DRIVING GROWTH DELIVERING VALUE



ANNUAL GENERAL MEETING

23 July 2026

Presentation by CEO

SIA ENGINEERING COMPANY

FY25/26 AT A GLANCE

	FY25/26	FY24/25	Variance
Revenue ($M)	1,422.9	1,245.1	+14.3% ▲
Operating Profit ($M)	29.4	14.6	+101.4% ▲
GPAT ($M)	168.9	139.6	+21.0% ▲
Return on Equity	9.7%	8.2%	+1.5 ppts ▲

TOTAL DIVIDEND PAYOUT (FY25/26)	**11.0 cents per share** (Proposed Final Dividend of 8.5 cents per share* + Interim Dividend of 2.5 cents per share)

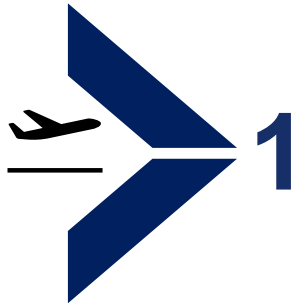


- **Revenue growth driven by increased flight activity, higher work volume and rate increases**
- **Operating profit doubled: highest group net profit since the COVID-19 pandemic**
- **Dividend payout of 11.0 cents per share**

**Subject to the approval of shareholders, to be paid on 14 August 2026*

SIA ENGINEERING COMPANY

DRIVING GROWTH, DELIVERING VALUE



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

DRIVING GROWTH, DELIVERING VALUE

1 SCALE CAPACITY AND CAPABILITIES

Expanding capacity and supporting next-generation aircraft

Capacity Expansion

Singapore Aero Engine Services (SAESL) to expand capacity from ~300 to 400 engines a year, and add advanced engine component repair capabilities

Safran Landing Systems Services Singapore (SLSSS) to increase capacity by almost 40%

Base Maintenance Malaysia (BMM) commenced operations in November 2025; 2nd hangar is expected to be operational in 2nd half of FY26/27

Turbine Coating Services (TCS) to expand its coating capabilities to cover GTF engines

Next generation aircraft capabilities

Signed a Joint Venture Agreement with Safran Aircraft Engines in June 2026 to establish a full-fledged CFM LEAP engine MRO shop in Singapore

SIA Engineering Philippines (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 another year

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2 GROW OVERSEAS

Tapping on APAC's growing MRO demand



Malaysia

BMM obtained regulatory approval and completed its first heavy check on an A350. Official opening of BMM's first hangar in May 2026



China

Acquired 30% of Arport Aircraft Maintenance & Engineering (Arport AME) to form an MRO JV in Fujian, China



India

Memorandum of Understanding (MOU) signed with Air India in July 2026 to explore MRO collaboration opportunities

Line Maintenance Network

Expanded our Line Maintenance Network:

- TIA Engineering Services Company (TES) in Cambodia
- New stations in Indonesia and Philippines

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3 STRENGTHEN THE CORE

Staying agile and competitive; reinforcing our foundation

Process Excellence



Enterprise Operating System (EOS) implemented at 6 business units



Business units to achieve advanced Lean accreditation levels

Technology Excellence



Digital integration with eLITE, Etask, eSlot and SAP S/4HANA; ongoing development of MRO-specific AI use-cases



Developed technology to support operations, e.g. engine inspection robot, seal track robot and engine lifter

People Excellence



Ongoing Continuous Improvement (CI) Culture programme to cultivate a collaborative, future-ready culture that drives ongoing excellence

NAVIGATING THE MIDDLE EAST CONFLICT

Background



- Resumption of hostilities in the Middle East following the collapse of US-Iran peace talks
- Strait of Hormuz is closed again
- Earlier pressures on fuel supply, energy costs and aviation demand are returning

Impact



- Overall impact has not been large:
  - Revenue impact from flight cancellations and reduced flying hours by some airlines, partially offset by addition of flights by other airlines
  - Increase in energy and freight costs
- No issue with energy supplies in the near term
- We continue to monitor the situation closely

Our Response



- Increase operational nimbleness
- Drive productivity
- Maintain cost discipline
- Capture new opportunities

AWARDS

Singapore Business Review Technology Excellence Awards 2026

"AI - Aviation" category award for our initiative, "Making Operations and Support Functions Intelligent through AI"



Singapore Corporate Governance Award 2025 (Securities Investors Association of Singapore)

Joint Winner of
"Big Cap" Category

Singapore Opportunity Index 2025

"Singapore's Top 300 Employers"

"Career Anchor"



ASEAN Corporate Governance Conference and Awards 2025

"Top 50 ASEAN Public Listed Companies"

SUSTAINABILITY

Strengthening ESG Framework

SGX ISSB

Commenced reporting in accordance with International Sustainability Standards Board (ISSB) standards in FY25/26; to adopt requirements by FY28/29

Clean Energy and Electrification



Clean Energy

Installed additional solar panels on the sheltered walkway and carport at Hangar 6



Cleaner Fuel

Conducted a renewable diesel trial for ground support equipment without electric variants



Electrification

Completed electrification of fleet of small tow tractors

Accelerated deployment of electric vehicles

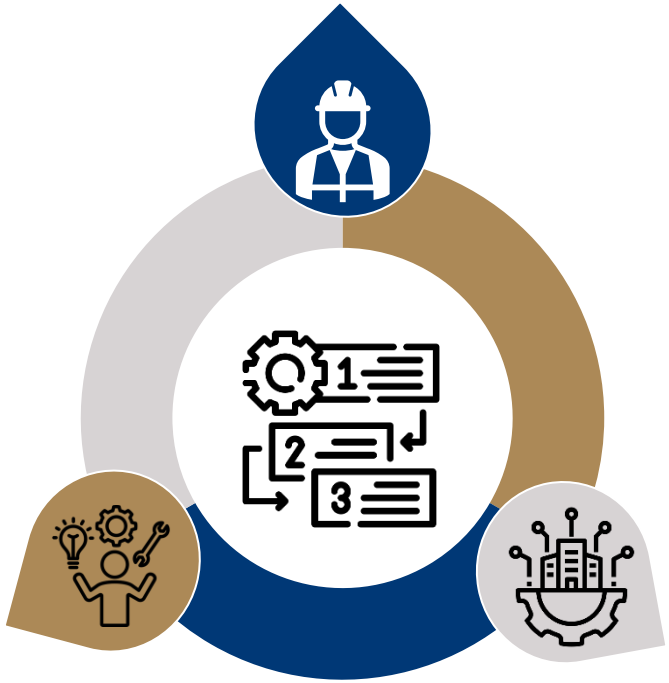
Corporate Social Responsibility



Contributing to society through events such as volunteering and participating in environmental conservation activities

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

SIA ENGINEERING COMPANY

Thank You

