

<Public>



48th Annual General Meeting

22 July 2021

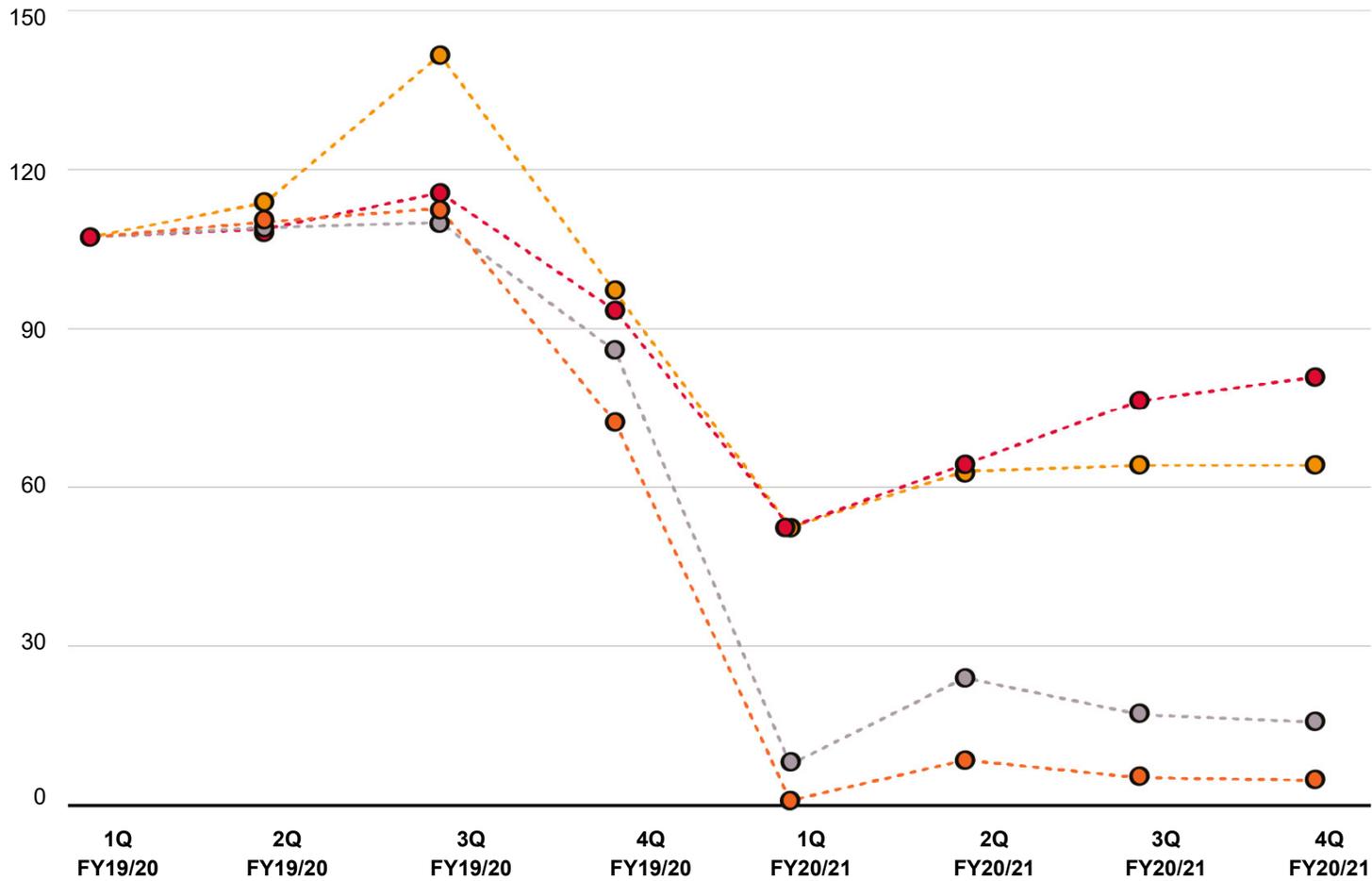
**Renewed
Vigour**

<Public>

Aviation Volumes Fell Sharply Due to Global Pandemic...



Index using 1QFY19/20 as base



Cargo Handled
75.4%
 341 million tonnes¹



Meals Served (M)
59.7%
 11.5 million meals¹



Flights Handled ('000)
14.7%
 13.4 thousand flights¹



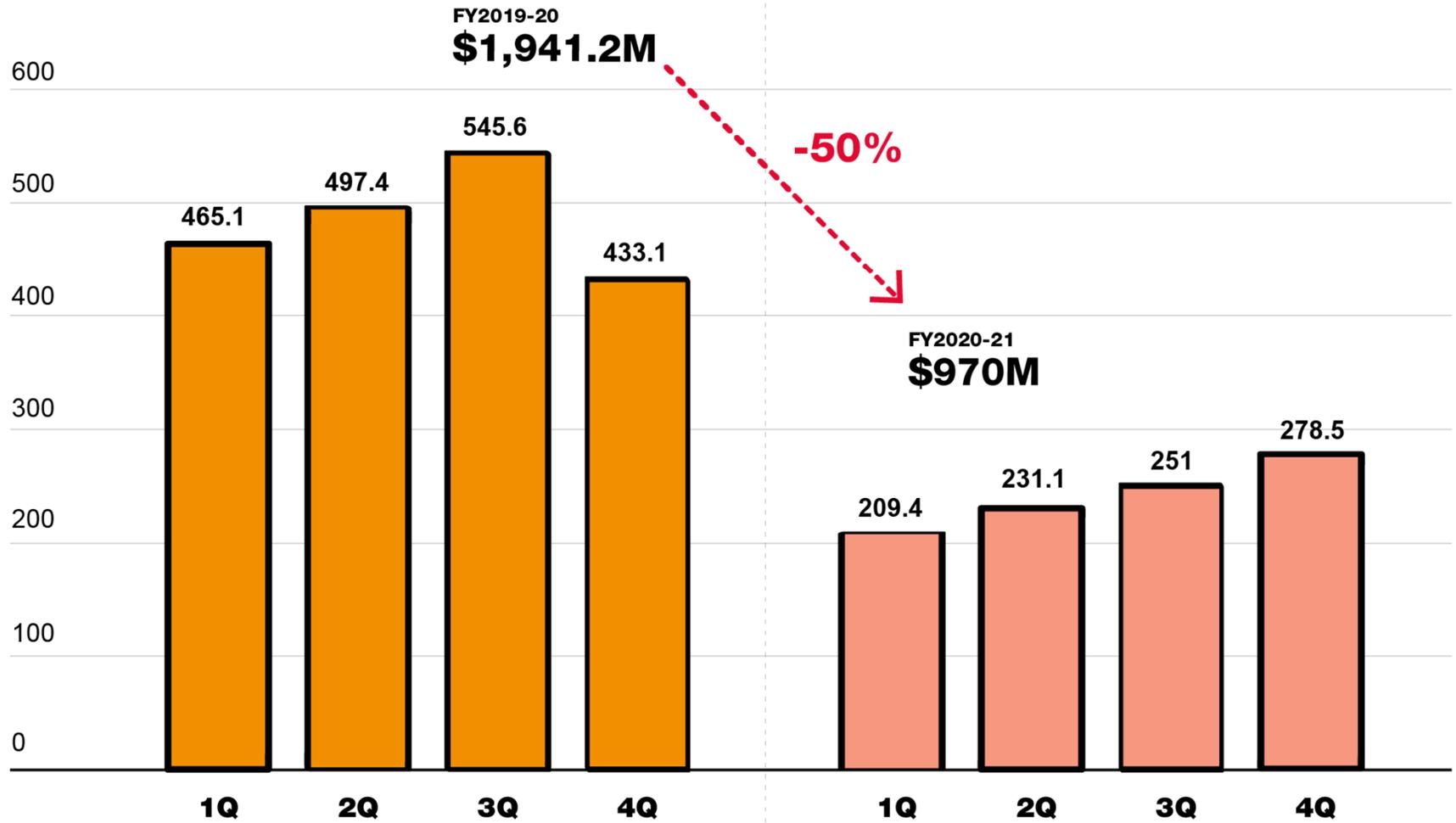
Passengers Handled (M)
4.4%
 1 million passengers¹

¹ As at 4QFY20/21



... Reducing Revenue by 50% Year-on-Year

SATS Quarterly Revenue (\$\$'M)



We Developed New Capabilities While Prudently Managing Operating Expenditure



Waste Reduction Solutions



Frozen Meals Mass Production Facility in Thailand

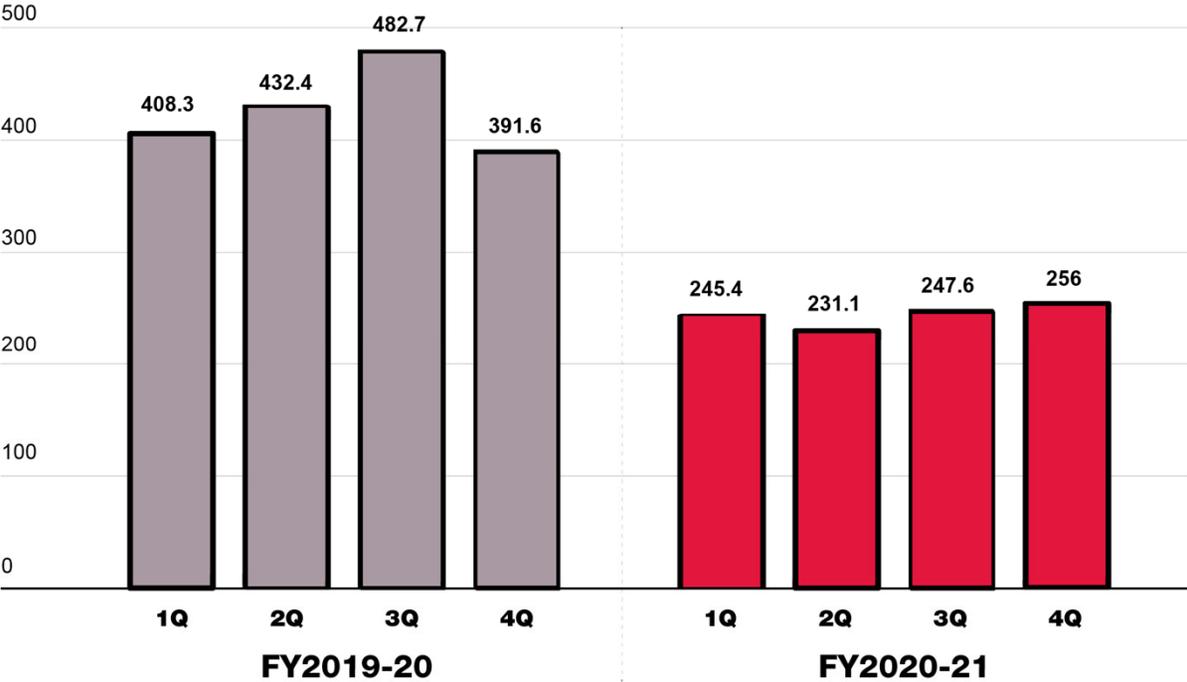


Cloud-based Cargo Ops System



Digitalisation of Security Services

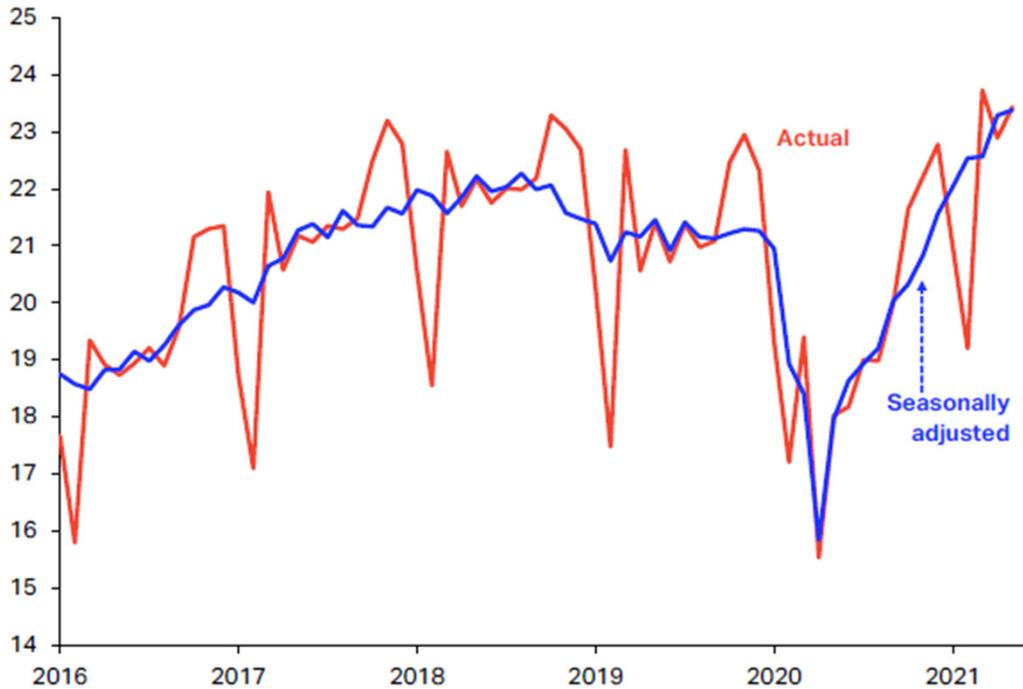
Operating Expenditure (S\$'M)



- Supported by:**
- Reskilling & Redeployment
 - Place & Train
 - Government reliefs

SATS Will Continue to Invest in Cargo Growth

Global Cargo Tonne Kilometres Flown (billion per month)



Megatrends Driving Growth



Growth in eCommerce
Online shopping driving demand for airfreight



Increased Focus on Health
Growth in demand for cold chain handling for vaccines, medical supplies and fresh food

Examples of New Cargo Customers



Source: IATA Economics using data from IATA Monthly Statistics

SATS Grew Non-travel Related Revenue by 38% During the Year



YaleNUS College

HOUSEMEN'S
CANTEEN

叮咚买菜



7FRESH



आर ई सी
REC
असीमित ऊर्जा, अनंत संभावनाएं
Endless energy. Infinite possibilities.



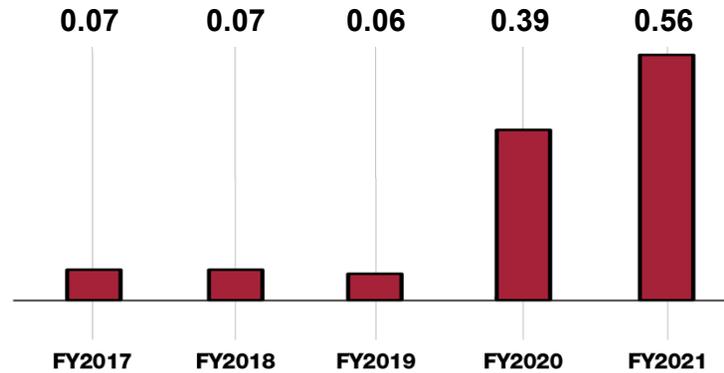


Cash Reserves Remain Strong

Cash Reserves

S\$880M (\$549M last year)

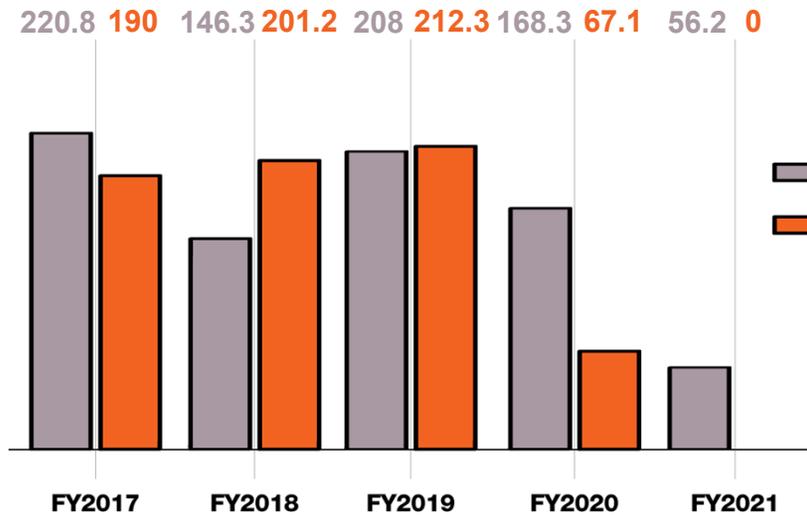
As at 31st March 2021, the Company is still in net cash position.



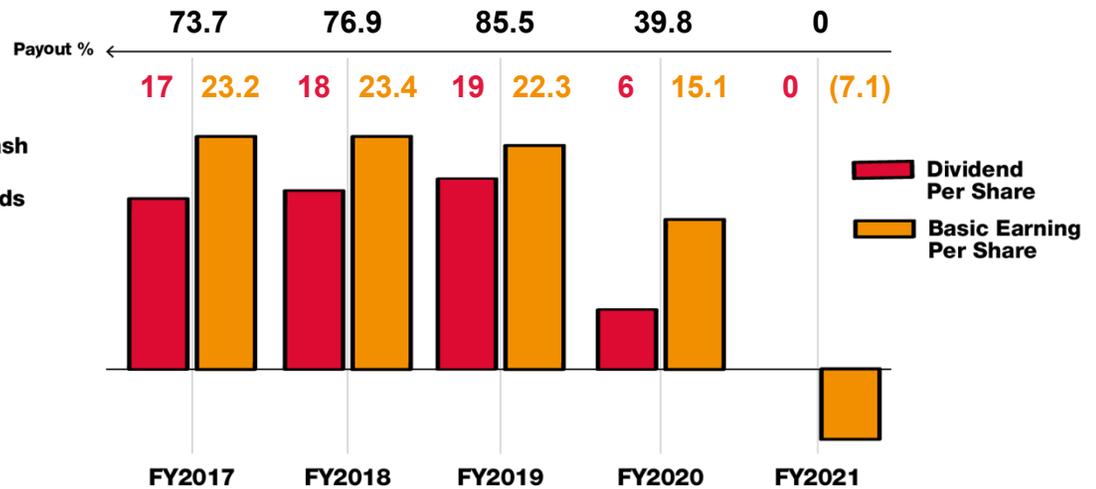
Increase in debt to strengthen liquidity position².

²Excluding the impact of adopting SFRS (I) 16, FY21 debt-equity ratio will be 0.44 times (FY2019-20: 0.26 times)

Free Cash Flow & Dividends (\$'M)



DPS and EPS (Cents)

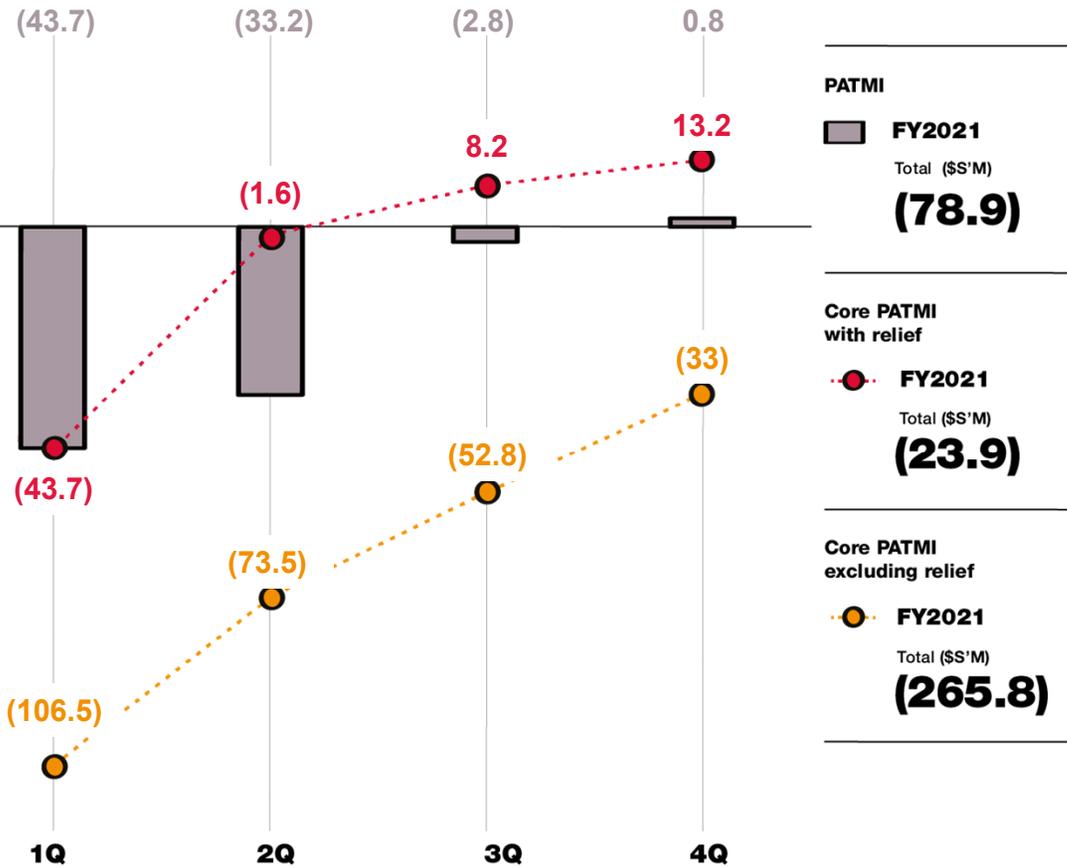




Progress in Restoring Profitability and Cash Flow

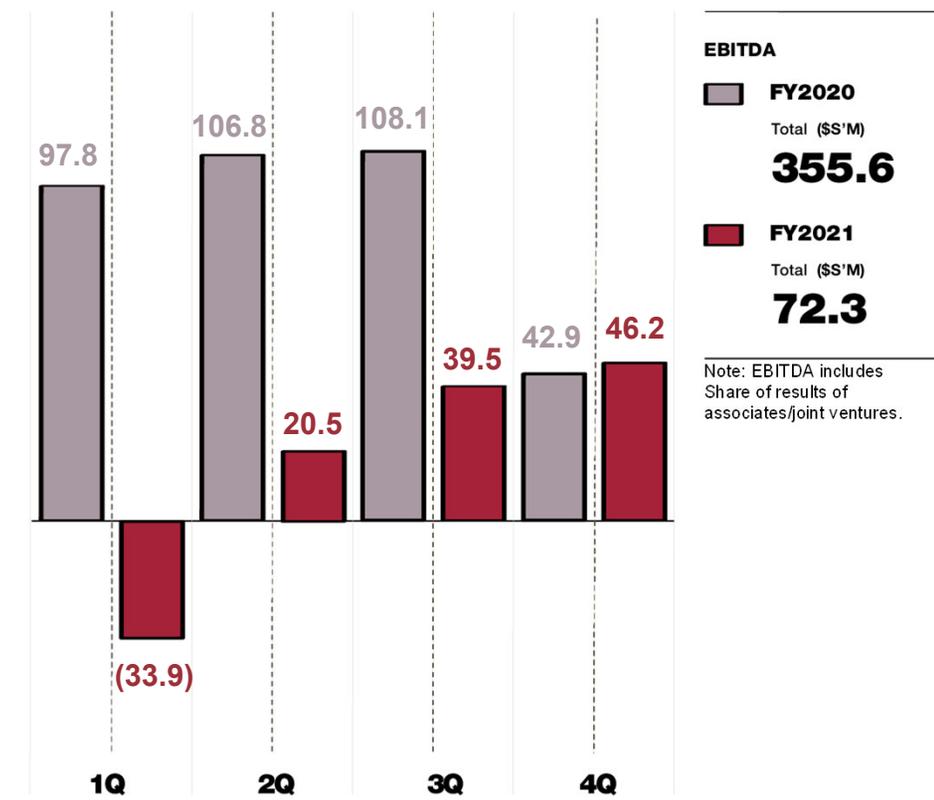
PATMI

Core PATMI with and excluding relief



EBITDA

(Earnings before interest, taxes, depreciation and amortization)



Purpose



Feed and Connect Communities



Vision

// **To be the market leader by delighting customers with innovative food solutions and seamless connections.** //

Mission



Using innovative food technologies and resilient supply chains, we create tasty, quality food in sustainable ways for airlines, foodservice chains, retailers and institutions.

With heartfelt service and advanced technology, we connect people, businesses and communities seamlessly through our comprehensive gateway services for customers such as airlines, cruise lines, freight forwarders, postal services and eCommerce companies.



Core Values

