



# **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**

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# Group Financial Results

## Key Takeaways – 1H and Q2 FY22/23 Results

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### **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%

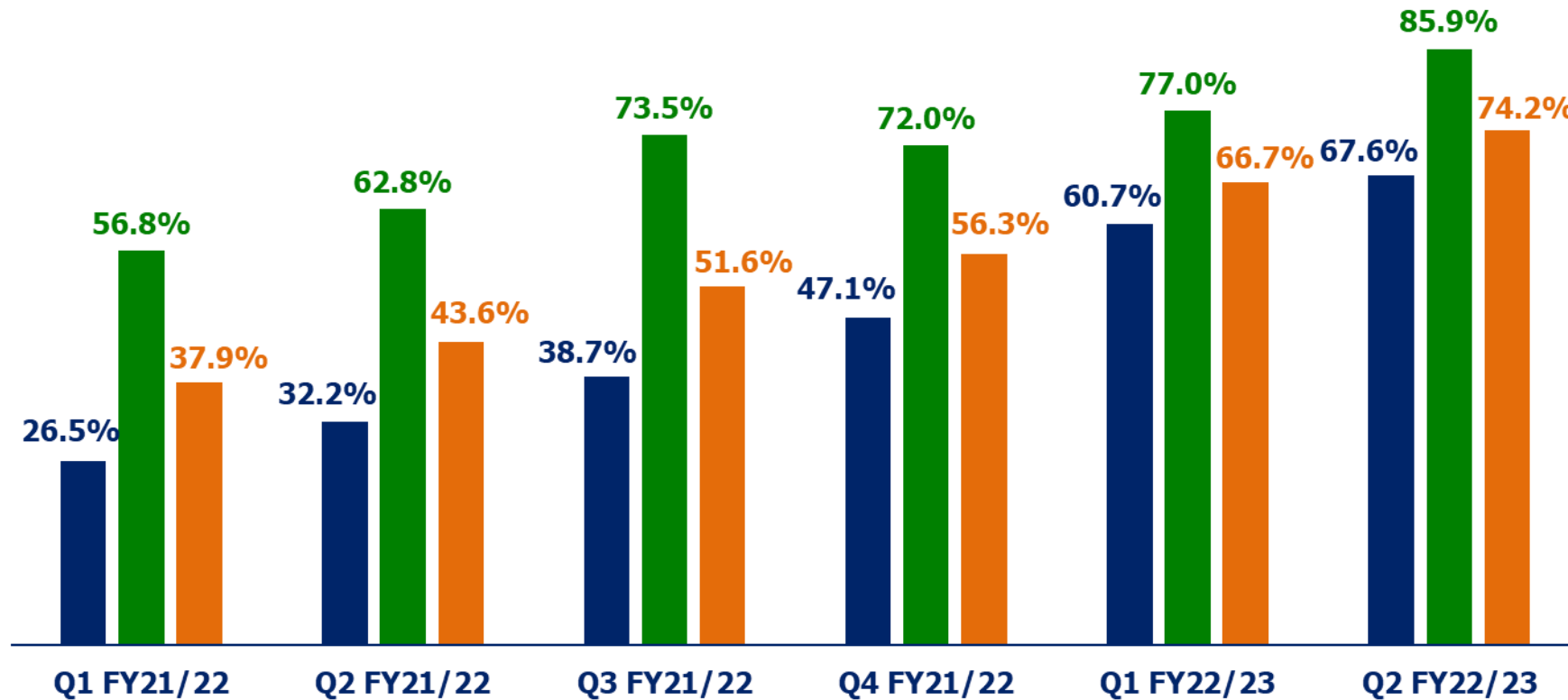
40.0%

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%

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# 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) (%)
<b>Total Revenue</b>	<b>8,416.5</b>	<b>2,826.9</b>	<b>5,589.6</b>	<b>197.7</b>	<b>4,488.3</b>	<b>3,928.2</b>	<b>560.1</b>	<b>14.3</b>
<b>Total Expenditure</b>	<b>7,182.1</b>	<b>3,446.3</b>	<b>(3,735.8)</b>	<b>(108.4)</b>	<b>3,810.3</b>	<b>3,371.8</b>	<b>(438.5)</b>	<b>(13.0)</b>
-- 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)
<b>Operating Profit/(Loss)</b>	<b>1,234.4</b>	<b>(619.4)</b>	<b>1,853.8</b>	<b>n.m.</b>	<b>678.0</b>	<b>556.4</b>	<b>121.6</b>	<b>21.9</b>
<b>Net Profit/(Loss)</b>	<b>926.9</b>	<b>(836.8)</b>	<b>1,763.7</b>	<b>n.m.</b>	<b>556.5</b>	<b>370.4</b>	<b>186.1</b>	<b>50.2</b>

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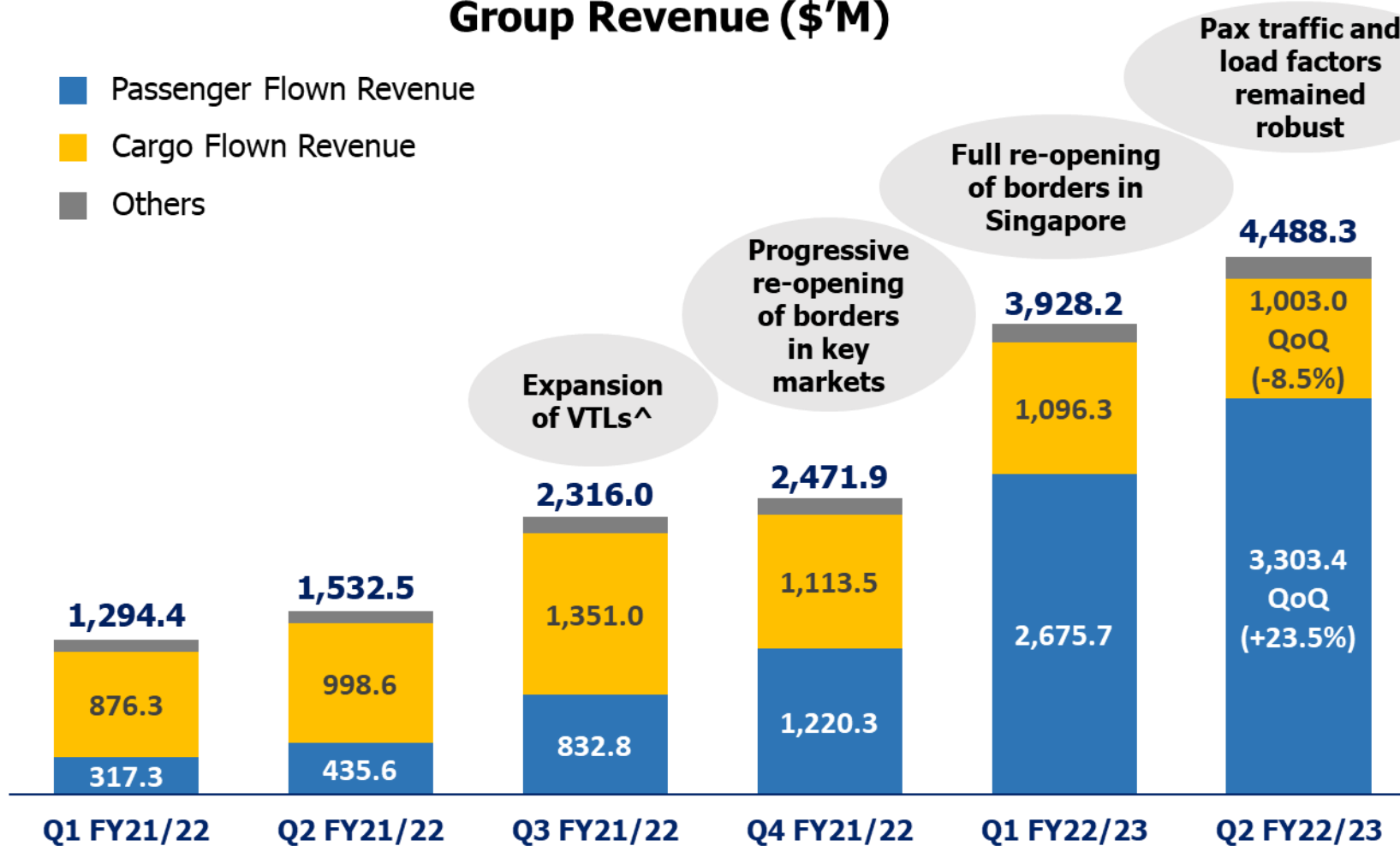
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# Group Revenue

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

## Group Revenue (\$'M)

- Passenger Flown Revenue
- Cargo Flown Revenue
- Others



**1H FY22/23**  
**\$8,416.5M**

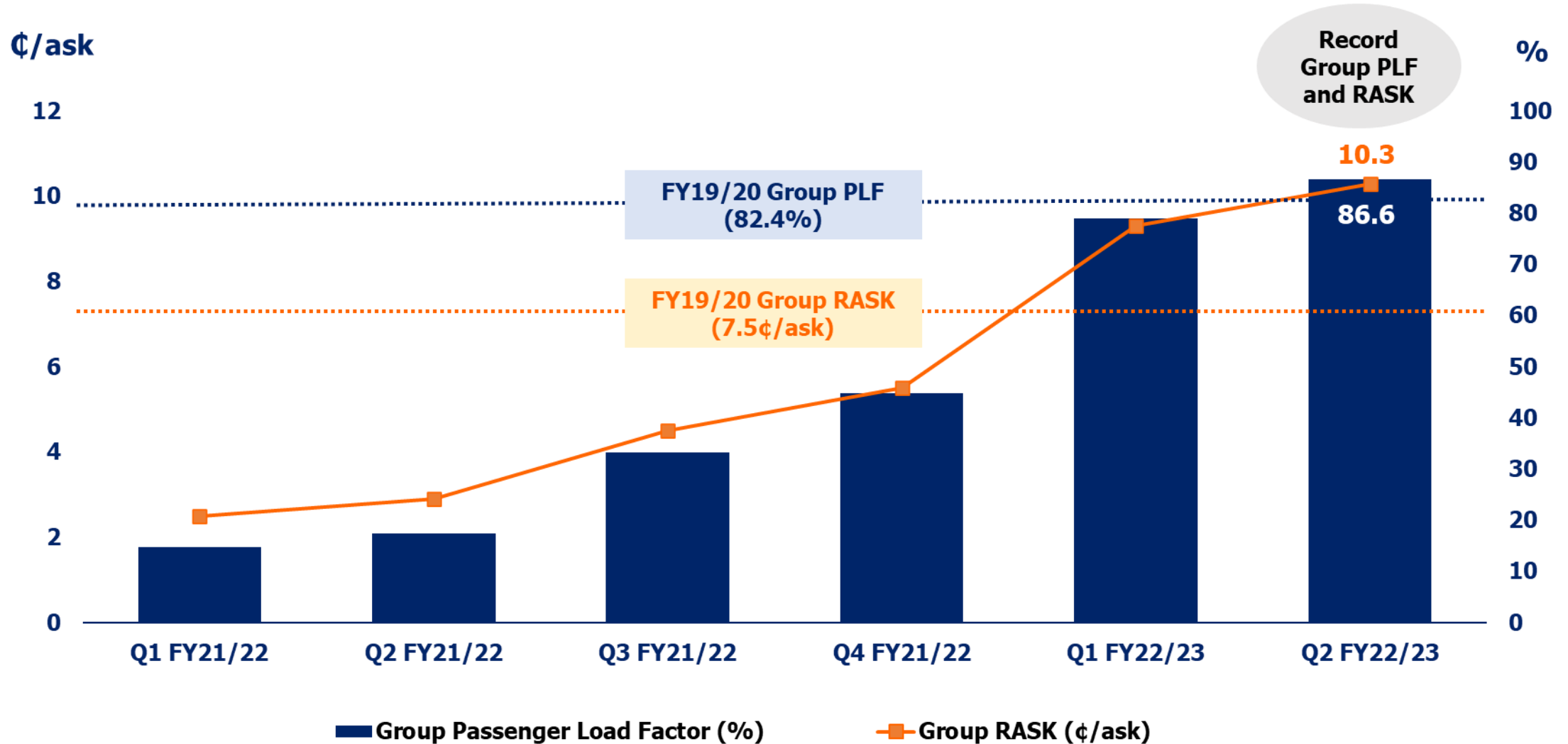
**YoY**  
**\$5,589.6M**  
**(+197.7%)**

**QoQ**  
**\$560.1M**  
**(+14.3%)**

^ 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

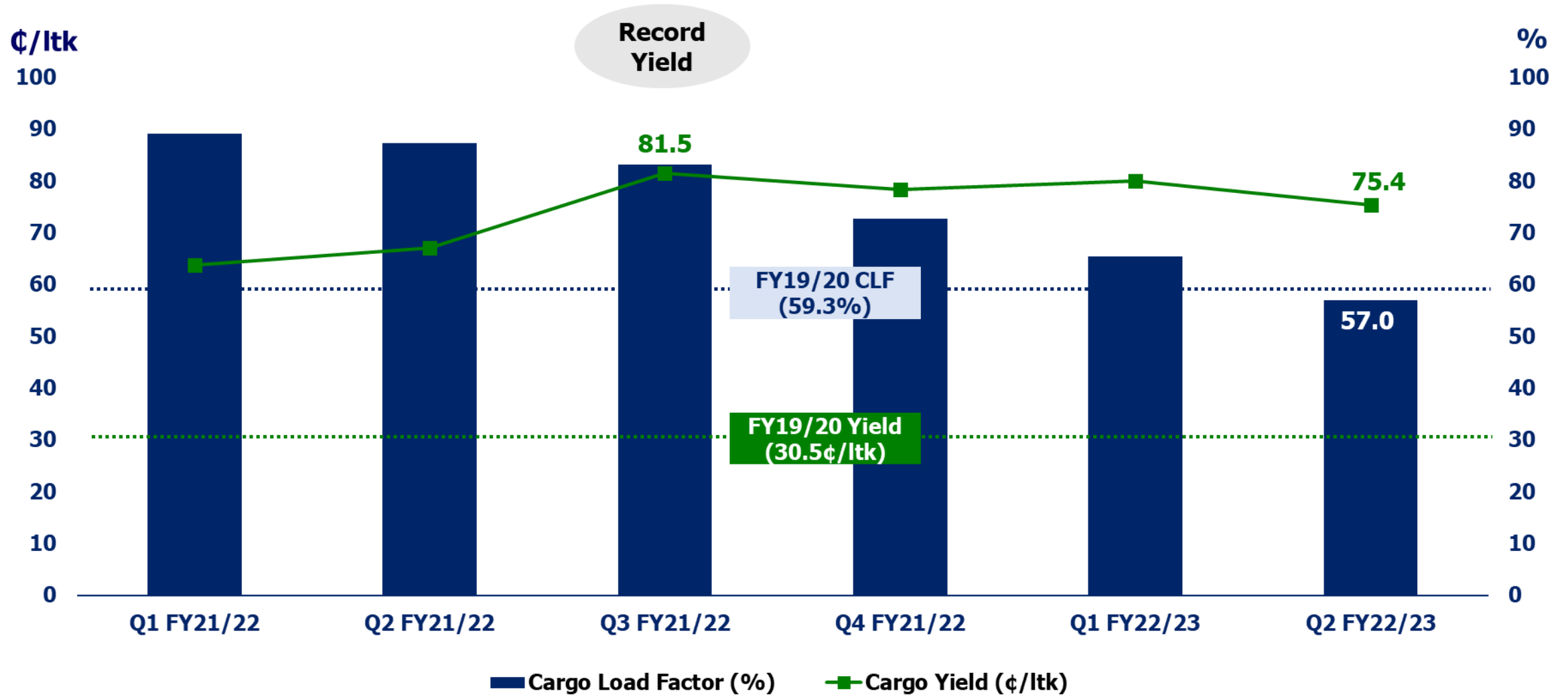


Slide 8



# Group Operating Statistics - Cargo

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



# Group Expenditure

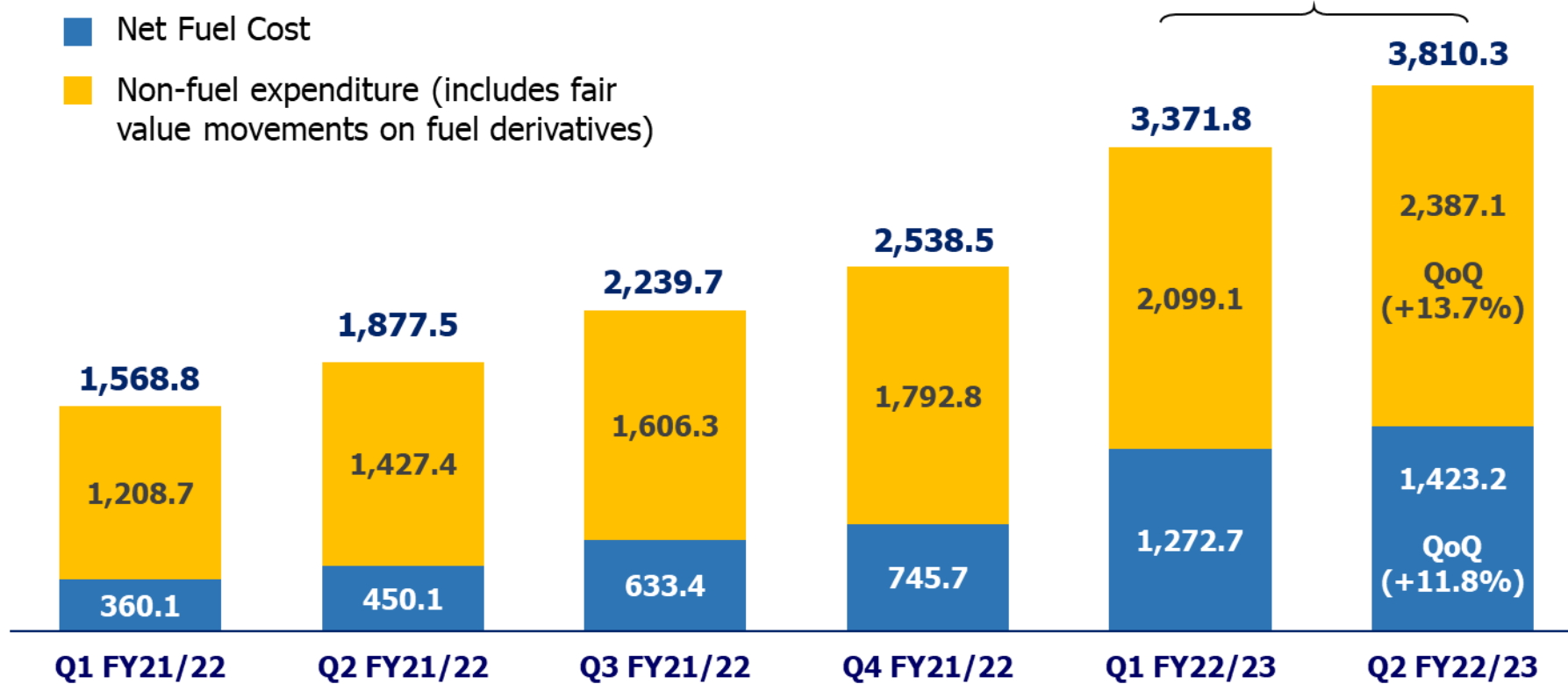
Group expenditure increased on expansion of operations

## 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)

■ Net Fuel Cost

■ Non-fuel expenditure (includes fair value movements on fuel derivatives)



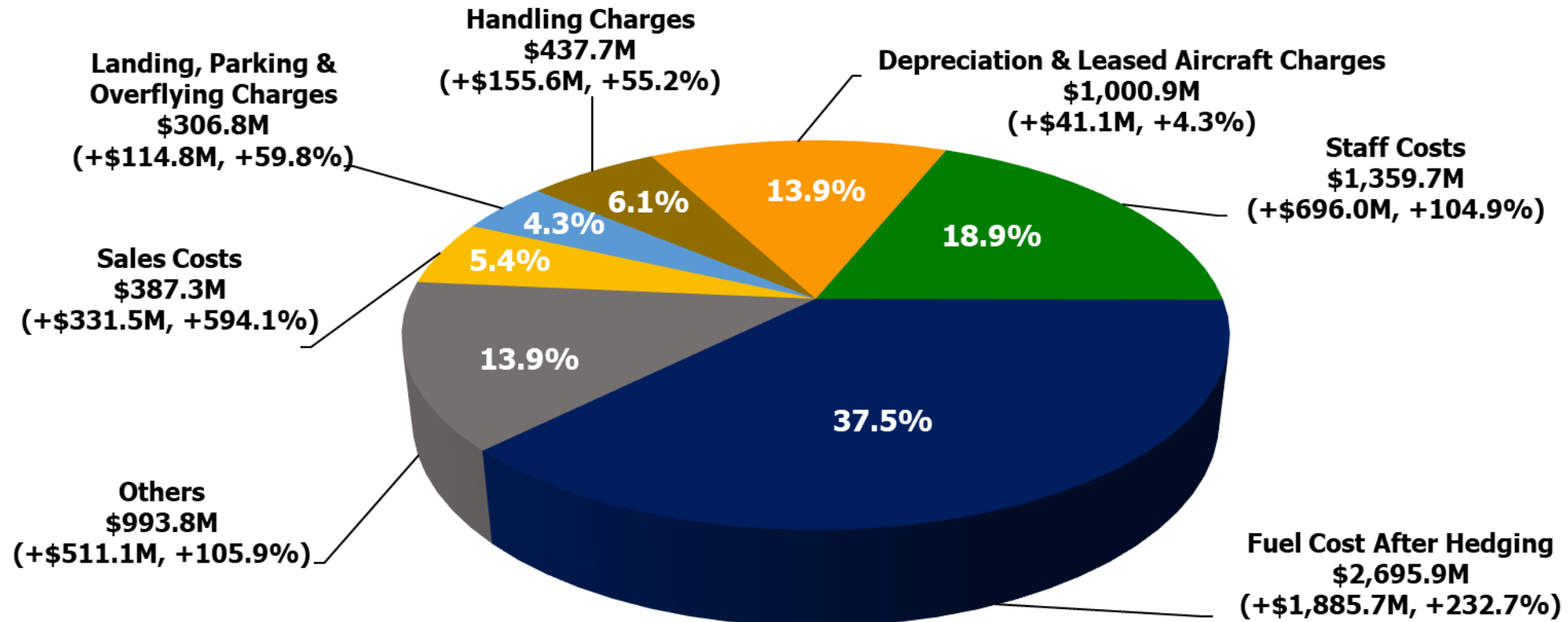
**1H FY22/23**  
**\$7,182.1M**

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

**QoQ**  
 ↑ **\$438.5M**  
 (+13.0%)

# Group Expenditure

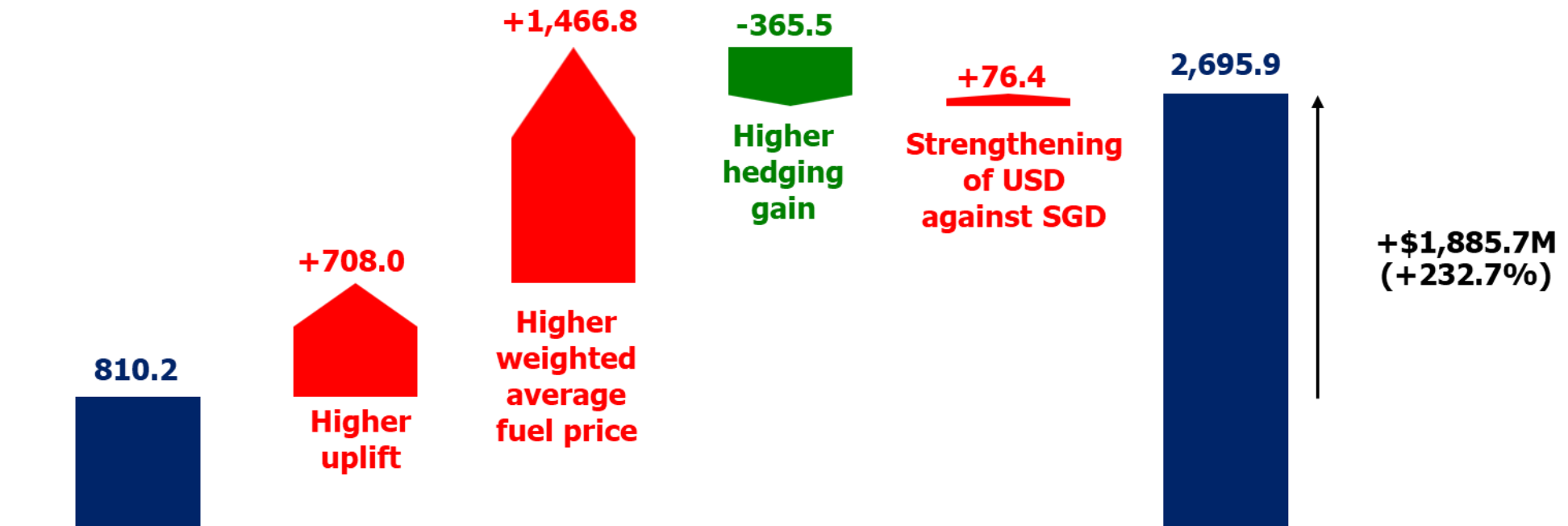
1H Group expenditure increased 108% YoY on expansion of operations



# Net Fuel Cost

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

## Group Fuel Cost Analysis (\$'M)

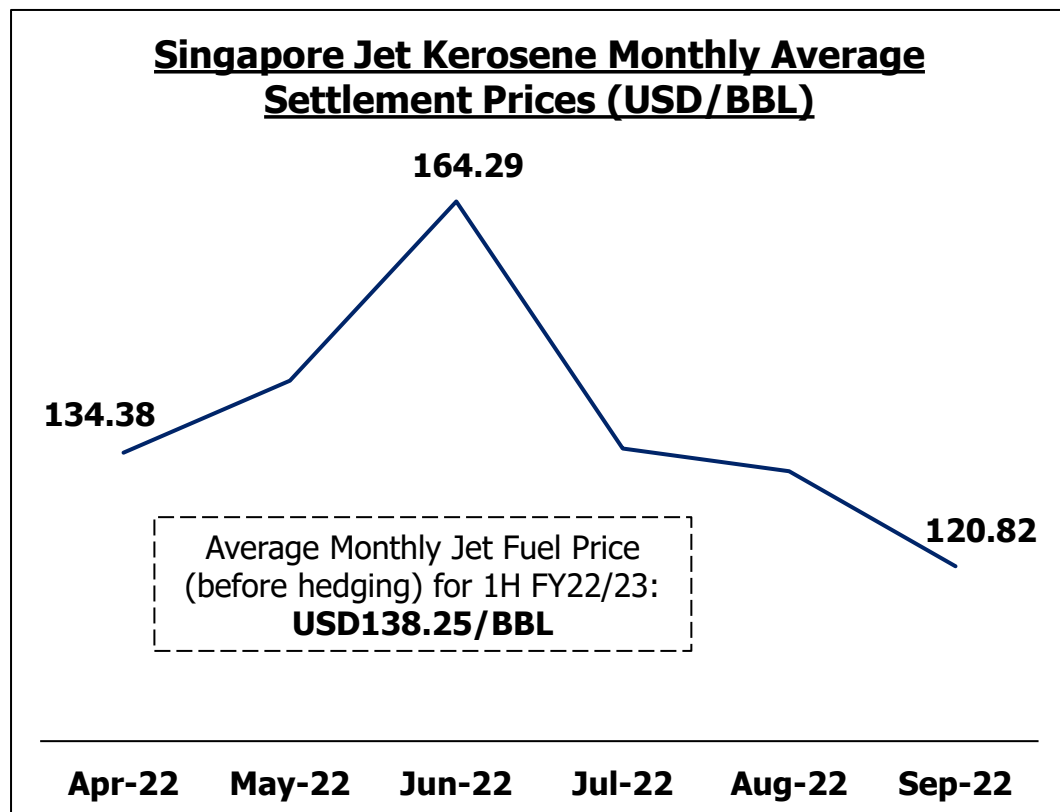


	1H FY21/22	1H FY22/23
<b>Fuel price (before hedging) (USD/BBL)</b>	<b>77.03</b>	<b>148.53</b>
<b>Fuel price (after hedging) (USD/BBL)</b>	<b>72.42</b>	<b>128.69</b>

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# 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

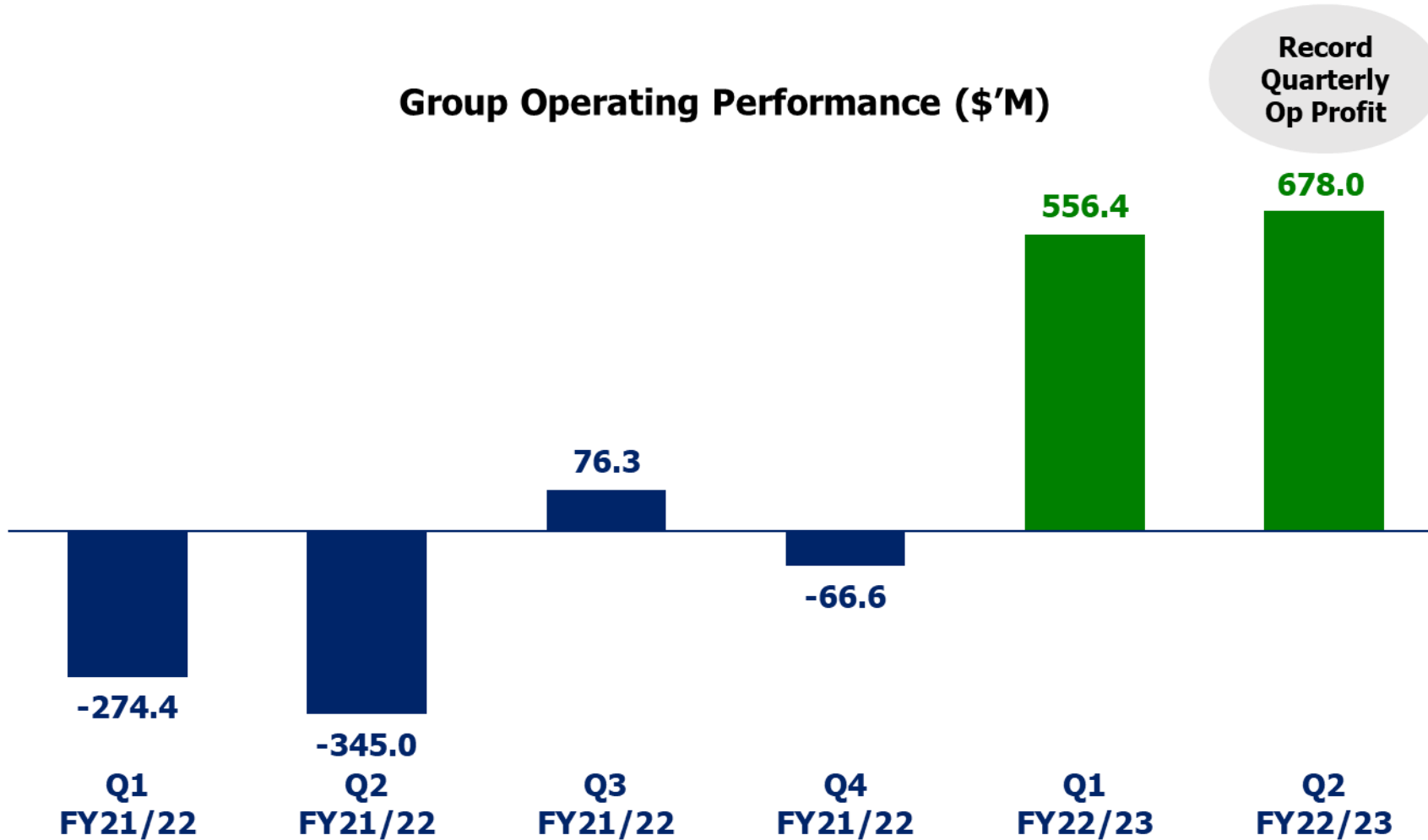
	Gains from Closed-out Trades* (USD'M)
2H FY22/23	34
FY23/24 - FY24/25	110

\* 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)



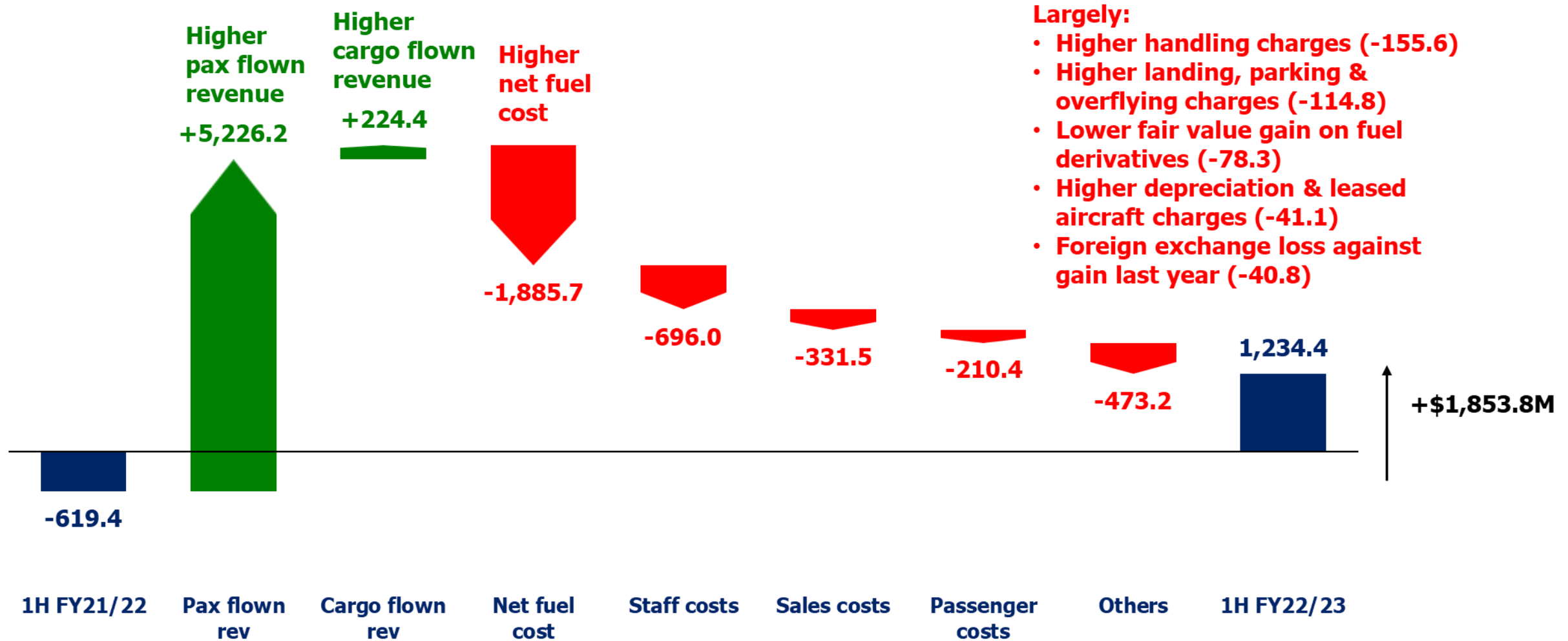
**1H FY22/23**  
**\$1,234.4M**

**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

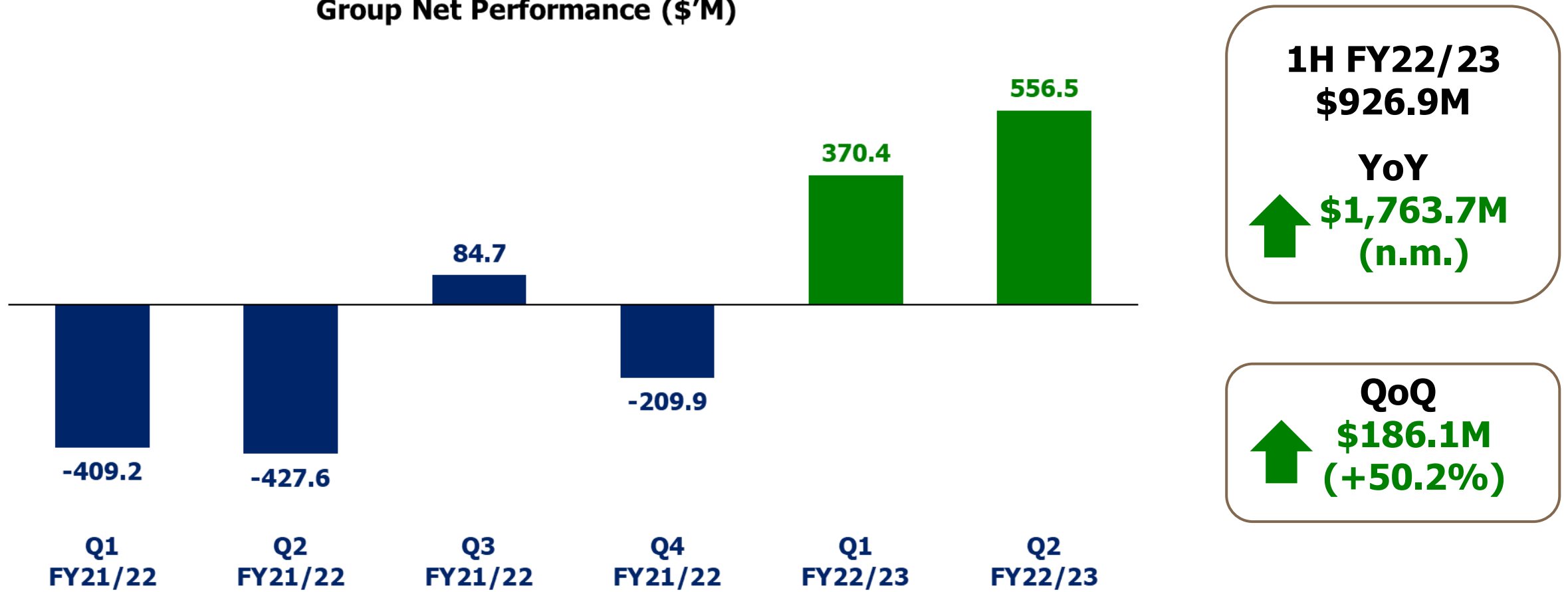
		1H FY22/23 (\$'M)	1H FY21/22 (\$'M)	Better/ (Worse) \$M	Better/ (Worse) (%)	Q2 FY22/23 (\$'M)	Q1 FY22/23 (\$'M)	Better/ (Worse) \$M	Better/ (Worse) (%)
 <b>SINGAPORE AIRLINES</b>	<b>Full-service carrier</b>	1,308.4	(386.5)	1,694.9	n.m.	684.1	624.3	59.8	9.6
 <b>scoot</b>	<b>Low-cost carrier</b>	(40.2)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



## Group Net Performance

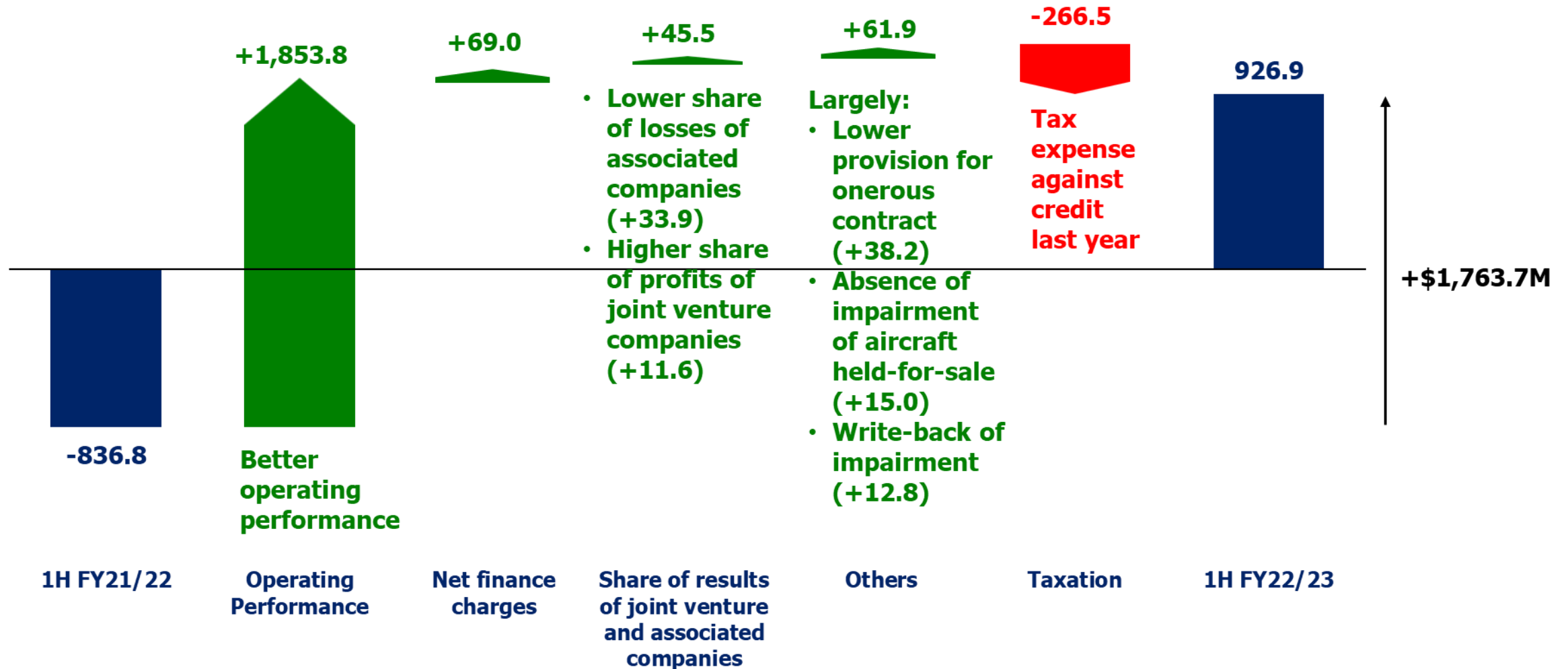
QoQ increase driven by better operating performance, lower net finance charges and improvement in share of results from joint ventures and associated companies, partially offset by higher tax expense

Group Net Performance (\$'M)



# 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
<b>Earnings / (Loss) per share (cents)</b>		
- <b>Basic</b> <sup>R1</sup>	<b>14.4</b>	<b>(15.4)</b>
- <b>Adjusted Basic</b> <sup>R2</sup>	<b>31.2</b>	<b>(28.2)</b>
- <b>Diluted</b> <sup>R3</sup>	<b>14.2</b>	<b>(15.4)</b>
<b>EBITDA (\$ million)</b> <sup>R4</sup>	<b>2,315.9</b>	<b>236.5</b>
<b>EBITDA margin (%)</b> <sup>R5</sup>	<b>27.5</b>	<b>8.4</b>
<b>Interim Dividend Per Share (cents)</b>	<b>10 cents</b>	<b>-</b>

<sup>R1</sup> 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.

<sup>R2</sup> 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.

<sup>R3</sup> 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.

<sup>R4</sup> EBITDA denotes earnings before interest, taxes, depreciation, and amortisation.

<sup>R5</sup> EBITDA margin is computed by dividing EBITDA by the total revenue.

# Group Financial Position

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

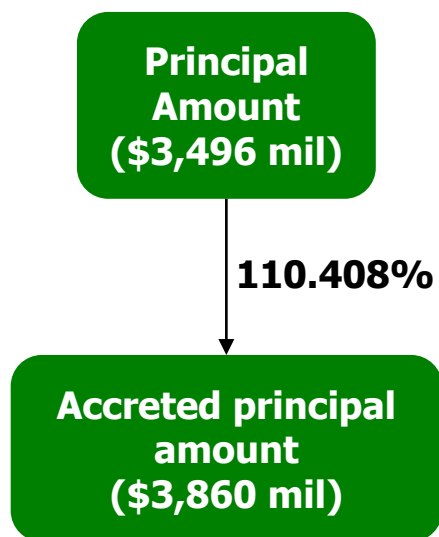
<sup>R6</sup> Debt : equity ratio is total debt divided by equity attributable to owners of the Company.

<sup>R7</sup> 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.

<sup>R8</sup> 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



	1H FY22/23	1H FY22/23 Proforma After Redemption
<b>Earnings per share (cents)</b>		
- Basic <sup>R1</sup>	14.4	18.0
- Adjusted Basic <sup>R2</sup>	31.2	no change
- Diluted <sup>R3</sup>	14.2	17.7
<b>EBITDA (\$ million) <sup>R4</sup></b>	2,315.9	no change
<b>EBITDA margin (%) <sup>R5</sup></b>	27.5	no change
	<b>As at 30 September 2022</b>	<b>As at 30 September 2022 Proforma After Redemption</b>
<b>Total assets (\$'M)</b>	51,494.8	47,634.8
<b>Total debt (\$'M)</b>	15,776.9	no change
<b>Total cash and bank balances (\$'M)</b>	17,450.4	13,590.4
<b>Total liabilities (\$'M)</b>	27,902.7	no change
<b>Equity attributable to Owners of the Company (\$'M)</b>	23,186.8	19,326.8
<b>Debt : Equity ratio (times)<sup>R6</sup></b>	0.68	0.82
<b>Net Asset Value Per Share (\$) <sup>R7</sup></b>	7.81	6.51
<b>Adjusted Net Asset Value Per Share (\$) <sup>R8</sup></b>	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 <sup>R1</sup>
	787-10	15	+1 <sup>R2</sup>	16
	737-800	7		7
	737-8	13	+3 <sup>R3</sup>	16
	747-400F	7		7
	<b>Total</b>	<b>138</b>	<b>+4</b>	<b>142</b>
Scoot	787-8	10		10
	787-9	10		10
	A320ceo	20	-2 <sup>R4</sup>	18
	A320neo	6		6
	A321neo	9		9
	<b>Total</b>	<b>55</b>	<b>-2</b>	<b>53</b>
<b>GROUP TOTAL</b>	<b>193</b>	<b>+2</b>	<b>195</b>	

<sup>R1</sup> 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.

<sup>R2</sup> 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.

<sup>R3</sup> 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.

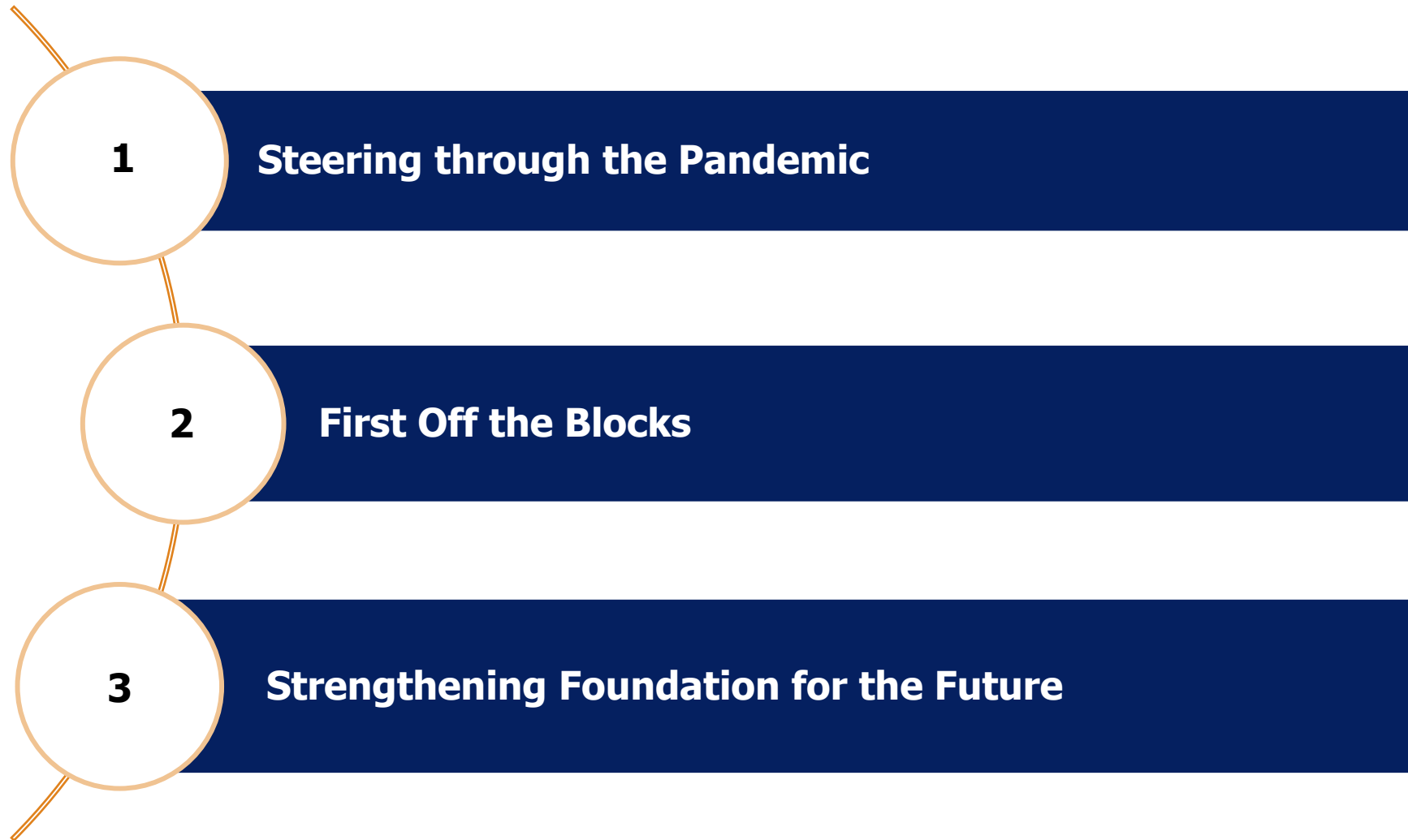
<sup>R4</sup> Scoot will return two leased A320ceos in 2H FY22/23.

PRESENTATION BY:

**Chief Executive Officer**

**Mr. Goh Choon Phong**







# 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 (1<sup>st</sup> 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 (2<sup>nd</sup> tranche)

**Raised: \$6.2B**

## Jan 2022

Second USD bond issue

**Raised: \$0.8B**

2020

2021

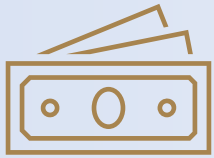
2022

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# Steering through the Pandemic

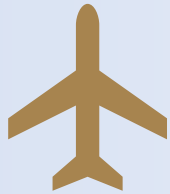
Immediate actions to reduce cash outflow and continued to engage customers in innovative ways

## 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 2<sup>nd</sup> 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 UPLIFT<sup>1</sup> programme

### Digital Transformation

↑ Speed



the monthly average number of automated production deployments

↑ Quality



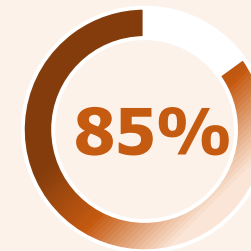
improvement in the ratio of released software features/enhancements to number of defects

### Improve productivity and organisational agility

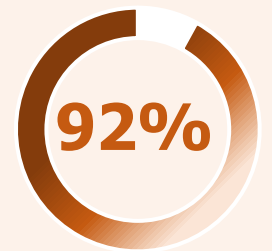


**>800,000** staff hours

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



feel engaged<sup>2</sup>



are proud<sup>2</sup> to work for the organisation

<sup>1</sup> comprises modules on change management and digital innovation  
<sup>2</sup> 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

- ~\$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



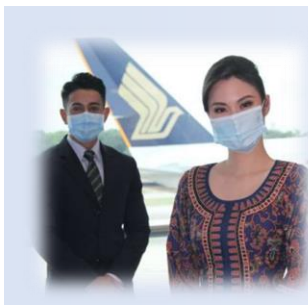
## Sales and Marketing initiatives

- 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

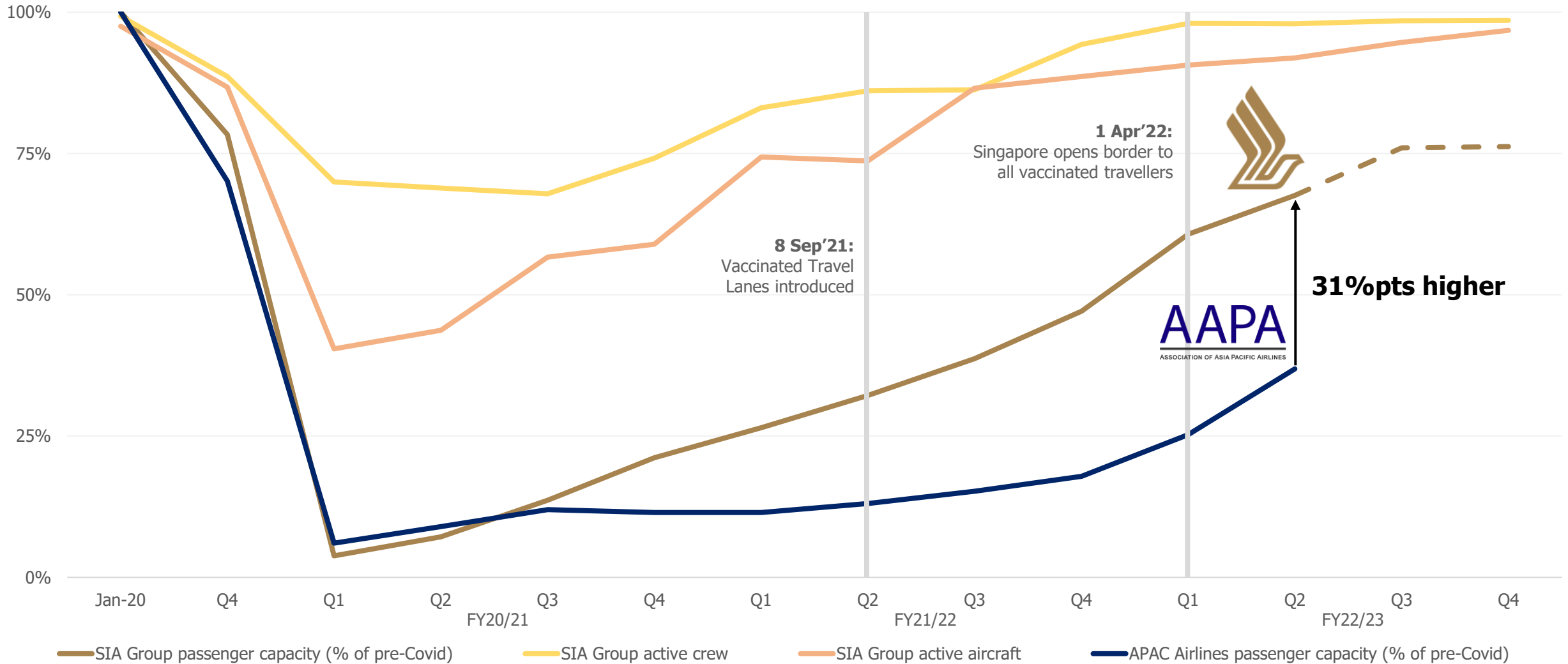


## Bolstering Crew resources

- 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



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# 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



**MORE RESILIENT**



**MORE INNOVATIVE**



**MORE AGILE**

# Strengthening Foundation for the Future

# Strengthening Foundation for the Future

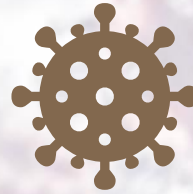
There are challenges ahead



**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**

# 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**

Lufthansa Group,  
Scandinavian Airlines

All Nippon Airways

With MOU signed in Oct21,  
**codeshare with UA** expanded  
via each other's hubs to a total of  
19 destinations

Framework signed in Oct19 for  
**deeper commercial co-operation  
with MH**. Expanded codeshare from  
Nov21 to 22 points.

**MOU signed with GA** in Dec21,  
establishing foundation for wide-  
ranging commercial partnership

Vistara

Virgin Australia,  
Air New Zealand

## 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**



Low Cost

Full Service

Slide 37

# 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



- 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

- 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



- 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



- 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**



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

# 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



**SINGAPORE  
AIRLINES**

**Thank You**