arising out of or in connection with the award, adhere to the requirements of and privacy ("Law").

14.2 Without prejudice to the generality of the foregoing, Supplier shall, where required and in the manner required by any applicable laws or legal requirements ("Law"): (a) Use Data only for purposes arising out of or in connection with the Agreement, and only after notifying or obtaining the consent of the individual to whom the Data relates; (b) use reasonable efforts to ensure the accuracy of Data; (c) institute reasonable security arrangements to protect the Data; (d) securely destroy the Data where it is no longer required; and (f) transfer Data only as prescribed by Law.

14.3 Notwithstanding the termination of this Contract or the Agreement, Supplier shall be liable for and keep the Company fully indemnified against all damage, losses, costs, legal fees (solicitor-client basis), penalties and proceedings, including any penalties or other amounts levied, imposed or charged by any regulator or regulatory authority, arising out of or in connection with an act or omission of Supplier or any of its officers, employees, advisors, agents and representatives, in relation to this clause.

15 Anti-Corruption/Bribery

15.1 The Supplier represents and warrants that it is in compliance with all laws of those countries in which it operates, including all anti-corruption and antibribery laws, and will remain in compliance with all such laws during the term of this agreement. Supplier further represents and warrants that it has not made, authorized or offered to make payments, gifts or other transfers of value, directly or indirectly, to any government official or private person in order to (1) improperly influence any act, decision or failure to act by that official or person, (2) improperly induce that official or person to use his or her influence with a government or business entity to affect any act or decision by such government or entity or (3) secure any improper advantage.

15.2 The Supplier agrees that should it learn or have reason to know of any payment, gift or other transfer of value, directly or indirectly, to any government official or private person that would violate any anti-corruption or anti-bribery law, it shall immediately disclose such activity to the Company. If, after consultation by the parties, any
concern cannot be resolved in the good faith and reasonable judgment of the Company, then the Company, on written notice to the Supplier, may withdraw from or terminate the award.

15.3 The Company shall have the right to terminate the award, if Supplier breaches this, or any other, representation, warranty or undertaking set forth in this Terms and Conditions of Quotation, and/or the award.
Vendor Profile Matrix

Please complete the Matrix briefly (URLs are not acceptable). Additional information can be given as an attachment and/or in the relevant parts of your tender proposal.

<table>
<thead>
<tr>
<th>Category/Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Information</strong></td>
<td></td>
</tr>
<tr>
<td>Company’s Name and Address</td>
<td></td>
</tr>
<tr>
<td>Year of Incorporation</td>
<td></td>
</tr>
<tr>
<td>Parent Company Name and Address (if any)</td>
<td></td>
</tr>
<tr>
<td>Mission and Direction</td>
<td></td>
</tr>
<tr>
<td>Core Competencies / Business</td>
<td></td>
</tr>
<tr>
<td>Revenue for the 3 most current year-end periods</td>
<td></td>
</tr>
<tr>
<td>Net Profit for the 3 most current year-end periods</td>
<td></td>
</tr>
<tr>
<td>Contact Person’s Name, Job Title, email address, mobile &amp; DID contact no., fax no.</td>
<td></td>
</tr>
<tr>
<td>List of Global Offices</td>
<td></td>
</tr>
<tr>
<td>Service Provider’s website</td>
<td></td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td></td>
</tr>
<tr>
<td>Relevant Project Experience</td>
<td></td>
</tr>
<tr>
<td>- number of years</td>
<td></td>
</tr>
<tr>
<td>- state the projects title (a brief description can be given as attachment)</td>
<td></td>
</tr>
<tr>
<td>Airline Project Experience</td>
<td></td>
</tr>
<tr>
<td>- state the projects title (a brief description can be given as attachment)</td>
<td></td>
</tr>
<tr>
<td>SIA Project Experience</td>
<td></td>
</tr>
<tr>
<td>- state the projects title (a brief description can be given as attachment)</td>
<td></td>
</tr>
<tr>
<td>Relevant Customer Reference (similar size and scope)</td>
<td></td>
</tr>
<tr>
<td>- list three (3) references</td>
<td></td>
</tr>
<tr>
<td><strong>Award or Industry Recognition received</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td></td>
</tr>
<tr>
<td>Total Number of Staff Worldwide</td>
<td></td>
</tr>
<tr>
<td>Total Number of Staff in Singapore</td>
<td></td>
</tr>
<tr>
<td><strong>Account Management</strong> (for each team member, all below details should be provided)</td>
<td></td>
</tr>
<tr>
<td>Number of Staff Managing Project</td>
<td></td>
</tr>
<tr>
<td>Team Members’ Name</td>
<td></td>
</tr>
<tr>
<td>Team Members’ Role and Responsibilities for this project</td>
<td></td>
</tr>
<tr>
<td>Years of Experience</td>
<td></td>
</tr>
<tr>
<td>- with current employer provider</td>
<td></td>
</tr>
<tr>
<td>- with prior employer(s)</td>
<td></td>
</tr>
<tr>
<td>Relevant Experience with social media management</td>
<td></td>
</tr>
<tr>
<td>- with current employer</td>
<td></td>
</tr>
<tr>
<td>- with previous employer(s)</td>
<td></td>
</tr>
</tbody>
</table>
Singapore Airlines Suppliers’ Code of Conduct

1) Compliance with Laws and Regulations
   - Accounting practices
   - Competition compliance
   - Intellectual property
   - Disclosure

Suppliers’ business operations, as well as all products and services supplied to Singapore Airlines Limited (“Singapore Airlines”), must fully comply with the laws and regulations of the countries where suppliers’ operations are based as well as where goods and services are provided to Singapore Airlines.

All financial and business records must be accurately maintained in accordance with applicable laws and regulations, as well as generally accepted accounting principles.

Fair competition must be practiced in accordance with local laws and activity that restricts competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2) Ethics and Conflict of Interest
   - Anti-corruption
   - Financial integrity
   - Confidentiality
   - Relationship of business partners with company

Business dealings must be handled with integrity, transparency and honesty. No form of fraud, corruption, bribery, extortion or other behaviour involving improper benefits will be tolerated. Any situation that has actual, perceived or potential conflict of interest must be disclosed to Singapore Airlines.

Any information used in the business relationship with Singapore Airlines that is non-public and proprietary must be protected against loss and infringement. Any form of disclosure or use other than for officially stated purposes must first be authorised by Singapore Airlines.

Any form of relationship with a competitor, distributor, supplier, travel agency or any other entity with which Singapore Airlines has a business relationship must not interfere with the provision of products and services to Singapore Airlines and should demonstrate high standards of ethical business behaviour.

3) Safety and quality
   - Health and safety
   - Quality of products and services

Health and safety protection policies and management systems must be in place by suppliers to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.

The safety of all products and services must be ensured through appropriate policies, implementation and monitoring.

Policies and management systems must be developed to ensure that the quality of all products and services are as specified in the supply agreement.
4) Environment
- Compliance with laws and regulations
- Engagement in environmental management processes

Local environmental laws and practices such as those pertaining to waste disposal, air emissions and pollution must be complied with. Suppliers must endeavour to minimise the impact of their operations on the environment.

Environmental management is a key parameter that Singapore Airlines looks at when selecting its suppliers.

5) Labour Standards
- Equal opportunity
- Non-discrimination
- Minimum age/child labour/forced labour
- Working hours
- Wage standards

Employees must not be subjected to discrimination based on race, national origin, ethnicity, religion, gender, age, marital status, sexual orientation, disability or any other reason.
- All employees must meet the local legal minimum labour age.
- Forced, coerced, bonded, indentured, involuntary prison labour or otherwise must not be used.
- Employee working hours, including considerations for voluntary overtime work, and the granting of leave of any form, must be in accordance with applicable local and/or national laws.
- Salaries must not be less than standards specified by local laws.

6) Subcontractors and other service providers
- Compliance with Code of Conduct
- On-time payment

Subcontractors and service providers must also adhere to the principles set out in this Code of Conduct. Subcontractors and service providers must be paid accurately and promptly.

7) Communication, Documentation and Inspection
- Employee awareness of Code of Conduct
- Language translation

Employees must understand the requirements of this Code of Conduct, which must be made available in the local language where necessary.

This Code of Conduct does not create any binding obligations on Singapore Airlines. It may be amended from time to time. The latest version will be available at singaporeair.com.

I have read, understand, and agree to comply with the above Suppliers’ Code of Conduct.
DECLARATION BY CONTRACTING PARTY

GENERAL

1. This Declaration is necessary to enable SIA to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited. If you are an individual, please complete Form B-1. If you are a corporation, please complete Form B-2.

2. By completing Form B-1 or Form B-2, you confirm that the information provided by you is true and correct and that SIA can rely on such information to comply with Chapter 9 of the Listing Manual.

3. Please complete Form B-1 or Form B-2 by making a tick, where appropriate, in the boxes provided. If you fail to tick any of the boxes, you shall be deemed to have declared that you are none of the persons specified in paragraphs 1 to 9 of Form B-1 or none of the persons specified in paragraphs 1 to 4 of Form B-2, as the case may be.

4. The Form B-2 should be signed by an authorized officer of your corporation who can verify the information sought on the form, preferably the company secretary, director or a senior management staff. Kindly also affix your corporation’s stamp on the form.

5. Please refer to the Definitions attached, when completing the Form B-1 or Form B-2. If you are unsure, please seek clarification or advice, as may be appropriate.
FORM B-1

(To be completed by an Individual)

To: ……………………………………………………………
   (Name of SIA Group Company)

I ……………………………………………………………….., hereby declare as follows:
   (Name of Tenderer/Contracting Party)

1. I _______________________________ am a *Director/CEO of SIA.

2. I am an immediate Family member^ of _________________________ who is a
   *Director/CEO of SIA.

3. I am a trustee of a trust of which _______________________________ who is a
   *Director/CEO of SIA or *his/her Immediate Family^ is a beneficiary or, in the case of a
   discretionary trust, is a discretionary object.

Yes / No

I confirm that the above information is true and correct. I understand that you require the
information to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities
Trading Limited.

Name: ..................................................................

Designation: ......................................................   Signature: ......................................................

Date: ..................................................................

* Delete as appropriate
^ Please refer to the attached list of definitions

Note:

Please tick at the appropriate boxes.

All Interested Person Transactions (IPTs) must be approved prior to the start of the contract, or before the contract is signed,
whichever is earlier.
FORM B-2

(To be completed by a Corporation)

To: …………………………………………………

(Name of SIA Group Company)

We, _____________________________________ hereby declare as follows:

(Name of Tenderer/Contracting Party)

Yes / No

1. We are a company in which the CEO of SIA, ________________ (name), and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more.

2. We are a company in which a Director of SIA, ___________________ (name), and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more.

3. We are a company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more.

If answer to paragraph 3 is yes, please also indicate below:

3.1 Whether the shares in your company are held directly by Temasek and/or by Temasek subsidiaries/associates, AND name such subsidiaries/associates, if any.

______________________________________________________________________________

______________________________________________________________________________

3.2 Whether you are listed, or you are a member of a group of companies listed (name the company which is listed), on the Singapore Exchange Securities Trading Limited or any other exchange (name such exchange, if applicable).

______________________________________________________________________________

______________________________________________________________________________

3.3 If the above answer is positive, please provide a list of your directors and the members of your audit committee (if you are listed) or (if you are a member of a listed group) a list of the directors and members of the audit committee of the group company which is listed.

______________________________________________________________________________

______________________________________________________________________________

We confirm that the above information is true and correct. We understand that you require the information to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

Name: ...................................................... Signature: .............................................
Designation: ..................................................  Date: ..........................................................

Company Stamp:

* Delete as appropriate
^ Please refer to the attached list of definitions

Note:
Please tick at the appropriate boxes.
All Interested Person Transactions (IPTs) must be approved prior to the start of the contract, or before the contract is signed, whichever is earlier.

DEFINITIONS

"Associate": (a) In the case of a Director or the CEO of SIA:

(i) his Immediate Family;

(ii) the trustees of any trust of which he or his Immediate Family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; and

(iii) any company in which he and his Immediate Family together (directly or indirectly) have an interest of 30% or more; or

(b) In relation to Temasek:

(i) its subsidiaries; or

(ii) any company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more.

"Immediate Family": In relation to a Director or the CEO of SIA:

(a) his spouse;

(b) his child, adopted child or step-child;

(c) his sibling; and

(d) his parent.

"SIA": Singapore Airlines Limited.

"Temasek": Temasek Holdings (Private) Limited, a company incorporated in Singapore.
DECLARATION OF PARTICIPATION BY RELATIVES/ASSOCIATED COMPANIES

DECLARATION

The supplier must declare whether any associated company, business partner or relatives are bidding in this quotation exercise.

Suppliers who make false declarations will be disqualified.

Please complete the section which is applicable.

Section I

I declare that I have no associated company, business partner or relative taking part in the tender.

____________________  ____________________  __________________
Signature            Name & Designation    Company Stamp

Section II

I declare that the following person/company is also bidding in the quotation exercise:

<table>
<thead>
<tr>
<th>Name of Person/Company</th>
<th>Relationship to Tenderer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Please use new page if space is insufficient.

____________________  ____________________  __________________
Signature            Name & Designation    Company Stamp