

# Staying Resilient, Working Together

## Annual General Meeting

17<sup>th</sup> July 2020

## Highlights

1 Apr 2019



**S\$1.4 billion Services Agreement with Singapore Airlines**

2 Dec 2019



**Dedicated facility to perform CFM LEAP-1A and Leap-1B engine work**

3 Jan 2020



**Brilliant Factory to perform engine MRO services for GE90 and GE9X engines**

4 Feb 2020

**Line Maintenance JVs**

**POS Aviation**

**Malaysia**

**Aero\_K**

**Republic of Korea**

# Strategic Partnerships - JV Portfolio

Foster and Strengthen Collaborations with Key Strategic Partners

**26 JVs Across 8 Countries**  
**Total Revenue in FY19/20: S\$5.6B**

## Airframe and Line Maintenance

SIA Engineering (USA) (SEUS)	SIA Engineering Japan (SIAEJ)	PT JAS Aero-Engineering Services (PT JAES)
Pan Asia Pacific Aviation Services (PAPAS)	Southern Airports Aircraft Maintenance Services (SAAM)	Aviation Partnership (Philippines) (APPC)
Line Maintenance Partnership (Thailand) (LMPT)	Pos Aviation Engineering Services (PAES)   Line Maintenance Partnership (Korea)	Singapore Aero Support Services (SASS)
Heavy Maintenance Singapore Services (HMSS)	SIA Engineering (Philippines) (SIAEP)	Boeing Asia Pacific Aviation Services (BAPAS)

## Engine and Component

Singapore Aero Engine Services (SAESL)	Eagle Services Asia (ESA)	Component Aerospace Singapore (CAS)
GE Aviation, Overhaul Services – Singapore (GEOSS)	Asian Surface Technologies (AST)	Turbine Coating Services (TCS)
Goodrich Aerostructures Service Center-Asia (GASCA)	Fuel Accessory Service Technologies (FAST)	Panasonic Avionics Services Singapore (PACSS)
Safran Landing Systems Services Singapore (SLSSS)	Safran Electronics & Defense Services Asia (SEA)	Additive Flight Solutions (AFS)
JAMCO Aero Design & Engineering (JADE)	Moog Aircraft Services Asia (MASA)	Aerospace Component Engineering Services (ACES)

# Executive Summary

A Transformational Year

> 100 initiatives implemented

Expanded capability and capacity

Upskilled and Broadened Skillsets

Enhanced Planning Processes

Performance Management

Increased  
Utilisation



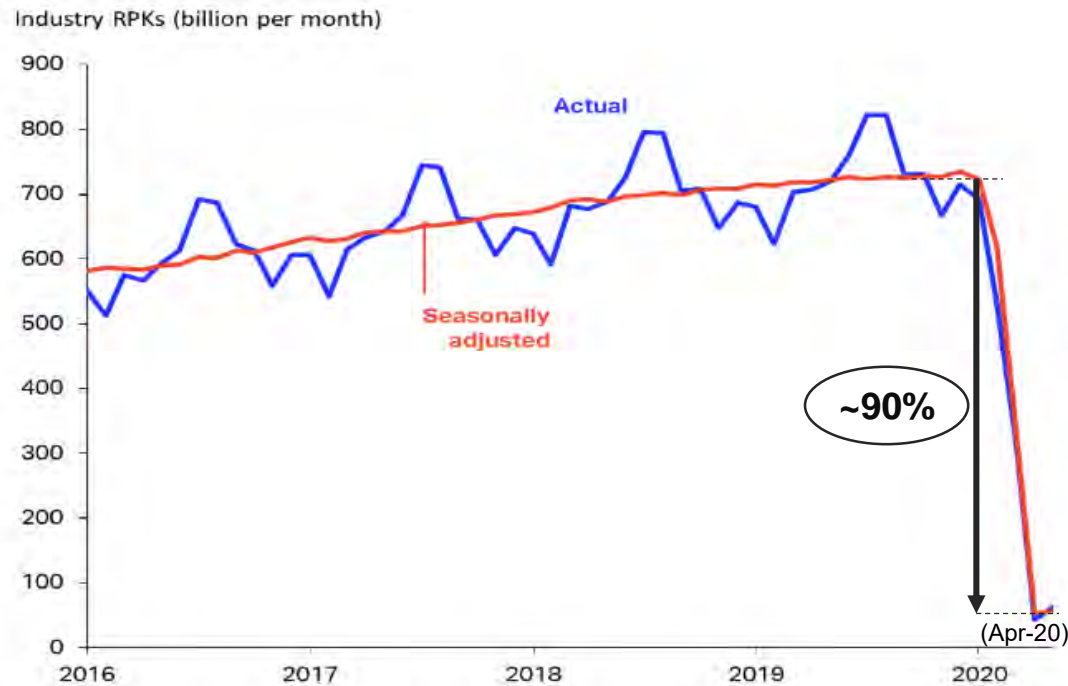
Reduced turn-  
around-time



Reduced  
operating costs

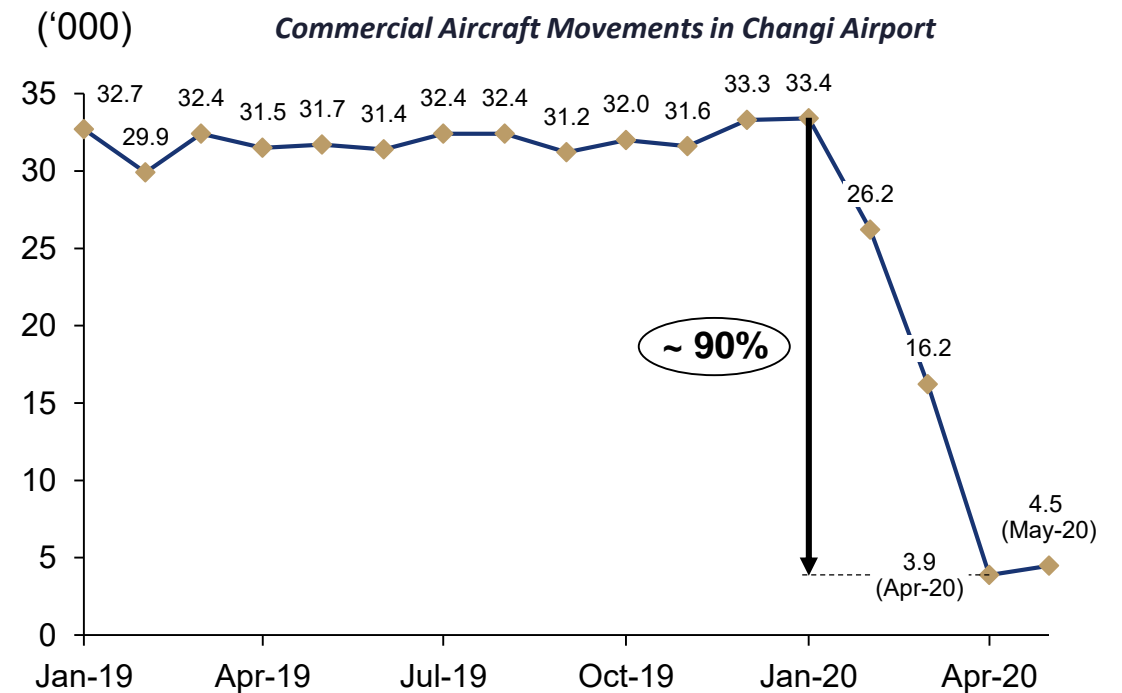


### Airlines Experienced Significant Flight Reductions with Extensive Travel Restrictions being Imposed



Source: IATA Economics, IATA Monthly Statistics

### Airlines Likely to Face Continued Challenges In 2020-2021



Source: Changi Airport Air Traffic Statistics



**Demand for passenger air travel plummeted amid fears of infection as well as border controls by countries, and airlines were forced to ground their fleets.**



### Line Maintenance and Cabin Services

~ 90% reduction in flights handled in Changi Airport and across LMI JV network in Apr-20



### Fleet Management

~ 96% decrease in flying hours for customers' aircraft in Apr-20



### Joint Ventures

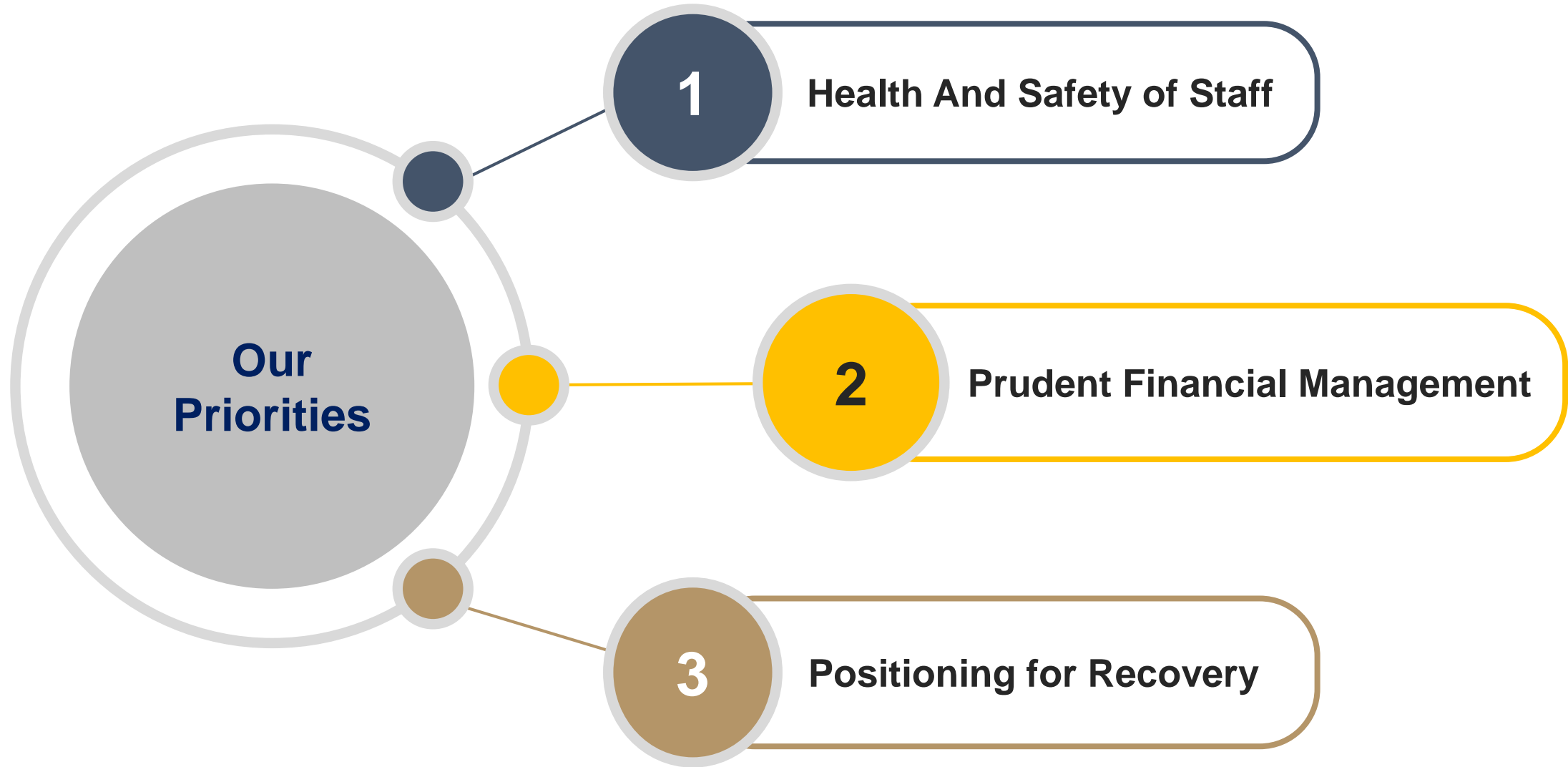
Engines and Component shops are expecting lower inductions



### Base Maintenance

Deferral of maintenance checks

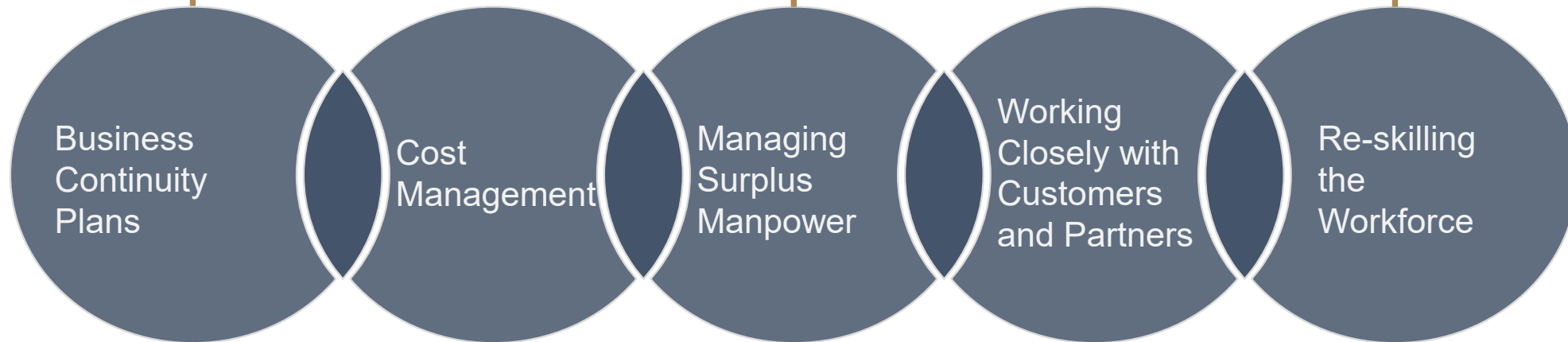
**MRO recovery remains uncertain.**



- SIAEC and its local JVs are classified as essential services
- Implemented health and safety management measures
- Work from home arrangements with cyber security measures in place

- Voluntary and compulsory no pay leave while protecting jobs
- Furlough for staff on re-employment contracts

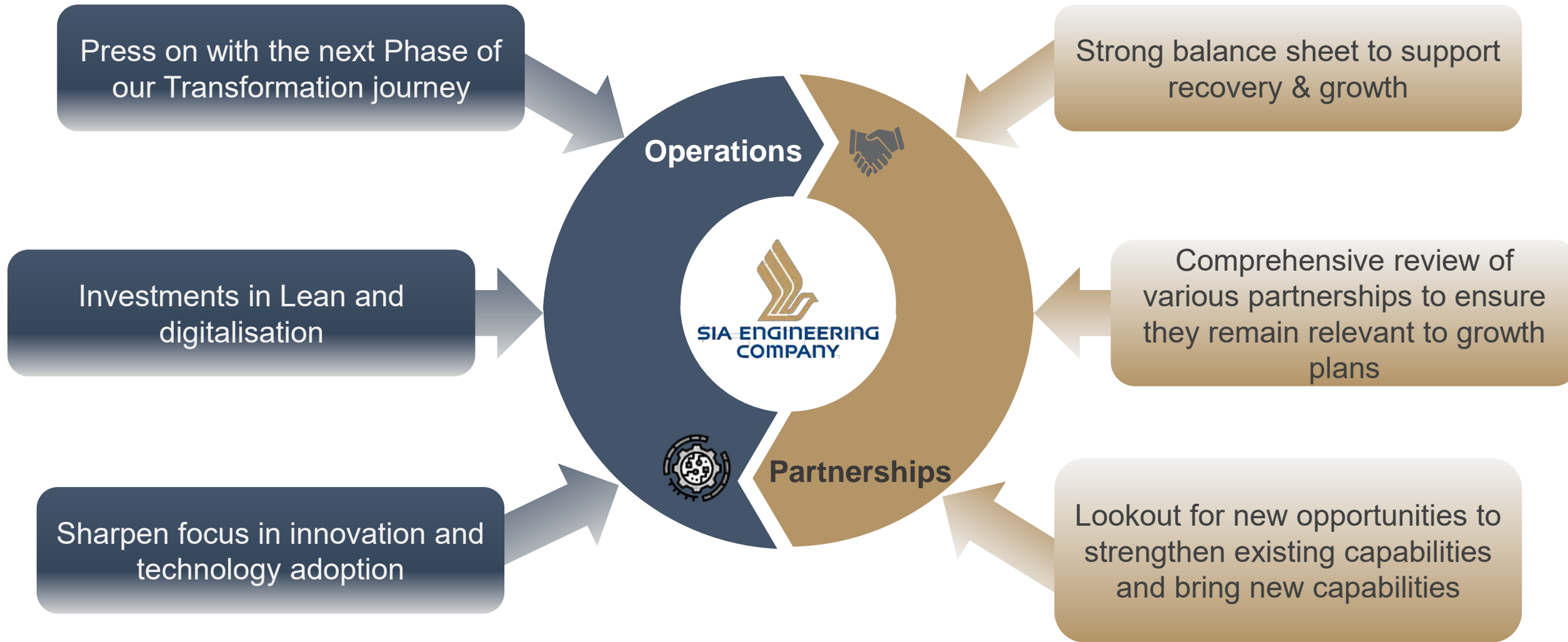
- Scheduled staff for technical and soft-skill training courses



- Job Support Schemes (JSS)
- Cuts in Management salaries and Directors fees
- Deferred non-critical capital expenditure

- Preservation work for customer aircraft not in operation
- Cabin disinfection





A photograph of a Singapore Airlines aircraft, registration 9V-SVN, parked on a tarmac. In the background is a large hangar with the text "SIA ENGINEERING COMPANY" and the airline's logo. The image is framed by dark blue diagonal bars on the left and right sides. The text "Thank You" is centered over the image.

# Thank You