



Greetings from the Chairman, Carsten Dilling

Dear shareholders, ladies and gentlemen

As you are aware SAS has for many years been burdened by an uncompetitive cost structure, that prevents the company from reaching its full potential. Furthermore, the last two years have been the most challenging in the history of the aviation industry and the future remains unpredictable. We need to stay agile and flexible as demand changes due to unexpected events such as the pandemic or the uncertain geopolitical situation. Travel patterns and market conditions are changing and will have an additional impact on the company. SAS is now, more than ever, in need of a new start and has therefore implemented measures aimed at securing long-term competitiveness. Along with the already ongoing work of developing an efficient and profitable business, SAS has presented its transformation plan: "SAS FORWARD".

Our goal is to continue to be Scandinavian travelers' first choice. We will adapt to the new market - with a larger proportion of leisure travelers - and thus have a competitive business model, a modern aircraft fleet and continue to lead the transition to more sustainable air travel.

Strengthening SAS going forward to a new reality and future means that there is a lot of work to be done. SAS FORWARD announced a SEK 7.5 billion annual cost reduction program which will pave the way for reducing SAS' debt, substantially strengthen SAS's balance sheet and liquidity position, which will allow SAS to further invest in its network, people and continued investments in fuel-efficient aircraft for the medium and long term.

The transformation plan is evolving and we are still in fairly early stages but I once again would like to highlight that the success of the program and the ability to attract potential new capital eventually will be relying on all stakeholders participating. We will keep you updated on the progress as we move along.

I also would like to take this opportunity to thank the Board, the management team and our dedicated colleagues at SAS for their hard work during these challenging times, always ensuring that we take care of our customers in the best possible way.

For you as a shareholder, I would like to highlight that I, the rest of the Board and the company, are fully focused on getting SAS through the current challenges and with SAS FORWARD we will return as a competitive, financially stable and profitable SAS with a leading sustainability agenda. SAS has been a critical part of Scandinavian infrastructure for more than 75 years and we will continue to be so. Together with the measures we have implemented and those we are working on going forward, SAS will evolve as an even stronger company with good conditions for long-term value-creation.

Thank you!