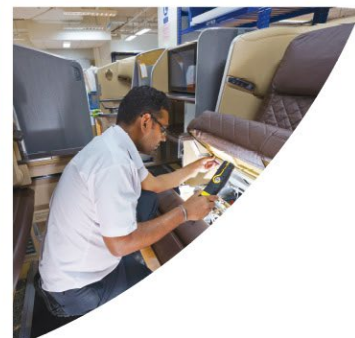
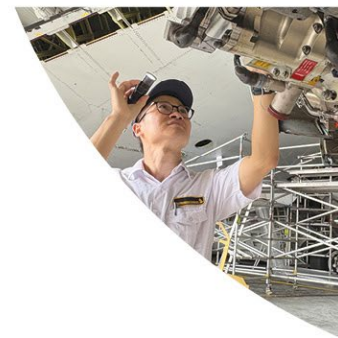




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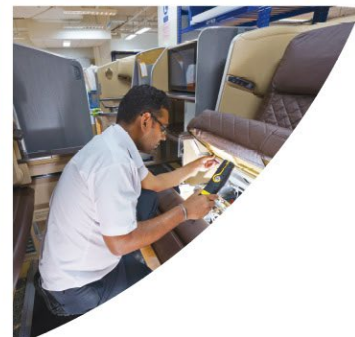
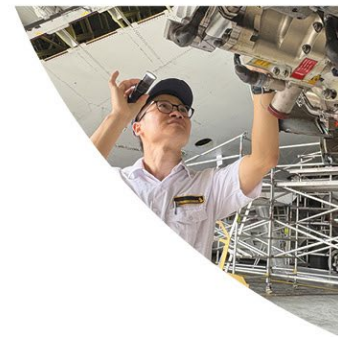


FY2025/26 REVIEW

12 May 2026



Bolstering
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Investing
in Growth



OPERATIONAL REVIEW

CORE BUSINESS

Line Maintenance



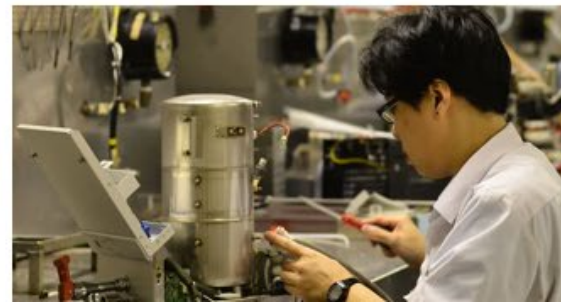
- 39 airports in 9 countries

Base Maintenance



- 6 hangars in Singapore
- 3 hangars in the Philippines
- 2 hangars in Malaysia (1 operational, 1 upcoming 2H FY2026/27)

Component Services



- 153 aircraft from 6 customers under Inventory Technical Management
- 6 component support shops

Engine Services



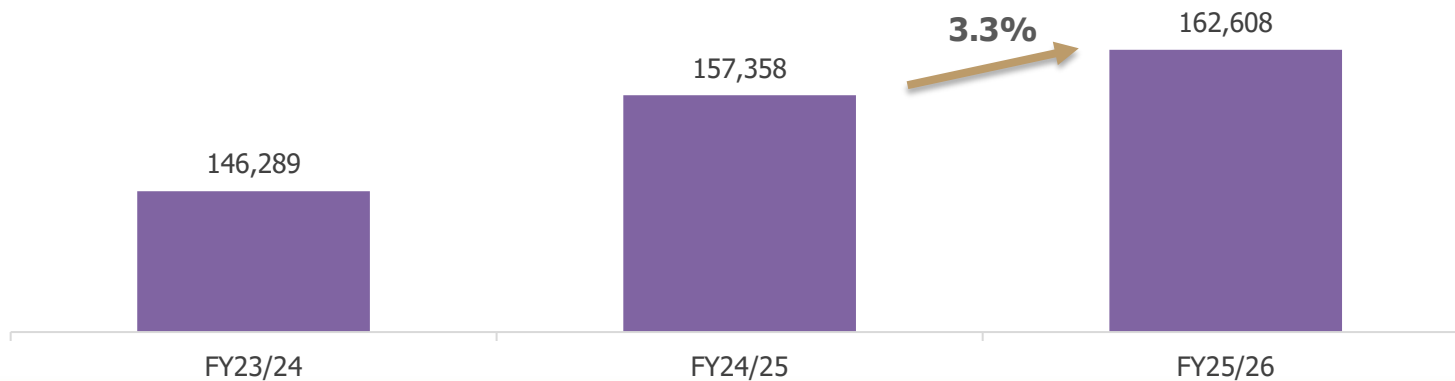
- CFM LEAP Quick Turn (QT)
- Engine test cell facility

LINE MAINTENANCE

Healthy Flight Activity

- Number of flights handled in FY2025/26 increased by 3.3% year-on-year
- TIA Engineering Services Company Limited (TES) commenced Line Maintenance operations at the new Techo International Airport in Cambodia in September 2025
- SIA Engineering Philippines (SIAEP) extended its Line Maintenance services into Manila in January 2026
- Signed agreements in March 2026 to acquire a 30% stake in Arport Aircraft Maintenance & Engineering (Fujian) ("Arport AME"), which provides line maintenance and ground services at airports in Fujian, China

Flights Handled at Changi Airport
(Number)



BASE MAINTENANCE

Steady MRO demand

Singapore Base

(Number)	FY25/26	FY24/25	
Light Checks*	604	656	• More heavy checks
Heavy Checks	78	75	

* Including 'A' checks performed by Line Maintenance at the apron

Clark Base (The Philippines)

(Number)	FY25/26	FY24/25	
Light Checks	44	35	• Higher number of light checks but reduced number of heavy checks
Heavy Checks	24	43	

Subang Base (Malaysia)

- First of two hangars operational; first aircraft check was an A350 heavy check
- Second hangar on track to be operational by 2H FY2026/27, expanding base maintenance MRO capacity



COMPONENT SERVICES

Continued growth in component MRO volume and capacity

- Component work orders completed increased year-on-year
- Progressive increase in wheel shop capacity by 25% through automation and expansion, targeted for full completion in Q3 FY2027/28
- Lower number of aircraft under the ITM program due to a combination of fewer customers and reduction in customer fleet size

Component MRO Services



- Continue to strengthen collaborative efforts with key partners to drive ITM operational performance and cost efficiencies

Inventory Technical Management (ITM)

Number of Aircraft	FY25/26	FY24/25
A320	119	153
Boeing 737	21	21
Boeing 747	7	7
A330	6	6
Total	153	187



ENGINE SERVICES

Steady performance and expanding capabilities

- Aircraft Engine Services delivered its 150th CFM LEAP-1A Quick Turn engine since the start of operations in April 2022; engine inductions increased 20% year-on-year
- Delivered 1st LEAP-1B Quick Turn
- Number of engines tested at Engine Test Facility doubled compared to FY2024/25
- Presented with Safran Aircraft Engines (SAE) Network Best Turnaround time award for one LEAP engine
- Signed Letter of Intent with SAE to broaden partnership in CFM LEAP engine maintenance services



KEY CUSTOMER CONTRACTS

Growth in third-party customers

Line Maintenance

New Contracts



Renewals



Base Maintenance

Expansion of Service Coverage



Line Maintenance International

New Contracts



Renewals



Base Maintenance International

New Contract (BMM)



New Contracts (SIAEP)



Expansion of Service Coverage (SIAEP)



STRATEGIC PARTNERSHIP PORTFOLIO

25 subsidiaries and joint ventures across 9 countries with total revenue of S\$11.2B in FY2025/26

- Engine JVs continued strong performance with higher throughput
- Component JVs saw increase in work volumes, which drove revenue growth
- SAESL: Construction and renovation works for the planned capacity expansion at Loyang and Seletar sites are on track to complete by FY2026/27, with operations being phased to rollout through FY2027/28; capacity set to increase from around 300 to 400 engines per annum, with enhanced advance repair capabilities
- SLSSS: Expansion to a new 7,500 sqm facility to increase capacity by approximately 40%

Airframe and Line Maintenance

SIA Engineering (USA) (SEUS) United States 100%	SIA Engineering Japan (SIAEJ) Japan 100%	TIA Engineering Services Company (TES) Cambodia 51%	Line Maintenance Partnership (Korea) Korea 51%
PT JAS Aero-Engineering Services (PT JAES) Indonesia 49%	Southern Airports Aircraft Maintenance Services (SAAM) Vietnam 49%	Pos Aviation Engineering Services (PAES) Malaysia 49%	Pan Asia Pacific Aviation Services (PAPAS) Hong Kong 40%
Arport Aircraft Maintenance & Engineering (Fujian) China 30%	SIA Engineering (Philippines) (SIAEP) Philippines 100%	Singapore Aero Support Services (SASS) Singapore 100%	Base Maintenance Malaysia (BMM) Malaysia 100%
JADE Engineering (JADE) Singapore 55%			

JV Partners:

Pratt & Whitney	Rolls-Royce	GE	Jamco	Safran	Collins	Line Maintenance International (LMI)	Others	JVs pending incorporation / transaction completion
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Engine and Component

Singapore Aero Engine Services (SAESL) Singapore 50%	Eagle Services Asia (ESA) Singapore 49%	Component Aerospace Singapore (CAS) Singapore 46.4%
GE Aviation, Overhaul Services – Singapore (GEOSS) Singapore 49%	Turbine Coating Services (TCS) Singapore 24.5%	Asia Pacific Aircraft Component Services (APACS) Malaysia 75%
Goodrich Aerostructures Service Center-Asia (GASCA) Singapore 40%	Fuel Accessory Service Technologies (FAST) Singapore 49%	Aerospace Component Engineering Services (ACES) Singapore 51%
Safran Landing Systems Services Singapore (SLSSS) Singapore 40%	Safran Electronics & Defense Services Asia (SEA) Singapore 40%	Moog Aircraft Services Asia (MASA) Singapore 49%
	Eaton Aero Services (EAS) Malaysia 49%	Panasonic Avionics Services Singapore (PACSS) Singapore 42.5%

CONTINUOUS IMPROVEMENT

Strengthening our core business & bolstering resilience



Enterprise Operating System (EOS)

- EOS is being implemented in 80% of Business Units (BUs)
- Implementation by all key BUs expected to be completed by end-FY2026/27, with increased manpower utilisation achieved in completed units
- As part of EOS, we continue to advance Lean and streamline operational processes. Aircraft Engine Services has achieved LEAN Silver accreditation



Digitalisation and Innovation

- Rolled out digital task cards in Line Maintenance with Electronic Document & Capacity Optimiser (eDCO), replacing physical task cards
- Deployed the Digital Archival System (DAS) and Inventory Planning & Optimisation System (IPOS)
- Accelerated AI adoption with more than 50 use cases implemented/ in the process of implementation



CI Culture Programme

- A key enabler to support Continuous Improvement mindsets and behaviours
- Regular engagement touchpoints to develop a culture of ground-up innovation and ownership of ideas
- Improved number of staff ideas submitted and accepted

SUSTAINABILITY

Strengthening ESG Framework



- Commence reporting in accordance with International Standards Sustainability Board (ISSB) standards in FY2025/26.
- Roadmap developed to adopt requirements by FY2028/29 in alignment with timeline.
- Reporting of all applicable Scope 3 emission categories for Greenhouse Gas Monitoring in upcoming FY2025/26 Sustainability Report



Clean Energy and Electrification

Clean Energy

- Additional solar panels installed on sheltered walkway and carport in FY2025/26, increasing electricity supply generated by solar panels within SIAEC premises



Cleaner Fuel

- Participated in and completed renewable diesel trial for ground support equipment operating in Changi Airport

Electrification

- Completed electrification of fleet of small tow tractors
- Accelerated deployment of electric vehicles (passenger vehicles and pickup trucks)

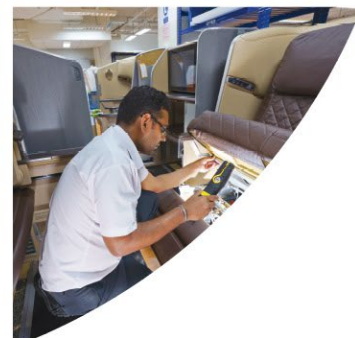
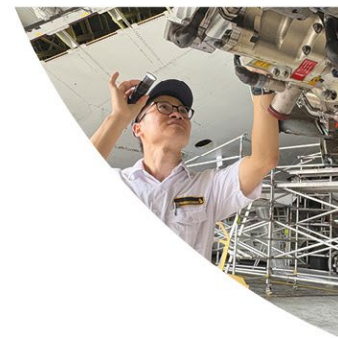
Corporate Social Responsibility

- Participated in Community Chest “Season of Blessings” event in February 2026, which brought together two annual events - Fu Dai and Habuan Harapan - ahead of the Lunar New Year and Hari Raya festivities
- Continuation of beach clean-up events, most recently at Changi Beach Park





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FINANCIAL REVIEW

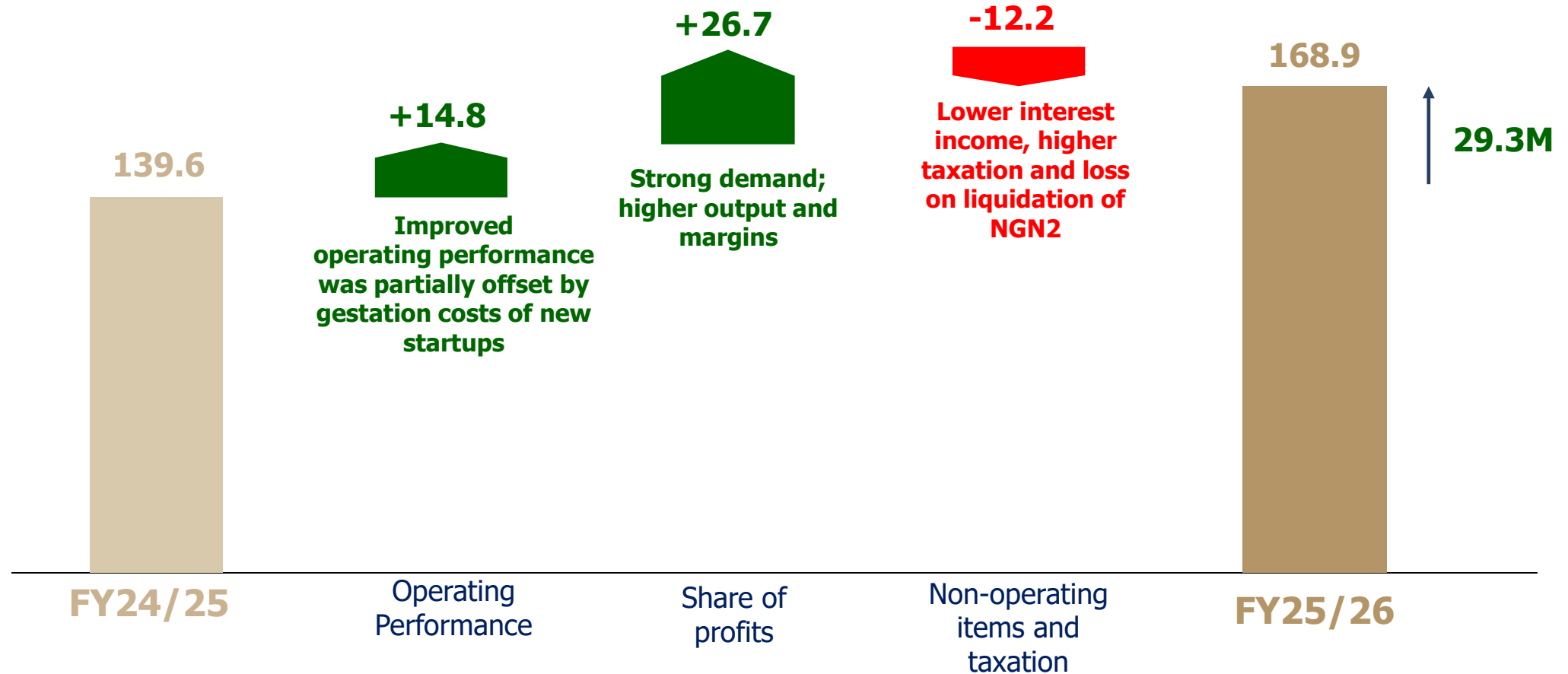
SUMMARY OF FY25/26 GROUP RESULTS

21% increase in Group profit after tax driven by robust MRO demand

	FY25/26	FY24/25	Variance	
	\$'M	\$'M	\$'M	%
Group revenue	1,422.9	1,245.1	▲ 177.8	▲ 14.3
Group expenditure	1,393.5	1,230.5	▲ 163.0	▲ 13.2
Group operating profit	29.4	14.6	▲ 14.8	▲ 101.4
Share of profits of associated and joint venture companies	145.3	118.6	▲ 26.7	▲ 22.5
Other non-operating items and taxation	(5.8)	6.4	▼ 12.2	n.m.
Group profit after tax	168.9	139.6	▲ 29.3	▲ 21.0

ANALYSIS OF FY25/26 GROUP PROFIT

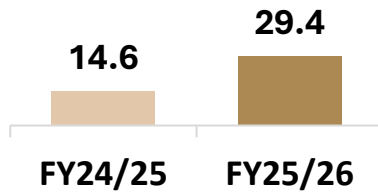
\$'M



BREAKDOWN BY HALVES

Healthy growth trend

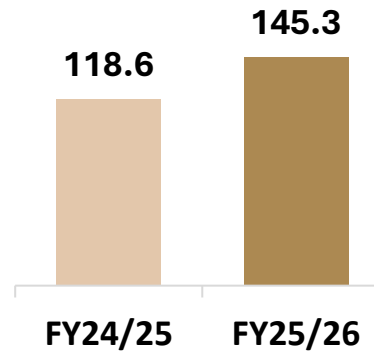
Group operating profit
(\$'M)



Change
y-o-y

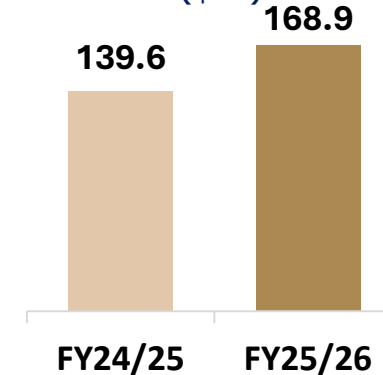
+14.8
▲ **101.4% y-o-y**

Share of profits of associated and joint venture companies
(\$'M)

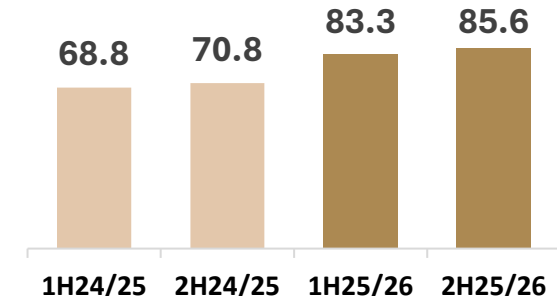
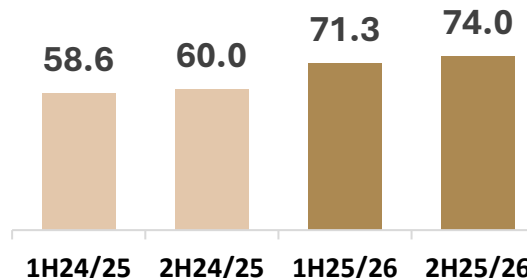
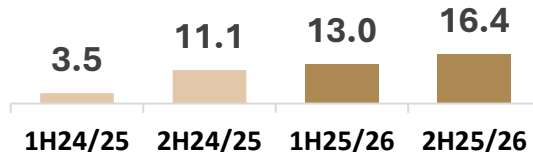


+26.7
▲ **22.5% y-o-y**

Group profit after tax
(\$'M)

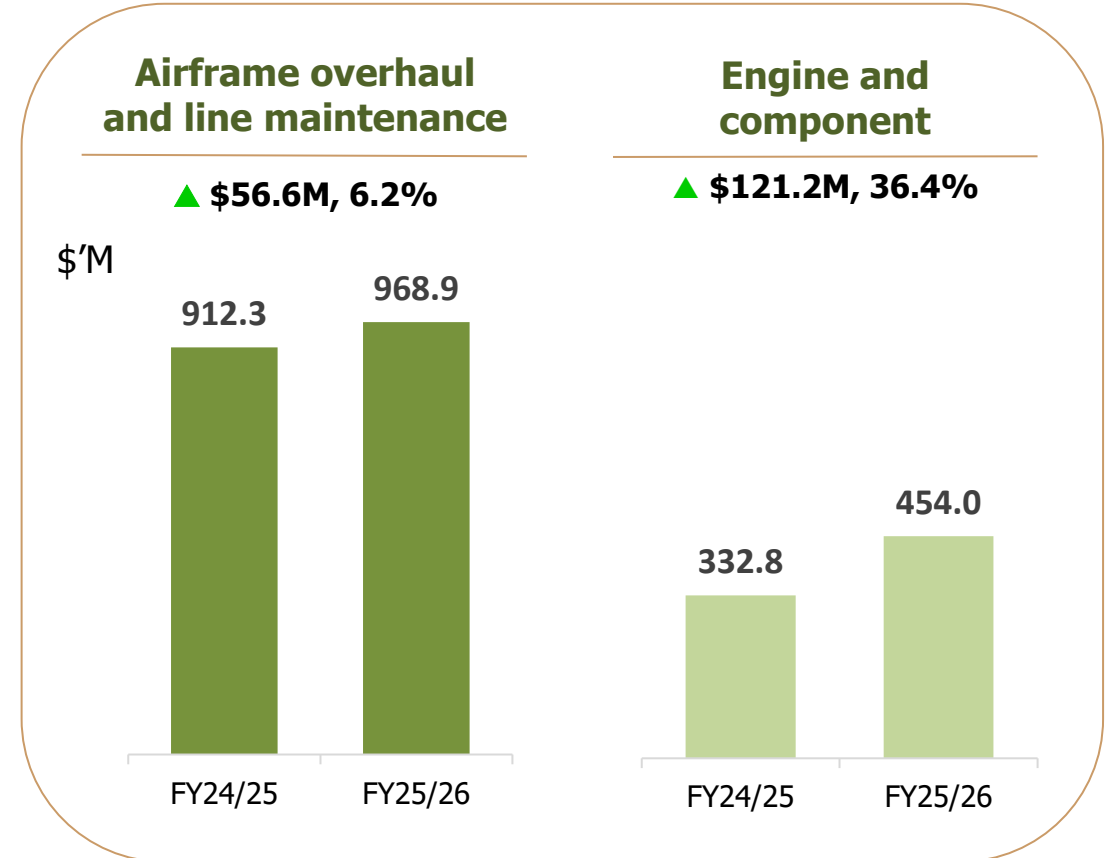
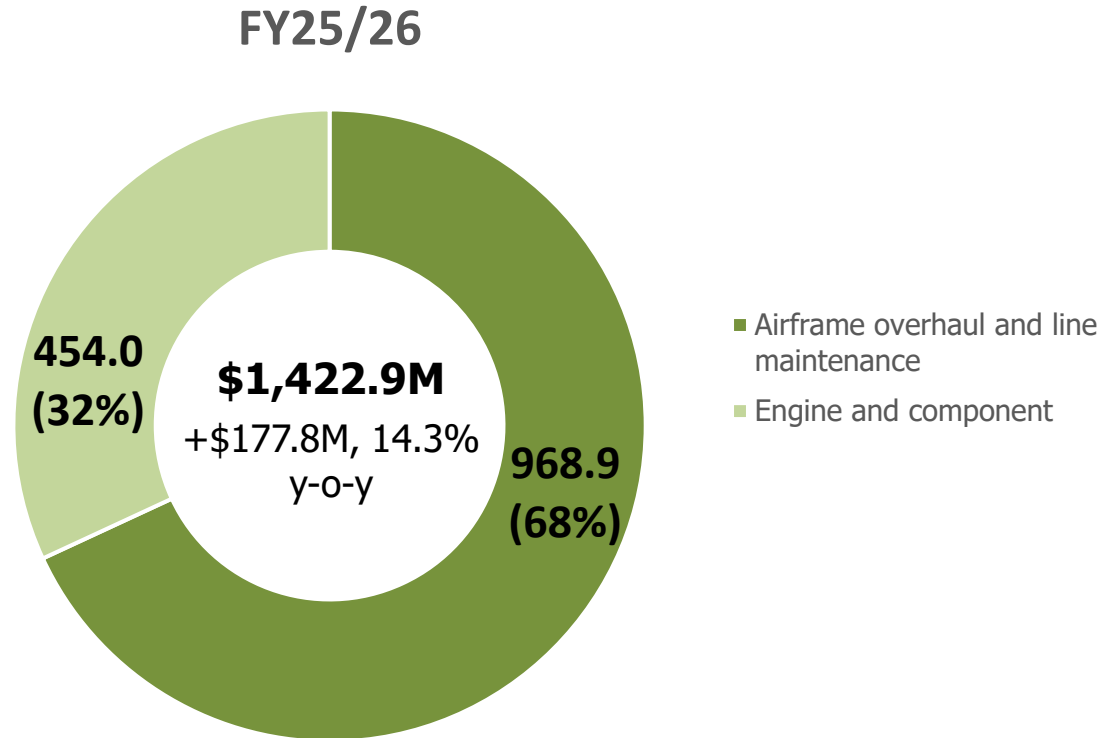


+29.3
▲ **21.0 y-o-y**



ANALYSIS OF FY25/26 GROUP REVENUE

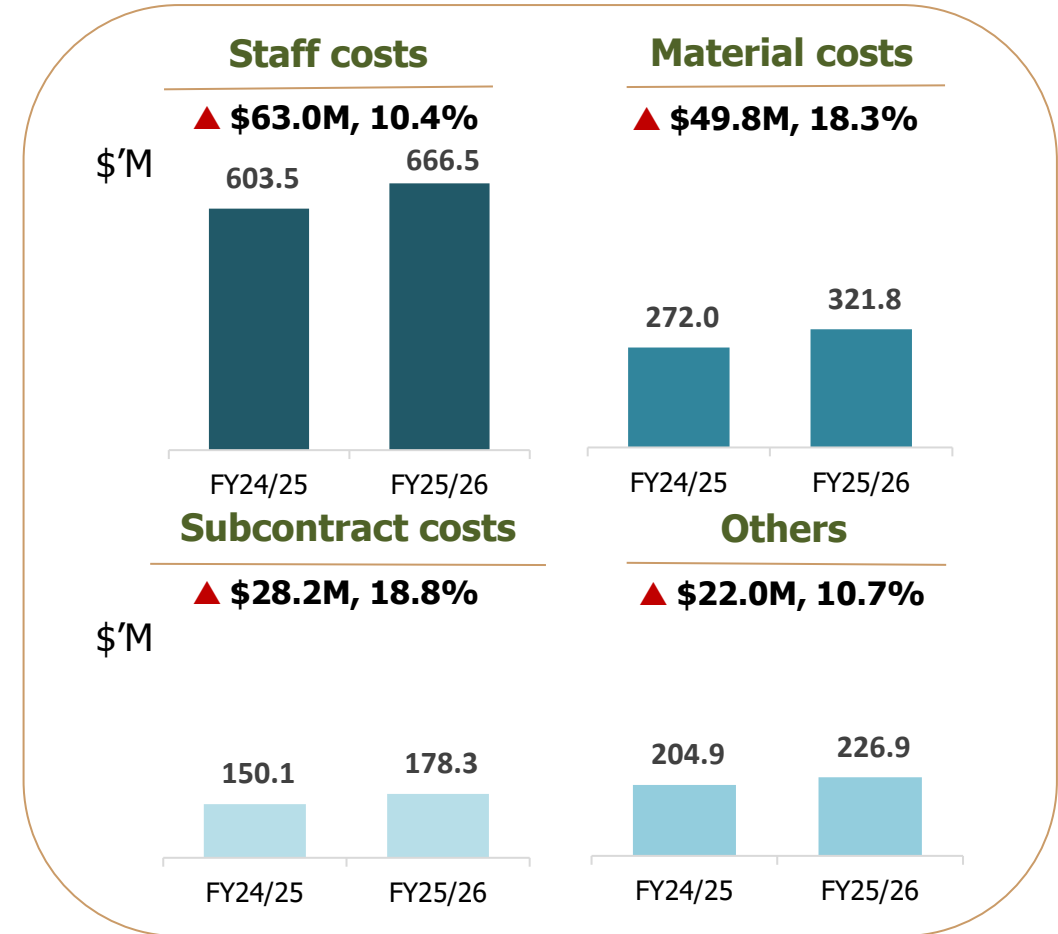
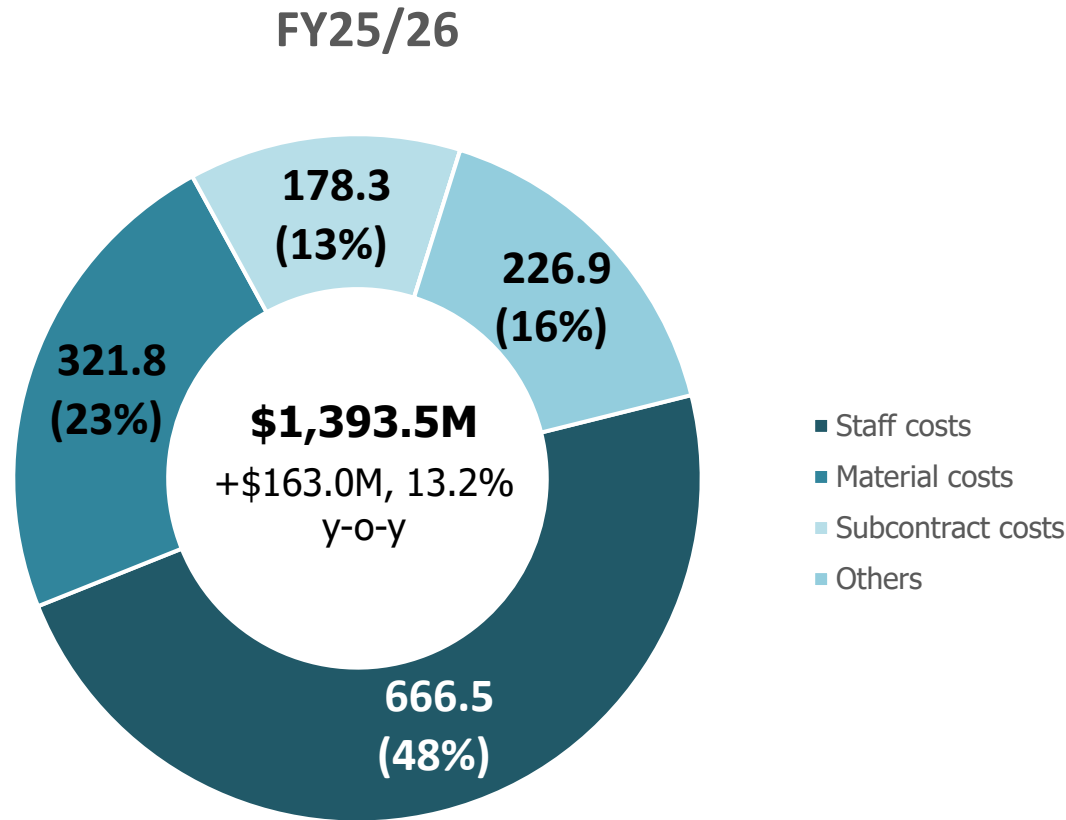
Revenue increase reflects robust MRO demand



Revenue rose from a combination of higher labour rates, higher flight volumes, increase in maintenance activity, heavier aircraft check content and more engines and components delivered

ANALYSIS OF FY25/26 GROUP EXPENDITURE

Rate of increase in expenditure (including startup costs at new subsidiaries) was lower than the growth in revenue



Expenditure increase mainly from higher costs for manpower, material, outhouse repair, IT system implementation, as well as a \$4.0 million impairment provision for an underperforming long-term contract.

PROFIT BY SEGMENTS

Losses in Subsidiaries due to start up costs

Airframe & Line Maintenance

Engine & Component

	FY25/26 \$M	FY24/25 \$M	Variance \$M	FY25/26 \$M	FY24/25 \$M	Variance \$M
Group operating profit	39.1	27.2	▲ 11.9	(9.7)	(12.6)	▲ 2.9
- <i>Company</i>	55.2	29.2		(19.1)*	(20.5)	
- <i>Subsidiaries</i>	(16.1)	(2.0)		9.4	7.9	
Share of profits	6.1	5.5	▲ 0.6	139.2	113.1	▲ 26.1
- Associated and joint venture companies						

* Includes a \$4.0 million impairment provision for an underperforming long-term contract

BALANCE SHEET

Increase in shareholders' funds mainly due to profits earned during the year, partially offset by foreign currency translation reserve and dividends paid



	31 Mar 26	31 Mar 25	Variance	
	\$'M	\$'M	\$'M	%
Equity attributable to owners of the parent	1,755.4	1,720.4	+ 35.0	+ 2.0
Cash and bank balances	564.8	663.4	- 98.6	- 14.9
Net asset value per share	156.9 cents	153.9 cents	+ 3.0 cents	+ 1.9
Return on equity holders' funds	9.7%	8.2%	+1.5 ppt	

Lower cash balance mainly due to dividend paid and lease repayment, partially offset by inflows from operations and interest received.

EARNINGS PER SHARE AND FINAL DIVIDEND

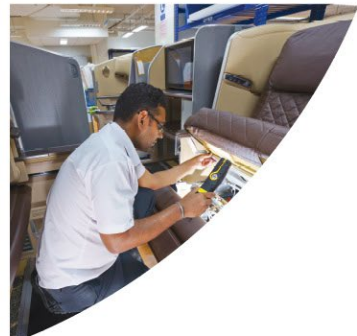
Proposed final dividend of 8.5 cents per share

	FY25/26 (cents)	FY24/25 (cents)
Basic earnings per share	15.09	12.46
Interim Dividend (per share)	2.5	2.0
Final Dividend (per share)	8.5 <i>Proposed</i>	7.0
Total Dividend (per share)	11.0	9.0

- Earnings per share improved 21.1%.
- The proposed final dividend payout amounts to approximately \$95.1 million. Subject to shareholders' approval at the Annual General Meeting on 23 July 2026, the proposed final dividend will be paid on 14 August 2026.

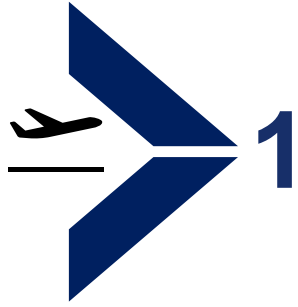


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OUTLOOK

FY25/26 at a Glance



1

SCALE CAPACITY AND CAPABILITIES

Expanding capacity and supporting next-generation aircraft



2

GROW OVERSEAS

Tapping on APAC's growing MRO demand



3

STRENGTHEN THE CORE

Staying agile and competitive; reinforcing our foundation

Capacity Expansion



SAESL expansion to a 26,000 sqm facility to deliver a 40% increase in capacity



SLSSS expansion to a 7,500 sqm facility to increase output by almost 40%



BMM commenced Hangar 2 operations in Nov 2025, operational commencement of Hangar 3 expected in FY26/27



TCS is expanding its coating capabilities to include manufacturing processes to support the GTF engine platform

Next generation aircraft capabilities



LOI signed with SAE to broaden partnership in CFM LEAP engine maintenance in Singapore



SIAEP is the first Embraer Authorised Service Centre in Asia-Pacific to provide MRO services for Embraer E-Jets E2 aircraft

Commercial Agreements



Services Agreements with Singapore Airlines and Scoot worth ~S\$1.3B took effect from 1 April 2025 for a term of two years, with an option to extend for a period of one year



Malaysia

BMM obtained regulatory approval and completed its first heavy check on an A350



China

Acquired 30% of Arport AME to form a MRO joint venture (JV) in Fujian, China



India

Selected as Strategic Partner to set up Air India's Base Maintenance facilities in Bengaluru



Line Maintenance Network

Expanded our Line Maintenance Network:

- TIA Engineering Services Company in Cambodia
- New stations in Indonesia, Japan and Philippines

Process Excellence



Successful implementation of our Enterprise Operating System (EOS) across 6 business units



Lean accreditation for business units to achieve advanced competency levels

Technology Excellence



Digital integration with smart tools (eLITE digital suite, Etask platform, eSlot) and the identification and development of MRO-specific AI use-cases to be rolled out across the company



Developed technology to support operations, such as an engine inspection robot, seal track robot and engine lifter

People Excellence



A Continuous Improvement (CI) Culture programme to cultivate a collaborative, future-ready culture that drives ongoing excellence in processes, technology, and people throughout every level of the organisation

NAVIGATING THE MIDDLE EAST CRISIS WITH STRATEGIC AGILITY

Background



The Middle East crisis has disrupted intercontinental airline connectivity and global supply chains

Impact



- Moderate near-term impact on demand
- Cost impact – energy and freight costs
- Protracted conflict may have deeper implications for the aviation sector, which will impact the MRO sector

Our Response



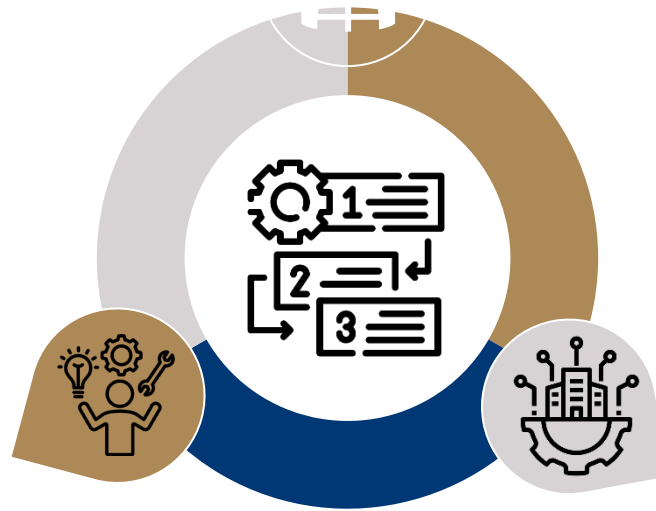
- Cost management
- Adjust rates to reflect industry-wide cost pressures
- Position ourselves to capture new opportunities

Regardless of the geopolitical situation, SIAEC will build upon its foundation to drive greater efficiency and productivity within the organisation, while maintaining flexibility to capture growth opportunities.

OUR PRIORITIES AHEAD

Safety and quality as our foremost priority

Focus on strategic investments that drive long-term growth, while continuously enhancing our core services



Continue the rollout of digital tools and deepen the use of AI in our work processes

Thank you

