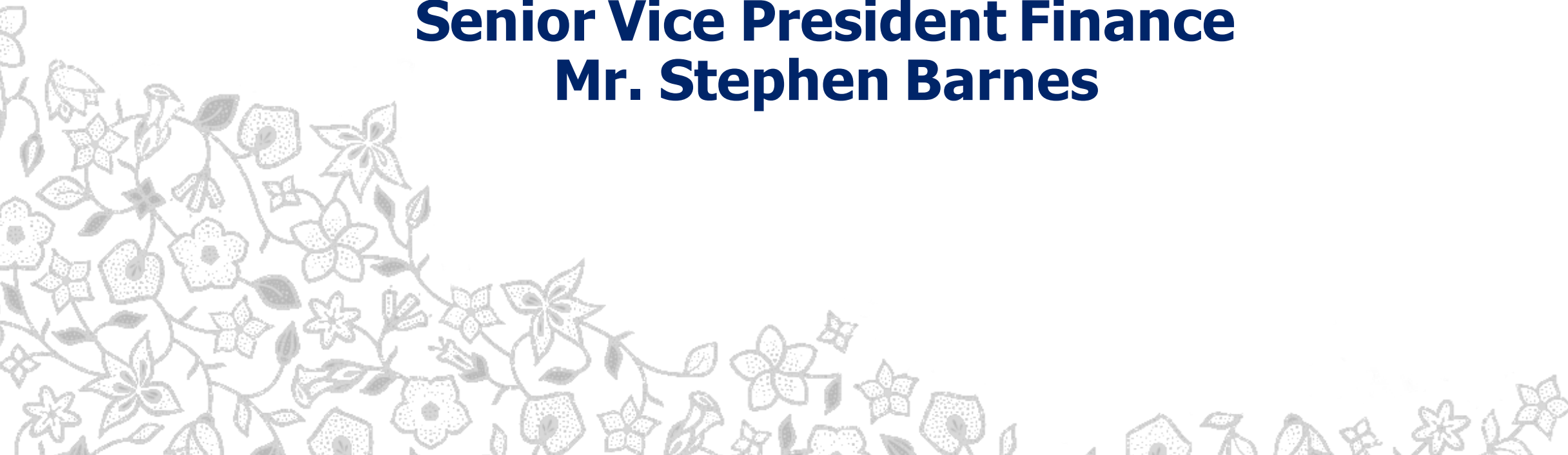


SIA Group Analysts/Media Briefing

**FY20/21 Results
20 May 2021**

PRESENTATION BY:

**Senior Vice President Finance
Mr. Stephen Barnes**



Group Financial Results

Key takeaways – FY20/21 results

- **Singapore Airlines posts \$4.3 billion net loss after the toughest year in its history.**
- **Passenger traffic down 97.9% due to global restrictions on international travel.**
- **Strong cargo revenues cushioned the plunge in passenger contributions.**
- **Net operating loss for the financial year ended 31 March 2021 was \$2,513 million, after net loss of \$214 million on fuel hedging ineffectiveness and fuel derivatives.**
- **Net loss for the financial year ended 31 March 2021 was \$4,271 million, after \$1,953 million non-cash impairment charges.**
- **Amid the continuing uncertainties of the recovery trajectory, issuance of additional mandatory convertible bonds will further strengthen the Group's financial position by raising liquidity and equity capital.**

Group Financial Results

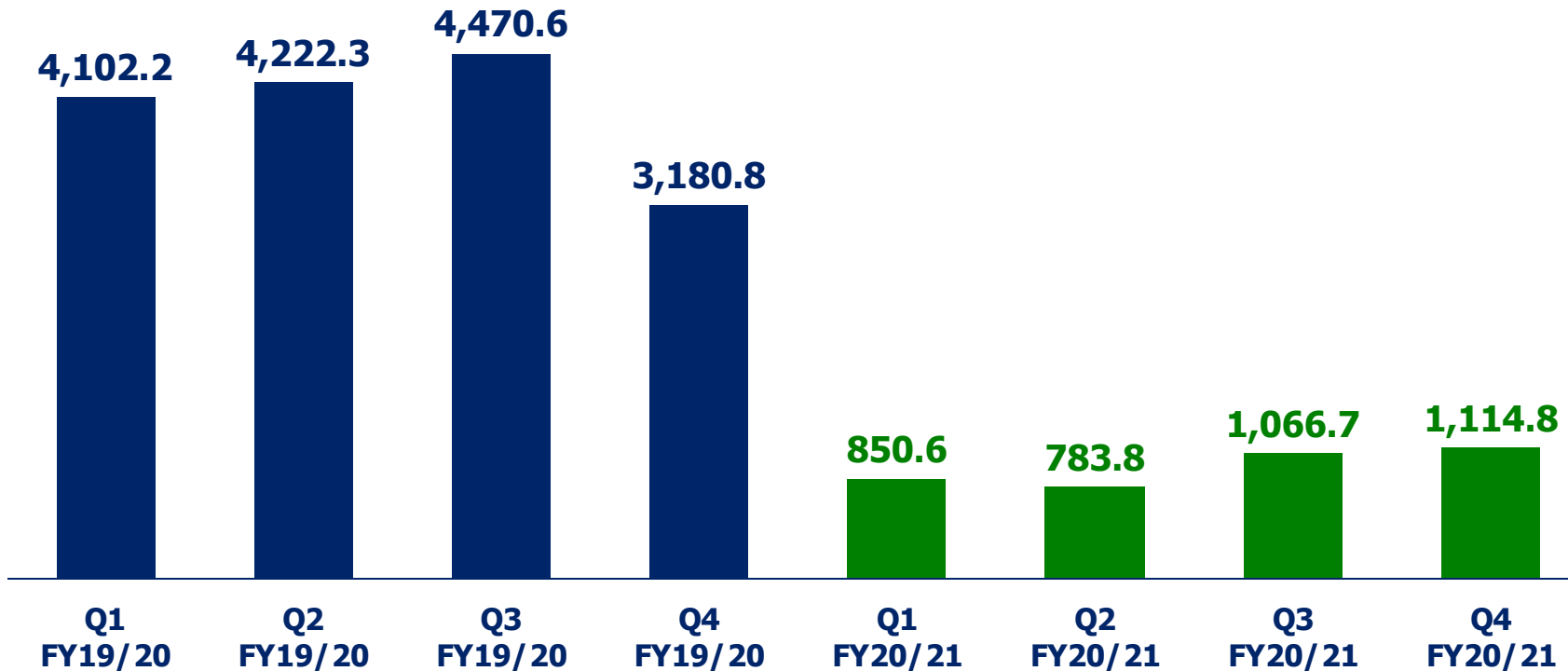
	2H FY20/21 (\$'M)	2H FY19/20 (\$'M)	Better/ (Worse) (%)	FY20/21 (\$'M)	FY19/20 (\$'M)	Better/ (Worse) (%)
Total Revenue	2,181.5	7,651.4	(71.5)	3,815.9	15,975.9	(76.1)
Total Expenditure	2,831.1	8,005.4	64.6	6,328.4	15,916.8	60.2
-- Net fuel cost	639.5	2,287.6	72.0	1,015.5	4,636.5	78.1
<i>Fuel cost (before hedging)</i>	<i>462.9</i>	<i>2,081.1</i>	<i>77.8</i>	<i>681.3</i>	<i>4,506.3</i>	<i>84.9</i>
<i>Fuel hedging loss</i>	<i>176.6</i>	<i>206.5</i>	<i>14.5</i>	<i>334.2</i>	<i>130.2</i>	<i>(156.7)</i>
-- Fuel hedging ineffectiveness	35.5	709.8	95.0	497.3	709.8	29.9
-- Fair value gain on fuel derivatives	(385.1)	-	n.m.	(283.3)	-	n.m.
-- Non-fuel expenditure	2,541.2	5,008.0	49.3	5,098.9	10,570.5	51.8
Operating (Loss)/Profit	(649.6)	(354.0)	(83.5)	(2,512.5)	59.1	n.m.
Operating (Loss)/Profit Margin (%)	(29.8)	(4.6)	(25.2) pts	(65.8)	0.4	(66.2) pts
Group Loss Attributable to Owners of the Parent	(803.7)	(417.6)	(92.5)	(4,270.7)	(212.0)	n.m.
-- <i>Basic Loss Per Share (¢)</i>	<i>(18.8)</i>	<i>(22.1)</i>	<i>(14.9)</i>	<i>(115.6)</i>	<i>(11.2)</i>	<i>n.m.</i>

Slide 4

Group Revenue FY20/21

Plunge in revenue as demand for international air travel remained depressed

Group Revenue (\$'M)

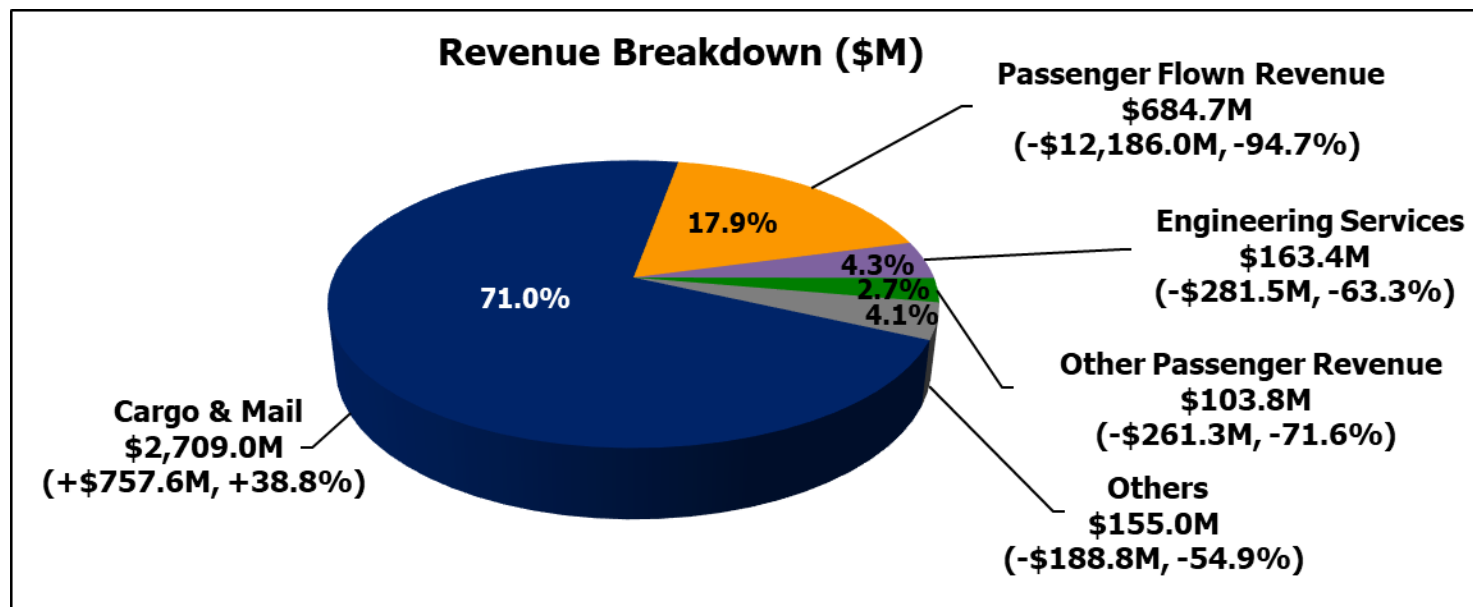


FY20/21
\$3,815.9M

Year-on-Year
↓ \$12,160.0M
(-76.1%)

Group Revenue FY20/21

Weakness in passenger business partially offset by strong cargo performance



Passenger Business:

- Group revenue declined -76.1% y-o-y as passenger carriage plummeted 97.9% amid unprecedented closure of global borders. Passenger flown revenue declined by 94.7% y-o-y.
- However, passenger flown revenue in 2H more than tripled 1H following progressive capacity injection. Group ASK reached 23% of pre-Covid levels by the end of the FY compared to 8% by the end of 1H.

Cargo Business:

- Despite capacity crunch led by loss of bellyhold capacity, cargo flown revenue remained strong during the FY (+38.8% y-o-y).
- Cargo flown revenue rose 18.5% in 2H vs 1H.
- Strong air cargo demand provided support for both cargo load factors and yields amid tight industry cargo capacity.
- Improvement in freighter utilisation, deployment of passenger aircraft for cargo-only flights, loading of cargo in the passenger cabin, and the progressive resumption of passenger services partially mitigated the loss of bellyhold capacity.

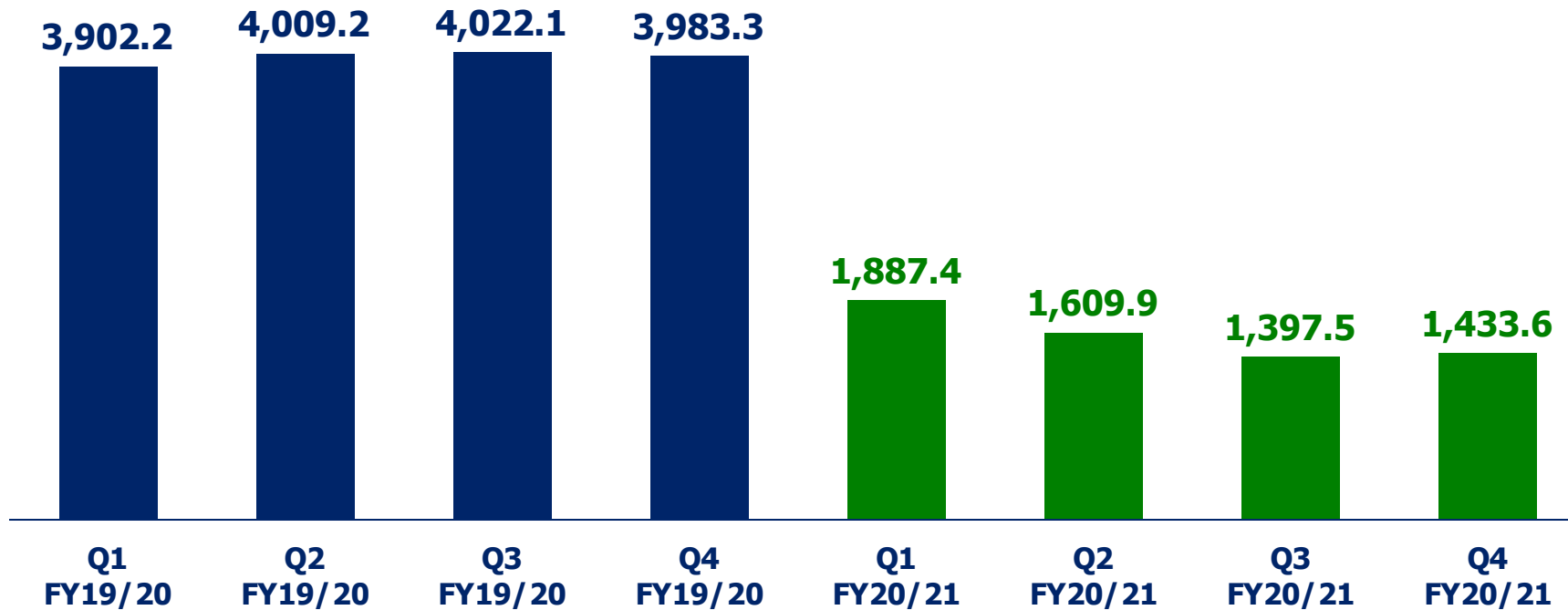
FY20/21	Flown Revenue y-o-y (\$'M)	RASK y-o-y (%)	Yields y-o-y (%)	Carriage/Load y-o-y (%)	Capacity y-o-y (%)	Load Factor (Change y-o-y)
SIA (Pax)	-9,853.5	-65.9	+109.0	-97.5	-84.9	13.4% (-68.5% pts)
SilkAir	-848.8	+26.8	+167.3	-98.9	-97.7	36.5% (-40.8% pts)
Scoot	-1,495.7	+14.6	n.m.^	-99.2	-93.3	9.9% (-75.8% pts)
SIA (Cargo)	+757.6	n.a.	+116.1	-35.6	-55.5	85.8% (+26.5% pts)

^ Not meaningful to compute a y-o-y increase in yield

Group Expenditure FY20/21

Group expenditure declined on capacity cuts, cost savings initiatives and government support schemes

Group Expenditure (\$'M)



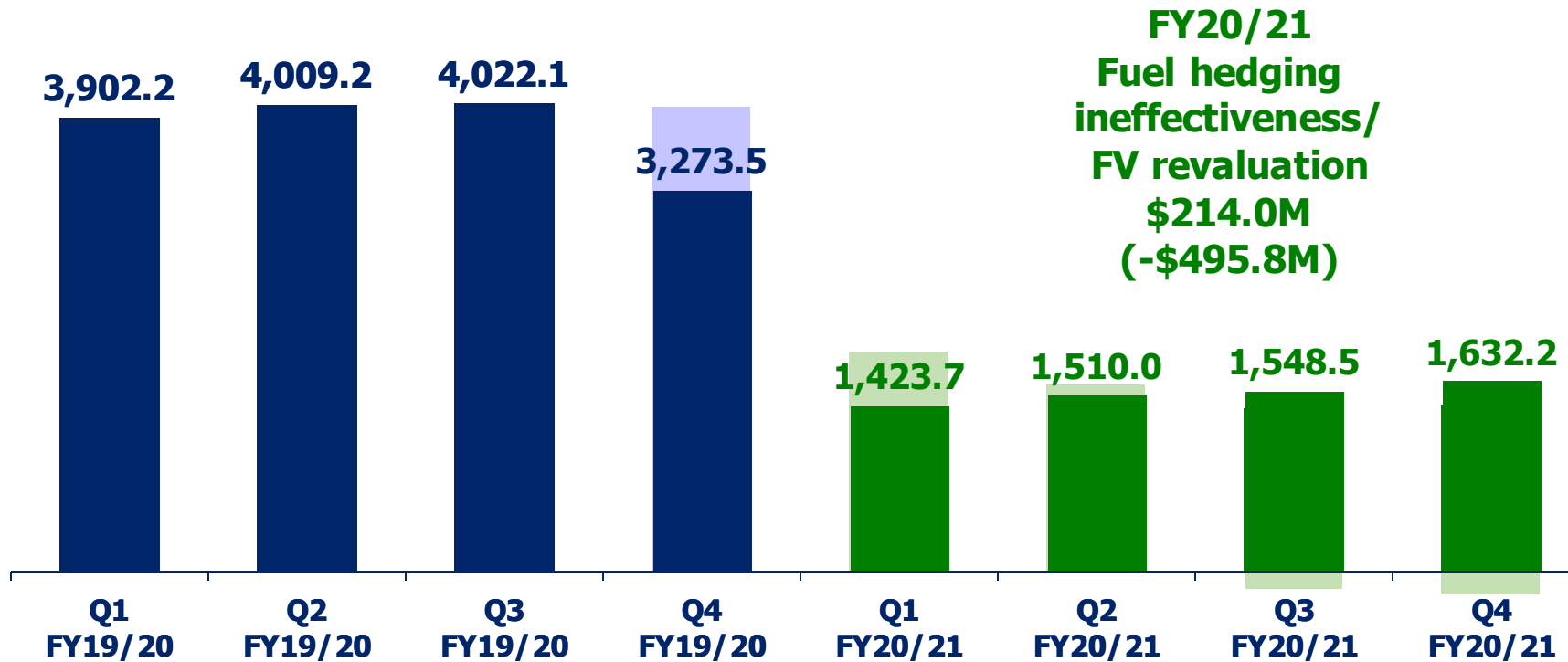
FY20/21
\$6,328.4M

Year-on-Year
↓ **\$9,588.4M**
(-60.2%)

Group Expenditure FY20/21 - Adjusted

Group expenditure declined on capacity cuts, cost savings initiatives and government support schemes

Adjusted Group Expenditure (\$'M)



FY20/21
\$6,114.4M

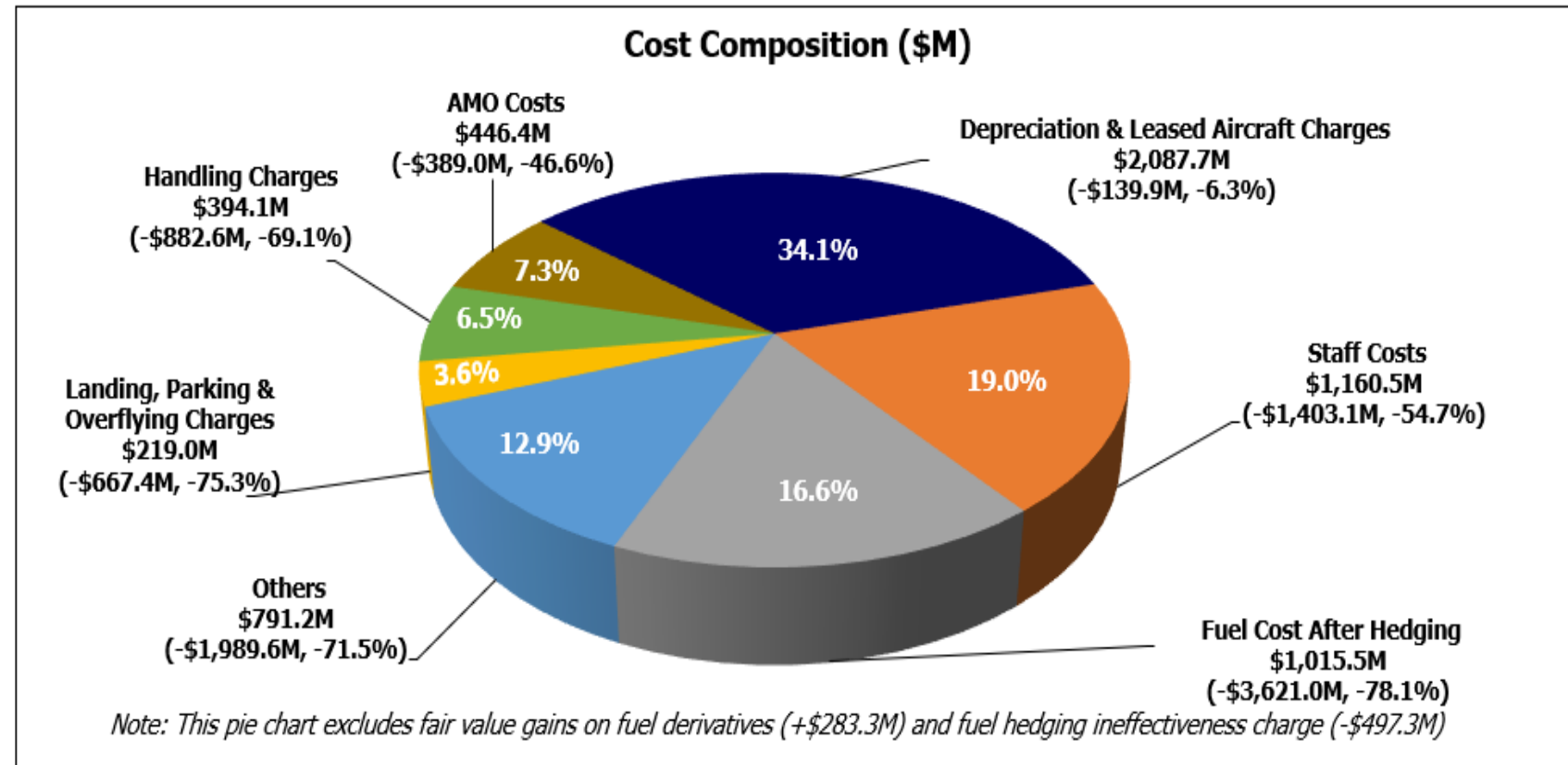
Year-on-Year
↓ \$9,092.6M
(-59.8%)

Group Expenditure FY20/21

Lower net fuel cost and non-fuel costs for full year

Group expenditure declined -60.2% y-o-y:

- Significant reduction in non-fuel expenditure (-51.8%) on the back of capacity cuts, cost-saving initiatives, staff-related measures and government support schemes.
- Net fuel cost fell -78.1% due to capacity cuts and lower fuel prices.
- Net loss, due to fuel hedging ineffectiveness and fuel derivatives, declined \$496M (-69.9%) to \$214M, as \$497M loss on fuel hedging ineffectiveness was partially mitigated by \$283M fair value gain on fuel hedges following recovery of fuel prices in 2H FY20/21.



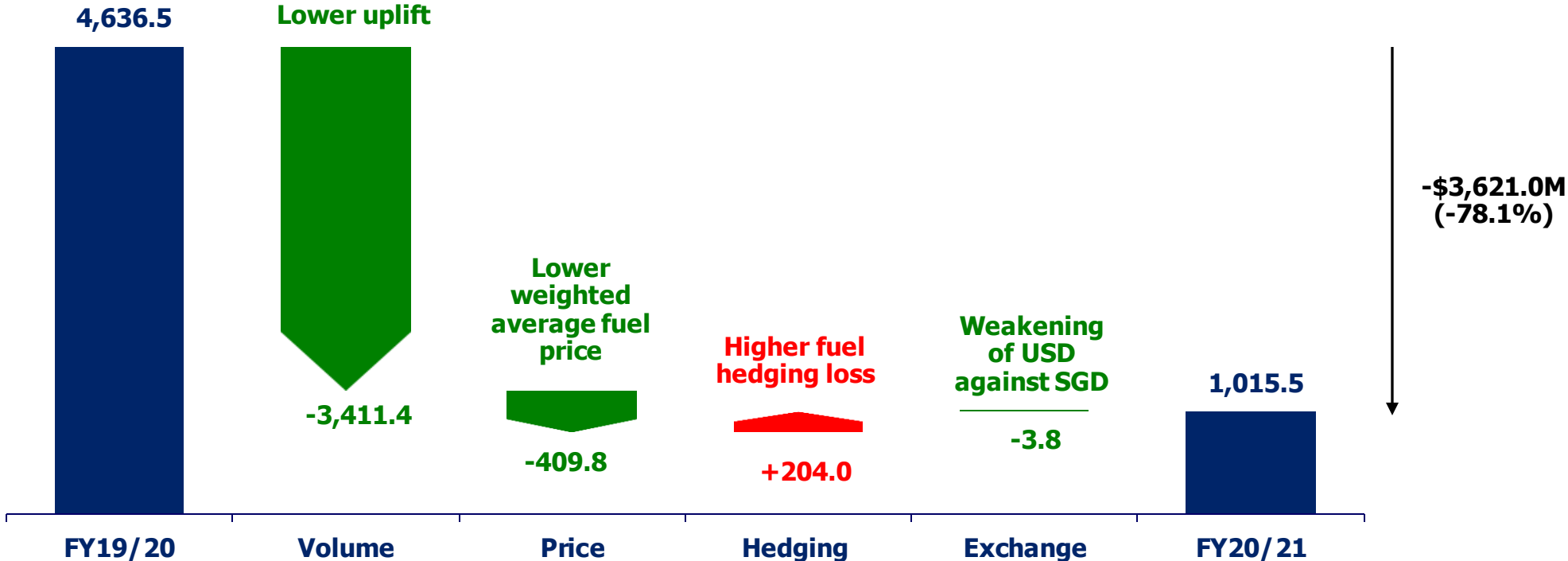
Group expenditure fell 19.0% in 2H vs 1H despite ASK rising 218.2% and PKM rising 150.5%:

- Lower non-fuel expenditure was mainly due to lower fixed costs (reduction in depreciation and leased aircraft charges) partially offset by higher ex-fuel variable costs with the increase in passenger and cargo-only flights.
- Fuel cost before hedging was higher mainly due to increase in fuel prices and increase in volume uplifted with more flying.

Group Expenditure FY20/21 – Fuel Cost

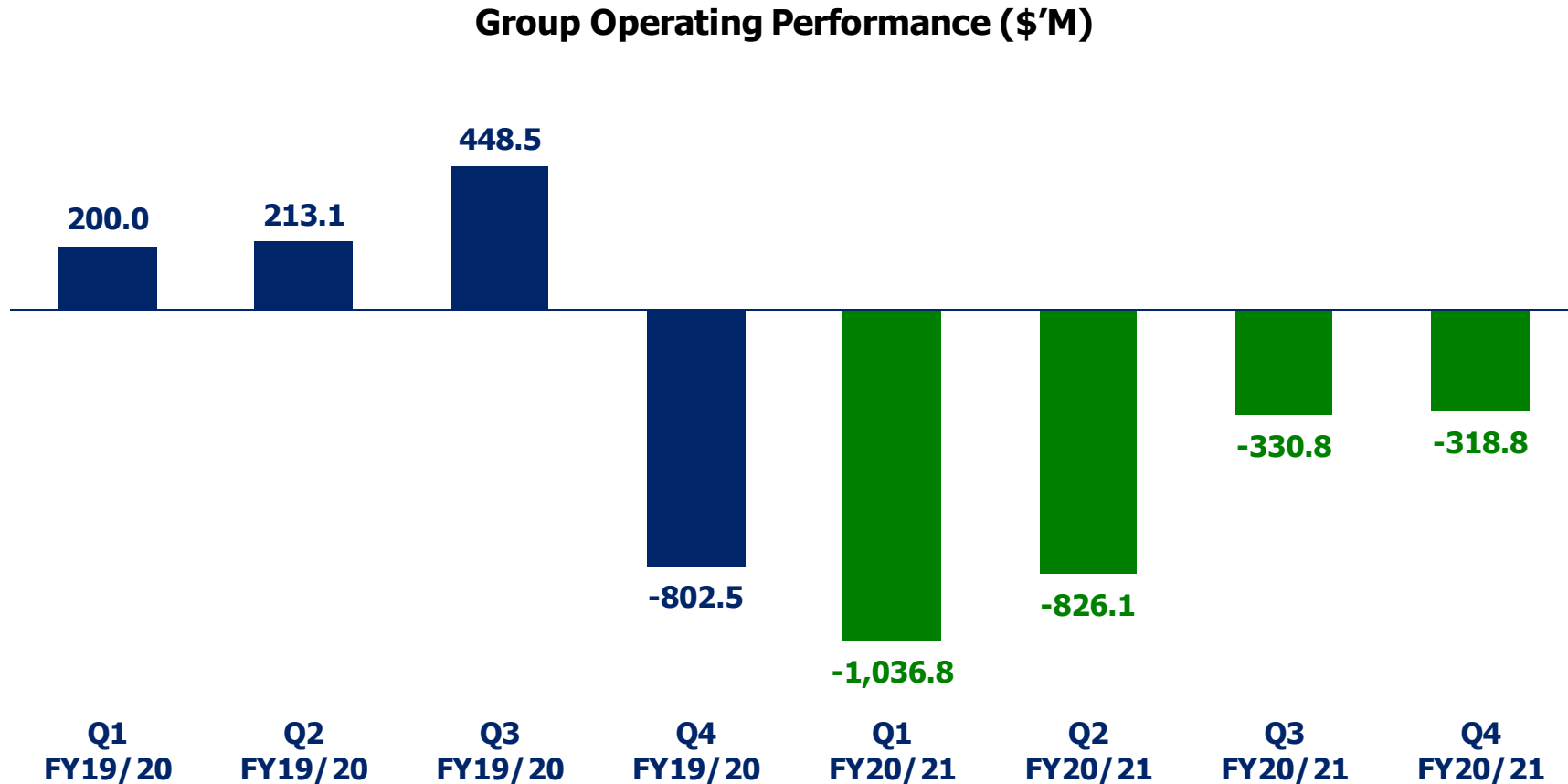
Lower fuel costs mainly due to capacity cuts and lower fuel prices partially negated by higher fuel hedging loss

Group Fuel Cost Analysis (\$'M)



Group Operating Performance FY20/21

Lower operating losses in 2H compared to 1H

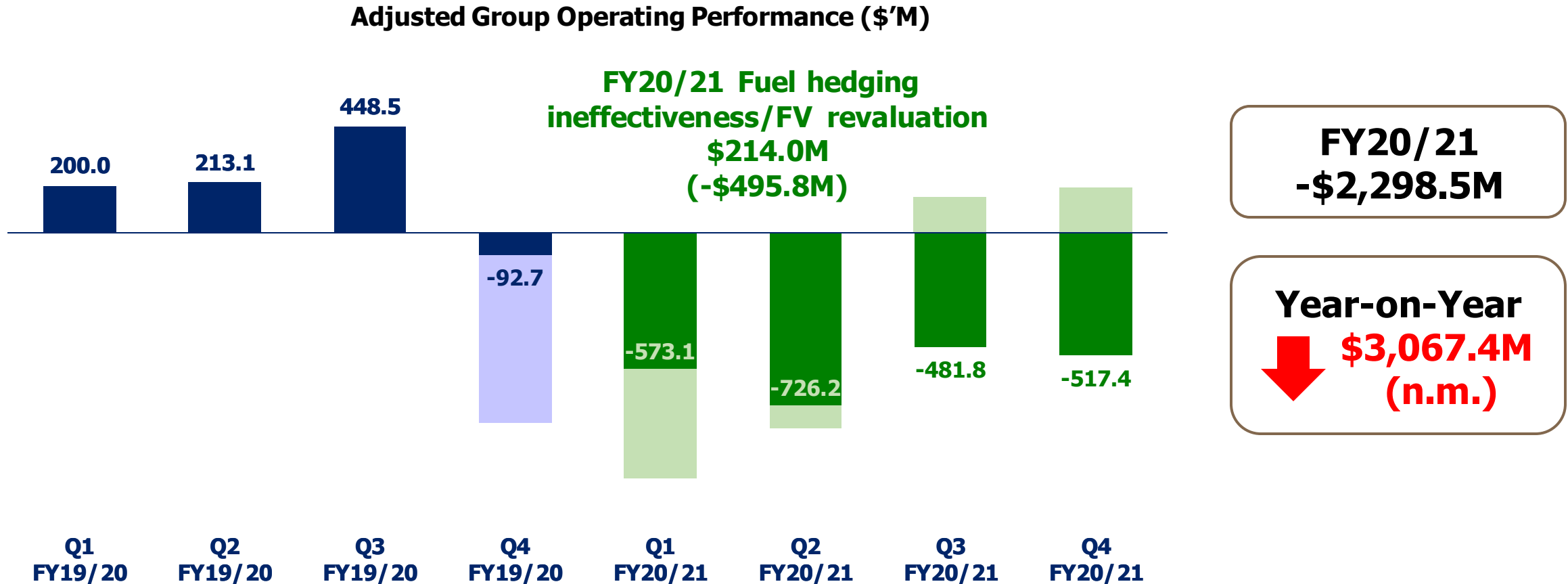


FY20/21
-\$2,512.5M

Year-on-Year
↓ \$2,571.6M
(n.m.)

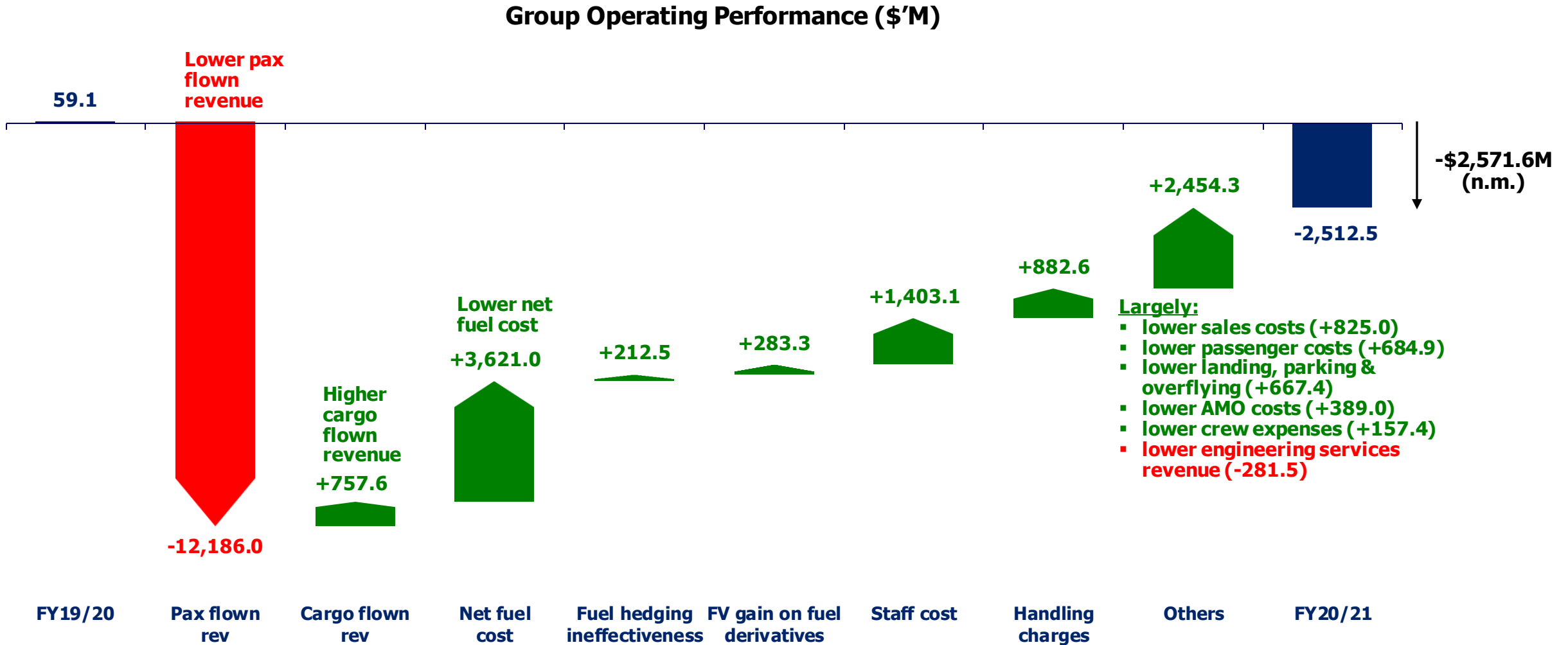
Group Operating Performance FY20/21 - Adjusted

Lower operating losses in 2H compared to 1H







Group Operating Loss FY20/21

Deterioration in operating performance due to plunge in passenger flown revenue



Operating Results for the Main Companies of the Group

All three airlines recorded lower operating losses in 2H; while SIAEC turned profitable in 2H vs 1H

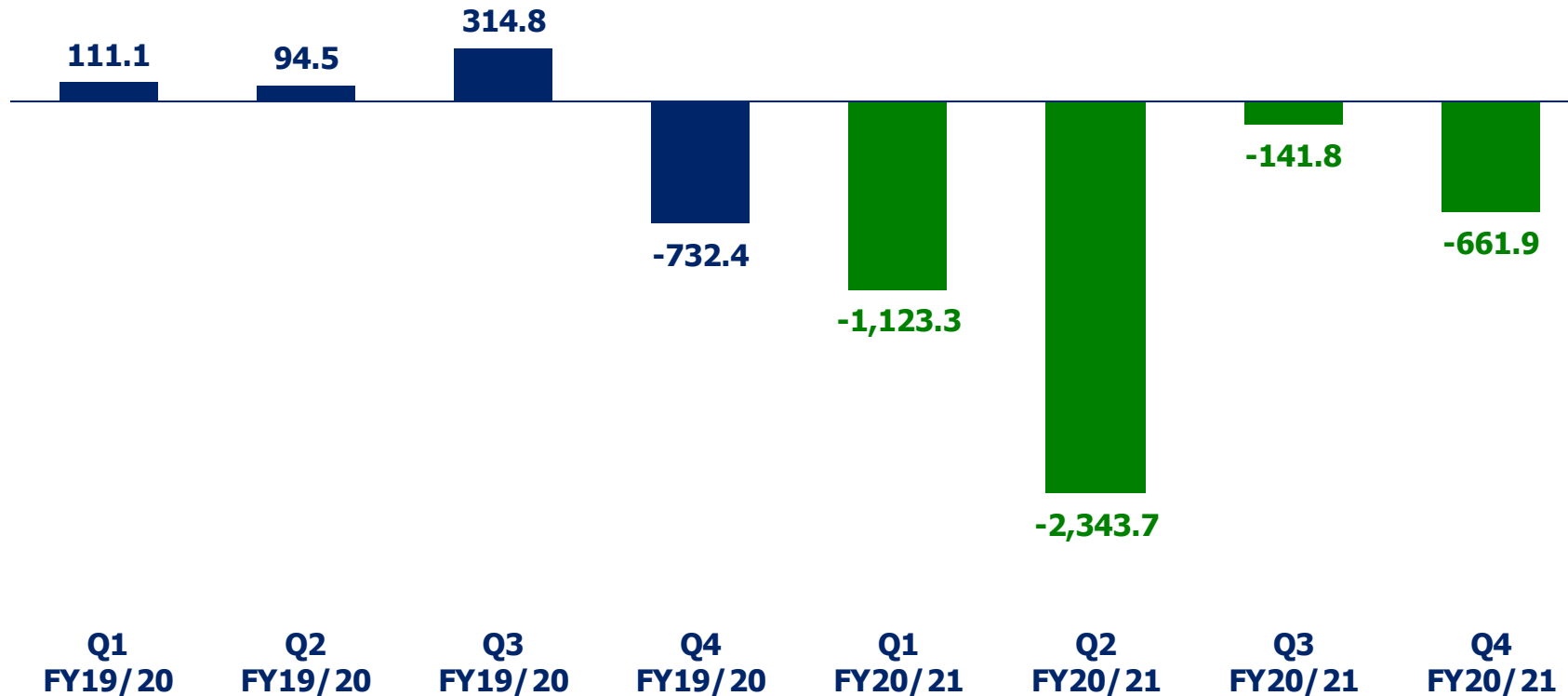
		2H FY20/21 (\$'M)	2H FY19/20 (\$'M)	Better/ (Worse) (%)	FY20/21 (\$'M)	FY19/20 (\$'M)	Better/ (Worse) (%)
	SIA	(441.6)	(170.8)	(158.5)	(1,701.7)	294.2	n.m.
	SilkAir	(54.7)	(93.2)	41.3	(219.8)	(112.3)	(95.7)
	Scoot	(156.0)	(120.8)	(29.1)	(569.7)	(197.7)	(188.2)
	SIAEC Group	5.6[^]	30.4	(81.6)	(19.0)[^]	67.7	n.m.

[^] The numbers differ from SIAEC's reported figures due to re-classification of headcount rationalization cost at Group level

Group Net Loss FY20/21

Lower net losses in 2H compared to 1H

Group Net Performance (\$'M)



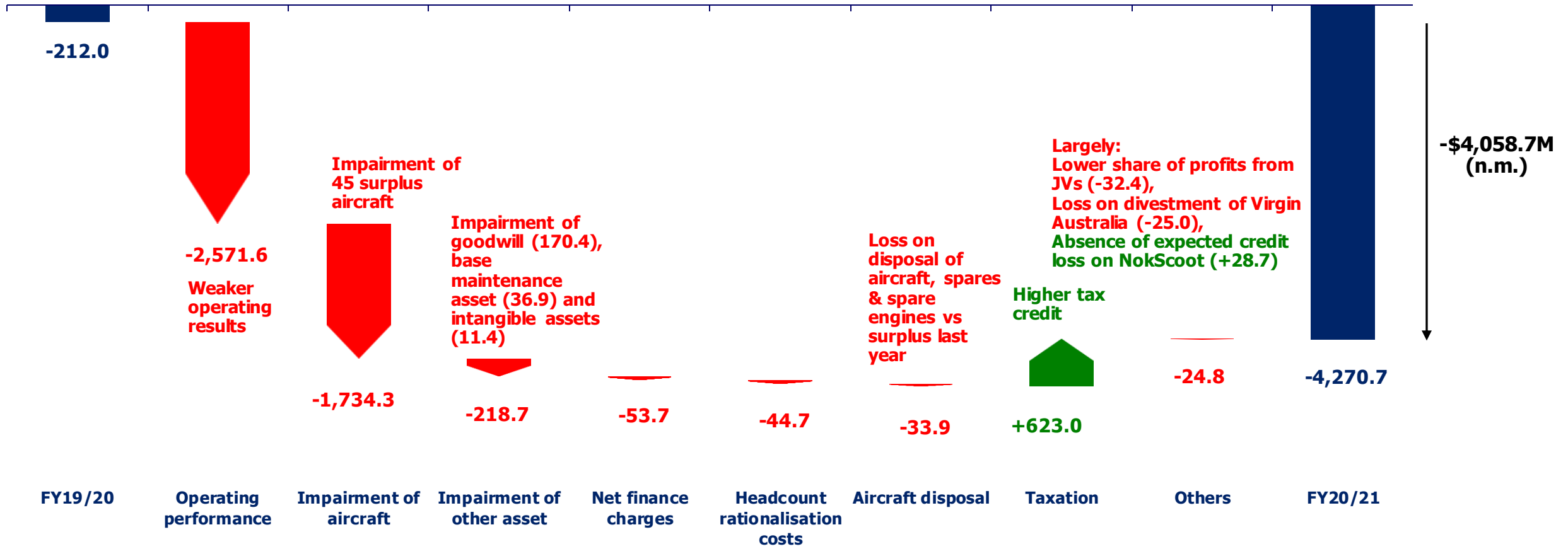
FY20/21
-\$4,270.7M

Year-on-Year
↓ \$4,058.7M
(n.m.)

Group Net Loss FY20/21

Net loss driven by weaker op performance and non-cash impairment charges, partially offset by increase in tax credit

Group Net Performance (\$'M)



Group Financial Position

(\$'M)	As at 31 March 2021	As at 31 March 2020
Equity attributable to owners of the company	15,905.9	9,314.1
Total Assets	37,581.3	33,712.8
Total Debt	14,336.9	11,784.5
Total Cash and Bank Balances	7,783.0	2,685.3
Total Liabilities	21,303.2	23,980.1
Debt: Equity ratio (times)^	0.90	1.27
Net Asset Value Per Share (\$)^^	5.36	7.86

^ Total debt : equity ratio is total debt divided by equity attributable to owners of the Company.

^^ 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.

Group Fleet Development

Net increase of 19 aircraft by end of FY21/22

	Operating Fleet	As at 31 March 2021	In	Out	As at 31 March 2022
SIA	777-300ER	23			23
	A380-800	12			12
	A330-300	3		-3	0
	A350-900	52	+6		58
	787-10	15	+5		20
	737-800 NG	8	+1		9
	747-400F	7			7
	Total	120	+12	-3	129
SilkAir	737-800 NG	1		-1	0
	Total	1		-1	0
Scoot	787-8	10	+2		12
	787-9	10			10
	A320	22		-1	21
	A320neo	5			5
	A321neo	0	+10[^]		10
	Total	47	+12	-1	58
GROUP TOTAL		168^{^^}	+24	-5	187

[^] Direct leases

^{^^} Excluded 51 aircraft in non-operating fleet which comprises 41 surplus aircraft that were impaired, six 737 MAX 8s, three A350-900s that were delivered but not yet operational and one A330 removed from operating fleet in preparation for lease return

Singapore Airlines will also be taking delivery of eight 737-8 MAXs during FY21/22

PRESENTATION BY:

**Chief Executive Officer
Mr. Goh Choon Phong**





1

Strong Fundamentals

2

Response to Covid-19

3

Lead the New World

Strong Fundamentals

Strong Fundamentals

Investing to grow network, product, service and digital leadership pre-Covid

Extensive global network bolstered by partnerships



Modern fleet with premium products



Average Group fleet age of **5 yrs 7 mths**, with new-gen & fuel-efficient aircraft

** As at May'21*



Fitting our **A350s, A380s, 787s, 777Xs** with latest cabin products

Delivering a world-class service



Sustained investments in **our people and technology** to enable personalised service excellence

Architected blueprint to become the world's leading digital airline



Cultivating a **Digital Culture**



Building **Digital Capabilities**



Revamping **Technical Infrastructure**



Collaborating with **External Communities**

Slide 22

Strong Fundamentals

Developing new air and non-air engines of growth

Streamline the Group portfolio to build synergies



FSC integration
announced in 2018

LCC integration
completed in 2017

Strategic investments in high-growth markets

35
domestic points
pre-Covid

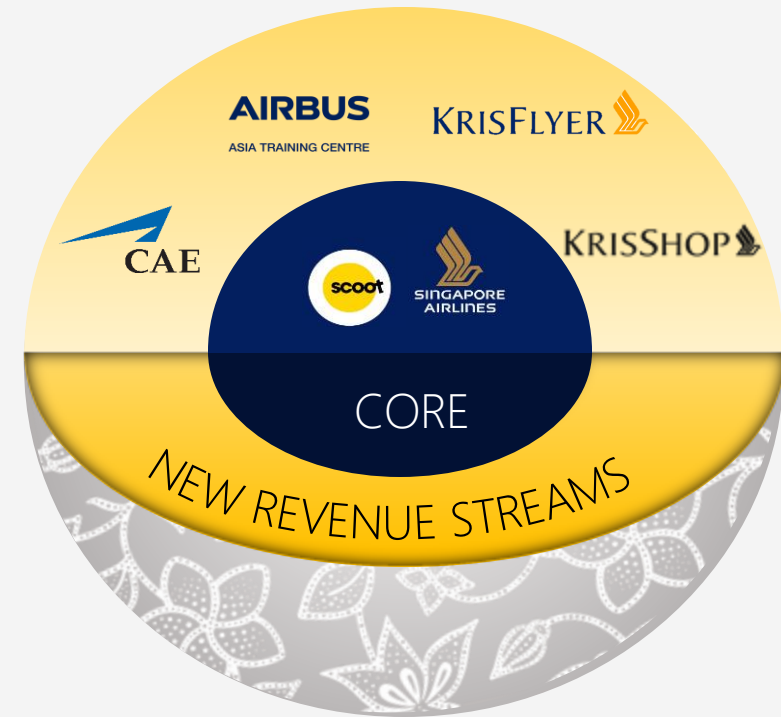
5
international
points pre-Covid

Launched **1st**
787-9
Dreamliner in
India

India's **highest-**
rated airline on
Skytrax and
TripAdvisor



Grow new businesses to diversify revenue streams and increase customer mindshare



Strong Fundamentals

Successful Transformation programme has placed us in good stead to handle Covid-19

Record-highs achieved in 3Q FY19/20



* Highest PLF record achieved in previous quarter Q2 FY19/20 at 85.9%, with Q3 coming in a close 2nd

Response to Covid-19

Response to Covid-19

Fortifying our balance sheet to recover from a position of strength

Total additional liquidity raised and planned S\$21.6B	Additional liquidity raised since 1 Apr 2020 S\$15.4B	S\$8.8B From shareholders, through Rights Issue
		S\$2.1B Aircraft secured financing
		S\$2.0B Sale-and-leaseback of 11 aircraft
		S\$2.0B Issuance of convertible bonds and notes
		S\$0.5B New committed lines of credit* and unsecured loan
	Additional MCBs to be issued S\$6.2B	<ul style="list-style-type: none">▪ Allows the Group to navigate prolonged Covid-19 uncertainty and support future growth▪ MCBs are not immediately dilutive and will provide the Company flexibility for redemption over the next 9 years
Committed LOCs (untapped) S\$2.1B		S\$1.7B Renewed existing committed lines of credit
		S\$0.4B New committed lines of credit*

We will continue to pursue opportunities for additional liquidity

*Refers to the same newly committed LOCs

Slide 26

Response to Covid-19

Measures to manage expenditure remain firmly in place

Agreements reached with Airbus and Boeing

Aircraft Family	Revised Order Book
A320	43
A350	12
737-8	31
787	20
777-9	31

Information accurate as of 19 May 2021; includes orders from lessors

Deferred **>\$4b of CapEx** out of FY20/21 – FY22/23

Restructured fleet orders to **moderate current capacity growth** and meet projected **long-term needs**

Various staff measures implemented

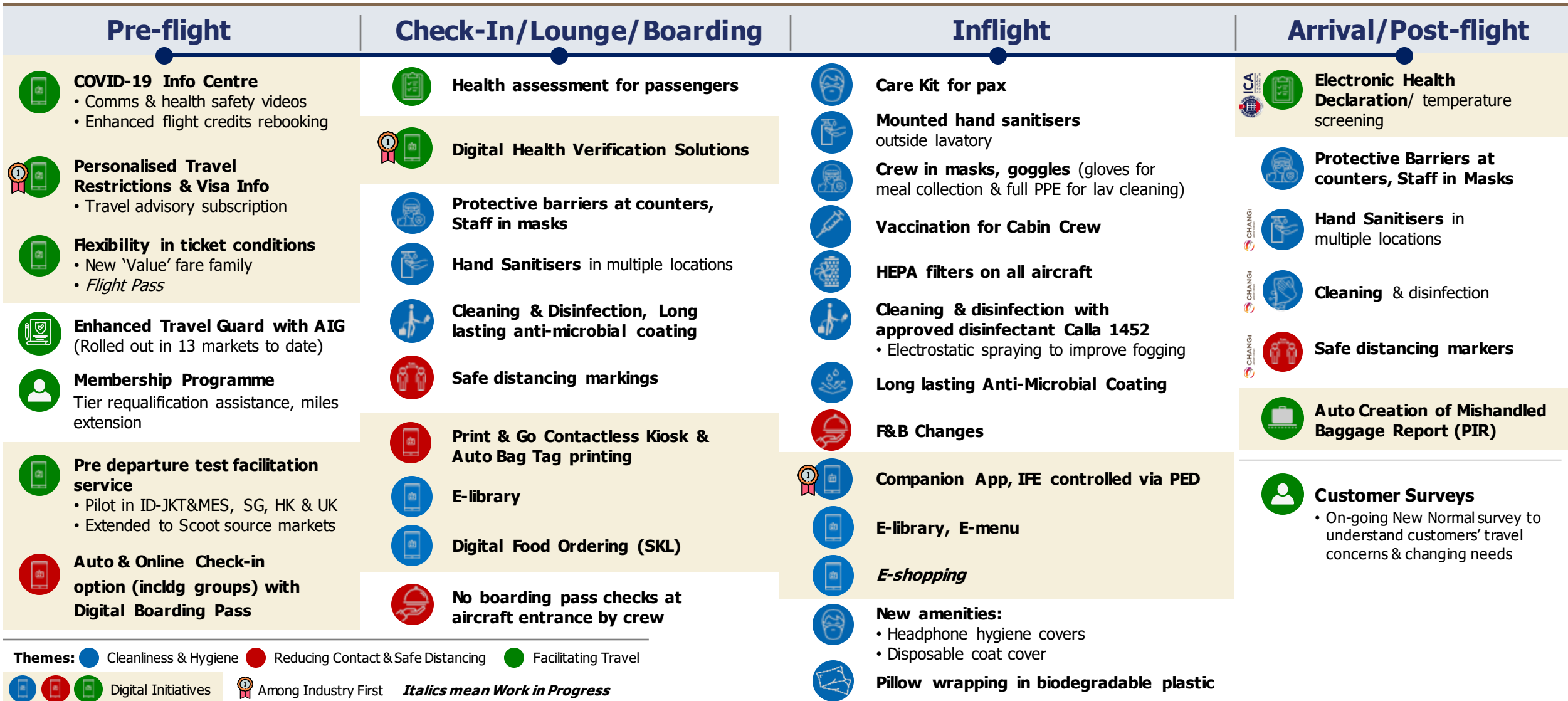
~20% of positions reduced in FY20/21
Payouts instituted and remain

Expenditure remains closely watched

Reduce discretionary expenditure
Defer non-critical projects
Renegotiate contracts

Response to Covid-19

Delivering a safe and seamless customer journey



Response to Covid-19

Prioritising health and safety by leveraging technology and service excellence

SIA among first to pioneer digital health verification solutions

Two pilots successfully completed



Dec'20

For frontline staff to **digitally verify** SGHealthCerts to **prevent fraud** and human error



Mar'21

First airline in the world to pilot the IATA Travel Pass (ITP) solution, which allows customers to **securely store and present** Covid-19 test information

Envisaging a seamless digital health verification touchpoint



Improving adoption of ITP



Integrating vaccinations and other test certificates



SIA & Scoot awarded highest "Diamond" rating in global health and safety audit by APEX and SimpliFlying



96% of SIA Group pilots and cabin crew* are fully vaccinated



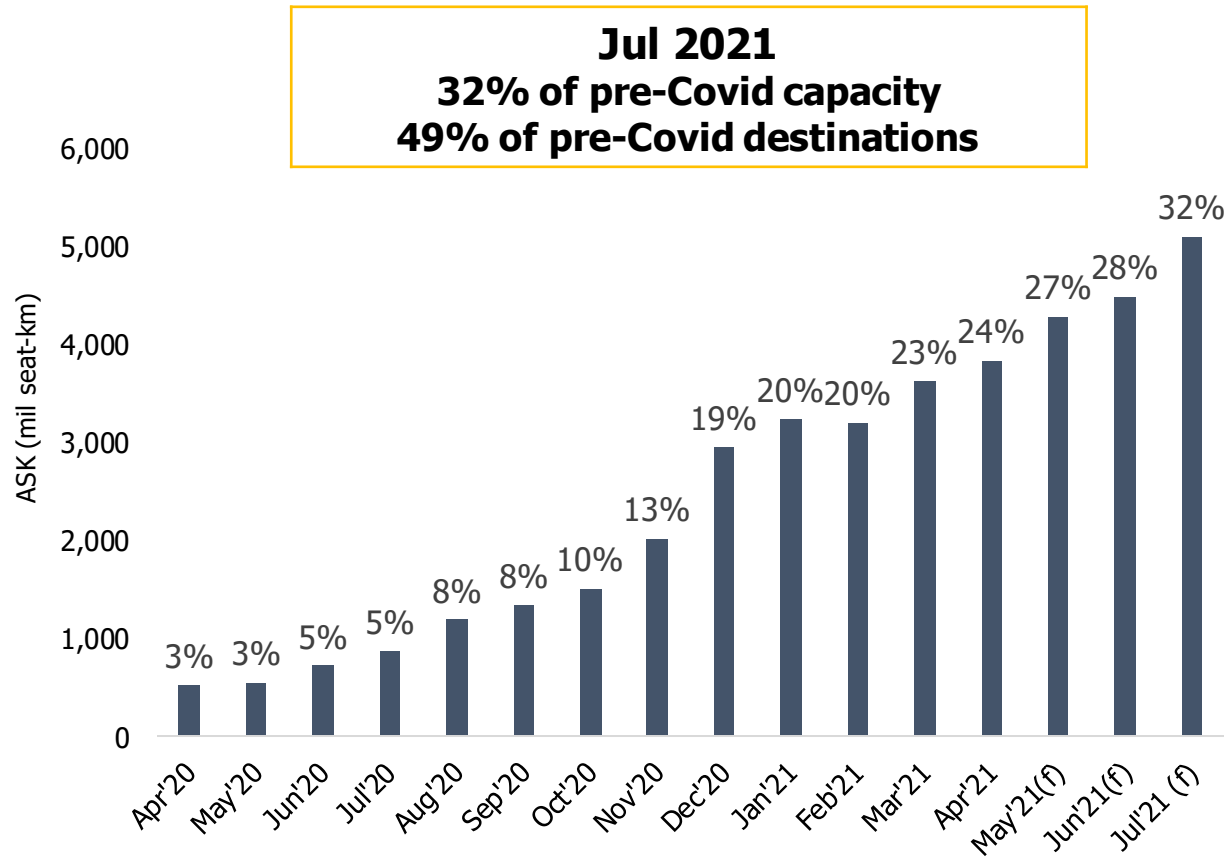
*98% of SIA Group pilots and cabin crew have signed up to be vaccinated, of which 96% have been fully vaccinated with both doses. Information accurate as of 14 May 2021.

Response to Covid-19

Rebuilding our passenger network in a safe and calibrated manner

Keeping Our Hub Network Open

SIA Group Passenger Capacity; % vs. pre-Covid in Jan'20



Jul 2021
32% of pre-Covid capacity
49% of pre-Covid destinations

Crafting New and Safe Models of Travel With Authorities

Reciprocal Green Lanes (RGL)

Brunei
 China
 Germany*
 Indonesia*

Japan*
 Korea*
 Malaysia*

Unilateral Opened (UO) Borders

Australia
 Brunei
 China

New Zealand
 Taiwan*
 Vietnam*

Air Travel Bubble (ATB)

Allows for a safe and controlled way to open borders for general travel

*Currently suspended until further notice

Information accurate as of 18 May 2021; pre-Covid refers to Jan'20 data

Response to Covid-19

Aggressively pursuing opportunities to tap on strong cargo demand

Operated cargo-only passenger flights to supplement fall in bellyhold capacity



53%
of pre-Covid
capacity restored
in Mar'21

93%
of pre-Covid
carriage restored
in Mar'21

Includes flights on freighter, passenger, and cargo-only passenger networks
Pre-Covid refers to Jan'20 data

Removed aircraft seats to load cargo in cabin



Removed passenger seats from four aircraft
(2x SIA 777-300ERs, 2x Scoot A320s) to
create **modified freighters**

Agility to capture **ad-hoc charter opportunities**

Launched new products to capture new verticals



1st airline in Southeast Asia
to obtain IATA CEIV Fresh
certification



Launched new service to transport **time- and temperature-sensitive perishables** with speed and reliability



Joins THRU-COOL, a cold chain airfreight service launched in 2018 that transports **high value, time-sensitive and temperature-controlled pharmaceuticals**

Response to Covid-19

Playing our part in the global effort against Covid-19



1st vaccine shipment to Asia



Transporting vaccines and essential supplies to other countries



Proud partner of UNICEF Airfreight Humanitarian Initiative & World Food Programme

Flying to bring loved ones home



Maintaining **hub network and key city links** open



Assembled **internal charter taskforce** to respond to demand



Delivered **new solutions**, such as same-plane transit services

Engaging communities at home



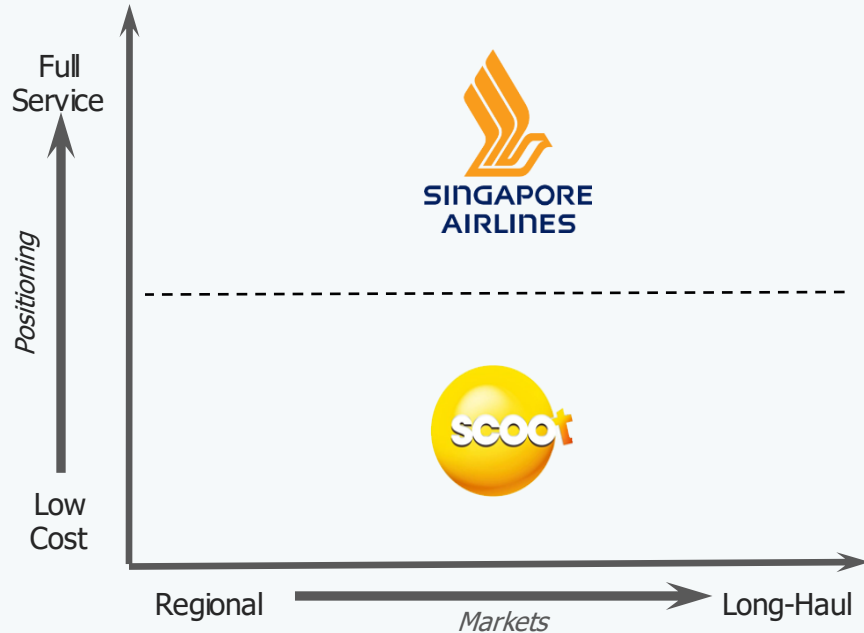
2,100 staff deployed as SIA Group Ambassadors to **32 organisations**

4,500 SIN-based volunteers engaged with distributing masks, hand sanitisers, and meals

Response to Covid-19

Harnessing the Group portfolio and multi-hub airlines

SilkAir is in its final stages of integration into Singapore Airlines



SQ narrowbody operations commenced in Mar'21

Strong foundation allows Vistara to be resilient and capitalise on opportunities



Domestic operations resumed

70%
Pre-Covid domestic capacity in Mar'21

65%
Passenger load factor achieved in Mar'21



International destinations planned under Air Travel Bubble arrangements*

**London
Frankfurt
Dubai
Male**

**Doha
Sharjah
Dhaka
Tokyo**



Fleet growth plans remain on track

47
Aircraft at 31 Mar'21

70
Aircraft by mid-2023

** Operations are currently suspended until further notice*

Slide 33

Response to Covid-19

Growing new businesses to diversify revenue streams and increase customer mindshare

Expanding existing new businesses



- Continued to **grow KrisFlyer membership base** in FY20/21 despite low flying activity
- Kris+ has **>190 partners with >800 outlets** in Singapore
- Expanding Kris+'s footprint into **Australia, India, Indonesia, South Korea**



- E-Commerce sales grew **121% YoY** in pivot to cushion loss of travel retail
- Traffic to KrisShop.com grew **120%** YoY; average transaction value is **25% higher** YoY
- Increased **# of brands by 250%** vs pre-Covid

Building synergies within the ecosystem

- ↑ **90%** YoY non-air KrisFlyer transactions
- ↑ **100%** YoY KrisFlyer redemptions on KrisShop
- ↑ **90%** YoY KrisFlyer redemptions on Kris+

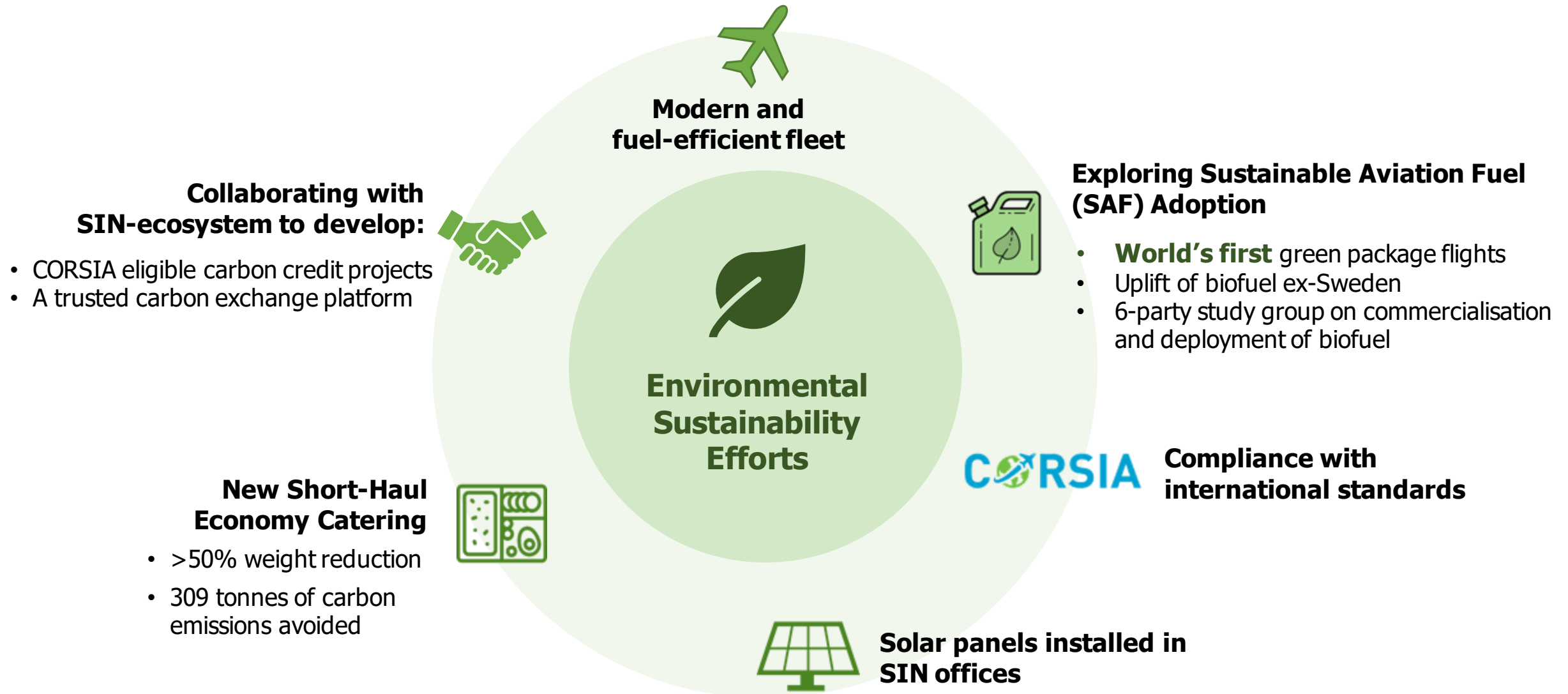
Developing new initiatives in adjacencies

Launched in FY20/21:



Response to Covid-19

Continuing our sustainability journey



Slide 35

Response to Covid-19

Investing in our people and strengthening digital capabilities

Uplifting for the New World

- UPLIFT is a 2-year upskilling plan to equip ground staff worldwide with key **Change Management and Digital Skills**



Digital & Innovation



Solutioning Mindset



Resilience & Change



Leadership & Collaboration



Value-Outcome Application

- Also provides **functional upskilling** in key Commercial and Operational expert domains

Upskilling Our Staff Through e-Learning



Ground staff, pilots, and cabin crew completed **3.6x** more e-learning hours YoY

Demo Days

Encouraging ground-up digital ideas from staff



10th

Demo Day held in Mar'21

50+

Prototypes since 2018

LIFE 2021

Learning and Innovation for Everyone – Biennale Festival



>14,000

Sign-ups across 55 events

Cultivating a Digital Culture

Trailblazer

Groomweek to provide intrapreneurs hands-on and structured learning



Launched in Jan'21

and many more...

Lead the New World

Slide 37

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Lead the New World

We have made progress in our new Transformation chapter

Customer Experience



↑ **33%**

improvement in
responsiveness to calls

Financial Sustainability



>250 initiatives

to achieve a competitive cost
base and stronger revenue
generating capabilities

Staff Productivity & Upskilling



>400,000 staff hrs

saved from business
process reviews &
digital initiatives



>1,000 ideas

generated by staff
to support our
Transformation Vision

Digital Transformation

↑ Speed



52%

increase speed of
development cycle time

↑ Quality



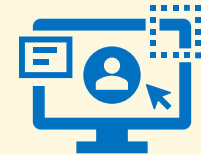
89%

reduction in
coding defect density



↑ **200%**

increase in total learning
hours for Ground Staff
compared to FY1920



>50,000 hrs

of learning completed
in digital related
courses

Lead the New World



Our robust fundamentals and agile pandemic response will put us on track to Lead the New World

World Class Leader

Financial Sustainability

Dynamic and Resilient Team

We continue to strengthen these foundations during Covid-19

Financial Strength

The Singapore Airlines Brand

Digital Capabilities

Skilled and Talented People



Thank You