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# About SIA Engineering Company

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SIA Engineering Company Limited (SIAEC or the Company) is a leading aviation maintenance, repair and overhaul (MRO) service provider based in Singapore. Together with 25 subsidiaries, joint venture (JV) and associated companies in Singapore, Cambodia, Hong Kong, Indonesia, Japan, Malaysia, the Philippines, United States and Vietnam, SIAEC provides a comprehensive suite of MRO services to airline customers and aerospace equipment manufacturers worldwide, including airframe and line maintenance, engine and component MRO services, and engineering and material management support.

SIAEC is listed on the Mainboard of the Singapore Exchange (SGX) and is a subsidiary of Singapore Airlines Limited (SIA).

## Our Mission and Core Values

[2-23]

Our Mission is underpinned by our Core Values, which define SIAEC's corporate culture.

### MISSION STATEMENT

SIA Engineering Company is engaged in providing aviation engineering services of the highest quality, at competitive prices for customers and a profit to the Company.





# About This Report

This is the ninth Sustainability Report from SIAEC.

## Reporting Period

[2-3]

This report highlights our economic, environmental, social and governance initiatives and performance for the financial year from 1 April 2025 to 31 March 2026 (FY2025/26) and is to be read in conjunction with the FY2025/26 Annual Report. Data and information from past reporting cycles have been included, where available. The report is published on an annual basis on our website and SGXNet, with the last report published on 10 July 2025. This report is published on 24 June 2026.

## Reporting Scope and Boundary

[2-2]

Unless otherwise stated, all information (including data, statistics and targets) presented in this report relates to the Company's operations in Singapore where the majority of its activities are carried out. We have included in this report sustainability data where available from all subsidiaries that were operational as at 31 March 2026:

- Aerospace Component Engineering Services
- Asia Pacific Aircraft Component Services
- Base Maintenance Malaysia
- JADE Engineering
- SIA Engineering Japan
- SIA Engineering (Philippines)
- SIA Engineering (USA)
- Singapore Aero Support Services
- TIA Engineering Services

The report excludes subsidiaries which are investment holding companies and dormant entities, as well as companies that have not commenced operations.

Please refer to page 21 for the full list of SIAEC's subsidiaries, as well as its JVs and associated companies.

Financial information relating to the SIAEC Group's business can be found in the [FY2025/26 Annual Report](#).

## Reporting Framework

### GLOBAL REPORTING INITIATIVE (GRI)

This report has been prepared with reference to the GRI Universal Standards 2021. The GRI reporting framework is selected as it is widely used by organisations for sustainability reporting.

### SGX SUSTAINABILITY REPORTING LISTING RULES AND GUIDE

This report has been prepared in accordance with the six primary components set out in SGX-ST Listing Rule 711B and takes reference from SGX Practice Note 7.6 Sustainability Reporting Guide, which provides guidelines on component requirements and reporting principles.

SIAEC has adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is progressively providing climate-related disclosures aligned with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards. SIAEC has also considered the applicability of the IFRS S2 industry-based disclosure topics from the Aerospace & Defence and Airlines volumes in its assessment of climate-related risks and opportunities that could reasonably be expected to affect its prospects, including the associated industry-based metrics, as well as the cross-industry metric categories.

### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

SIAEC supports the United Nations 2030 Agenda for Sustainable Development and recognises that businesses must do their part to achieve these goals. We have reviewed

aspects important to SIAEC and our stakeholders and identified 13 SDGs that our sustainability practices are in support of.

## Reporting Quality

[2-5]

While SIAEC has not sought external assurance for this report, the sustainability reporting process for FY2025/26 was subjected to an internal review in accordance with Rule 711B of the SGX-ST Listing Manual. In adherence to Rule 711B, SIA's Internal Audit Division (SIA Internal Audit) conducted a review on the Group's sustainability reporting process to assess its governance framework, internal controls, processes and systems. Additionally, selected key material indicators were also reviewed to ensure robustness and accuracy of data collected and reported. All recommendations were addressed by Management, with the outcomes reported to the Board Audit Committee and Board Sustainability Committee.

SIA Internal Audit is a member of the Singapore Chapter of the Institute of Internal Auditors (IIA) and meets the Standards for the Professional Practice of Internal Auditing set by the IIA.

## Feedback

[2-3]

We value your feedback, which will help us to improve our reporting and sustainability practices. You can reach out to SIAEC's Sustainability Working Group at [siaec\\_sustainability@singaporeair.com.sg](mailto:siaec_sustainability@singaporeair.com.sg).



# CEO's Message

[2-22]



**Chin Yau Seng**  
Chief Executive Officer  
(CEO)

SIAEC continues to press ahead with its sustainability journey, strengthening resilience and advancing initiatives that support its net-zero ambition.

**We remain committed to responsible environmental stewardship and building long-term business resilience,** while creating value for our stakeholders and the communities which we serve.

Over the past year, the aviation industry continued to see strong air travel demand and rising passenger traffic. The increase in flight activities coupled with delays in the delivery of new aircraft kept demand for MRO work buoyant. At the same time, however, challenges such as heightened geopolitical and trade tensions, as well as supply chain disruptions, remained. In Singapore, while the timeline for adopting the IFRS Sustainability Disclosure Standards has been extended, expectations for transparency and robust climate governance remain high. Against this backdrop, SIAEC continues to press ahead with its sustainability journey, strengthening resilience and advancing initiatives that support its net-zero ambition. We remain committed to responsible environmental stewardship and building long-term business resilience, while creating value for our stakeholders and the communities which we serve.

## Enhancing Sustainability Governance

Following the adoption of TCFD recommendations last year, we have commenced reporting based on IFRS-aligned climate-related disclosure requirements and are working towards fully implementing those requirements by SGX's regulatory timeline.

To ensure alignment with the sustainability priorities of our key stakeholders, we conducted a double materiality assessment where key stakeholders were engaged to assess the impact of our operations on society and the environment, as well as the potential financial impact of sustainability-related risks and opportunities on our business. The assessment results served as inputs to update our Sustainability Framework and the list of material topics.

## Continuous Environmental Progress and Stewardship

This year marked another milestone in SIAEC's sustainability journey as we covered, for the first time, all applicable Scope 3 categories in our disclosure of emissions, reflecting our effort to continue to better understand the emissions associated with our supply chain. We also launched the next phase of our vehicle fleet electrification programme with the deployment of additional electric vehicles. To further reduce reliance on grid electricity, we installed additional solar panels at our premises. Even as overall emissions increased compared to last year, driven by business growth, we continue to identify opportunities and remain steadfast in achieving our decarbonisation goals.

## Driving Growth Through Three Strategic Pillars

At SIAEC, the business transformation initiatives are anchored in three strategic priorities, which guide our growth in an increasingly complex operating environment.

### EXPANDING PRESENCE IN ASIA-PACIFIC

We took several steps to broaden our regional footprint, such as the commencement of base maintenance operations at our subsidiary in Malaysia and line maintenance operations at the new Techo International Airport in Cambodia. The Company also entered into an agreement with Xiamen Iport Group to acquire a stake in its subsidiary, Airport Aircraft Maintenance & Engineering (Fujian) in China. These expansions enable us to tap opportunities in key markets, strengthen our ability to serve customers and position SIAEC as a leading MRO service provider in the region.



# CEO's Message

[2-22]

## EXPANDING MRO CAPACITY AND CAPABILITIES FOR NEW-GENERATION AIRCRAFT

We continued to grow our capacity to deliver MRO services across existing markets, including strengthening our engine capabilities with the addition of Quick Turn services for CFM LEAP-1B engines. A Letter of Intent was also signed with Safran Aircraft Engines to jointly explore expanding the existing scope of services, including the potential formation of a LEAP engine JV in Singapore. Our JV, Safran Landing Systems Services Singapore, also began the preparation of a new facility to increase its capacity and enhance its ability to provide comprehensive landing gear repair and overhaul services. These developments increase our capabilities to support next-generation aircraft platforms and meet the needs of our customers.

## STRENGTHENING THE CORE BUSINESS TO BUILD OPERATIONAL RESILIENCE, AGILITY AND COMPETITIVENESS

We continued to roll out our Enterprise Operating System to more business units across the Company, enabling us to streamline and improve our planning processes and deliver services more efficiently and consistently. Our Continuous Improvement programme saw good progress with the adoption of new technology and more widespread use of artificial intelligence (AI) in the organisation. At the Singapore Airshow 2026, we announced our and SIA's collaboration with the Agency for Science, Technology and Research (A\*STAR) to drive the use of advanced analytics and generative AI (GenAI) to further strengthen our operations.



These strategic priorities position SIAEC well to deliver greater value to its customers, strengthen its competitive edge and drive sustainable growth.

## Safety and People

The safety, well-being and development of our people continue to be a top priority. The importance of safety to SIAEC's operations was reinforced throughout the year with regular townhalls, forums and showcases, including the annual Safety & Security Week. In recognition of our safety efforts, four teams and individuals from SIAEC were awarded Bronze Awards at the Changi Airport Group (CAG) Annual Airport Safety Awards 2025.

We continued to invest in professional training and skills development, not only for our employees but also for the wider aviation community, to ensure the industry continues to attract and retain high-calibre talent. In collaboration with key stakeholders, SIAEC participated in the inaugural Asia-Pacific Youth for Aviation Programme and the OneAviation Career & Education Fair 2025. These initiatives, aimed at students and jobseekers, provided opportunities to showcase aviation careers and inspire the next generation to join the industry.

## Community Engagement and Social Impact

We remain committed to giving back to society, through regular Corporate Social Responsibility (CSR) activities and partnerships with our charity partners, such as the Community Chest's 'Season of Blessings' charity event, where our volunteers helped to pack and deliver festive bags to the community. We also held our annual Charity Run in April 2025, which raised S\$50,000 for our adopted charity, Food From the Heart. For our continued contribution and support, we were awarded the Charity Silver Award at the Community Chest Awards.

## Looking Ahead

As we move forward, SIAEC will continue to invest in strategic growth, innovation and sustainability. By leveraging our strong foundation and embracing change, we aim to create long-term value for our stakeholders while contributing positively to the industry, environment and society.

**Chin Yau Seng**  
CEO



# Sustainability Highlights



## 12.2%

Reduction in Scope 1 and 2 Emissions Against Baseline



## 25.1%

Reduction in Water Intensity Against Baseline



## 35.9%

of Waste Recycled



## Expanding Asia-Pacific Presence

in China, Malaysia and Cambodia



## Top 50

ASEAN Listed Companies under the 2024 ASEAN Corporate Governance Scorecard Regional Assessment



## Singapore Corporate Governance Award 2025



## Charity Silver Award

at Community Chest Awards 2025



## GenAI e-learning

for Employees



## Top 300

Employers in Singapore Opportunity Index



# Approach to Sustainability

We continue to make progress towards a sustainable future. Guided by our Board and Board Sustainability Committee, we are committed to continually enhance its sustainability practices.

## Board Statement

[2-22]

The Board recognises the importance of leadership involvement in sustainability management at SIAEC and is committed to ensuring that SIAEC is on course to meet its long-term sustainability targets.

The Board provides guidance and works closely with the Management Committee on SIAEC Group's overall sustainability strategy, policies and business objectives, taking into consideration material economic, environmental, social and governance factors. This includes the yearly review, management and monitoring of SIAEC's material sustainability topics, targets and performance, and initiatives. The Board has also established the Board Sustainability Committee to oversee sustainability matters by accelerating, leading and guiding SIAEC Group's sustainability efforts.

In FY2025/26, the Board reviewed and approved the updated list of material topics from SIAEC's double materiality assessment and the associated targets, and continued to oversee sustainability performance. The Board also approved the FY2025/26 Sustainability Report, which incorporated enhanced climate-related disclosures to better articulate SIAEC's sustainability governance and management of climate-related risks and opportunities, supporting its transition to the IFRS Sustainability Disclosure Standards.

### BOARD OF DIRECTORS

The Board, which is chaired by a non-executive and Independent Director, oversees sustainability through the various Board committees and ongoing communication with Senior Management. Through these engagements, the Board provides strategic guidance and direction on the SIAEC Group's sustainability strategy and performance. This also includes reviewing and approving the material sustainability topics and Sustainability Report. The Board receives regular updates on key sustainability issues from the Board Sustainability Committee.

### BOARD SUSTAINABILITY COMMITTEE

The Board Sustainability Committee, which is chaired by a non-executive and Independent Director and comprises two other Independent Directors, CEO and Chief Sustainability Officer, was established to assist the Board in accelerating, leading and guiding SIAEC Group's sustainability and climate resilience efforts. This also includes review of the scope and results of the internal review of sustainability reporting processes, and Management's responsiveness to key findings and recommendations.

### MANAGEMENT COMMITTEE

The Management Committee, which convenes weekly, comprises Senior Management as members and is chaired by CEO. The Management Committee guides the Sustainability Working Group on sustainability matters. This also includes maintaining oversight of the potential and actual impacts of SIAEC's activities on the economy, environment and people. It also reviews material sustainability topics, targets and performance, initiatives and the Sustainability Report. The Management Committee updates the Board Sustainability Committee thrice a year on key sustainability matters.

### SUSTAINABILITY WORKING GROUP

The Sustainability Working Group meets six times a year and is co-chaired by the Chief Sustainability Officer and Chief Financial Officer. It comprises representatives from the operations and key support divisions in the Company, and was formed to foster a culture of sustainability and advance sustainability initiatives in the SIAEC Group. The Sustainability Working Group is updated monthly on the Company's environmental performance.

## Sustainability Governance

[2-9] [2-11] [2-12] [2-13] [2-14] [2-19] [2-20]

The Board of Directors is responsible for the oversight of sustainability strategy and matters. To manage sustainability matters effectively, committees across the Board and Management have embedded economic, environmental, social and governance considerations into the Group's business, operations and strategies, which are constituted in their respective Terms of Reference, as well as to foster a culture of sustainability in the SIAEC Group.

To support the Board in managing climate-related risks, SIAEC has integrated management of climate-related risks into its Enterprise Risk Management Framework and reporting structure, where the Group Risk & Compliance Management Committee, which is chaired by CEO, reports on key risks to the relevant Board committees, with updates on environmental and climate risks to the Board Sustainability Committee. The management of climate-related opportunities is overseen by the Sustainability Working Group co-chaired by the Chief Sustainability Officer and Chief Financial Officer, which reports to the Management Committee chaired by CEO.

Please refer to the Corporate Governance section of the FY2025/26 Annual Report, and the Governance and Compliance as well as Climate Action sections of this report for further details.

To promote long-term success and embed sustainability into our business operations, sustainability- and climate-related goals have been integrated into the performance scorecards of Senior Management, aligning with the enhanced Senior Management Total Remuneration Philosophy. The performance of Senior Management is assessed on the same principles across five broad categories of targets consisting of economic, environmental, social and governance metrics, aligned with the Company's sustainability strategy:

- Financial and Business
- Investment and Operations
- People and Organisational Development
- Safety and Quality
- Strategic and Sustainability Initiatives

Since FY2023/24, the performance scorecards of Senior Management have incorporated yearly climate- and environmental-related targets to ensure SIAEC remains on course to meet its 2030 goals. For more details on SIAEC's remuneration policies, please refer to the FY2025/26 Annual Report.




# Stakeholder Engagement

[2-12] [2-28] [2-29] [3-1] [3-3]

SIAEC recognises the importance of stakeholders in advancing sustainability. We have identified key stakeholder groups based on their influence on, or who may be impacted by SIAEC's business and operations. Through engagement initiatives, such as dialogues and surveys, we gather feedback on their key priorities, concerns and the effectiveness of our existing measures.




These insights enable the Board and Management to better understand stakeholders' priorities and the impacts on them, and guide the development of sustainability initiatives and strategic plans. We are dedicated to maintaining open and transparent communication with our stakeholders to ensure SIAEC's business practices and operations remain aligned with our shared commitment to sustainable long-term success.

Key Stakeholders and Our Commitments	Engagement Methods	Topics of Interest	Our Responses
 <p><b>Employees</b> We value our employees and care for their well-being and development.</p>	<p><b>Communication channels and platforms:</b></p> <ul style="list-style-type: none"> <li>1SQ mobile web application</li> <li>Viva Engage platform</li> <li>Company intranet portal, including Employee Wellness Support Portal, and portal on activities organised by the Sports and Recreation Committee</li> <li>Toolbox briefings</li> <li>Monthly employee communication decks</li> <li>e-learning on sustainability and diversity</li> <li>Company newsletter</li> <li>Fortnightly GenAI newsletter</li> </ul> <p><b>Dialogues:</b></p> <ul style="list-style-type: none"> <li>Biannual Business Meetings</li> <li>Senior Management dialogues with various employee groups</li> <li>Safety outreach and townhalls</li> </ul> <p><b>Surveys:</b></p> <ul style="list-style-type: none"> <li>Biennial organisational climate survey</li> <li>Pulse survey on various topics (well-being, digital, safety culture, etc.)</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>Safety &amp; Security Week</li> <li>HR Week</li> <li>AI Festival</li> <li>GenAI workshops</li> <li>Wellness talks</li> </ul> <p><b>Grievance mechanism:</b></p> <ul style="list-style-type: none"> <li>Procedure outlined in collective agreements to resolve grievances</li> </ul>	<ul style="list-style-type: none"> <li>Company/Group performance and sustainability of business</li> <li>Technology/AI adoption and cyber risk awareness</li> <li>Employee policies, welfare and activities</li> <li>Workplace, safety and work environment-related issues</li> <li>Employee well-being (including mental wellness)</li> </ul>	<ul style="list-style-type: none"> <li>Raising awareness and engaging on topics of interest through various communication channels and platforms</li> <li>Providing employees with welfare benefits and organising social, sports and recreational activities alongside initiatives to support foreign employees to settle into the local culture</li> <li>Fostering a strong safety culture through initiatives such as the Aviation and Workplace Safety Promotion Centres</li> <li>Supporting employee well-being through wellness talks, mental health tips, and counselling helpline and services on our Employee Wellness Support Portal, as well as healthcare services such as free basic health screening and flu vaccinations for eligible employees</li> </ul>



# Stakeholder Engagement


[2-12] [2-28] [2-29] [3-1] [3-3]

Key Stakeholders and Our Commitments	Engagement Methods	Topics of Interest	Our Responses
 <p><b>Customers</b> We are committed to providing our customers high-quality aviation engineering services.</p>	<p><b>Meetings and platforms:</b></p> <ul style="list-style-type: none"> <li>Meetings, teleconferences and emails to provide regular updates to customers</li> <li>Customer newsletter, Instagram and LinkedIn to share Company updates</li> <li>Customer visits</li> <li>Customer portal</li> </ul> <p><b>Survey:</b></p> <ul style="list-style-type: none"> <li>Annual independent customer survey</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>Biennial Singapore Airshow</li> <li>International MRO shows and exhibitions</li> <li>Customer networking events</li> </ul>	<ul style="list-style-type: none"> <li>Timely completion of the maintenance checks</li> <li>Fulfilment of key performance indicators and service levels</li> <li>Compliance with quality standards of aircraft maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining regular contact with our customers to update status of maintenance checks to ensure service quality and timely delivery</li> <li>Improving service quality and enhancing our reputation in the industry</li> </ul>
 <p><b>Suppliers</b> We treat our suppliers with respect and fairness and expect them to uphold high standards of business ethics and adhere to applicable laws and regulations.</p>	<p><b>Communication channels:</b></p> <ul style="list-style-type: none"> <li>Meetings, teleconferences and emails with suppliers to discuss commercial and operational matters</li> </ul> <p><b>Reviews:</b></p> <ul style="list-style-type: none"> <li>Supplier risk assessments during selection phase</li> <li>Regular review of suppliers' performance to ensure compliance with standards, procedures and/or key performance indicators</li> <li>Review of suppliers' sustainability practices and monitor any breaches of Suppliers' Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Selection of cost-effective, socially and environmentally responsible suppliers</li> <li>Evaluation of suppliers' performance and sustainability practices</li> <li>Compliance with Suppliers' Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Evaluating suppliers before appointment</li> <li>Maintaining regular engagements with suppliers</li> <li>Engaging key suppliers to better understand their sustainability targets, initiatives and plans to decarbonise operations</li> <li>Ensuring all suppliers adhere to our Suppliers' Code of Conduct</li> </ul>
 <p><b>Shareholders</b> We aim to create sustainable shareholder value by maximising returns for long-term profitability.</p>	<p><b>Communication channels:</b></p> <ul style="list-style-type: none"> <li>Company announcements, press releases and information of interest to shareholders are available on SGXNet and SIAEC's corporate website</li> <li>Investor relations contact details are available on SIAEC's corporate website</li> </ul> <p><b>Reports and Annual General Meeting:</b></p> <ul style="list-style-type: none"> <li>Annual Report</li> <li>Sustainability Report</li> <li>Annual dialogue between shareholders, Board of Directors and Senior Management at the Annual General Meeting</li> <li>Half-yearly Analysts Briefings</li> <li>Half-year and full-year financial results and quarterly business updates</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>Management participation in non-deal road shows, corporate access forums and conferences, institutional investor meetings and conference calls</li> </ul>	<ul style="list-style-type: none"> <li>Key challenges and financial performance of the Group</li> <li>Sustainability policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining communication channels and sharing timely updates with shareholders through platforms such as Annual General Meetings, analyst briefings, business updates and interim financial reporting</li> <li>Committing to transparency in our sustainability efforts</li> </ul>



# Stakeholder Engagement



[2-12] [2-28] [2-29] [3-1] [3-3]

Key Stakeholders and Our Commitments	Engagement Methods	Topics of Interest	Our Responses
 <p><b>JV Partners</b> We strive to develop long-term growth opportunities with our JV partners.</p>	<p><b>Reviews:</b></p> <ul style="list-style-type: none"> <li>Partnership Management Division and Line Maintenance (International) oversee and coordinate engagement activities with subsidiaries, JVs and associated companies, as well as with JV partners to explore growth opportunities, develop new capabilities, provide advice and support for strategic restructuring and acquisition/divestment activities</li> <li>Management review of subsidiaries, JVs and associated companies' performance and matters</li> <li>Secondees are deployed to subsidiaries, JVs and associated companies to share SIAEC's expertise, and actively contribute to their development</li> <li>Representation and participation of SIAEC nominee directors at JV Board meetings</li> <li>Updates to SIAEC Board and Board committees on subsidiaries, JVs and associated companies' performance and growth plans</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>Annual JVs &amp; Partners Forum to share latest industry trends and collaborate on strategic and business opportunities, with participation from subsidiaries, JVs and associated companies, JV partners, government agencies and SIA, etc.</li> <li>Annual JV Quality and Safety Seminar to share industry and regulatory developments in the areas of aviation safety and workplace safety, with participation from subsidiaries, JVs and associated companies, and regulatory authorities</li> </ul> <p><b>Audits:</b></p> <ul style="list-style-type: none"> <li>Internal audits to monitor subsidiaries, JVs and associated companies' internal controls and compliance</li> <li>Regulatory audits on subsidiaries, JVs and associated companies to ensure safety and quality standards are maintained</li> </ul>	<ul style="list-style-type: none"> <li>Performance and strategic development of subsidiaries, JVs and associated companies, including sustainability matters</li> <li>Tracking and supporting the growth of subsidiaries, JVs and associated companies</li> <li>Promoting synergies for mutual benefits among subsidiaries, JVs and associated companies</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining regular engagements with subsidiaries, JVs and associated companies, as well as JV partners</li> <li>Conducting regular meetings to assess growth and sustainability initiatives</li> <li>Providing oversight and strategic support to enhance overall performance and promote collaborations and good safety practices</li> </ul>



# Stakeholder Engagement

[2-12] [2-28] [2-29] [3-1] [3-3]

Key Stakeholders and Our Commitments	Engagement Methods	Topics of Interest	Our Responses
 <p><b>Government Agencies, Authorities, Trade Associations and Unions</b> We work closely with our government agencies, regulatory authorities, trade associations and union partners, to maintain strong industrial relations, ensure fair employment terms, uphold compliance with applicable laws and regulations, and contribute to broader industry initiatives.</p>	<p><b>Memberships in industry associations:</b></p> <ul style="list-style-type: none"> <li>The Company is a member of the Singapore Business Federation, Singapore Institute of Directors, Singapore National Employers Federation and Association of Aerospace Industries (Singapore)</li> </ul> <p><b>Meetings and events:</b></p> <ul style="list-style-type: none"> <li>Participation in events and activities of trade associations</li> <li>Visits by aviation authorities' auditors</li> <li>Collaborations with industry and government agencies</li> <li>Regular meetings between Management and unions to discuss employee-related issues</li> <li>Lunches, informal get-together sessions and retreats to maintain collaborative relationships with union leaders and partners</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with applicable laws and regulations</li> <li>Industry collaboration for growth and sustainability</li> <li>Employee policies, training and labour practices</li> <li>Company/Group performance and sustainability of business</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring adherence to all relevant laws and regulations through regular audits and assessments</li> <li>Maintaining close coordination and collaboration with Singapore government agencies, authorities and trade associations</li> <li>Actively involving unions in discussions on workforce-related matters</li> <li>Providing unions with regular updates on SIAEC Group's business outlook and activities</li> </ul>
 <p><b>Community</b> We strive to create a positive impact on communities where SIAEC operates through local community engagement projects.</p>	<p><b>Community outreach programmes:</b></p> <ul style="list-style-type: none"> <li>Participation of employee volunteers in community projects</li> <li>Environmental outreach activities</li> <li>Donations</li> </ul>	<ul style="list-style-type: none"> <li>Contributions and support towards social and environmental causes</li> </ul>	<ul style="list-style-type: none"> <li>Collaborating with CSR partners and social enterprises on community projects and environmental outreach activities</li> </ul>



# Materiality Assessment

[3-1] [3-2]

The Company conducts annual materiality assessment exercises to identify and revalidate sustainability topics relevant to SIAEC and its stakeholders.

In FY2025/26, the Company performed a double materiality assessment to deepen its understanding of SIAEC's sustainability priorities, which considered its impact on society, environment and the broader economy ('inside-out' impact materiality), as well as how sustainability-related risks and opportunities may affect its business performance and strategic priorities ('outside-in' financial materiality). Supported by an

independent consultant, the exercise incorporated insights from a range of sources, such as research on global trends, as well as the results from surveys and interviews with key internal and external stakeholders.

The resultant list of material topics and topics of ongoing importance was approved by the Board Sustainability Committee and the Board. While topics of ongoing importance may not have been prioritised as material by stakeholders, SIAEC recognises their relevance to the business and will continue to report on how these areas are being managed.

## Materiality Matrix



## Stages for Double Materiality Assessment FY2025/26





# Sustainability Framework

In FY2025/26, SIAEC's Sustainability Framework was refreshed following the double materiality assessment to incorporate the updated list of material topics and topics of ongoing importance under three key pillars, serving as a blueprint to guide the Company's development and initiatives. For each material topic, the Company has set targets to achieve by 2030. Our sustainability topics also support 13 United Nations SDGs.

## Policies and Commitments

[2-23] [2-24]

We have established various corporate policies to reinforce ethical conduct throughout our operations. These policies, approved at the Senior Management level or higher, include the Employees' Code of Conduct, Suppliers' Code of Conduct, Anti-corruption/Anti-bribery Policy, Whistleblowing Policy, Safety Management System, Environmental Policy Statement and Enterprise Risk Management Framework, etc.

These corporate policies are implemented across SIAEC and its subsidiaries, with the responsibility for complying with these policy commitments resting with individual business units and subsidiaries. This ensures that the policy commitments are integrated into their daily tasks, upholding their commitment to responsible business practices.

Further information on SIAEC's corporate policies can be found in the Governance and Compliance section of this report. Selected policies like the [Suppliers' Code of Conduct](#), [Enterprise Risk Management Framework](#) and [Environmental Policy](#) are also publicly available on the corporate website. These policies outline our due diligence and commitment to responsible business conduct.

### Enhance Value Creation

**Material Topics**

- Sustainable Economic Growth
- Service Quality
- Resilient and Responsible Supply Chain

### Drive Responsible Growth

**Material Topics**

- Governance and Compliance
- Data Protection and Cybersecurity
- Climate Action
- Environmental Management

**Topic of Ongoing Importance**

- Community and Social Vitality

### Empower Our Workforce

**Material Topics**

- Employee Well-being and Safety
- Human Capital Management

**Topics of Ongoing Importance**

- Labour-Management Relations
- Diversity, Equity and Inclusion

## 13 United Nations SDGs



To ensure that the Company operates ethically, sustainably and responsibly, SIAEC conducts risk assessments to identify and mitigate potential economic, environmental, social and governance risks. In addition, SIAEC applies the precautionary approach under Principle 15 of the UN Rio Declaration on Environment and Development<sup>1</sup> in its practices, with the prioritisation of proactive measures to prevent or minimise the

potential negative impact of its operations on society and the environment.

For more details on how policy commitments are embedded throughout SIAEC's business activities and operations, please refer to the individual sections of this report and the management of material topics.




<sup>1</sup> Principle 15 of the UN Rio Declaration on Environment and Development states: 'Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation'.



# List of Material Topics, Impacts and Targets

[3-3]

## 1. Enhance Value Creation

Material Topics	Importance of Topic and the Potential Impact on the Economy, Environment and People	FY2025/26 Performance	FY2026/27 Targets (Short-term)	2030 Targets (Medium-term)
<b>Primary Stakeholders Impacted: Shareholders, JV Partners, Employees, Customers, Suppliers, Government Agencies, Authorities, Trade Associations and Unions</b>				
 <b>Sustainable Economic Growth</b>	<p>Sustainable economic growth is essential to SIAEC's long-term viability and value creation for its stakeholders. Through investing in innovation, capability development and business expansion, SIAEC can maintain its operational efficiency and competitiveness. As a key player in Singapore's aviation MRO sector, strong economic performance supports industry growth and provides employment opportunities. Conversely, weaker financial performance, insufficient innovation or capability development may reduce the Company's competitiveness, limit business opportunities, and impact its economic and social contributions.</p>	<ul style="list-style-type: none"> <li>Improvement in economic performance</li> <li>Signed Letter of Intent with Safran Aircraft Engines to expand CFM LEAP engine maintenance services</li> <li>Entered into an agreement to acquire a stake in Arport Aircraft Maintenance &amp; Engineering (Fujian) in China</li> <li>Formalised two new joint lab agreements with A*STAR to advance sustainable manufacturing and develop AI-driven solutions</li> </ul>	<ul style="list-style-type: none"> <li>Continue to generate and distribute sustainable economic value to our shareholders and stakeholders, while ensuring long-term value creation (Perpetual target)</li> <li>Continue to expand our capabilities and geographical footprint to better serve customers' needs (Perpetual target)</li> <li>Continue to develop innovative solutions to aid employees in enhancing safety and efficiency, meet customers' changing needs and stay at the forefront of the industry (Perpetual target)</li> </ul>	
 <b>Service Quality</b>	<p>Maintaining high service quality and ensuring aircraft airworthiness are critical to supporting a safe and reliable aircraft operation. Strong service quality can elevate SIAEC's reputation, thus increasing business, creating jobs and contributing to economic growth. Adherence to quality standards also ensures compliance with environmental regulations during aircraft maintenance, reducing potential impacts on the environment and community. However, failure to deliver high service quality may undermine stakeholders' confidence and raise concerns over the safety of aircraft maintained by SIAEC.</p>	<ul style="list-style-type: none"> <li>No major findings from audits by aviation authorities</li> </ul>	<ul style="list-style-type: none"> <li>No major findings from audits by aviation authorities (Perpetual target)</li> </ul>	
 <b>Resilient and Responsible Supply Chain</b>	<p>Building a resilient supply chain enables SIAEC to secure a strategic advantage and contribute to its long-term business viability. Ensuring fair labour and social practices across the value chain promotes fair treatment of workers and contributes to the economic well-being of local communities. Moreover, incorporating environmental considerations into sourcing can assist in achieving sustainable development goals at national and global levels. Conversely, inadequate supply chain oversight could compromise operational continuity, expose the Company to human rights violations, and increase environmental impacts from its value chain.</p>	<ul style="list-style-type: none"> <li>All suppliers<sup>2</sup> were screened on social and environment aspects</li> </ul>	<ul style="list-style-type: none"> <li>Screen all vendors participating in tenders on social and environmental aspects</li> </ul>	<ul style="list-style-type: none"> <li>Strong collaboration with key suppliers who support our sustainability ambitions, to work towards a sustainable supply chain (Perpetual target)</li> </ul>





2 For purchases of goods and services above S\$500k in contract value via the procurement system.



# List of Material Topics, Impacts and Targets

[3-3]

## 2. Drive Responsible Growth



Material Topics	Importance of Topic and the Potential Impact on the Economy, Environment and People	FY2025/26 Performance	FY2026/27 Targets (Short-term)	2030 Targets (Medium-term)
<b>Primary Stakeholders Impacted: Shareholders, JV Partners, Employees, Customers, Suppliers, Government Agencies, Authorities, Trade Associations and Unions, Community</b>				
 <b>Governance and Compliance</b>	<p>Robust governance and strong compliance are essential to SIAEC's long-term sustainability and stakeholders' trust. High standards of ethical conduct, transparency and accountability enable well-informed decision-making, effective risk management and regulatory compliance. Safeguarding human rights protects the well-being of workers and promotes responsible business practices across our value chain. Conversely, any lapse in governance, compliance or human rights practices may result in legal, operational or reputational consequences, undermine stakeholders' confidence and disrupt business operations.</p>	<ul style="list-style-type: none"> <li>No material non-compliance with applicable laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>No material non-compliance with applicable laws and regulations (Perpetual target)</li> </ul>	
 <b>Data Protection and Cybersecurity</b>	<p>With increasing digitalisation and AI adoption, strong data protection and cybersecurity practices are crucial. As SIAEC handles sensitive customer and operational data across its value chain, robust controls help to prevent potential breaches that may lead to financial or reputational harm. Conversely, inadequate data protection controls could create system vulnerabilities, expose stakeholders to data privacy risks and potentially disrupt business operations.</p>	<ul style="list-style-type: none"> <li>No major incidents of cybersecurity and data breaches</li> </ul>	<ul style="list-style-type: none"> <li>No major incidents of cybersecurity and data breaches (Perpetual target)</li> </ul>	
 <b>Climate Action</b>	<p>Climate action is essential to SIAEC's long-term resilience and the aviation sector's transition to a low-carbon future. Managing physical and transition risks will minimise operational disruptions, protect workforce and maintain business continuity. By monitoring energy use, improving energy efficiency, adopting renewable energy and implementing decarbonisation initiatives, SIAEC can reduce its emissions and lower operating costs, supporting a more sustainable environment. Conversely, insufficient climate action may increase operational, compliance and reputational risks as expectations on climate responsibility continue to rise.</p>	<ul style="list-style-type: none"> <li>12.2% reduction in Scope 1 and 2 emissions against FY2019/20 baseline</li> </ul>	<ul style="list-style-type: none"> <li>Continue to drive decarbonisation plans to halve Scope 1 and 2 emissions (against FY2019/20 baseline) by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Halve Scope 1 and 2 emissions (against FY2019/20 baseline)</li> <li>Net-zero emissions by 2050 (long-term target)</li> </ul>
 <b>Environmental Management</b>	<p>Effective environmental management is essential to minimising SIAEC's environmental impact and supporting national sustainability goals. Improving water efficiency and managing effluent waste responsibly will reduce pressure on local water resources, while waste reduction and recycling initiatives contribute to Singapore's circular economy. Managing ecological impacts also helps protect biodiversity and community well-being. Conversely, inadequate water stewardship, poor waste practices or unmanaged ecological impacts may result in environmental harm, regulatory non-compliance and reputational risks.</p>	<ul style="list-style-type: none"> <li>25.1% reduction in water intensity from baseline (FY2017/18 to FY2019/20 average)</li> <li>No non-compliance with regulations on effluents management</li> <li>35.9% recycling rate</li> <li>No environmental-related fines or non-monetary sanctions</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pursue water conservation initiatives to reduce 15% water intensity from baseline (FY2017/18 to FY2019/20 average) by 2030</li> <li>No non-compliance with regulations on effluents management</li> <li>Continue efforts to maintain a recycling rate above 30% by 2030</li> <li>No environmental-related fines or non-monetary sanctions</li> </ul>	<ul style="list-style-type: none"> <li>15% reduction in water intensity from baseline (FY2017/18 to FY2019/20 average)</li> <li>Ensuring compliance with regulations on effluents management (Perpetual target)</li> <li>30% recycling rate</li> <li>No major incidents of non-compliance with environmental regulations (Perpetual target)</li> </ul>



# List of Material Topics, Impacts and Targets

[3-3]

## 3. Empower Our Workforce

Material Topics	Importance of Topic and the Potential Impact on the Economy, Environment and People	FY2025/26 Performance	FY2026/27 Targets (Short-term)	2030 Targets (Medium-term)
<b>Primary Stakeholders Impacted: Employees, Government Agencies, Authorities, Trade Associations and Unions</b>				
 <b>Employee Well-being and Safety</b>	<p>SIAEC recognises that ensuring employee health, well-being and safety are crucial to both the Company and its workforce. By prioritising health and safety measures, and cultivating a strong safety culture, SIAEC's workforce would not only be healthier, but also more productive and engaged, contributing positively to the Company's growth. Moreover, promoting employee well-being can lead to reduced medical absences and turnover rates, further bolstering organisational efficiency and stability. Conversely, inadequate management of employee health, well-being and safety may result in increased workplace accidents, higher medical costs, loss in productivity and lower employee morale.</p>	<ul style="list-style-type: none"> <li>No work-related fatalities</li> <li>Organised Safety &amp; Security Week and safety townhalls</li> </ul>	<ul style="list-style-type: none"> <li>No work-related fatalities (Perpetual target)</li> <li>Continue to promote employee health, safety and well-being as ongoing priorities for the Company through regular engagement and activities (Perpetual target)</li> </ul>	
 <b>Human Capital Management</b>	<p>Effective talent attraction, retention, training and development initiatives are key to building a skilled and motivated workforce that drives productivity and innovation. Outreach and collaboration initiatives help attract talent and maintain a strong pipeline of trainees and engineers, supporting workforce stability and the Company's long-term growth. By providing competitive training and development opportunities, SIAEC enables its employees to adapt to evolving technologies and job requirements, supporting employee well-being and career progression while strengthening productivity and operational resilience. Conversely, inadequate management of SIAEC's employees may result in the loss of experienced workers, higher employee turnover and consequently, potential disruptions to operations.</p>	<ul style="list-style-type: none"> <li>Average of 57.8 training hours per employee</li> <li>Introduction of GenAI course to all employees</li> <li>Top 300 Employers in Singapore Opportunity Index</li> </ul>	<ul style="list-style-type: none"> <li>Maintain average of 34 training hours per employee</li> <li>Grow capabilities and continuous improvement culture for sustainable business growth (Perpetual target)</li> <li>Develop people strategy centred on personal development, talent management, employee well-being and engagement (Perpetual target)</li> </ul>	



## Enhance Value Creation

Driving Sustainable Economic Performance through Innovation, Continuous Improvement and Strategic Growth while Maintaining High Service Quality

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# Driving Sustainable Economic Performance through Innovation, Continuous Improvement and Strategic Growth while Maintaining High Service Quality

[2-23]

We are committed to achieving sustainable economic growth by providing MRO services of the highest quality in compliance with international standards. Our commitments, as well as key policies, which guide us in the management of our material topics, are outlined below.

Material Topics	Commitments and Key Policies
 <p><b>Sustainable Economic Growth</b></p>	<p>To pursue sustainable economic growth and enhance value for our stakeholders by strengthening our service offerings and leveraging new technologies</p> <ul style="list-style-type: none"> <li>• Growth Strategy</li> <li>• Digital and Technology Strategy</li> </ul>
 <p><b>Service Quality</b></p>	<p>To provide high-quality aviation engineering services to customers and maintain world-class standards in aviation safety</p> <ul style="list-style-type: none"> <li>• Aviation Safety Management System</li> <li>• Quality Management System</li> </ul>
 <p><b>Resilient and Responsible Supply Chain</b></p>	<p>To build resilience in our supply chain, treat our suppliers with respect and fairness, and work towards a sustainable supply chain through ethical and responsible procurement</p> <ul style="list-style-type: none"> <li>• Suppliers' Code of Conduct</li> <li>• Contracts Approval Policy</li> <li>• Procurement Manual</li> </ul>



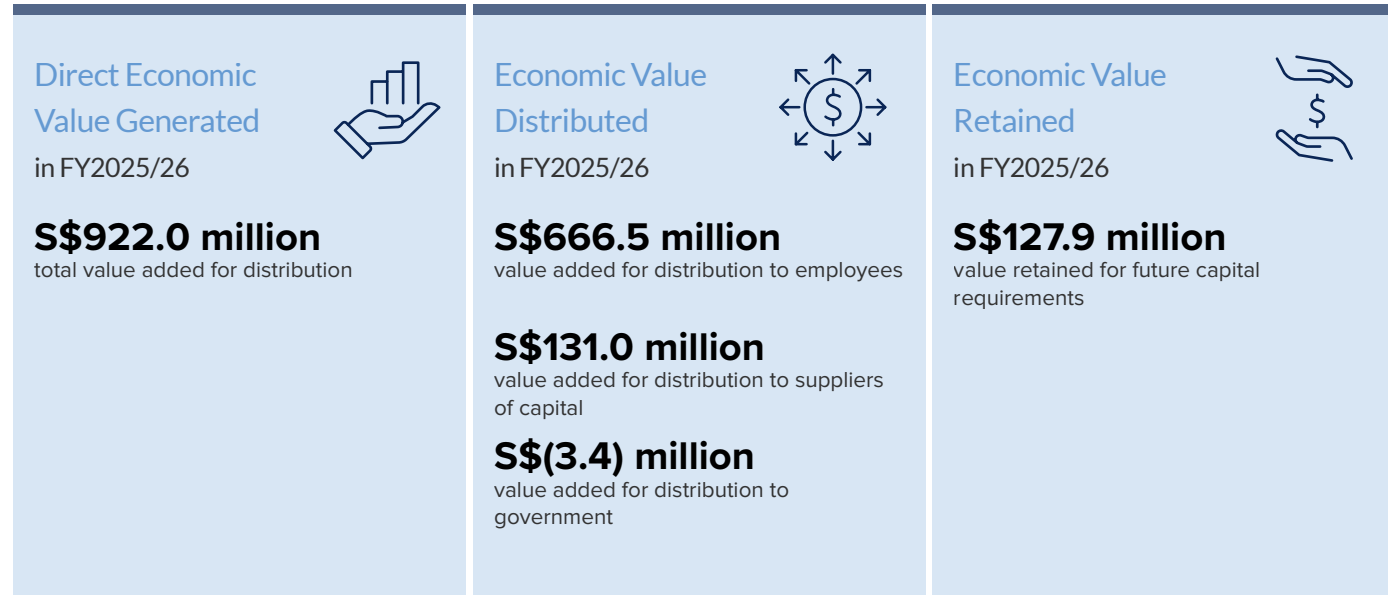
# Sustainable Economic Growth

[3-3]

SIAEC is committed to driving long-term growth and value creation by continually enhancing its service offerings, strengthening core capabilities and expanding international presence. We pursue growth by developing MRO capabilities for new-generation aircraft and engines, forming JVs and strategic partnerships with original equipment manufacturers (OEMs) and industry partners, and expanding into key overseas markets. These are underpinned by a culture of continuous improvement through innovation and adoption of new technologies which improve our efficiency, productivity and service quality, while maintaining the highest standards of aviation safety and reliability. Our initiatives enable SIAEC to meet evolving customers' needs, access new markets and reinforce our position within Singapore's aviation ecosystem, supporting Changi Airport's role as a global aviation hub while delivering long-term value to our stakeholders.

## Economic Performance and Value Creation [201-1] [201-3]

SIAEC recognises that strong financial performance, efficient operations and an optimised asset base are essential to sustaining a successful business. A resilient and growing economic foundation enables us to invest in our MRO capabilities, technology and talent, while creating employment opportunities and contributing to the economies in which we operate. To ensure long-term value creation for our stakeholders, the Board and Management regularly review the financial and operational performance at Board and Board committees'



meetings, Management Committee meetings and other key forums, such as the annual Board Strategy Meeting and the Partnership Review Committee Meetings which are held every two months.

The table above summarises the economic value generated, distributed and retained in FY2025/26.<sup>3</sup> For further information about our economic performance, please refer to our FY2025/26 Annual Report.

The value added for distribution to employees includes contributions made by the Company to Singapore's Central Provident Fund (CPF) scheme, which is a government-mandated social security savings scheme funded by contributions from employers and employees for Singapore citizens and permanent residents.<sup>4</sup> Subsidiaries outside Singapore also make contributions to their respective government-mandated pension schemes where required.

3 A breakdown of revenue by primary geographical markets can be found under the Revenue section of the Notes to the Financial Statements in our FY2025/26 Annual Report.

4 In accordance with CPF Board requirements, the Company contributes up to 17% of employees' salaries for Singapore citizens and eligible Singapore Permanent Residents.



# Sustainable Economic Growth

[3-3]

## Driving Growth Through SIAEC's Three Strategic Pillars

SIAEC's strategy is anchored in a three-pronged approach to guide its business growth and enable the identification of new opportunities. Our initiatives support entry into new markets and customer segments, while enhancing SIAEC's reputation for delivering high-quality aviation engineering services. The Partnership Review Committee, chaired by CEO, regularly reviews the performance and returns of the subsidiaries, JVs and associated companies to ensure the resilience and long-term value of our portfolio.





# Sustainable Economic Growth

[3-3]

## PILLAR 1: EXPANDING PRESENCE IN ASIA-PACIFIC [2-6]

SIAEC leverages its extensive MRO capabilities to grow its global presence to gain access to new markets and customers. As at 31 March 2026, SIAEC has 25 subsidiaries, JVs and associated companies across nine countries and territories. Some key developments in FY2025/26 included:

- Signed an agreement to acquire a 30% stake in Arport Aircraft Maintenance & Engineering (Fujian), which performs line maintenance and ground services at airports in Xiamen, Fuzhou, Wuyishan and Longyan, and base maintenance services at Xiamen airport
- TIA Engineering Services commenced line maintenance operations with the opening of the new Techo International Airport in Phnom Penh, Cambodia
- Base Maintenance Malaysia (BMM) began performing aircraft maintenance checks in its first hangar in Subang, Malaysia
- SIA Engineering (Philippines) expanded its line maintenance operations to Manila's Ninoy Aquino International Airport, the Philippines's largest airport

- SINGAPORE**
1. Aerospace Component Engineering Services
  2. Component Aerospace Singapore
  3. Eagle Services Asia
  4. Fuel Accessory Service Technologies
  5. GE Aviation, Overhaul Services – Singapore
  6. Goodrich Aerostructures Service Center – Asia
  7. JADE Engineering
  8. Moog Aircraft Services Asia
  9. Panasonic Avionics Services Singapore
  10. Safran Electronics & Defense Services Asia
  11. Safran Landing Systems Services Singapore
  12. Singapore Aero Engine Services
  13. Singapore Aero Support Services
  14. Turbine Coating Services

- MALAYSIA**
15. Asia Pacific Aircraft Component Services
  16. Base Maintenance Malaysia
  17. Eaton Aerospace Component Services Asia
  18. POS Aviation Engineering Services

- INDONESIA**
19. PT Jas Aero-Engineering Services

- VIETNAM**
20. Southern Airports Aircraft Maintenance Services

- THE PHILIPPINES**
21. SIA Engineering (Philippines)

- CAMBODIA**
22. TIA Engineering Services

- HONG KONG SAR**
23. Pan Asia Pacific Aviation Services

- JAPAN**
24. SIA Engineering Japan

- UNITED STATES**
25. SIA Engineering (USA)



## SPOTLIGHT

### Growing the Footprint in Malaysia

BMM commenced operations in November 2025, expanding SIAEC's network of base maintenance facilities. BMM achieved several milestones in the past year:

- Obtained approvals from selected aviation authorities to perform aircraft maintenance
- Completed its first aircraft maintenance check

- Introduced its Technician Trainee Programme to strengthen Malaysia's aerospace talent pipeline, with its first cohort recently graduated in March 2026

Besides BMM, SIAEC has another three subsidiaries or associated BMM, SIAEC has another three subsidiaries or associated companies formed with strategic partners to provide component repair and overhaul, as well as line maintenance, services in Malaysia.



# Sustainable Economic Growth

[3-3]

## PILLAR 2: EXPANDING MRO CAPACITY AND CAPABILITIES FOR NEW-GENERATION AIRCRAFT

In addition to expanding geographical presence, we continue to strengthen our ability to deliver MRO services in existing markets. We have also signed several agreements with strategic partners across the aviation industry to enhance our capacity for MRO services, further broadening our service offerings to meet market demand.



### SPOTLIGHT



### Enhancing Our Engine Maintenance Capabilities

Our Aircraft Engine Services (AES) unit inducted its first CFM LEAP-1B engine in FY2025/26, marking another milestone in expanding our engine maintenance capabilities. AES is also SIAEC's first business unit to attain Lean 'Silver' accreditation, reinforcing its core engine maintenance capability through continuous improvement and stronger service quality. Its operational efficiency was further validated by customer recognition for achieving the best engine turnaround time within the customer's LEAP engine MRO network.

On 25 November 2025, SIAEC signed a Letter of Intent with Safran Aircraft Engines to expand its CFM LEAP engine MRO services and explore further enhancements to the existing scope of services, including the potential formation of a LEAP engine MRO JV in Singapore. The partnership aims to strengthen our existing Quick Turn maintenance services for LEAP engines and increase capacity to meet demand.



### SPOTLIGHT

### Expansions at JVs and Associated Companies

#### Singapore Aero Engine Services (SAESL)

On 27 June 2025, SAESL, a JV between SIAEC and Rolls-Royce, marked a milestone in its US\$180 million capacity expansion project with the casting of the first pile cap at its new Loyang facility. Upon the completion of the project, SAESL will be able to deliver 400 engines annually, up from around 300 currently. Since SAESL's launch in 2001, it has supported the full series of Trent family engines and is the lead MRO facility for Trent XWB engines.

#### Safran Landing Systems Services Singapore (SLSSS)

SLSSS, a JV between SIAEC and Safran Landing Systems, has embarked on initiatives to expand its capability and capacity to deliver quality MRO services:

- On 16 April 2025, SLSSS officially unveiled its newly revamped Value Stream Hydraulics shop floor. This is a milestone in expanding SLSSS's MRO capabilities to include landing gear system equipment and electrical components for the A320, A330, A350 and A380 aircraft families
- SLSSS is also investing in an additional facility to expand its capacity. This expansion is integral to SLSSS's strategy to stay competitive and relevant as it prepares to grow capacity for landing gear programmes of new-generation aircraft fleets such as the A350, A320neo and Boeing 787



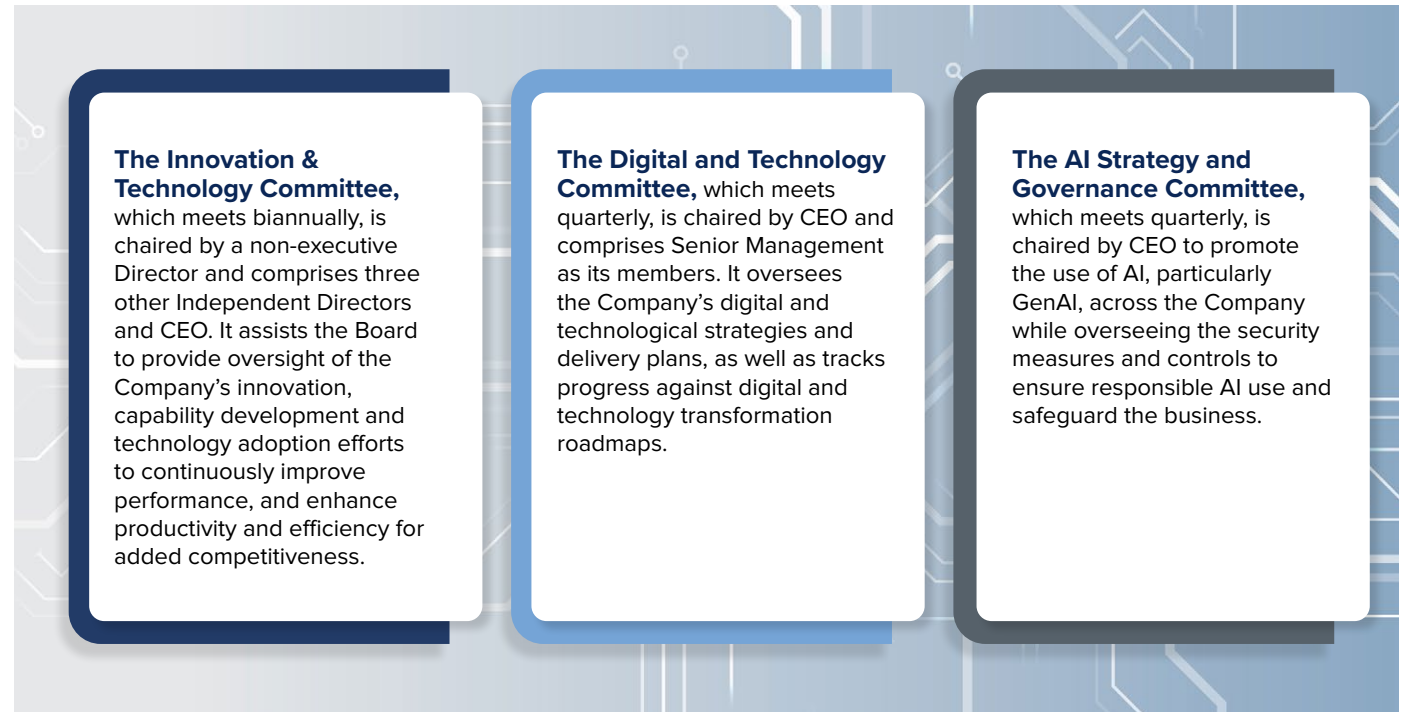
## Sustainable Economic Growth

[3-3]

### PILLAR 3: STRENGTHENING THE CORE BUSINESS TO BUILD OPERATIONAL RESILIENCE, AGILITY AND COMPETITIVENESS

SIAEC's economic performance and ability to expand its service offerings are underpinned by innovation and end-to-end process improvements across the organisation. A key initiative is the Company's Continuous Improvement programme, which promotes and supports, among other things, process re-engineering through the application of Lean principles, greater use of digital and AI-enabled tools, and strong collaboration with employees to develop innovative ideas.

The Digital and Technology Strategy provides the framework for effective management of innovation and technology, and continuous improvement, across the Company. SIAEC has established three committees to steer its innovation and technology efforts, enhancing efficiency and productivity while ensuring that SIAEC maintains the highest standards of safety and reliability in its operations:





# Sustainable Economic Growth

[3-3]

## Innovation and Technology

The Company actively identifies and rolls out digital and technology initiatives to enhance efficiency and productivity, while equipping its employees with the skills needed to position SIAEC at the forefront of technology. The Company has expanded its use of AI tools, developing and deploying new use cases across various business units to improve planning, support decision-making and automate manual tasks. Some of the initiatives to improve awareness, deepen understanding and drive the use of AI across the Company include e-learning courses, AI seminars and workshops, and a fortnightly GenAI newsletter.

At the Singapore Airshow held in February 2026, SIAEC, alongside SIA, formalised two new joint lab agreements with A\*STAR to advance sustainable manufacturing for aircraft cabin components and develop AI-driven solutions that enhance operational reliability, maintenance efficiency and customer experience.

## Continuous Improvement

Innovation at SIAEC is sustained through the active participation of employees, whose practical experience is a primary source of insight for improving daily operations. The Company supports this through platforms for idea generation and engagement, including workshops, digital surveys, and a Staff Ideas-in-Action scheme. Together, these empower employees to contribute suggestions, test solutions and drive improvements across the organisation.



### SPOTLIGHT

#### SIAEC's Inaugural AI Festival

In October 2025, SIAEC held its inaugural AI Festival aimed at creating awareness and interest in GenAI's potential in transforming MRO operations. Themed 'Shaping Our AI-Enabled Future Together', the event featured talks by the AI team, guest speakers from leading AI companies and fireside chats with Senior Management. Additionally, there were interactive booths which showcased successful implementations of AI in SIAEC and a demonstration of cutting-edge AI applications by participating organisations.

As part of SIAEC's Continuous Improvement journey, an Electronic Document & Capacity Optimiser (eDCO) was jointly developed by the Line Maintenance and the Innovation and Technology Divisions. eDCO modernises aircraft maintenance operations by replacing paper-based task cards with a digital solution, which was piloted on the Boeing 777 freighter fleet. Integrated with GenAI, the system supports real-time data entry, automates the flagging of non-standard entries, and enhances oversight of task progress, reducing administrative effort and reliance on paper-based task cards. The system was formally adopted on SIA's Boeing 777 fleet in FY2025/26 following approval from the Civil Aviation Authority of Singapore (CAAS). As eDCO scales up to include additional fleets and operations, the initiative will help to improve productivity and efficiency.



### SPOTLIGHT

#### SIAEC's Airbus and Boeing Teams Achieve Enterprise Operating System (EOS) Milestone

Selected teams from Line Maintenance and Base Maintenance Divisions became the first business units in SIAEC to achieve full implementation of EOS. EOS establishes process frameworks for production planning and operations management, delivering improvements in manpower utilisation, idle time reduction and overall output. Its key benefits include:

- Improved planning efficiency - Capacity matched to demand through real-time visibility of deployable manhours and standard task times
- Faster disruption response - Pre-identified task lists and structured re-planning processes shorten recovery time when work is disrupted
- Better performance monitoring - EOS Performance Tracker provides improved visibility of 'planned versus completed' manhours



# Service Quality

[3-3]

SIAEC places utmost importance on providing quality service by delivering world-class aviation engineering services and upholding the highest aviation safety standards across its operations. This commitment reinforces our reputation, contributing to customer retention, new business opportunities and long-term economic growth.

## Safety Management System

[2-27] [416-1] [416-2]

SIAEC's Safety Management System comprises the Aviation Safety Management System (ASMS) and Quality Management System (QMS). Together, these systems provide structured approaches to managing and enhancing safety across our operations. Both systems comply with International Organization for Standardization (ISO) 9001/AS 9100 requirements and are subject to regulations by relevant aviation authorities.

The ASMS is SIAEC's organisation-wide framework for managing operational safety. It follows the International Civil Aviation Organisation (ICAO) standards and recommendations, and aligns with the CAAS's requirements, specifically the Singapore Airworthiness Requirements Part 145 and the associated CAAS Advisory Circular AC 1-3. SIAEC's Executive Vice President Operations oversees the ASMS, which undergoes regular audits by aviation authorities and airline customers to ensure that it adheres to mandated safety and quality standards. The ASMS also outlines SIAEC's incident investigation procedures and approaches for identifying safety lapses and determining their root causes.

As part of these procedures, relevant records are reviewed and staff are interviewed to identify human errors and other contributing factors, leading to actionable recommendations

for improvement. All investigation findings are centrally documented, allowing for further analysis and identification of recurring issues.

The QMS ensures that all our MRO work meets high-quality standards to meet customer satisfaction, by detailing processes such as inspections, regular audits and performance tracking, and ensuring continual improvement to the system.

Together, the ASMS and QMS cover all SIAEC's significant service categories, and all product and service categories have been assessed for health and safety impacts and improvements in FY2025/26.

As at 31 March 2026, SIAEC holds certifications from 27 aviation authorities globally, including CAAS, the Federal Aviation Administration (FAA) and European Union Aviation Safety Agency (EASA). In FY2025/26, the Company passed 196 audits by the aviation authorities and airline customers, and there were no incidents of non-compliance with aviation safety regulations resulting in fines or penalties.

## Training and Communication to Ensure Service Quality

Our employees undergo regular training that emphasises the importance of upholding high safety and quality standards. The latest information on aviation safety and quality practices is disseminated to employees through Quality and Safety Briefing Sheets, Quality Notices and Quality Huddles, among other communication channels. Employees in operations are required to attend recurring training to keep them informed of the latest regulations and procedures. The training includes instructor-led courses at the Aviation Safety Promotion Centre and Workplace Safety Promotion Centre, which have been set up to reinforce safety awareness.



## Customer Engagement

By implementing improvements based on customers' feedback, we aim to improve our services to meet their needs and expectations. We provide various channels for customers to seek support and provide feedback on our services. We also gather feedback through annual customer engagement surveys, where the results are presented to the Management Committee and the Board. Their feedback helps to identify areas for improvement, which we strive to address to enhance customer satisfaction.



# Resilient and Responsible Supply Chain

[2-6] [3-3]

We encourage our suppliers to uphold the same standards of ethical and responsible business practices as SIAEC. Embedding sustainability within our supply chain minimises potential disruptions, manages operating costs and strengthens long-term resilience. We aim to guide and positively influence our suppliers' practices while meeting the evolving needs of the aviation industry. We are committed to treating all suppliers with fairness and respect, and fostering a sustainable supply chain through responsible and ethical procurement practices.

SIAEC's suppliers are primarily based in Singapore, the United States and Europe, including OEMs such as Airbus and Boeing, authorised distributors and repairers, and vendors supplying engineering spares, tooling and related services. Our suppliers broadly fall into two categories - aircraft parts and services, and non-aircraft parts and services.

## Management of Supply Chain Risks

To build a resilient supply chain, SIAEC diversifies its supplier base and service providers to mitigate potential supply or operational disruptions. We plan material requirements in advance, monitor and increase inventory levels where needed, and track the condition of critical equipment to ensure the timely availability of parts and resources needed to support operations.

SIAEC also manages its supply chain risks by identifying and monitoring sustainability risks through supplier risk assessments during procurement by conducting sanctions screening on environmental, social and governance aspects, and requiring adherence to its Suppliers' Code of Conduct. For aircraft parts and related services, additional evaluation criteria are applied to assess the qualifications and capabilities of non-OEM suppliers before appointment. Suppliers' performance is also monitored through regular meetings, teleconferences, audits and site visits, supported by periodic reviews of key performance indicators where applicable.

Our Suppliers' Code of Conduct, which was last updated in September 2024, reinforces expectations relating to environmental management, labour and human rights (including child labour), working conditions, remuneration, occupational health and safety, anti-corruption and ethical conduct. The Code is communicated through purchase orders and agreements, and is publicly available on our [website](#). Suppliers found to be in breach are required to implement corrective actions and those that fail to do so may face contract termination. Complementing our approach is SIAEC's whistleblowing programme, which provides channels for internal and external stakeholders to report potential supplier improprieties confidentially. In FY2025/26, there were no reported breaches of the Suppliers' Code of Conduct.

## Integrating Sustainability in Value Chain

[308-1] [308-2] [414-1]

Recognising our role in preventing negative environmental and social impacts in our value chain, we continue to enhance and integrate sustainability into our procurement processes, such as sanctions screening during the evaluation and selection phase. In FY2025/26, all suppliers were screened<sup>5</sup> on environment and social aspects.

The Company also strives to embed sustainability across its value chain to effectively manage its Scope 3 emissions. A questionnaire was sent to more than 20 key suppliers in FY2024/25 to understand their emission profiles, initiatives and decarbonisation plans. In FY2025/26, we further engaged selected suppliers to share the Company's sustainability programme and plans, and exchange sustainability-related knowledge and best practices.

5 For purchases of goods and services above S\$500k in contract value via the procurement system.



## Drive Responsible Growth

Strengthening Environmental Stewardship,  
Supporting Communities and Upholding Governance  
for a Resilient and Sustainable Business

Governance and Compliance 29

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Community and Social Vitality 49



# Strengthening Environmental Stewardship, Supporting Communities and Upholding Governance for a Resilient and Sustainable Business

[2-23]

SIAEC is committed to driving responsible growth by upholding strong governance and ethical business practices across its operations, and safeguarding its digital systems and data through robust cybersecurity management.

To support a sustainable business, we also seek to reduce our environmental impact and enhance resilience by proactively mitigating climate-related risks.

As we continue to grow, we strive to create a positive impact in the communities where we operate.

Material Topics	Commitments and Key Policies
 <p><b>Governance and Compliance</b></p>	<p>To comply with applicable laws, sanctions and regulatory requirements, and conduct business with integrity, transparency and honesty</p> <ul style="list-style-type: none"> <li>• Anti-corruption/Anti-bribery Policy</li> <li>• Corporate Gifts Policy</li> <li>• Interested Person Transactions Procedure</li> <li>• Policy on Dealings in Securities (Prohibition on Insider Trading)</li> <li>• Competition Laws Compliance Guidelines</li> <li>• Whistleblowing Policy</li> <li>• Code of Conduct and Ethics for the Board of Directors</li> <li>• Human Resources Policy</li> <li>• Employees' Code of Conduct</li> <li>• Policy on Economic Sanctions, Embargoes and Strategic Export Controls</li> <li>• Procedures set out in various manuals, etc.</li> </ul>
 <p><b>Data Protection and Cybersecurity</b></p>	<p>To act responsibly with regard to personal data and safeguard against potential cybersecurity threats</p> <ul style="list-style-type: none"> <li>• SIAEC IT Security Policy</li> <li>• SIA Group Information Security Policy</li> <li>• SIA Group Enterprise Data Governance Policy</li> <li>• Personal Data Protection Guidelines</li> <li>• AI Security Guidelines</li> </ul>
 <p><b>Climate Action</b> <b>Environmental Management</b></p>	<p>To decarbonise operations and continually improve our Environmental Management System and work towards enhancing environmental performance and managing environmental risks</p> <ul style="list-style-type: none"> <li>• Environmental Management System (ISO 14001: 2015 certified)</li> <li>• Environmental Policy</li> </ul>



# Governance and Compliance

[2-27] [3-3]

SIAEC recognises that strong corporate governance and compliance with laws and regulations are fundamental to sustaining stakeholder trust and long-term business resilience. We are committed to upholding high standards of ethics, integrity and transparency. These are supported by a comprehensive governance framework with well-defined policies, processes and controls that guide responsible decision-making, active stewardship and effective risk management. Strong governance and compliance practices enable us to minimise legal and operational risks, preventing potential breaches, penalties and business disruptions. SIAEC maintains robust systems, procedures and governance mechanisms to ensure that its operations are conducted in a compliant and accountable manner.

## Corporate Governance

[2-9] [2-12]

### BOARD OF DIRECTORS

The Board is responsible for the Group's corporate governance standards and policies, and has set out clear division of duties, strong internal controls and risk management, and robust checks and balances across the Group to promote the appropriate culture, values and ethical standards of conduct at all levels.

### BOARD COMMITTEES

The Board is supported by seven Board committees. All Board committees are constituted with Terms of Reference, clearly defining the duties delegated to each of them by the Board. These Terms of Reference set out in detail the composition of each Board committee, criteria and qualifications for membership, and other procedural matters such as quorum and decision-making processes.

<b>Audit Committee</b>	<ul style="list-style-type: none"> <li>To assist the Board in discharging its statutory and other responsibilities relating to financial reporting, risk management, internal controls, internal and external audit, interested person transactions, compliance and whistleblowing</li> </ul>
<b>Board Safety &amp; Risk Committee</b>	<ul style="list-style-type: none"> <li>To assist the Board in overseeing the Group's risk management system, framework and policies and ensure that Management maintains a sound system of risk management to safeguard the interests of the Group and the Company's shareholders</li> </ul>
<b>Nominating Committee</b>	<ul style="list-style-type: none"> <li>To review the structure, size, composition and diversity of the Board, the appointment and re-appointment of Directors, the independence of Directors, and to oversee the Board performance evaluation process, and the training and development of the Board and Directors</li> </ul>
<b>Compensation &amp; HR Committee</b>	<ul style="list-style-type: none"> <li>To oversee the remuneration framework and policies for the Directors and Key Executives as well as for the Company in general, talent management and succession planning, and administration of share schemes and related programmes</li> </ul>
<b>Executive Committee</b>	<ul style="list-style-type: none"> <li>To assist the Board in overseeing the execution by Management of the overall strategy relating to the Company, its subsidiaries and joint ventures, and deputise for the Board on routine matters to facilitate day-to-day administration and approve certain expenditures</li> </ul>
<b>Board Sustainability Committee</b>	<ul style="list-style-type: none"> <li>To assist the Board in overseeing sustainability matters, by accelerating, leading and guiding the Group's sustainability efforts</li> </ul>
<b>Innovation &amp; Technology Committee</b>	<ul style="list-style-type: none"> <li>To assist the Board in overseeing the Company's innovation, capability development and technology adoption efforts to continuously improve the Company's performance, and enhance productivity and efficiency for added competitiveness</li> </ul>



## Governance and Compliance

[2-27] [3-3]

### BOARD DIVERSITY POLICY

To build an open culture and avoid groupthink, the Company is committed to having diversity on the Board, taking initiatives designed to attract the most talented individuals as Directors, regardless of their gender, race, ethnicity, religion, age, disability status or any other aspect of diversity. The Board views diversity as important to ensure that Board members provide the necessary range of perspectives, insights, experience and expertise for effective stewardship and management of the Company's business, and to help the Company build business resilience while making a difference. A diverse Board can also offer a cognitive diversity of perspectives in addressing a range of issues from strategy to corporate governance, to addressing social and environmental stewardship and ensuring sustainable growth.

To this end, the Company has maintained its Board Diversity Policy, and had set targets to achieve 30% female Board representation by 2030, and to identify and appoint director(s) with the relevant expertise and experience that would complement those already on the Board to broaden the skill sets of the Board. The Company believes that ensuring an optimum balance of gender representation on the Board would be beneficial as there is access to a larger talent pool and assurance of diverse perspectives and experiences that could augment strategic thinking and problem solving.

Please refer to the Diversity, Equity and Inclusion section of this report, and the FY2025/26 Annual Report for more details on the composition and diversity of SIAEC's Board.

### BOARD NOMINATION, INDEPENDENCE, PERFORMANCE AND EVALUATION

[2-10] [2-18]

The Nominating Committee reviews the Board's and Board committees' structure, size and composition, giving due regard to the benefits of all aspects of diversity. In support of gender diversity and in accordance with its Terms of Reference, the Nominating Committee will ensure that appropriate efforts are made to include suitably qualified women in the list of candidates for a Board position. The Nominating Committee has developed a Skills Matrix, which denotes the experience, skillsets and expertise of Directors in relation to the Company's business activities and strategic goals. The Skills Matrix, which serves as a guide to identify the competencies and attributes for new Board appointments, is regularly updated and reviewed by the Nominating Committee.

The Board has a formal process (incorporating objective performance criteria), which is overseen by the Nominating Committee and approved by the Board, for assessing the effectiveness of the Board as a whole and the Board committees, as well as the contributions of the Chairman and individual Directors. The process, comprising an assessment of qualitative criteria, enables the Nominating Committee and the Board to enhance the effectiveness of the Board and its Board committees. For objectivity, the process is managed by Aon Solutions Singapore Pte Ltd, an external global organisational consulting firm, which has no connection with the Company or any of its Directors.

As at 31 March 2026, the Board consisted of 11 Directors, of which 10 were Non-Executive Directors, and eight were Independent Directors. The Chairman of the Board, Mr Tang Kin Fei, is an Independent Director and there are no alternate Directors on the Board. The Company has thus satisfied the requirements of the Code of Corporate Governance 2018 as

the Independent Directors and the Non-Executive Directors, respectively, make up a majority of the Board. The high representation of Independent Directors serves the Company well as no individual or select group of individuals dominates the Board's decision-making process.

### CONTINUOUS PROFESSIONAL DEVELOPMENT OF THE BOARD

[2-17]

The Board is committed to ongoing professional development and has therefore adopted a policy on continuous professional development for all Directors. To ensure that Directors can effectively discharge their statutory and fiduciary duties and to continually enhance the performance of the Board, all Directors are encouraged to undergo continual professional development during the term of their appointment. Professional development may relate to a particular subject matter, committee membership, or key developments in the Group's environment, markets or operations. Pursuant to Rule 720(7) of the Listing Manual, all Directors have undergone the required training on sustainability matters as prescribed by the SGX-ST, save for Mr Lim Serh Ghee who was appointed to the Board on 1 January 2026. Arrangements have been made for Mr Lim Serh Ghee to undergo the prescribed training within one year from his date of appointment.

### CONFLICTS OF INTEREST

[2-15]

A conflict of interest arises when a person's personal interest could potentially interfere with their professional duties or obligations. To ensure conflicts of interest are avoided and well managed, SIAEC has in place a Code of Conduct and Ethics for the Board of Directors which sets out the



# Governance and Compliance

[2-27] [3-3]

commitment of the Directors to achieving the highest level of conduct, professionalism and integrity in the discharge of their duties and obligations. It contains the following key principles:

- Directors shall comply with applicable laws and regulations, policies and guidelines, and shall also satisfy themselves that appropriate guidelines and policies are in place for compliance by employees, officers and other Directors;
- Directors must act honestly, in good faith and in the best interest(s) of the Company, without allowing themselves to be influenced by personal interests or relationships;
- Directors must respect the obligation of confidentiality for all information received in the course of their duties and continue to be bound by this obligation after termination of their mandate and/or appointment; and
- Directors must refrain from overstepping the powers conferred upon them and make use of the Company's name and resources only in the interest(s) of the Company.

In addition, a Director facing a conflict of interest must disclose such conflict and recuse himself/herself from participation in any discussion and/or decision on the matter. Similarly, employees are also required to conduct an annual declaration exercise to disclose any relationships, associations or activities that could result in an actual, potential or perceived conflict of interest.

Please refer to the FY2025/26 Annual Report for more details on the Company's corporate governance.

## Risk Management

[2-12]

SIAEC continually enhances its risk management practices to enable informed decision-making and mitigate potential risks and associated costs. To ensure that the controls remain robust and effective, regular assurances are carried out by either an independent team from SIA Internal Audit or external firm. We are committed to adhering to our risk management framework and procedures across all divisions, supported by

recurrent enterprise risk management training for selected employee groups to reinforce awareness and capability in managing risks.

## ENTERPRISE RISK MANAGEMENT FRAMEWORK

SIAEC has established a comprehensive risk management framework that sets out the policies and procedures for identifying, evaluating and managing risks across the organisation. Aligned with ISO 31000 and the Code of Corporate Governance 2018, the framework supports effective governance, reporting and oversight of enterprise risks through well-defined principles and guidelines. It is embedded into the Group's operations to enable risk-based decision-making and strategic planning, while reinforcing the need for continual risk monitoring and mitigation across all business functions. A consistent process is applied to identify, assess and manage key risk categories — namely financial, operational (including information technology (IT)), human resources and industrial relations, and environmental (including climate) risks — together with their related regulatory and compliance risks.

### Enterprise Risk Management Framework





# Governance and Compliance

[2-27] [3-3]

## CLIMATE-RELATED RISKS

SIAEC has integrated climate-related risks into its Enterprise Risk Management Framework. The process for identifying, assessing and managing climate risks has been aligned with the processes used for other categories of risks, namely strategic, operational, financial, human resources and regulatory risks.

The Company had conducted a prioritisation exercise to evaluate risks based on their likelihood and potential impact across different time horizons and climate scenarios, and identified climate-related risks were categorised as either existing or emerging. The outcome of the assessment was validated by Senior Management and the Board Sustainability Committee, after which risk owners across relevant business units were assigned to monitor and manage these risks. These risk owners are also responsible for implementing appropriate mitigation plans. Please refer to the Climate Action section of this report for further details on SIAEC's climate-related risks.

## BOARD'S GOVERNANCE OF RISK

The Board, supported by its Board committees, maintains oversight of the key risks facing the Group. Each year, the Board reviews the adequacy and effectiveness of SIAEC's risk management and internal control systems. The Board Safety & Risk Committee plays a central role in this oversight, assisting the Board in monitoring the robustness of the Group's risk management framework and policies.

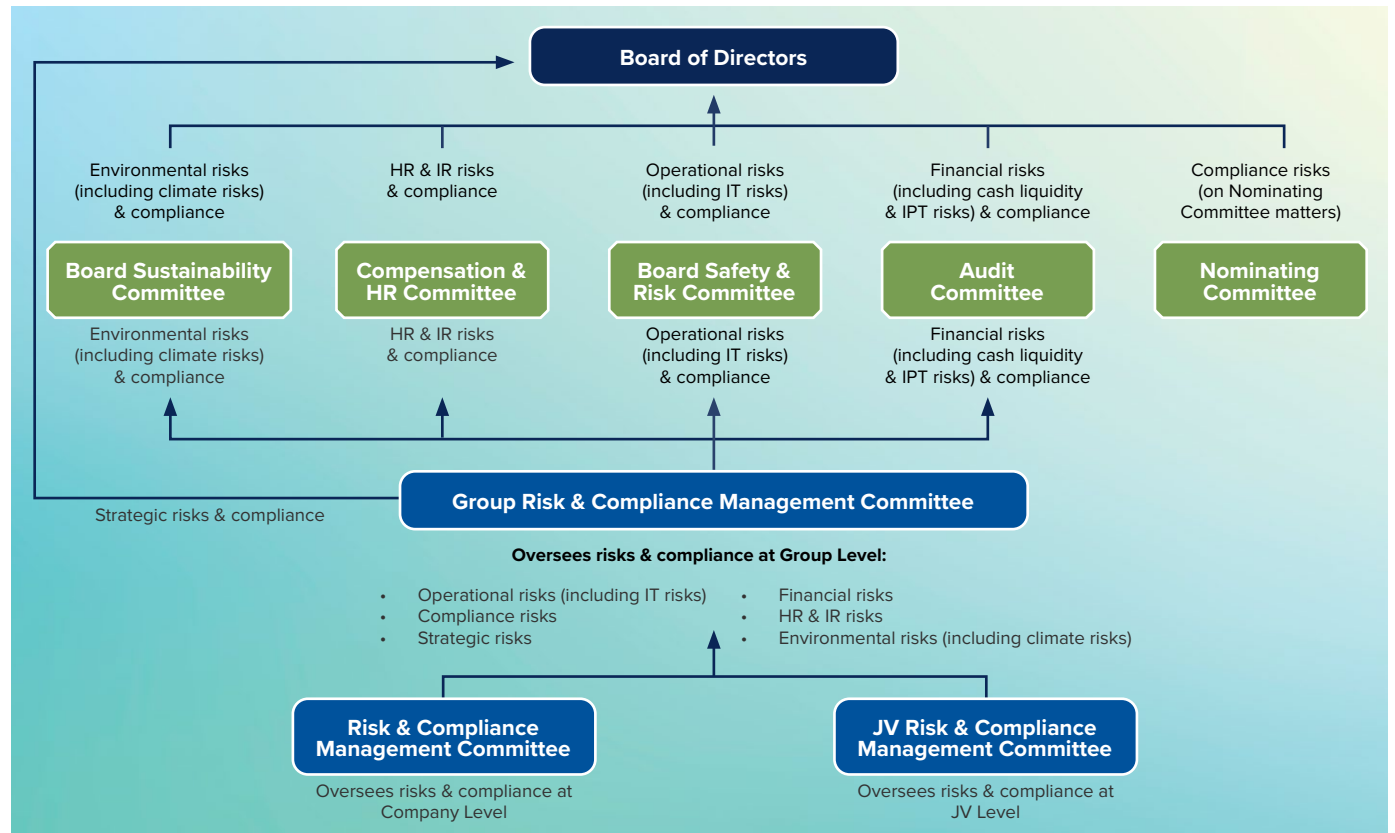
## MANAGEMENT'S GOVERNANCE OF RISK

The Management is responsible for identifying and managing risks, including climate-related risks, and ensuring that key risks are proactively monitored, addressed and reviewed on an ongoing basis. The Group's risk registers are reviewed annually to ensure that identified risks remain relevant, and that the mitigation and preventive measures continue to be

adequate and effective. These reviews also place emphasis on identifying new and emerging risks, including those related to climate change.

Please refer to the FY2025/26 Annual Report for more information on SIAEC's Enterprise Risk Management Framework.

### Group Risk & Compliance Management Framework





# Governance and Compliance

[2-27] [3-3]

## Codes of Conduct

[2-23] [2-24]

SIAEC has established policies and procedures to maintain a robust system of risk management and internal controls. These policies are reviewed regularly, and any updates or newly introduced policies are communicated and made accessible to all employees via the Company's intranet.

Our Employees' Code of Conduct defines the standards of behaviour expected of all staff, while our Suppliers' Code of Conduct sets out the ethical and integrity requirements that suppliers must uphold in line with SIAEC's values.

### Employees' Code of Conduct

- To foster high standards of professionalism and conduct in our workforce, our Employees' Code of Conduct provides comprehensive policies on employees' regulations and conduct, including harassment (covering all forms of harassment, such as racial, ethnic, sexual, religious or disability-related harassment), reporting of wrongdoings and anti-corruption. The policies ensure that human rights are respected by committing to foster an inclusive work environment for all employees and that any form of discrimination is not tolerated. A disciplinary inquiry process is in place for the handling of misconduct. All employees are informed about the channels through which they can raise any concerns about the Company's business practices or report any grievances or cases of misconduct via the appropriate pathways including the whistleblowing programme and grievance mechanism<sup>6</sup>.

### Suppliers' Code of Conduct

- We require all our suppliers to uphold the same standards of ethics and integrity. Our Suppliers' Code of Conduct details the environmental, social and governance expectations, including ethical and business conduct requirements that we require our suppliers to comply with. This includes specific commitments to upholding human rights, such as ensuring that no forced, coerced, bonded, indentured or involuntary labour is used by our suppliers, and that their workers are fairly compensated and work in a safe work environment. The full Suppliers' Code of Conduct is available on our [website](#).

6 Please refer to the Labour-Management Relations section of this report for more information on our grievance mechanisms.



# Governance and Compliance

[2-27] [3-3]

## Anti-corruption/Anti-bribery

[2-16] [2-25] [2-26] [205-2] [205-3]

SIAEC maintains a zero-tolerance policy towards bribery<sup>7</sup> and corruption. Our Anti-corruption/Anti-bribery Policy sets out clear guidelines on the giving and receiving of corporate gifts, concessionary offers and charitable donations. Employees are to ensure that any charitable contribution is not used to confer an improper personal benefit on a government official or related party, nor offered in exchange for decisions that could influence the Company's interests. To support understanding and compliance, the policy provides examples of prohibited activities and actions requiring consultation with division heads, as well as activities that are permissible.

SIAEC reinforces this commitment through regular communication and mandatory recurrent training on the Anti-corruption/Anti-bribery Policy. Employees must complete the online training every two years, with completion status reported quarterly to the Risk & Compliance Management Committee. As at end-March 2026, 96% of assigned employees had completed the required training.<sup>8</sup>

Similarly, all suppliers are required to comply with anti-corruption and anti-bribery laws as part of the Suppliers' Code of Conduct, ensuring that high standards of ethics and business conduct are upheld across SIAEC's value chain.

The Company works closely with government agencies and regulators to help shape effective and comprehensive policies and regulations, as well as advocating to stakeholders indirectly through its participation in industry and trade associations. In accordance with our Anti-corruption/Anti-bribery Policy, we do not contribute towards political campaigns, political organisations, lobbyists or lobbying organisations, or other tax-exempt groups, for the purpose of obtaining, retaining, or directing business to the Company or any other entity.

7 Bribery refers to the act of offering, giving, promising or accepting a financial or other advantage, with the intent to induce or reward behaviour that is illegal, unethical or a breach of trust. It includes any illicit inducement or payment made to or from individuals, government officials or entities to secure the performance of an action favourable to the party providing the inducement or payment.

8 The figures also include employees who completed the training prior to FY2025/26 and remained up to date on their training status, as well as employees who have been newly assigned the course and are given three months to complete the course.

9 Please refer to the Human Capital Management section of this report for more information on our Human Resources Policy.

	FY2025/26
<b>Total number of employees who are assigned to complete recurrent training</b>	<b>1,362</b>
<b>Number and % of employees who completed recurrent training</b>	<b>1,302 (96%)</b>
Managers and above	124 (96%)
Executives	533 (96%)
Other employees	645 (95%)

SIA Internal Audit manages the whistleblowing programme and conducts independent investigations into any corruption-related incidents involving SIAEC or its subsidiaries. Where necessary, SIA Internal Audit also investigates cases involving JVs and associated companies, particularly where those entities or their parent companies do not possess the relevant capabilities. All investigation outcomes are reported to the Board Audit Committee to provide oversight of corruption-related risks across SIAEC's global operations.

In FY2025/26, there were no cases of corruption or bribery.

## Whistleblowing Programme

[2-16] [2-25] [2-26]

SIAEC has a whistleblowing programme in place to support the confidential reporting and investigation of potential wrongdoing. The Whistleblowing Policy is accessible to all employees via the intranet, and staff are required to complete mandatory recurrent training to reinforce awareness of reporting procedures. Multiple secure channels allow internal and external stakeholders to raise concerns anonymously and without fear of retaliation. The whistleblowing platform is managed by an independent third-party provider and accepts reports through various channels, including an online form,

email, hotline and post. All submissions are reviewed by the SIAEC Whistleblowing Committee and reported quarterly to the Board Audit Committee. Independent investigations are conducted by SIA Internal Audit, with appropriate follow-up actions taken where necessary. The Whistleblowing Committee and the Board Audit Committee also reviewed the Whistleblowing Policy in FY2025/26 to ensure the programme remains effective and fit for purpose.

## Human Rights, Child and Forced/ Compulsory Labour

[2-23] [2-24] [2-26]

SIAEC recognises that the dignity and equal rights of all individuals form the foundation of a fair, just and peaceful society. We are committed to upholding fundamental human rights and preventing child labour, forced labour and other forms of exploitation across our operations and value chain. Our Suppliers' Code of Conduct prohibits the use of forced labour or child labour, and we work closely with our tripartite partners and suppliers to ensure that all suppliers comply with local employment laws and safeguard human rights. Internally, our staff regulations and Human Resources Policy<sup>9</sup> emphasise the need for all employees to act with integrity and comply with applicable laws and policies.



# Data Protection and Cybersecurity

[2-26] [3-3] [418-1]

SIAEC prioritises the management of IT and cybersecurity risks to safeguard the confidentiality of sensitive customer, employee and commercial information, thereby maintaining stakeholders' trust. The Company upholds high standards of data security through robust policies, governance structures and investment in employee training, cyber awareness and modern security technologies to prevent cyberattacks and reduce system vulnerabilities.

SIAEC adopts the SIA Group's information security policy, which takes reference from the ISO/IEC 27001 standard, leveraging the Group's IT infrastructure while maintaining oversight of systems under its responsibility. Independent reviews, including internal and external IT security audits, vulnerability assessments and penetration tests, which are overseen by the Chief Information Security Officer, are conducted regularly to ensure that infrastructure and networks remain resilient to evolving threats. To strengthen cyber resilience across the Group, IT audits and assessments are also carried out on subsidiaries, JVs and associated companies, with follow-up actions implemented where necessary and incorporated into operational procedures.

A Cyber Incident Response Team within the Crisis Management Directorate manages IT-related crises and cybersecurity incidents. In FY2025/26, SIAEC conducted a desktop cyber crisis exercise to enhance incident-response readiness. Business units and support divisions also perform annual tests of business continuity plans to ensure preparedness and effectiveness of

responses to disruptions involving critical IT systems. Key cybersecurity matters and IT initiatives are reported regularly to the Board Safety & Risk Committee.

To further bolster cyber defences, SIAEC has implemented measures to protect endpoints and secure employee internet access both in office and remotely, and provides controlled access to corporate IT resources. Employees receive ongoing communication on cyber risks, including guidance on identifying and reporting phishing attempts, supported by regular phishing simulations. In FY2025/26, the Information Security Awareness e-learning course was refreshed and rolled out to all staff, with emphasis on highlighting existing and emerging cyber threats.

SIAEC is committed to responsible handling of personal data. The management and use of employee, customer and supplier data are governed by the Enterprise Data Governance Policy and SIAEC Personal Data Protection Guidelines, ensuring compliance with regulatory requirements such as the Personal Data Protection Act. Employees must comply with these guidelines and may face disciplinary or legal action for breaches. Data privacy concerns can be raised directly to the Data Protection Officer.

To protect sensitive information, employees are prohibited from using public GenAI tools for work, and guidelines have been issued on the proper use of the Company's approved GenAI tools. The Enterprise Data Governance Policy and the AI Security guidelines establish best practices for the secure design, development, deployment and operationalisation of AI systems. The GenAI risk and security policies as well as



security measures and controls are guided by the Company's AI Governance and Enterprise Risk Management Framework, overseen by the AI Strategy and Governance Committee to ensure the ethical and responsible use of AI. These guidelines outline strong cybersecurity principles and data privacy safeguards to promote transparency and responsible use.

In FY2025/26, there were no major cybersecurity incidents or data breaches, and no substantiated complaints regarding customer privacy.



# Climate Action

[3-3]

Climate change is expected to have an increasing impact on SIAEC's business operations as more frequent and severe weather events occur. To better understand these potential impacts and enhance SIAEC's business resilience, the Company has conducted climate scenario analyses while advancing its decarbonisation efforts across operations. The Company has also expanded its Scope 3 emissions reporting to cover all categories relevant to its operations for a more comprehensive view of the value-chain impacts, supporting its collaboration with suppliers to reduce emissions.

In alignment with the Paris Agreement, SIAEC is committed to achieving net-zero emissions by 2050 and has set a medium-term target to halve Scope 1 and 2 emissions by 2030 (against FY2019/20 baseline)<sup>10</sup>, with yearly internal targets to track the progress. We continue to implement initiatives that improve the management of our energy use and emissions, and reduce our environmental footprint while enhancing operational efficiency for business growth.

## SIAEC's Climate-related Risks and Opportunities

The Company has identified climate-related risks which were classified as existing or emerging using SIAEC's existing risk assessment matrix, and potential opportunities were similarly assessed to understand how they could enhance resilience or create strategic advantages. The management of climate-related risks has been integrated into the Enterprise Risk Management Framework and business units have been assigned to monitor and manage the identified risks. Climate-related opportunities are overseen by the Sustainability Working Group, which reports to the Management Committee chaired by CEO.

As part of transition to the IFRS Sustainability Disclosure Standards, we are enhancing our disclosures on the management of climate-related risks and opportunities, building on the existing disclosures based on the recommendations of TCFD. This report marks our fourth year of climate-related disclosures.

## CLIMATE-RELATED ASSESSMENT METHODOLOGY

SIAEC has conducted climate scenario analyses – a qualitative analysis in FY2022/23 to identify material climate-related risks and opportunities and a follow-up quantitative analysis in FY2024/25 to better understand the potential financial impacts of material physical and transition risks to its business operations.<sup>11</sup> Both analyses considered the Net Zero and Middle-of-the-Road climate scenarios for 2030 and 2050.<sup>12</sup>

As the Group's revenue-generating activities are primarily located in Singapore, the assessment focused on the Singapore operations and assets.<sup>13</sup> Appropriate modelling methodologies were applied to estimate the financial impacts of these physical and transition risks under the selected climate scenarios.<sup>14</sup>

## SIAEC's Progress in Assessing Climate-related Risks and Opportunities

- Identify climate-related risks and opportunities using qualitative scenario analysis
- Assess qualitatively the potential impact
- Disclose preliminary results of qualitative climate scenario analysis

FY2022/23

- Integration of climate-related risks into SIAEC Enterprise Risk Management Framework
- Disclose further details of qualitative climate scenario analysis
- Identify key mitigation or adaptation measures

FY2023/24

- Assess financial impact of selected climate-related risks with high ratings (in 2030 and 2050) from the qualitative scenario analysis
- Disclose insights from the financial impact assessment

FY2024/25

- Enhance internal processes for evaluating the financial impacts of climate-related risks and opportunities
- Disclose progress on climate-related strategies and mitigation efforts

FY2025/26

10 SIAEC took reference from the Science Based Targets initiative's (SBTi) Absolute Contraction Approach in setting the 2030 target as there is no appropriate sectoral decarbonisation approach for its business operations. While the target has not been validated by SBTi, it was developed with advice from an external consultant. FY2019/20 was selected as the base year as it was reflective of the Company's carbon emissions profile before it embarked on its decarbonisation journey.

11 Further quantitative analysis on climate-related opportunities was not undertaken as they were not deemed material in the earlier qualitative assessment.

12 For further details on the qualitative assessment and the physical and transition risks that SIAEC is exposed to, as well as the scenarios used and the severity of the risks in both scenarios, please refer to page 60-64 of our [FY2023/24 Sustainability Report](#).

13 The scope of assessment covered the equivalent of more than 90% of the Group's revenue in FY2023/24.

14 Please refer to the Appendix for definitions and methodologies.



# Climate Action

[3-3]

## QUANTITATIVE CLIMATE-RELATED ASSESSMENT RESULTS

[201-2]

The Company identified three material physical and transition climate-related risks for further quantitative assessment of their anticipated financial impacts on SIAEC's business in FY2024/25.<sup>15</sup> The financial impacts were assessed against SIAEC's internal risk thresholds. Further details can be found in [FY2024/25 Sustainability Report](#).

Risk Category	Description of Risk	Description of Potential Financial Impacts	Financial Risk Rating			
			Net Zero		Middle-of-the-Road	
Physical Risks			2030	2050	2030	2050
<b>Acute</b>	Heat stress	<p>SIAEC assessed that an increase in Wet Bulb Globe Temperature (WBGT) in Singapore could result in higher electricity costs to maintain cool indoor temperatures in its buildings, as well as additional operating costs arising from productivity loss from employees who are working outdoors and exposed to heat.</p> <p>To manage these impacts, the Company has put in place measures such as monitoring the WBGT to protect our employees from heat-related injuries, providing regular breaks and supplying drinking water for employees who work outdoors. The Company is also pursuing green building certifications for its assets to improve energy efficiency and mitigate the increase in cooling costs.</p>	●	●	●	●
<b>Chronic</b>	Precipitation stress	<p>Although Singapore experiences high year-round rainfall, based on the flood modelling study, SIAEC assessed that its assets are located outside flood-prone areas and therefore has a potentially low financial impact on its costs and revenues across both scenarios and time horizons.</p> <p>The Company will continue to monitor and assess the need for additional mitigation and adaptation measures to improve overall operational resilience against flood risks. These include initiatives to reduce asset damage and enhancement of business continuity plans to address flood risk.</p>	●	●	●	●
Transition Risk						
<b>Policy and Legal</b>	Increased operating expenses from rising national carbon tax	<p>While SIAEC is not required to pay direct carbon taxes under the Carbon Pricing Act 2018, the Company assessed potential higher operating costs from the pass-through of carbon-related costs from its energy and fuel providers.</p> <p>The Company expects the carbon tax rates to increase significantly in the Net Zero scenario in the long-term, due to increasing carbon tax rates to drive decarbonisation. However, we also expect that under this scenario, this risk will be mitigated by reduced emissions due to its use of renewable energy and decarbonisation initiatives, and Singapore's plan to shift towards cleaner sources of grid energy such as solar energy and green hydrogen.</p>	●	●	●	●

Financial Impact Risk Ratings ● **Low Risk:** Financial Impact ≤ S\$5M ● **Medium Risk:** Financial Impact S\$5M - S\$10M ● **High Risk:** Financial Impact > S\$10M

<sup>15</sup> At this stage, SIAEC is unable to provide quantitative information on the current or anticipated effects of certain climate-related risks and opportunities due to measurement uncertainties. As these figures remain indicative, SIAEC will continue to enhance its assessment of the financial impacts of climate-related risks and opportunities, and may expand the scope of quantification in future reporting cycles, including estimating current effects.



# Climate Action

[3-3]

## QUALITATIVE CLIMATE-RELATED ASSESSMENT RESULTS

The following table summarises other climate-related risks and opportunities first identified in the qualitative analysis in FY2022/23.<sup>16</sup> Further details can be found in FY2023/24 Sustainability Report.

Risk Category	Description of Risk	Description of Potential Impacts	Risk Rating			
			Net Zero		Middle-of-the-Road	
Transition Risks			2030	2050	2030	2050
<b>Market</b>	Reduced demand for fossil fuel-based flights	As companies increasingly establish decarbonisation goals, there might be a shift to virtual meetings and events to cut down on business air travel. Similarly, as consumers become more conscious of their environmental impact, they might consider alternatives to fossil fuel-based flights. As such, this shift in demand may reduce aviation growth and airline fleet sizes as well as budgets for MRO services, which will decrease revenue for MRO companies.	●	●	●	●
<b>Reputation</b>	Association with high-emitting companies across value chain (high Scope 3 emissions)	Considering that it is the largest source of emissions that most companies produce indirectly, there is a growing focus and scrutiny on how companies manage their Scope 3 emissions across their value chain, especially high-emitting companies in the supply chain. Substantial operating expenses may be required to manage and engage the value chain to reduce emissions. Additionally, poor handling of this issue could attract negative publicity due to association with high-emitting value chain partners.	●	●	●	●
	Heightened expectations of climate ambition and action by stakeholders	Amidst shifting public sentiment, the lack of ambitious climate action and transparency could result in negative publicity or allegations of greenwashing. This could potentially damage reputation and brand value, diminish market share, impair access to capital, jeopardise the licence to operate, among other adverse impacts.	●	●	●	●
Transition Risk That Could Become an Opportunity						
<b>Market, Technology</b>	Shift in consumer demand/ preferences for low-emission aircraft technology and MRO services	As airlines face increasing pressures arising from national and international initiatives, there is likely to be increased demand for low-emission technology by airlines. MROs may require additional technical expertise and invest in research and development to cater to the emerging demand from airline customers. However, this industry shift could potentially create new revenue streams for MRO companies to offer advanced, low-emission technology services thus improving their market competitiveness in this evolving landscape.	●	●	●	●

Qualitative Impact Risk Ratings ● Low Risk ● Medium Risk ● High Risk

<sup>16</sup> SIAEC acknowledges that the climate scenario analysis is based on a set of assumptions and is subject to limitations in current modelling approaches and data availability. Please refer to the Appendix for definition and methodology.



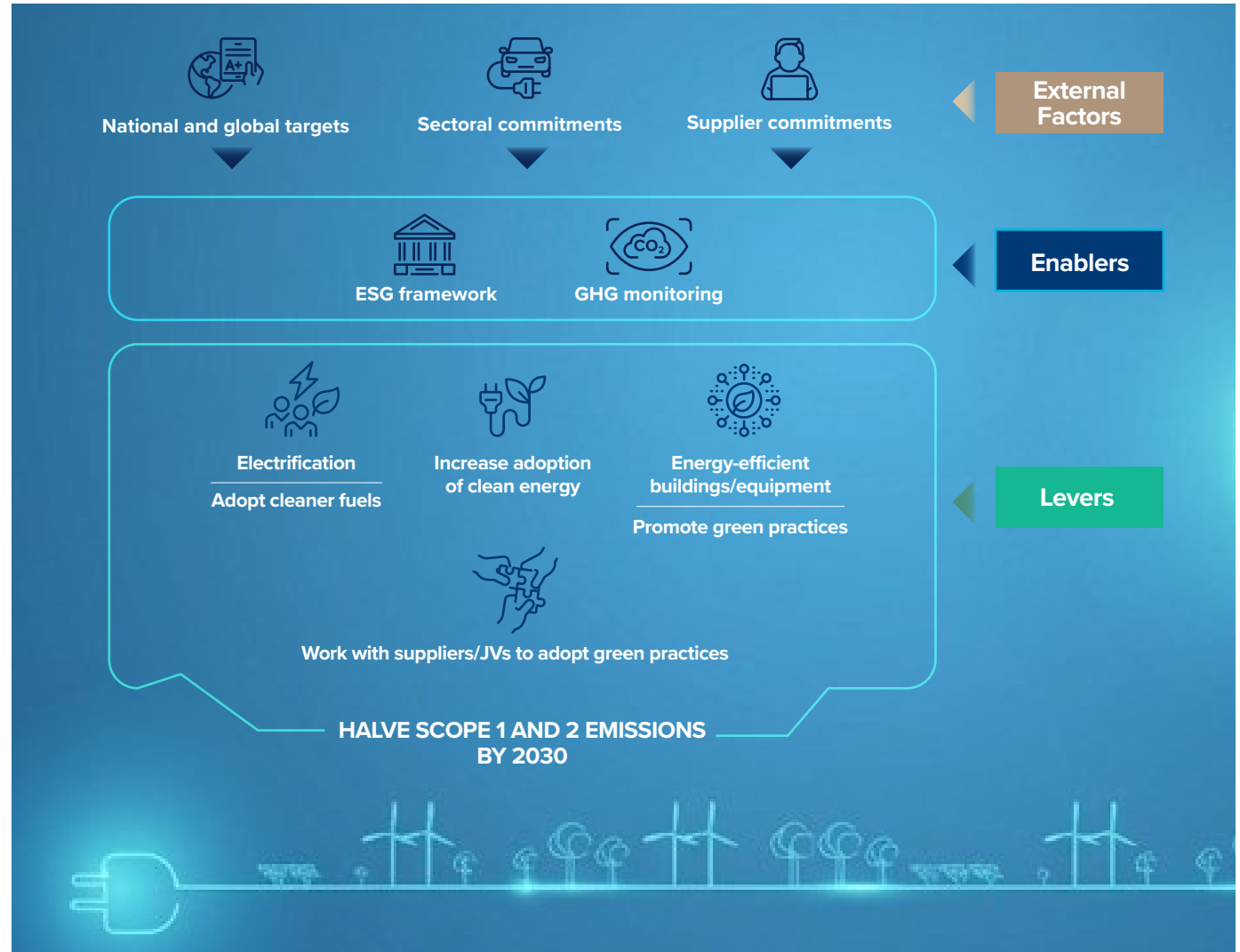
# Climate Action

[3-3]

## SIAEC's Decarbonisation Efforts and Responses to Climate-related Risks and Opportunities

In FY2025/26, we revalidated the material risks for the Group and no changes were made to the business model that would affect the identified climate-related risks and opportunities. We will monitor these risks and opportunities, including considering the associated trade-offs, and further strengthen the robustness of our climate risk analyses to enhance the Group's resilience against potential climate-related financial impacts. We will also continue to mitigate climate-related risks by decarbonising our operations and adapting to the low-carbon economy transition, while identifying and capitalising on emerging opportunities. We are committed to collaborating with key stakeholders across the aviation and public sectors to support a coordinated, sector-wide response to climate impacts.

SIAEC engaged a consultant in FY2021/22 to develop a pathway towards achieving net-zero emissions by 2050, in alignment with the Paris Agreement. Taking reference from the SBTi methodology, the Company established a medium-term target to halve Scope 1 and 2 emissions by 2030 (against a FY2019/20 baseline). As part of this process, SIAEC developed a greenhouse gas (GHG) inventory, expanding its Scope 3 emissions reporting to cover all categories relevant to its operations, as well as identified the levers and enablers required to support operational decarbonisation. These include managing energy use and emissions through monitoring of electricity and fuel consumption, driving energy efficiency improvements and adopting cleaner energy sources.



# Climate Action

[3-3]

SIAEC continues to implement initiatives to reduce energy use and emissions, including:

	<p><b>Energy-efficient buildings and equipment</b></p>	<ul style="list-style-type: none"> <li>• Energy management plan to monitor consumption</li> <li>• Energy-efficient central chilled water system for buildings' air-conditioning</li> <li>• Solar panels to tap renewable energy</li> <li>• Motion sensors and light-emitting diode lightings at common areas and offices</li> <li>• Variable speed drives system on pumps</li> <li>• Optimisation of air compressor operations for peak and off-peak periods to conserve electricity</li> </ul>
	<p><b>Electrification</b></p>	<ul style="list-style-type: none"> <li>• Replaced diesel-powered small tow tractors with electric models and ongoing conversion of existing fleet of passenger vehicles to electric variants. In FY2025/26, SIAEC deployed S\$1.4 million of capital expenditure on electric passenger vehicles, as well as electrification of its small tow tractors through leasing arrangements, with lease commitments of S\$11.6 million.</li> </ul>
	<p><b>Explore adoption of cleaner fuel</b></p>	<ul style="list-style-type: none"> <li>• Conducted trials to explore using fuel alternatives:             <ul style="list-style-type: none"> <li>&gt; In FY2025/26, trialled the use of renewable diesel for ground support equipment that currently do not have viable electric options</li> <li>&gt; In FY2022/23, tested Engine Test Facility's infrastructure and operational readiness to use blended sustainable aviation fuel (SAF) for engine tests</li> </ul> </li> </ul>
	<p><b>Achieve BCA Green Mark Certification</b></p>	<ul style="list-style-type: none"> <li>• Plans to achieve the Building and Construction Authority's (BCA) Green Mark Certification for all owned facilities. The BCA Green Mark Certification Scheme evaluates a building's environmental impact and performance in areas such as climatic responsive design, building energy performance, resource stewardship, smart and healthy buildings, and advancement of green efforts, to promote sustainable design and best practices in construction and operations in buildings.</li> </ul>
	<p><b>Promote green practices</b></p>	<ul style="list-style-type: none"> <li>• Participation in the annual Earth Hour event, a worldwide movement where individuals, communities and businesses are encouraged to turn off non-essential lightings for one hour to raise awareness of the environmental issues facing our planet</li> <li>• A Sustainability Corner powered by the Company's solar photovoltaic system to update employees on SIAEC's green initiatives. Besides sharing environmental facts and figures, the Sustainability Corner has an interactive feature which will light up the display when used bottles, paper or cans are deposited into the recycling bin.</li> <li>• Engaging key suppliers to develop a deeper understanding of their emissions, targets, initiatives and their plans to decarbonise operations, which will contribute towards our net-zero goal by 2050</li> <li>• An e-learning course, which was launched in FY2024/25 for all employees, to raise their sustainability awareness</li> </ul>



## SPOTLIGHT

### Deployment of Electric Vehicles

In FY2025/26, the Company embarked on the next phase of its electrification programme to progressively convert the current fleet of internal combustion engine passenger vehicles to electric variants in line with CAAS's requirement for new light airside vehicles to be electric from 2025. Together with the electrification of small tow tractors, the Company has deployed more than 100 electric vehicles in its operations to date.





# Climate Action

[3-3]

## Our Energy and Emissions Performance<sup>17</sup>

[2-4] [302-1] [302-4] [305-1] [305-2] [305-5]

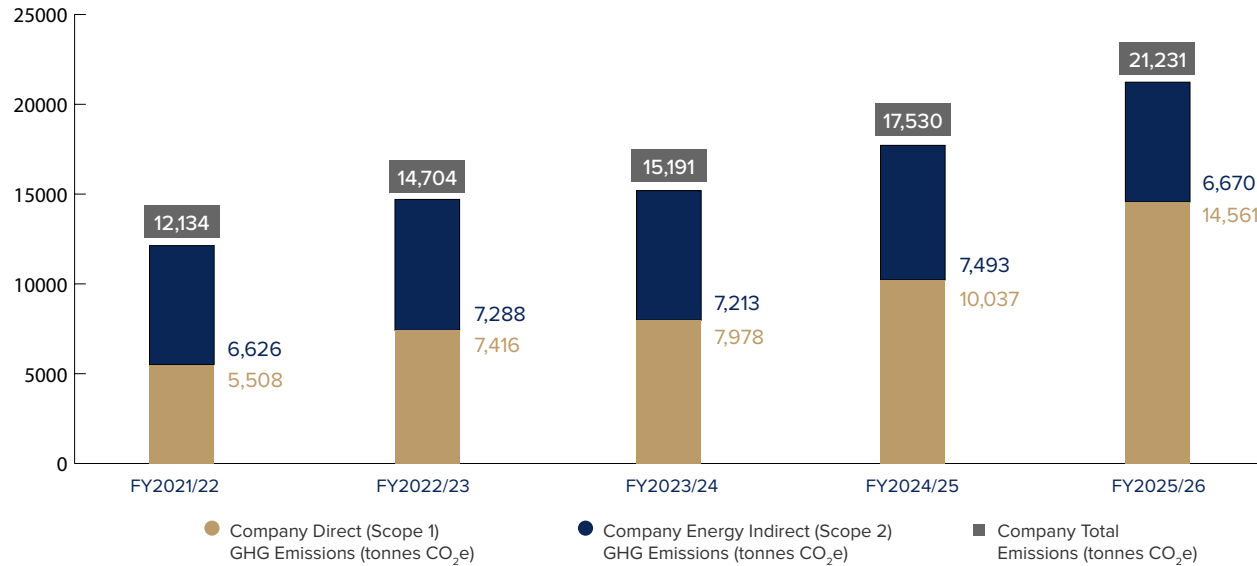
In FY2025/26, the Company's Scope 1 and 2 emissions were 21,231 tonnes CO<sub>2</sub>e, a 21% year-on-year increase (3,701 tonnes CO<sub>2</sub>e) driven by business growth.

Since FY2020/21, SIAEC has been tapping renewable energy generated from the solar panels installed at its premises to meet a portion of its electricity needs, contributing to a reduction of 1,596 tonnes CO<sub>2</sub>e in Scope 2 emissions in the past year.

In FY2025/26, the Company completed the replacement of the chiller system for three hangars to an energy-efficient central chilled water system which uses Thermal Energy Storage technology. The new system has reduced electricity consumption by more than 40%, which contributes to a reduction in the Company's Scope 2 emissions.

### SIAEC GHG Emissions (tonnes CO<sub>2</sub>e)

Scope 1 and 2 GHG Emissions (tonnes CO<sub>2</sub>e)



Note:

- Due to rounding, figures may not add up.
- Since FY2024/25, Scope 1 emissions include fugitive emissions from refrigerants.
- Biogenic emissions from renewable diesel were 3 tonnes CO<sub>2</sub>e in FY2025/26.
- The Company has not purchased any contractual instruments, and its Scope 2 location-based emissions are the same as its market-based emissions.

<sup>17</sup> Please refer to the Appendix for definitions and methodologies.



# Climate Action

[3-3]

Energy Management	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Petrol Consumption (GJ)	2,953	3,818	4,340	3,914	2,939
Diesel Consumption (GJ)	54,484	71,070	87,048	92,039	100,136
Jet Kerosene Consumption (GJ)	17,447	25,063	15,625	35,619	72,956
Biofuel Consumption (GJ)	-	-	-	-	267 <sup>18</sup>
Electricity Consumption (GJ)	58,468	64,668	62,299	65,477	59,732
Renewable Energy Consumption (GJ)	15,430	14,231	15,648	14,405	14,289
<b>Total Energy Consumed (GJ)</b>	<b>148,782</b>	<b>178,851</b>	<b>184,961</b>	<b>211,453</b>	<b>250,318</b>

Note:

- Due to rounding, figures may not add up.
- Total fuel consumption is reported in GJ and calculated using Lower Heating Values, or Net Calorific Values, which aligns with market practice in Singapore and the requirements of the Singapore Carbon Pricing Act.
- In FY2025/26, the Company did not purchase any contractual instruments which would impact its reported energy consumption.
- In FY2025/26, jet kerosene consumption increased due to higher number of engine tests conducted.

<sup>18</sup> Biofuel consumed from a one-off renewable diesel trial on ground support equipment in FY2025/26.



# Climate Action

[3-3]

## Breakdown of Scope 3 Emissions<sup>19</sup>

[2-4] [305-3]

The Company started to progressively track and report its Scope 3 categories since FY2022/23. In FY2025/26, the report has been expanded to include two additional categories and now covers all relevant Scope 3 categories. We will continue to engage our value chain to manage our Scope 3 emissions.

Scope 3 Emissions (tonnes CO <sub>2</sub> e)	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Category 1: Purchased Goods and Services	-	-	-	59,852
Category 2: Capital Goods	-	-	-	2,271
Category 3: Fuel- and Energy-related Activities (not included in Scope 1 or 2)	-	-	3,734	4,142
Category 4: Upstream Transportation and Distribution	-	-	2,218	2,049
Category 9: Downstream Transportation and Distribution	-	-	-	-
Category 5: Waste Generated in Operations	-	1,208	1,202	1,094
Category 6: Business Travel (by Air)	1,384	1,442	1,348	1,026
Category 7: Employee Commuting	-	2,640	2,846	3,365
Category 8: Upstream Leased Assets	-	-	403	448
Category 15: Investments	-	-	21,444	23,433
<b>Total</b>	<b>1,384</b>	<b>5,290</b>	<b>33,195</b>	<b>97,680</b>

- Note:
- Due to rounding, figures may not add up.
  - Emissions for Category 8: Upstream Leased Assets has been restated from 382 to 403 tonnes CO<sub>2</sub>e following an internal review.
  - Biogenic emissions of Scope 3 emissions was 470 tonnes CO<sub>2</sub>e in FY2025/26.

## Non-GHG Air Emissions

SIAEC regularly monitors the concentration of pollutants and non-GHG air emissions within its hangars, where activities such as welding, spray painting and paint stripping may release volatile organic compounds (VOCs) and hazardous air pollutants (HAPs). Although we do not directly quantify

the total volume of these emissions, we have implemented measures to minimise their environmental impact.

Activities with higher emission risks must be carried out indoors to limit the release of pollutants into the atmosphere. In addition, filtration systems using activated carbon have been installed in our buildings and hangars to capture toxic

gases and pollutants before they are released into the environment. Through our Industrial Hygiene Monitoring Programme, we conduct regular sampling of airborne pollutants, with toxic gas concentrations typically recorded at less than 10% of the Ministry of Manpower's (MOM) permissible limits. Further details are covered under Employee Well-being and Safety section of this report.

<sup>19</sup> SIAEC only started tracking Categories 1 and 2 in FY2025/26, Categories 3, 4, 8, 9 and 15 in FY2024/25 and Categories 5 and 7 in FY2023/24. Scope 3 Categories 10 (Processing of Sold Products), 11 (Use of Sold Products), 12 (End-of-life Treatment of Sold Products), 13 (Downstream Leased Assets) and 14 (Franchises) are not relevant to SIAEC.



# Environmental Management

[3-3]

As part of SIAEC's commitment to responsible environmental management, the Company has implemented various measures to conserve resources and minimise its environmental footprint, with a focus on responsible water usage and resource efficiency. We are committed to protecting the environment and safeguarding human health through our Environmental Management System.

We recognise the importance of managing our water resources and actively promote responsible water use across our operations by reducing consumption and ensuring proper treatment of wastewater. To support Singapore's water security and the sustainable growth of the aerospace industry, the Company has set a target to reduce its water intensity by 15% (against the three-year average baseline from FY2017/18 to FY2019/20) by 2030<sup>20</sup>, with yearly internal milestones to ensure that the progress is on track.

SIAEC also adopts circularity principles to increase waste diversion and has established a recycling target of 30% by 2030<sup>20</sup>. Through various waste reduction and recycling initiatives, we aim to reduce waste-related costs and contribute to the national transition towards a circular economy, while also lowering Scope 3 emissions associated with waste disposal and treatment.

## Environmental Management System

Environmental Aspect	Operational Activities	Actual and Potential Environmental Impact	Mitigating Measures
<ul style="list-style-type: none"> <li>• Emissions</li> <li>• Use of chemicals</li> <li>• Wastewater discharge</li> <li>• Waste disposal</li> <li>• Use of energy, water and raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• All MRO activities in Singapore</li> </ul>	<ul style="list-style-type: none"> <li>• Air pollution</li> <li>• Land pollution</li> <li>• Water pollution</li> <li>• Depletion of landfill</li> <li>• Depletion of natural resources</li> <li>• Contribution to global warming</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with relevant environmental legislation</li> <li>• Monitoring and measurement of environmental impact</li> <li>• Measures to reduce environmental impact</li> </ul>

## Environmental Compliance

[2-27] [413-2]

The Company's ISO 14001-certified Environmental Management System covers all its MRO activities in Singapore and reflects SIAEC's commitment to compliance with all applicable environmental laws and regulations while minimising the environmental impact from its operations. The Company has established procedures to identify key environmental aspects of its activities, assess their likelihood and potential impacts, and address them through appropriate preventive and mitigating measures.

Management maintains oversight of environmental compliance matters via the Sustainability Working Group, and is regularly updated on key environmental regulatory developments, compliance status, and the results of routine environmental tests, audits and inspections. Environmental awareness training is also incorporated into the induction programme for all new employees and contractors working on site. In addition, SIAEC maintains a register of required environmental licences, which is regularly reviewed and updated to ensure ongoing compliance with legislative requirements.

In FY2025/26, there were no cases of non-compliance with environmental laws and/or regulations.

<sup>20</sup> SIAEC took into consideration Singapore's targets as well as benchmarked against other companies in setting the 2030 targets.



# Environmental Management

[3-3]

## Management of Water as a Shared Resource

[303-1]

SIAEC's water consumption mainly arises from the use of water to support MRO activities in its hangars, workshops and offices. The four main approaches in driving water management at SIAEC include:

	<b>Implement water conservation and efficiency measures</b>	<ul style="list-style-type: none"> <li>The facilities team tracks the water consumption data and conducts regular inspection of water pipes and valves to ensure no water leakages. Any unusual increase in water usage will be investigated and remedied.</li> <li>Water fittings with Water Efficiency Labelling 'Excellent' (4 ticks)</li> <li>Efficient cooling tower water treatment systems</li> <li>Self-closing water taps in toilets</li> </ul>
	<b>Increase use of recycled water</b>	<ul style="list-style-type: none"> <li>Rainwater is collected at three of our hangars and is used for flushing toilets and topping up water in the cooling towers</li> </ul>
	<b>Promote water conservation</b>	<ul style="list-style-type: none"> <li>Employees are educated on the importance of water conservation as part of our Environmental training</li> <li>Posters to remind employees to reduce water usage</li> </ul>
	<b>Achieve WEB Certification</b>	<ul style="list-style-type: none"> <li>SIAEC has achieved the Public Utilities Board's (PUB) Water Efficient Building (WEB) certification for all its owned buildings in Singapore. The WEB certification is a programme to encourage businesses, industries, schools and buildings to adopt water-efficient measures in their operations.</li> </ul>





# Environmental Management

[3-3]

## Management of Water Discharge-related Impacts

[303-1] [303-2] [303-4]

A key component of SIAEC's Environmental Management System is the prevention of pollution through effective effluents management and strict compliance with local regulations, including the Sewerage and Drainage (Trade Effluents) Regulations issued by PUB. To ensure proper treatment of wastewater generated from our operations, SIAEC's hangar facilities are equipped with wastewater treatment plants. In FY2025/26, we treated 11,555 m<sup>3</sup> of wastewater in accordance with regulatory requirements before discharge, with the rest of the water withdrawn

discharged to public sewers. Regular audits and inspections are conducted to verify that both the discharge quality and the operation of our wastewater treatment plants comply with ISO 14001 and all relevant regulations. During the reporting period, SIAEC's trade-effluent monitoring tests complied with PUB's legal limits. There were also no audit findings and the operation of our wastewater treatment plants remained in conformance with ISO 14001 requirements.

In addition, liquid hazardous waste collected by our licensed toxic industrial waste contractor is treated at its dedicated wastewater treatment facility in accordance with regulatory standards.

## Our Water Performance<sup>21</sup>

[303-3]

The total water withdrawn in FY2025/26 was 111,937 m<sup>3</sup> representing a 9.5% year-on-year decrease in water intensity. Besides water drawn from PUB, we also harvest rainwater from our hangars in Singapore, which is used for purposes such as flushing toilets and topping up water in cooling towers.

Water Management	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Third-party Water Withdrawn (m <sup>3</sup> )	79,280	85,176	102,449	105,692	110,060
Surface Water Withdrawn (m <sup>3</sup> )	-	3,391	2,532	2,504	1,877
<b>Total Water Withdrawn (m<sup>3</sup>)</b>	<b>79,280</b>	<b>88,567</b>	<b>104,981</b>	<b>108,196</b>	<b>111,937</b>
<b>Water Withdrawn Intensity (m<sup>3</sup>/S\$mil)</b>	<b>140</b>	<b>111</b>	<b>96</b>	<b>87</b>	<b>79</b>

Note:

- Due to rounding, figures may not add up.
- Water withdrawal from FY2023/24 has included amount attributed to SIAEC's operations in SIA's Hangar 1 following the installation of water meters in August 2023.
- Third-party water is potable water supplied by PUB. Surface water is non-potable harvested rainwater, which has been tracked since FY2022/23 after the installation of water meters to measure actual rainwater collection.

<sup>21</sup> Please refer to the Appendix for definitions and methodologies.




# Environmental Management

[3-3]

## Management of Waste

[306-1] [306-2]

SIAEC's waste is mainly generated from the MRO activities in its hangars and workshops. The three main approaches in driving waste management at SIAEC include:

 <b>Reduce and recycle waste from our offices and operational activities</b>	<ul style="list-style-type: none"><li>• A recycling scheme is in place to collect paper, cardboard, plastic, wood, scrap metal and electronic waste from our offices and operational areas, for processing and recycling by licensed recycling service providers. To promote awareness of our recycling programme, staff are informed of the locations of recycling bins and educated on the categories of recyclables that can be collected. Following an audit conducted in FY2023/24 to understand our waste profile, additional recycling bins have been placed in operational areas to facilitate collection and sorting, to improve the recycling rate.</li><li>• Embarked on digitalising work processes, such as ETask initiative, which will also reduce paper consumption</li></ul>
 <b>Ensure responsible disposal of waste</b>	<ul style="list-style-type: none"><li>• Waste sorting and disposal processes as well as a contamination prevention process are in place, including disposal of waste by licensed toxic industrial waste collectors. These processes regulate the disposal of toxic industrial waste and the storage, transportation and disposal of aircraft parts to minimise the environmental impact from operations. All hazardous waste that is collected by our licensed toxic industrial waste collector is treated and disposed according to regulatory requirements. Solid waste is incinerated at our contractor's waste-to-energy incineration plant and liquid waste is treated at its wastewater treatment plant.</li><li>• Guidelines on the proper disposal of toxic industrial waste are set out in SIAEC Safety, Health and Environment e-handbook which is accessible to all employees</li></ul>
 <b>Raise awareness on the 4Rs</b>	<ul style="list-style-type: none"><li>• Environmental awareness activities and workshops to raise employee awareness on the 4Rs (Reduce, Reuse, Repurpose, Recycle) and to educate them on recycling and proper segregation of recyclables</li><li>• In November 2025, the Green Market event was held at the staff canteen in Airline House. Local eco-vendors participated in the two-day event to promote environmentally-friendly products such as low-waste lifestyle goods and handcrafted plants, which was well received by employees of SIAEC and SIA.</li><li>• Environmental conservation and sustainability articles on our Sustainability portal in the Company's intranet</li></ul>





# Environmental Management

[3-3]

## Our Waste Performance<sup>22</sup>

[306-3] [306-4] [306-5]

In FY2025/26, SIAEC generated a total of 1,800 tonnes of waste, of which 383 tonnes of non-hazardous waste were diverted through recycling efforts. We achieved a recycling rate of 35.9% in our day-to-day operations (excluding ad hoc bulk disposal exercises). The remaining 1,416 tonnes of waste comprising 639 tonnes of non-hazardous waste and 778

tonnes of hazardous waste were disposed in accordance with regulatory requirements.

## Biodiversity Management

SIAEC recognises the importance of biodiversity and its vital role in sustaining healthy ecosystems. While we do not undertake activities such as land clearing or deforestation

in our operations, our value chain activities may still have potential impacts on the natural environment, including run-off or pollutants arising from day-to-day maintenance work. Our Environmental Policy outlines SIAEC's commitment to minimising pollution and reducing negative environmental impacts where possible.

Waste Management	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Waste Generated</b>					
Waste Generated (Non-hazardous Waste) (tonnes)	610	749	810	969	1,022
Waste Generated (Hazardous Waste) (tonnes)	1,759	1,141	833	828	778
<b>Total Waste Generated (tonnes)</b>	<b>2,369</b>	<b>1,890</b>	<b>1,643</b>	<b>1,797</b>	<b>1,800</b>
<b>Waste Diverted from Disposal</b>					
<b>Total Waste Diverted from Disposal (Non-hazardous Waste) (tonnes)</b>	<b>189</b>	<b>214</b>	<b>285</b>	<b>328</b>	<b>383</b>
<b>Waste Disposed via Incineration (with Energy Recovery)</b>					
Waste Disposed via Incineration with Energy Recovery (Non-hazardous Waste) (tonnes)	421	536	525	641	639
Waste Disposed via Incineration with Energy Recovery (Hazardous Waste) (tonnes)	1,759	1,141	833	828	778
<b>Total Waste Disposed via Incineration with Energy Recovery (tonnes)</b>	<b>2,180</b>	<b>1,677</b>	<b>1,358</b>	<b>1,469</b>	<b>1,416</b>

Note:

- Due to rounding, figures may not add up.

22 Please refer to the Appendix for definitions and methodologies.



# Community and Social Vitality

[201-1] [413-1]

SIAEC is dedicated to creating a positive impact in the communities where it operates. By giving back to the society, we foster a culture of social responsibility among our employees and support the well-being of the communities around us. We work with various charity partners to contribute meaningfully and encourage our employees to actively support these efforts by volunteering at activities such as beach clean ups and participating in charity run.

In FY2025/26, the Company disbursed S\$192,000 in donations to charitable organisations and its employees contributed more than 600 volunteering hours. SIAEC was also awarded the Charity Silver Award at the Community Chest Awards 2025, recognising its contributions and support.

## Beach Clean-up



SIAEC has been participating in beach clean-ups across Singapore to remove waste, raising environmental awareness and contributing positively to the environment. In FY2025/26, staff volunteers collected 60 kg of waste at the Changi Beach Park.

## Charity Run



On 19 April 2025, SIAEC's annual Charity Run was held at the OCBC Square, which attracted over 1,000 registrants from the Company and its subsidiaries, JVs and associated companies as well as their families and friends. In addition to the food donation drive held, the event raised S\$50,000 for our adopted charity, Food From The Heart, underscoring SIAEC's commitment to its community.

## Community Chest's Charity Event



In February 2026, staff volunteers took part in the Community Chest's charity event, 'Season of Blessings', that brought together two annual charity events, Fú Dài and Habuan Harapan, which were held ahead of the Lunar New Year and Hari Raya festivities. Our employee volunteers packed festive bags with daily essential items and distributed to seniors and lower-income families.

SIAEC is honoured to have been recognised as a 'Silver Partner' for its efforts and contributions towards the event.



# Empower Our Workforce

Protecting, Nurturing and Respecting our People

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# Protecting, Nurturing and Respecting our People

[2-23]

Our employees are the cornerstone of SIAEC's success and growth. We are committed to fostering a safe, fair and inclusive work environment that prioritises the safety and well-being of our employees, supported by union partnerships.

As the MRO industry evolves, we continue to build a skilled workforce that meets market demand, which is essential to maintaining our position as a leading MRO service provider.

Material Topics	Commitments and Key Policies
 <b>Employee Well-being and Safety</b>	To provide a safe work environment and continually improve workplace safety and health standards <ul style="list-style-type: none"> <li>Occupational Health and Safety Management System (ISO 45001: 2018)</li> <li>Integrated Safety Management Policy (see right)</li> </ul>
 <b>Human Capital Management</b>	To foster a work environment that supports and empowers employees to develop to their full potential <ul style="list-style-type: none"> <li>Human Resources Policy</li> <li>Training Programme Manual</li> <li>Merit-based reward systems</li> <li>Learning and development programmes</li> <li>Inclusive work practices</li> </ul>



## Integrated Safety Management Policy

SIA Engineering Company is committed to maintaining world-class standards in aviation safety and continually improving our workplace safety and health standards.

Safety is one of our six corporate core values. We regard safety as an essential part of all our operations. We therefore commit to provide the resources necessary to ensure the safety of our customers and staff. The integrated safety management system guides us to:

Strive to eliminate hazards, prevent personal injuries/illnesses, prevent loss of or damage to aircraft, property and equipment, and institute control measures to mitigate all risks associated with aircraft and component maintenance and overhaul activities.

Instill and promote a safety culture for all staff and contractors through effective engagement and appropriate training on safe work practices and procedures. We encourage our staff to report any hazard and occurrence that may compromise safety or airworthiness. We are committed to taking immediate actions to remove these hazards.

Adhere to safe work practices and procedures through continual risk management and assessments.

Engage and educate staff to take personal responsibility to eliminate safety and security risks, thus creating a safe environment for all stakeholders at work.

Comply with applicable corporate and statutory requirements, and governing airworthiness regulatory requirements, and ensure that safety standards are not reduced by commercial imperatives. Unsafe conduct, such as intentional safety breaches or reckless behaviour, is not condoned and appropriate measures are applied accordingly to uphold the integrity of the system.

Staff with supervisory duties are responsible for implementing the integrated safety management system at areas under their charge.

SIAEC management, in partnership with the unions, staff and contractors, work together as a team and commit to providing a safe working environment, while providing aviation engineering and support services of world class quality to our customers.

Chin Yau Seng  
Chief Executive Officer



# Employee Well-being and Safety

[3-3]

Our employees' health, well-being and safety are fundamental to our operations. As such, we are committed to developing a strong safety culture with the aim of achieving zero incidents, and preventing all accidents and injuries. We maintain a safe work environment by proactively reviewing our practices and procedures, and implementing new initiatives and technologies to bolster safety in operations. Lessons

learnt from incidents and near misses are shared across the organisation to reinforce safety awareness.

Our safety approach is anchored in four key thrusts: Board and Management oversight, a robust Safety Management System, comprehensive training and communication, and strong partnerships with stakeholders.

## Thrust 1: Board and Management Oversight

SIAEC has established a safety governance structure that embeds employee safety across all levels of the organisation.



### Board Safety and Risk Committee

- Meets quarterly
- Led by an independent Board Director and comprises Board Members, with meetings attended by Senior Management
- Assists the Board in reviewing safety and risk management framework and policies, and assesses their adequacy and effectiveness
- Oversees Management in ensuring that the Company has an effective safety management system that is compliant with regulatory requirements and best practices in the MRO industry
- Monitors safety performance on a regular basis



### Safety, Health and Quality Council

- Meets quarterly
- Led by CEO and comprises Senior Management from the operations and representatives from the respective divisional Safety, Health, Environment and Quality Committees
- Oversees the Safety Management System and provides leadership in the implementation of safety policy, requirements and initiatives
- Conducts review of the Safety Management System to ensure that it remains relevant, adequate and effective
- Reviews safety matters and performance to improve work practices, as well as to promote safety awareness throughout the organisation



### Safety, Health, Environment and Quality Committees

- Meet monthly
- Each committee is led by a Senior Vice President and comprises key representatives from Management and unions, as well as representatives from the operations and support divisions
- Focuses on addressing aviation and workplace safety issues and performance, including the identification and elimination of hazards and risks in their respective work areas



### Quality and Safety Review Committee

- Meets monthly
- Led by Executive Vice President Operations and comprises Management from the operations, Quality and Safety, and Training Academy
- Reviews the quality audit results, and aviation and workplace safety indices, including updates on workplace safety campaigns and action plans arising from past incidents



# Employee Well-being and Safety

[3-3]

## Thrust 2: Safety Management System

[403-1] [403-2] [403-4] [403-8] [416-1]

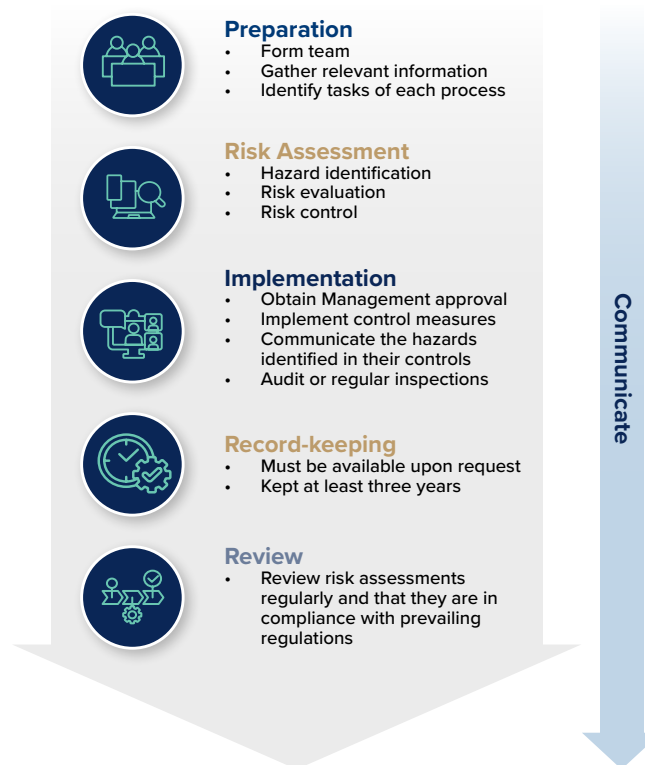
The Integrated Safety Management Policy outlines SIAEC's commitment to creating a safe environment for its employees. The Company has implemented an Occupational Health and Safety Management System (OHSMS), which is certified under the ISO 45001:2018 and covers all SIAEC's MRO activities in Singapore, including its employees and workers on site. SIAEC has also attained the bizSAFE Star certification.

Our OHSMS enables us to achieve the following goals:

- Prevent injuries, damages and losses by eliminating hazards and implementing control measures** 
- Instil and promote a safety culture for all staff and contractors** 
- Comply with corporate and statutory requirements, and ensure that safety standards are not compromised by commercial imperatives** 

The OHSMS encompasses key components in upholding safety standards including roles and responsibilities, hazard identification and risk assessment process, training requirements, performance monitoring against safety targets such as accident frequency and severity rates, audits and inspections, investigation process, and key safety procedures.

The process for hazard identification and risk assessment in the OHSMS is summarised below:



The OHSMS, which is overseen by the Safety, Health and Quality Council, has also incorporated an Emergency Response Plan which details the key responsibilities and communication procedures for Management and other key stakeholders in emergency situations such as fire, chemical spillage or accidents. Besides the company-wide plan, there is also a response plan established for each of the Company's operational sites, outlining mechanisms and processes to report and notify external stakeholders of the emergencies.

The OHSMS includes the procedures for reporting safety-related matters. Employees are required to promptly report work-related incidents to their supervisor or section head, which will be investigated by the Quality and Safety Division. As part of the investigation process, a preliminary accident/incident report is issued, followed by a final report where risks and factors associated with the incident are identified and corrective actions to improve the OHSMS are recommended.

To encourage the reporting of safety incidents and near misses, SIAEC promotes a Just Culture where employees and workers can raise safety concerns without fear of reprisal. There are anonymous reporting channels available, including a hotline and secure digital form, for reporting confidential feedback on quality and safety concerns.

In addition to being externally certified, the OHSMS is reviewed periodically by trained teams, who conduct scheduled internal audits on relevant departments at least once annually. The OHSMS is also regularly updated in collaboration with our employees based on their feedback on potential work-related hazards and suggestions to address them, including via their involvement in discussions during the divisional Safety, Health, Environment and Quality Committee meetings.



# Employee Well-being and Safety

[3-3]

## Thrust 3: Training and Communication

[403-5]

To maintain a safe work environment, we conduct regular training and engagement sessions to emphasise the importance of upholding high safety standards and to share best practices.

New employees and contractors participate in safety awareness training during the onboarding process, while existing employees undergo refresher health and safety courses specific to their job functions. These courses are conducted at our Workplace Safety Promotion Centre and Aviation Safety Promotion Centre, which incorporate experiential and visual elements to remind participants of key workplace hazards and impart lessons learnt from previous incidents.

We also disseminate information on workplace safety to our employees, such as regular workplace safety broadcasts and quizzes to reinforce learning. Safety outreach initiatives and townhalls are also conducted to learn from past safety incidents, sharing of personal experiences as well as ideas and solutions to improve processes. Our Safety, Health and Environment e-handbook, available to all employees and contractors, is regularly updated with the latest occupational safety practices and requirements. Workplace safety information can also be accessed by all employees through our Safety portal in the Company's intranet.

To facilitate the Board Safety and Risk Committee in managing and monitoring safety in SIAEC, the Company regularly circulates to the Committee news bulletins on salient safety information and development in the industry.



### SPOTLIGHT

#### Safety Townhalls

From April to June 2025, employees from our business units attended safety townhalls led by the respective divisional Senior Vice Presidents as well as the Vice President of Quality & Safety. The safety townhalls were conducted to reinforce the importance of safety, and reiterate SIAEC's safety core value and key safety principles.

## Thrust 4: Partnerships with Stakeholders

[403-7]

To promote aviation safety within and beyond SIAEC, we collaborate with key industry stakeholders, such as CAAS and CAG. As a testament to the Company's active participation in safety initiatives, several of our employees were recognised at CAG's Annual Safety Awards 2025. Two teams and two individuals received Bronze awards at the award ceremony in recognition of their outstanding safety contributions to the airport community. In addition, we work closely with our subsidiaries, JVs and associated companies to inculcate strong safety cultures through conducting audits, providing training and sharing of best practices.



### SPOTLIGHT

#### Safety & Security Week 2025 - Innovating Safety and Security for Operational Excellence

The Safety & Security Week 2025 was held from 16 to 18 September 2025, and drew more than 1,000 participants including union leaders, employees and partners from across the aviation industry.

- Safety & Security Forum, jointly hosted by SIAEC and SIA's Engineering Division, featured keynote sessions by speakers from Airbus Singapore, CAAS and the Transport Safety Investigation Bureau
- Exhibitions showcasing the initiatives by the respective business units, which incorporated innovation into operational safety procedures
- Safety Citations presentation, where winners were awarded for their contributions to upholding high standards of safety and security





# Employee Well-being and Safety

[3-3]

## Occupational Health of Employees

[403-3] [403-10]

To safeguard the health of our employees who may risk the exposure to occupational health hazards, regular medical examinations are conducted for relevant employees by certified health professionals. Employees who may be exposed to excessive noise undergo annual audiometric examinations to detect early signs of hearing loss and are trained in the proper use of hearing protection equipment. We also provide regular medical examinations for employees working in higher-risk environments, such as those who may be at risk of exposure to radiation or cadmium, as well as those with vector control duties or work in pressurised cabin. Medical services are also available to employees should they experience symptoms or sustain an injury.

Our employees may be exposed to fumes emitted during aircraft maintenance and volatile organic compounds (VOCs) released during refuelling, among other gases and pollutants. In line with MOM's regulations, SIAEC has implemented an Industrial Hygiene Monitoring Programme under which pollutants such as carbon monoxide, nitrogen oxides and VOCs are monitored regularly. Regular safety checks are conducted to ensure gas concentrations are within regulatory limits and all workers are outfitted with the appropriate protective equipment before commencing work.

To monitor the status of our employees' occupational health, updates are presented at the quarterly Safety, Health & Quality Council meetings.

## Our Safety Performance

[2-8] [403-9] [403-10]

In FY2025/26, there were no cases of high-consequence work-related injuries. Similar to previous years, the main types of work-related injuries include cuts and bruises. There were no cases of work-related ill health for employees<sup>23</sup> and workers respectively.

In line with our OHSMS procedures, we continue to take active steps to ensure that injuries are investigated and corrective actions are implemented, and conduct ground safety engagement efforts such as monthly safety campaigns to reinforce safety awareness.

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
<b>Employees</b>										
Recordable work-related injuries	43	4.81	35	3.62	46	4.36	45	3.92	45	3.74
High-consequence work-related injuries	0	-	0	-	0	-	0	-	0	-
Fatalities as a result of work-related injuries	0	-	0	-	0	-	0	-	0	-
<b>Workers</b>										
Recordable work-related injuries	9	7.92	12	6.10	10	3.93	2	0.68	11	3.38
High-consequence work-related injuries	0	-	0	-	0	-	0	-	0	-
Fatalities as a result of work-related injuries	0	-	0	-	0	-	0	-	0	-

Note:

- In FY2025/26, the total number of manhours for employees (12,029,767) and workers (3,253,791) increased by 4.8% and 10.3% respectively compared to FY2024/25 as we continued recruitment to meet rising MRO demand. Based on the assumption of 44 working hours a week, there were 1,422 workers from aerospace labour suppliers and contractors who are working on site at SIAEC's premises.

<sup>23</sup> Work-related ill health excludes new cases of advanced noise-induced deafness which are currently under review.



# Human Capital Management

[3-3]

We recognise the importance of fostering a respectful and inclusive workplace where employees are supported to reach their fullest potential. We strive to provide opportunities at different stages of our employees' careers, enabling them to develop and grow while contributing to SIAEC's long-term success.

SIAEC was named among the top 300 employers in the inaugural Singapore Opportunity Index, which acknowledges companies' workforce strategy and human capital practices. Extending this commitment across the Group, our subsidiary, Asia Pacific Aircraft Component Services (APACS), has also been recognised as the Top Employer of Best Workplace (Private Sector) at the Top Employer Award 2025 in Malaysia. These reflect the Group's commitment to creating a supportive and people-first work environment within the industry.

## Fair Employment Practices

[2-23] [2-24] [404-2]

SIAEC is committed to upholding fair employment terms for all employees. All our labour practices adhere to the Employment Act and are in line with employment regulations. Our Human Resources Policy is aligned with the guidelines from the Tripartite Alliance for Fair Employment Practices and covers the following areas:

- Conditions of Employment
- Diversity and Equal Opportunity
- Non-discrimination
- Prohibition on Child and Forced Labour
- Employee Safety, Health and Well-being
- Freedom of Association and the Right to Collective Bargaining

We also provide Employment Assistance Payment in accordance with MOM guidelines for staff who are eligible for re-employment upon reaching the statutory retirement age but have no suitable positions, to support their transition to future employment.

## Talent Attraction and Retention

Attracting and retaining talent is crucial to supporting long-term business success and organisational resilience. To build an engaged and motivated workforce, we aim to foster a positive experience for our employees through initiatives such as wellness programmes and structured performance review to support employees' well-being and professional growth. We also conduct periodic benchmarking exercises to ensure our remuneration packages remain competitive and that employees receive comprehensive benefits which enhance their overall job satisfaction.

To attract talent to pursue careers in SIAEC, we collaborate with local schools, Institutes of Higher Learning (IHLs) and overseas approved training organisations, as well as actively participate in local and international career fairs, and industry events. One such collaboration is the Singapore Industry Scholarship, an undergraduate scholarship programme that aims to develop the next generation of Singaporeans who are passionate about contributing to Singapore's key sectors. The Company also partnered with local schools to engage with younger audiences and cultivate their interest in the aviation industry.



## SPOTLIGHT

### Inspiring and Attracting the Next Generation of Aviation Industry Professionals

In FY2025/26, SIAEC took part in the inaugural Asia-Pacific Youth for Aviation Programme and the OneAviation Career & Education Fair, to inspire and encourage students and early-career individuals to explore careers in aviation and engineering. The Company showcased its MRO capabilities, outlined potential career pathways and interacted with participants on working in the aviation industry.



# Human Capital Management

[3-3]

## EMPLOYEE SATISFACTION AND WELL-BEING [401-2] [401-3] [403-6]

We prioritise employee satisfaction, welfare and well-being by providing a comprehensive suite of benefits, with part-time and contract employees entitled to benefits in accordance with employment regulations and in line with industry practices. We also organise recreational activities regularly to enhance our employees' physical and mental well-being, and promote work-life balance.

SIAEC nurtures an inclusive workplace culture and supports employees in balancing work and family commitments. We provide parental leave benefits, including childcare and extended childcare leave, and have flexible work arrangements in place to accommodate varying needs such as the Flexible Start of Work Day scheme and work-from-home day for eligible roles. There is also the Flexible Work Arrangement Requests and Procedures Policy, which provides a structured process for assessing and approving flexible work requests to ensure fairness and consistency.

Based on FY2025/26	Male	Female	Total
Employees who were entitled to parental leave	43	13	<b>56</b>
Employees who took parental leave	40	13	<b>53</b>
Employees who returned to work after parental leave ended	40	12	<b>52</b>
Return to work rate of employees who took parental leave	100%	92.3%	<b>98.1%</b>
Based on FY2024/25			
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	43	10	<b>53</b>
Retention rate of employees who took parental leave	93.5%	100%	<b>94.6%</b>

Periodic employee pulse surveys and biennial organisational climate surveys are also conducted to better understand employees' evolving needs and workplace experience. These surveys provide insights in areas such as work culture, engagement and well-being, enabling the Company to enhance measures to improve employees' job satisfaction.



### Employee Benefits

- Annual leave
- Medical benefits
- Portable Medical Benefits Scheme
- Complimentary basic health screening for all employees
- Subsidies for eligible employees for comprehensive health check-ups every two years
- Free flu vaccinations for eligible employees
- Option to enrol for term life insurance scheme with subsidies from the Company (for full-time permanent employees)



### Physical and Mental Well-being Activities

- Health and fitness activities
- Mental health hotline for employees to seek assistance from counsellors and psychiatrists
- Mental well-being talks and trainings for employees to learn about mental health issues and gain tips to improve overall well-being



### Sports, Social and Recreational Activities

- Organisation of sports, social and other recreational activities for employees such as:
  - > Hiking activities
  - > Sports events and tournaments
  - > Recreational workshops and classes



# Human Capital Management

[3-3]



## SPOTLIGHT

### Celebrating Excellence at Soaring Stars 2025

- The annual Soaring Stars Awards Ceremony celebrates the contributions from our employees
- This year, a record number of 30 awards were presented to 19 individuals and 11 teams across eight categories for their exemplary actions, including driving continuous improvement, EOS and digital outcomes, delivering outstanding customer service and ensuring the highest standards of quality and safety at the workplace.



## PERFORMANCE REVIEW

[404-3]

The Company conducts annual performance appraisals between employees and their supervisors to enable an open, two-way communication to align expectations, clarify goals and encourage continual self-improvement. The exercise also recognises and rewards employees' contributions to motivate a productive workforce.



## SPOTLIGHT



### Balancing Career and Passion as a Trainee Aircraft Engineer

Supporting employees in pursuing their personal aspirations alongside their professional development is an important part of fostering employee well-being. Our Trainee Aircraft Engineer, Vishva Vishnuvarthan, represented Singapore in the 33rd Southeast Asian (SEA) Games to compete in the Kabaddi sport. As the captain, he led the Singapore team to win two bronze medals at the event.

Balancing his SEA Games training while undergoing apprenticeship at SIAEC, Vishva shared that both journeys require perseverance, discipline and resilience, as well as support from the employer to enable him to pursue both his professional and sporting ambitions.



# Human Capital Management

[3-3]

## Training and Development

SIAEC invests in training as it is a key foundation for service excellence. We offer comprehensive training programmes for employees, which are conducted by our Training Academy. In addition, we provide a range of development schemes to support employee upskilling in areas of technical and soft skills to help employees adapt to new roles and evolving industry needs.

### TRAINING ACADEMY

Our Training Academy aims to nurture qualified technical personnel to meet the growing talent demand in the MRO industry. The Academy holds accreditations from global civil aviation authorities as an approved Maintenance Training Organisation and serves as an active training partner of SkillsFuture Singapore, offering continuing education and training in aerospace and aircraft-related courses.

The Academy's extensive curriculum is designed to meet the training needs of its employees, subsidiaries, JVs and associated companies, strategic partners and key customers. Its programmes are regularly reviewed by the Technical Training Advisory Council, chaired by the Executive Vice President Operations, and feedback on training needs is incorporated to continually enhance the overall curriculum.

## Programmes under SIAEC Training Academy

### Aerospace Career Conversion Programme

As part of Workforce Singapore's Career Conversion Programme, the Training Academy conducts a placement programme which reskills professionals, managers, executives and technicians for jobs in the aviation and MRO industry.

### Integrated Work Study Programme in Collaboration with Singapore Institute of Technology

SIAEC has partnered with the Singapore Institute of Technology to offer a three-year direct honours degree programme leading to a Bachelor of Engineering with Honours in Aircraft Systems Engineering. The programme includes an eight-month Integrated Work Study Programme at SIAEC, which grants qualified students with CAAS-recognised Certificate of Recognition. Programme graduates help to fulfil the aviation and MRO industry's demand for engineering talent, including SIAEC's demand for licensed aircraft engineers (LAEs).

### Work-Study Certificate and Diploma in Collaboration with Temasek Polytechnic and Institute of Technical Education

SIAEC and its subsidiary, Singapore Aero Support Services, have partnered Temasek Polytechnic and the Institute of Technical Education to offer the Work-Study Certificate and Work-Study Diploma, respectively. The programmes aim to nurture trainee technicians through structured trainings conducted at the IHLs and SIAEC.



## SPOTLIGHT

### Building the Talent Pipeline

With the growing MRO demand in the Asia-Pacific region, our subsidiary, BMM, continues to upskill the workforce and build the talent pipeline for the industry.

- BMM introduced a structured 12-month Technician Trainee programme to strengthen Malaysia's aerospace talent pipeline while supporting the country's Technical and Vocational Education and Training system. The programme plays an important role in meeting the demand for qualified technicians and preparing industry-ready professionals aligned with industry requirements. In March 2026, BMM celebrated its first cohort of trainee technicians who had graduated from the programme, marking a milestone in its commitment to developing skilled talent for the aerospace sector.



# Human Capital Management

[3-3]

## EMPLOYEE DEVELOPMENT

[404-2]

SIAEC offers a range of career development schemes to support its employees in upskilling and broadening their skillsets. These schemes are complemented by a learning roadmap that outlines recommended courses for various employee groups. Feedback from course participants is incorporated to continually enhance our training programmes to meet future participants' needs.

Since its establishment, the Company Training Committee (CTC) has guided the development of employee-specific training programmes. Chaired by the Executive Vice President Operations, the CTC is a platform for key stakeholders such as Management, unions and training providers to collaboratively develop training programmes which can best meet our employees' needs.

## SIAEC Development Schemes

### Continuing Education Scheme (CES)

Our CES aims to support our employees in pursuing lifelong learning. Under the CES, the Company subsidises tuition and other compulsory fees, such as registration and examination fees, up to a specific cap, for employees to pursue higher education qualifications.

### Technician Progression Pathway

The objective of our Technician Progression Pathway is to train technicians to become certifying technicians (CTs) and further upskill them to become LAEs. This supports employees' career progression and also aids us in resource allocation. Assigning CTs to perform routine aircraft transit checks allows LAEs to be deployed to other critical maintenance tasks, including defect troubleshooting and rectification.

Additionally, our Dual-trade Technician Conversion programme enables technicians to work on both avionics and mechanical maintenance tasks.

### LAE-Executive Programme

Our LAE-Executive Programme nurtures future generations of operations leaders by preparing LAEs to take on greater responsibilities as Operations Managers. Through the programme, promising LAEs hone their skills in various aspects of the companies' operations such as sales, planning and overseas operations.

### General Manager/Deputy General Manager (GM/DGM) Programme

The GM/DGM programme aims to prepare employees in the executive grades for leadership roles in our subsidiaries, JVs and associated companies. Participants gain broad and diverse exposure to various aspects of MRO business and leadership.



# Human Capital Management

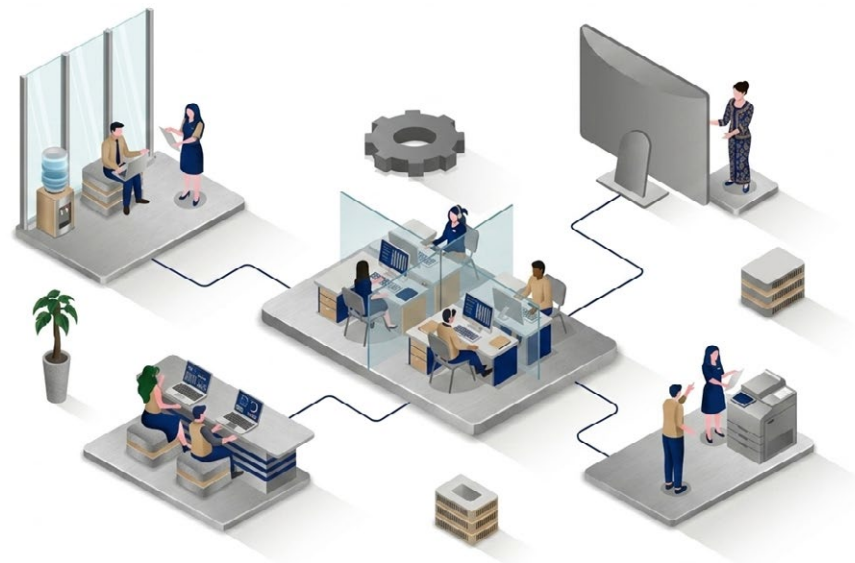
[3-3]

## TRAINING AND DEVELOPMENT METRICS

[404-1]

In FY2025/26, our employees underwent a total of 252,649 hours of technical training and 35,374 hours of soft-skills training respectively, reflecting our commitment to their continuous growth and development.

Average Training per Employee	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Breakdown by Gender</b>					
Male	44.5	46.3	57.2	50.9	60.0
Female	23.0	39.1	40.7	40.1	41.5
<b>Breakdown by Employee Category</b>					
Managers and above	23.6	27.6	40.8	38.9	39.4
Executives	37.5	47.1	58.1	57.9	48.8
Other employees	43.3	45.8	55.3	48.9	59.6





# Labour-Management Relations

[2-16] [2-25] [2-26] [2-30] [402-1]

SIAEC is committed to maintaining harmonious industrial relations with its union partners and ensuring that its workforce is adequately supported. We engage our unions through various platforms to address workforce-related matters and share updates on SIAEC's business outlook and initiatives, including regular meetings between Management and union representatives.

65.3% of our executive employees, engineers, technicians and employees in the general grades are members of our three unions. Non-members from the respective employee groups are also covered by collective agreements. While the employment terms of managerial level staff are not covered by collective agreements, they are governed by their respective individual contracts which adhere to employment regulations.

## Our Union Partners



### Air Transport Executive Staff Union (AESU)

- Represents employees in the executive grades in the Company
- 48.2% of the Company's executives are members of AESU

### SIA Engineering Company Engineers and Executives Union (SEEU)

- Represents the licensed aircraft engineers in the Company
- 91.8% of our engineers are members of SEEU

### Singapore Airlines Staff Union (SIASU)

- Represents technicians and employees in the general grades in the Company
- 70.3% of our technicians and employees in the general grades are members of SIASU

Our labour practices adhere to the Employment Act and other employment-related laws. Before implementing any significant operational changes to labour practices, we provide reasonable advance notice to our employees and union partners. Specific notice periods are not detailed in the collective agreements as they vary depending on circumstances. Additionally, the collective agreements outline the labour grievance mechanisms.

SIAEC is committed to addressing grievances promptly and taking appropriate remedial action. The Company engages proactively with affected parties and stakeholders to understand concerns and resolve issues. In line with the Tripartite Standards on Grievance Handling, employees are encouraged to raise work-related concerns, including grievances with their managers.

The grievance handling process is set out in the respective collective agreements and is reviewed periodically with the unions during renewal. Employees may approach their unions for assistance in addressing their grievances as part of the resolution process. All grievance-related information is treated confidentially and there are established internal procedures to support independent investigations and appropriate follow-up actions.



# Diversity, Equity and Inclusion

[406-1]

SIAEC is committed to building a diverse workforce and embracing employees from different backgrounds, ensuring that they have equal opportunities to grow and excel in their careers. Having a workforce with diverse perspectives promotes creativity, innovation and effective problem-solving. This approach supports the development of a multifaceted and skilled workforce, which fosters higher job satisfaction, well-being and mental health, and contributes to a positive workplace culture built on teamwork and collaboration.

SIAEC strives to promote inclusiveness and attract talent from diverse backgrounds. Although MRO roles tend to attract more men to join the industry as engineers and technicians, the Company pursues initiatives to increase the proportion of female employees and provide a supportive work environment for them, such as setting up nursing rooms for new mothers and increasing the number of shower and locker facilities for females. SIAEC is also proud to be a member of the Women in Aviation Singapore Chapter, a non-profit organisation dedicated to encouraging women and promoting the advancement of their careers and interests in aviation fields. Beyond gender, the Company also looks at initiatives to promote inclusiveness among employees of various nationalities, cultures and demographics, and trainings to increase cultural awareness.

We take a firm stance against discriminatory practices of any nature, including nationality, ethnicity, gender, religion, age or disability. Employees can report any incidents of discrimination to their supervisors or via our grievance mechanisms, which will be duly investigated. In FY2025/26, there were no reported cases of discrimination in the Company.





# Diversity, Equity and Inclusion

[406-1]

## People Profile as at 31 March 2026

[2-7] [2-9] [401-1] [405-1]

### DIVERSITY OF GOVERNANCE BODIES<sup>24</sup>

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Board of Directors</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>11</b>
<b>Breakdown by Gender and Age Group</b>					
Male	83.3%	72.7%	70.0%	72.7%	72.7%
Female	16.7%	27.3%	30.0%	27.3%	27.3%
<30 y.o.	0%	0%	0%	0%	0%
30-50 y.o.	8.3%	0%	0%	0%	0%
>50 y.o.	91.7%	100.0%	100.0%	100.0%	100.0%

### PROFILE OF EMPLOYEES

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Company Employee Strength</b>	<b>3,995</b>	<b>4,107</b>	<b>4,527</b>	<b>4,823</b>	<b>4,981</b>
<b>Breakdown by Employment Type</b>					
Permanent employees	3,847	3,710	3,592	3,662	3,594
Fixed-term contract employees	148	397	935	1,161	1,387
<b>Permanent Employees by Gender</b>					
<b>Total</b>	<b>3,847</b>	<b>3,710</b>	<b>3,592</b>	<b>3,662</b>	<b>3,594</b>
Male	88.3%	88.4%	87.0%	87.3%	87.3%
Female	11.7%	11.6%	13.0%	12.7%	12.7%
<b>Fixed-term Contract Employees by Gender</b>					
<b>Total</b>	<b>148</b>	<b>397</b>	<b>935</b>	<b>1,161</b>	<b>1,387</b>
Male	99.3%	88.9%	90.7%	90.9%	90.9%
Female	0.7%	11.1%	9.3%	9.1%	9.1%

Note:

- Of the total permanent employees in FY2025/26, all were based in Singapore, except two in Europe, two in North America, one in North Asia and 26 in other parts of Southeast Asia.
- Of the total fixed-term contract employees in FY2025/26, all were based in Singapore, except one in another part of Southeast Asia.
- In FY2025/26, all our employees were employed on a full-time basis except for one female employee who was employed on a part-time basis. We did not have any employees on non-guaranteed hours-based contracts.

<sup>24</sup> Please refer to the FY2025/26 Annual Report for more details on the composition and diversity of the Board.



# Diversity, Equity and Inclusion

[406-1]

Employee Category by Gender and Age Group	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Breakdown by Employee Category</b>					
Managers and above	113	115	131	135	131
Executives	471	463	542	557	556
Other employees	3,411	3,529	3,854	4,131	4,294
<b>Managers and Above by Gender and Age Group</b>					
<b>Total</b>	<b>113</b>	<b>115</b>	<b>131</b>	<b>135</b>	<b>131</b>
Male	78.8%	75.7%	75.6%	77.0%	75.6%
Female	21.2%	24.3%	24.4%	23.0%	24.4%
<30 y.o.	0%	0%	0%	0%	0%
30-50 y.o.	72.6%	69.6%	70.2%	66.7%	61.8%
>50 y.o.	27.4%	30.4%	29.8%	33.3%	38.2%
<b>Executives by Gender and Age Group</b>					
<b>Total</b>	<b>471</b>	<b>463</b>	<b>542</b>	<b>557</b>	<b>556</b>
Male	76.2%	76.7%	74.5%	74.3%	74.6%
Female	23.8%	23.3%	25.5%	25.7%	25.4%
<30 y.o.	18.5%	14.5%	18.8%	18.9%	20.0%
30-50 y.o.	67.1%	69.1%	66.1%	64.8%	62.2%
>50 y.o.	14.4%	16.4%	15.1%	16.3%	17.8%
<b>Other Employees by Gender and Age Group</b>					
<b>Total</b>	<b>3,411</b>	<b>3,529</b>	<b>3,854</b>	<b>4,131</b>	<b>4,294</b>
Male	90.8%	90.4%	90.1%	90.4%	90.5%
Female	9.2%	9.6%	9.9%	9.6%	9.5%
<30 y.o.	4.9%	6.8%	10.8%	14.5%	18.1%
30-50 y.o.	60.6%	55.6%	53.0%	49.5%	45.8%
>50 y.o.	34.5%	37.6%	36.2%	36.0%	36.1%

Note:

- Due to rounding, figures may not add up.



# Diversity, Equity and Inclusion

[406-1]

## NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

New Employee Hires	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Total New Hires</b>	<b>187 (4.7%)</b>	<b>460 (11.2%)</b>	<b>713 (15.7%)</b>	<b>572 (11.8%)</b>	<b>496 (10.0%)</b>
<b>Breakdown by Employee Category</b>					
Managers and above	-	-	-	1.0%	2.6%
Executives	-	-	-	14.3%	11.3%
Other employees	-	-	-	84.6%	86.1%
<b>Breakdown by Gender and Age Group</b>					
Male	66.8%	77.6%	80.2%	87.1%	85.3%
Female	33.2%	22.4%	19.8%	12.9%	14.7%
<30 y.o.	44.4%	43.9%	45.5%	53.1%	66.7%
30-50 y.o.	44.9%	50.7%	49.2%	44.4%	30.4%
>50 y.o.	10.7%	5.4%	5.3%	2.4%	2.8%

Employee Turnover	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
<b>Total Employee Turnover</b>	<b>523 (13.1%)</b>	<b>295 (7.2%)</b>	<b>295 (6.5%)</b>	<b>276 (5.7%)</b>	<b>338 (6.8%)</b>
<b>Employee Turnover Rate (Voluntary)</b>	<b>5.5%</b>	<b>6.2%</b>	<b>5.0%</b>	<b>4.2%</b>	<b>4.2%</b>
<b>Breakdown by Employee Category</b>					
Managers and above	-	-	-	2.9%	7.4%
Executives	-	-	-	26.8%	17.5%
Other employees	-	-	-	70.3%	75.1%
<b>Breakdown by Gender and Age Group</b>					
Male	86.0%	77.3%	78.6%	79.7%	82.2%
Female	14.0%	22.7%	21.4%	20.3%	17.8%
<30 y.o.	18.9%	19.7%	22.0%	16.3%	19.5%
30-50 y.o.	24.5%	68.1%	64.4%	66.7%	49.7%
>50 y.o.	56.6%	12.2%	13.6%	17.0%	30.8%

Note:

- Due to rounding, figures may not add up.
- FY2024/25 is the first year of disclosure on the breakdown of new hires and employee turnover by employee category.
- The higher turnover for employee age group above 50 years old in FY2025/26 was due to more employees reaching the maximum re-employment age.



# Appendix

## Sustainability Performance of Subsidiaries

We have included in this report available data for nine subsidiaries: SIA Engineering (Philippines) (SIAEP), Singapore Aero Support Services (SASS), SIA Engineering Japan (SIAEJ), SIA Engineering (USA) (SEUS), Aerospace Component Engineering Services (ACES), JADE Engineering (JADE), Asia Pacific Aircraft Component Services (APACS), TIA Engineering Services (TES) and Base Maintenance Malaysia (BMM).

### ANTI-CORRUPTION/ANTI-BRIBERY [205-3]

In FY2025/26, there were no cases of corruption or bribery in the nine subsidiaries.

### ENERGY AND EMISSIONS PERFORMANCE [302-1] [305-1] [305-2]

GHG Emissions	SIAEP	APACS	Other Subsidiaries
Scope 1 Emissions (tonnes CO <sub>2</sub> e)	529	0	594
Scope 2 Emissions (tonnes CO <sub>2</sub> e)	1,309	2,208	1,225
<b>Total Emissions (tonnes CO<sub>2</sub>e)</b>	<b>1,838</b>	<b>2,208</b>	<b>1,818</b>

Energy Management	SIAEP	APACS	Other Subsidiaries
Petrol Consumption (GJ)	98	0	6,608
Diesel Consumption (GJ)	6,940	0	1,602
Biofuel Consumption (GJ)	0	0	65
Electricity Consumption (GJ)	6,793	10,740	8,106
Heating and Cooling Consumption (GJ)	0	0	137
Renewable Energy Consumption (GJ)	3,307	0	583
<b>Total Energy Consumed (GJ)</b>	<b>17,138</b>	<b>10,740</b>	<b>17,102</b>

- Note:
- Biogenic emissions were 0.3 tonnes CO<sub>2</sub>e in FY2025/26.
  - SIAEP's total water withdrawn comprises of 32,587 m<sup>3</sup> and 659 m<sup>3</sup> of third-party water and surface water withdrawn respectively.

25 Please refer to the Appendix for definitions and methodologies.

### WATER PERFORMANCE [303-3]

Water Management	SIAEP	APACS	Other Subsidiaries
<b>Total Water Withdrawn (m<sup>3</sup>)</b>	<b>33,246</b>	<b>9,466</b>	<b>6,350</b>

### SAFETY PERFORMANCE<sup>25</sup> [403-9]

The main types of work-related injuries include cuts and bruises.

	SASS		SIAEP		Other Subsidiaries	
	Number	Rate	Number	Rate	Number	Rate
Recordable work-related injuries	3	1.27	1	0.60	1	0.81
High-consequence work-related injuries	0	-	0	-	0	-
Fatalities as a result of work-related injuries	0	-	0	-	0	-



# Appendix

## Sustainability Performance of Subsidiaries

### TRAINING AND DEVELOPMENT [404-1]

Average Training Hours per Employee	SASS	SIAEP	Other Subsidiaries
Male	4.6	120.8	30.7
Female	4.0	85.2	18.5
Managers and above	3.0	139.1	13.9
Executives	7.3	130.7	26.9
Other employees	4.4	110.5	31.1

### DIVERSITY, EQUITY AND INCLUSION [406-1]

In FY2025/26, there were no reported cases of discrimination from the nine subsidiaries.

Note:

- Due to rounding, figures may not add up.
- Training hours exclude TES and BMM as we continue to enhance data collection.
- Training hours for SIAEP are higher due to more training conducted.
- Of the total permanent employees in FY2025/26, all were based in Southeast Asia, except 174 in North America and eight in North Asia.
- Of the total fixed-term contract employees in FY2025/26, all were based in Southeast Asia, except 37 in North Asia.

### PEOPLE PROFILE AS AT 31 MARCH 2026 [2-7] [401-1] [405-1]

	SASS	SIAEP	Other Subsidiaries
<b>Employee Strength</b>	<b>1,219</b>	<b>713</b>	<b>806</b>
<b>Breakdown by Employment Type</b>			
Permanent employees	410	706	766
Fixed-term Contract Employees	809	7	40
<b>Permanent Employees by Gender</b>			
<b>Total</b>	<b>410</b>	<b>706</b>	<b>766</b>
Male	67.3%	81.0%	81.2%
Female	32.7%	19.0%	18.8%
<b>Fixed-term Contract Employees by Gender</b>			
<b>Total</b>	<b>809</b>	<b>7</b>	<b>40</b>
Male	88.0%	100.0%	90.0%
Female	12.0%	0%	10.0%



# Appendix

## Sustainability Performance of Subsidiaries

Employee Category by Gender and Age Group	SASS	SIAEP	Other Subsidiaries
Managers and above	20	9	59
Executives	43	114	183
Other employees	1,156	590	564
<b>Managers and Above by Gender and Age Group</b>			
<b>Total</b>	<b>20</b>	<b>9</b>	<b>59</b>
Male	60.0%	77.8%	72.9%
Female	40.0%	22.2%	27.1%
<30 y.o.	0%	0%	1.7%
30-50 y.o.	50.0%	55.6%	66.1%
>50 y.o.	50.0%	44.4%	30.2%
<b>Executives by Gender and Age Group</b>			
<b>Total</b>	<b>43</b>	<b>114</b>	<b>183</b>
Male	53.5%	78.9%	57.4%
Female	46.5%	21.1%	42.6%
<30 y.o.	16.3%	6.1%	33.9%
30-50 y.o.	48.8%	72.8%	57.9%
>50 y.o.	34.9%	21.1%	8.2%
<b>Other Employees by Gender and Age Group</b>			
<b>Total</b>	<b>1,156</b>	<b>590</b>	<b>564</b>
Male	82.4%	81.7%	90.4%
Female	17.6%	18.3%	9.6%
<30 y.o.	37.0%	70.3%	44.9%
30-50 y.o.	44.5%	22.9%	45.6%
>50 y.o.	18.5%	6.8%	9.6%

## New Employee Hires and Employee Turnover

New Employee Hires	SASS	SIAEP	Other Subsidiaries
<b>Total New Hires</b>	<b>318 (26.1%)</b>	<b>97 (13.6%)</b>	<b>92 (20.6%)</b>
<b>Breakdown by Gender and Age Group</b>			
Male	79.6%	80.4%	82.6%
Female	20.4%	19.6%	17.4%
<30 y.o.	48.1%	93.8%	41.3%
30-50 y.o.	41.5%	6.2%	48.9%
>50 y.o.	10.4%	0%	9.8%

Employee Turnover	SASS	SIAEP	Other Subsidiaries
<b>Total Employee Turnover</b>	<b>195 (16.0%)</b>	<b>127 (17.8%)</b>	<b>97 (21.7%)</b>
<b>Breakdown by Gender and Age Group</b>			
Male	80.0%	81.1%	88.7%
Female	20.0%	18.9%	11.3%
<30 y.o.	36.4%	62.2%	26.8%
30-50 y.o.	46.7%	31.5%	50.5%
>50 y.o.	16.9%	6.3%	22.7%

Note:

- Due to rounding, figures may not add up.
- In FY2025/26, new hire rate for SASS is higher due to recruitment to meet rising MRO demand.

## Company and Subsidiaries' Emissions and Energy Intensities

[2-4] [302-3] [305-4]

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Company and Subsidiaries' GHG Emissions Intensity (tonnes CO <sub>2</sub> e/S\$mil)	24	21	17	18	19
Company and Subsidiaries' Energy Consumption Intensity (GJ/S\$mil)	284	251	196	204	208

Note:

- The GHG emissions and energy consumption intensity figures for previous financial years have been updated to incorporate the subsidiaries' Scope 1 and 2 emissions.



# Appendix

## Key Abbreviations and Acronyms

<b>A*STAR</b>	Agency for Science, Technology and Research
<b>ACES</b>	Aerospace Component Engineering Services
<b>AES</b>	Aircraft Engine Services
<b>AESU</b>	Air Transport Executive Staff Union
<b>AI</b>	Artificial Intelligence
<b>APACS</b>	Asia Pacific Aircraft Component Services
<b>AR6</b>	2023 IPCC Sixth Assessment Report
<b>ASMS</b>	Aviation Safety Management System
<b>BCA</b>	Building and Construction Authority
<b>BMM</b>	Base Maintenance Malaysia
<b>CAAS</b>	Civil Aviation Authority of Singapore
<b>CAG</b>	Changi Airport Group
<b>CEO</b>	Chief Executive Officer
<b>CES</b>	Continuing Education Scheme
<b>CPF</b>	Central Provident Fund
<b>CSR</b>	Corporate Social Responsibility
<b>CT</b>	Certifying Technician
<b>CTC</b>	Company Training Committee
<b>DGM</b>	Deputy General Manager
<b>EASA</b>	European Union Aviation Safety Agency
<b>EDB</b>	Economic Development Board
<b>eDCO</b>	Electronic Document & Capacity Optimiser
<b>EMA</b>	Energy Market Authority
<b>EOS</b>	Enterprise Operating System
<b>EPA</b>	Environmental Protection Agency
<b>EPH</b>	Environmental Public Health
<b>FAA</b>	Federal Aviation Administration
<b>GEF</b>	Grid Emission Factor

<b>GenAI</b>	Generative Artificial Intelligence
<b>GHG</b>	Greenhouse Gas
<b>GM</b>	General Manager
<b>GRI</b>	Global Reporting Initiative
<b>GWP</b>	Global Warming Potential
<b>HAP</b>	Hazardous Air Pollutant
<b>ICAO</b>	International Civil Aviation Organization
<b>IEA</b>	International Energy Agency
<b>IFRS</b>	International Financial Reporting Standards
<b>IHL</b>	Institute of Higher Learning
<b>IIA</b>	Institute of Internal Auditors
<b>ILO</b>	International Labour Organization
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>JADE</b>	JADE Engineering
<b>JV</b>	Joint Venture
<b>LAE</b>	Licensed Aircraft Engineer
<b>MOM</b>	Ministry of Manpower (Singapore)
<b>MOU</b>	Memorandum of Understanding
<b>MRO</b>	Maintenance, Repair and Overhaul
<b>NGFS</b>	Network for Greening the Financial System
<b>OEM</b>	Original Equipment Manufacturer
<b>OHSMS</b>	Occupational Health and Safety Management System
<b>OM</b>	Operating Margin
<b>PUB</b>	Public Utilities Board
<b>QMS</b>	Quality Management System
<b>RCP</b>	Representative Concentration Pathway

<b>SAESL</b>	Singapore Aero Engine Services
<b>SAF</b>	Sustainable Aviation Fuel
<b>SASS</b>	Singapore Aero Support Services
<b>SBTi</b>	Science Based Targets Initiative
<b>SDG</b>	Sustainable Development Goal
<b>SEA</b>	Southeast Asia
<b>SEEU</b>	SIA Engineering Company Engineers and Executives Union
<b>SEFR</b>	Singapore Emission Factors Registry
<b>SES</b>	Singapore Energy Statistics
<b>SEUS</b>	SIA Engineering (USA)
<b>SGX</b>	Singapore Exchange
<b>SIA</b>	Singapore Airlines
<b>SIAEC</b>	SIA Engineering Company
<b>SIAEJ</b>	SIA Engineering Japan
<b>SIAEP</b>	SIA Engineering (Philippines)
<b>SIASU</b>	Singapore Airlines Staff Union
<b>SLSSS</b>	Safran Landing Systems Services Singapore
<b>SP</b>	Singapore Polytechnic
<b>SSP</b>	Shared Socioeconomic Pathway
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>TES</b>	TIA Engineering Services
<b>T&amp;D</b>	Transmission & Distribution
<b>VOC</b>	Volatile Organic Compound
<b>WBGT</b>	Wet Bulb Globe Temperature
<b>WEB</b>	Water Efficient Building
<b>WRI</b>	World Resource Institute
<b>WTE</b>	Waste-to-Energy



# Appendix

## Definitions and Methodologies

### GENERAL

<b>Mode of Narration</b>	<p>Throughout this Sustainability Report, “SIA Engineering Company”, “SIAEC”, “we”, “us” and “our” are generally used to refer to SIA Engineering Company (“the Company”) and its employees, unless otherwise stated.</p> <p>“SIAEC Group” and “The Group” are used to make reference to SIA Engineering Company and its subsidiaries, unless otherwise stated. More information on SIAEC and its subsidiaries, JVs and associated companies can be found in SIAEC’s FY2025/26 Annual Report.</p>
<b>Forward-looking Statements</b>	<p>Aside from statements of historical fact, this Sustainability Report contains statements that are future-looking in nature relating to SIAEC’s sustainability management approach. These are identified by terms and phrases such as “aim”, “ambition”, “anticipate”, “believe”, “continue”, “expect”, “goal”, “maintain”, “objective”, “plan”, “seek” and “target” and could also be expressed by way of future or conditional verbs such as “could”, “should”, and “would”.</p> <p>These statements are based on assumptions and expectations at the time of publication, and are subject to risks and uncertainties determined by factors beyond the control of SIAEC. As we operate in a continually changing environment, readers are cautioned not to place undue reliance on forward-looking statements.</p>

### GOVERNANCE

<b>Corruption</b>	<p><b>Corruption definition:</b> A corruption incident that has been found to be substantiated. It does not include incidents of corruption that are still under investigation in the reporting period.</p> <p><b>Boundary:</b> Incidents of corruption covers SIAEC and its subsidiaries listed in this report.</p>
<b>Non-compliance</b>	<p><b>Significant fines definition:</b> Significant individual fines above S\$10,000.</p> <p><b>Boundary:</b> Incidents of non-compliance and significant fines incurred cover SIAEC’s operations in Singapore.</p>
<b>Breach of Data Privacy</b>	<p><b>Boundary:</b> Written statement by regulatory body or substantiated complaints concerning breaches of data privacy and/or identified leaks, thefts, or losses of data that covers SIAEC’s customers and employees, but exclude cases that are still pending investigation in the reporting period.</p>



# Appendix

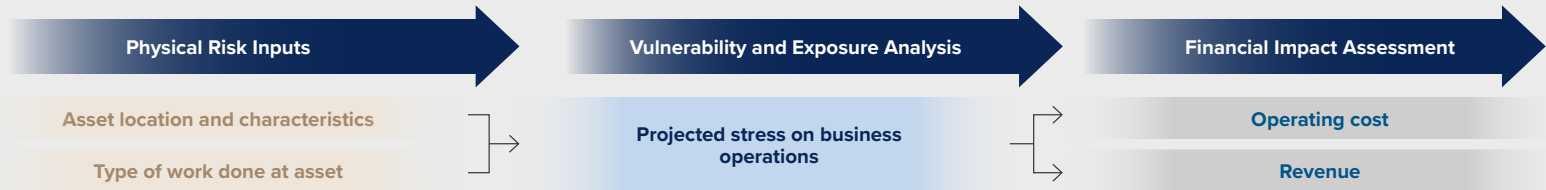
## Definitions and Methodologies

### ENVIRONMENT

#### Climate Scenario Analysis Approach

##### Physical risks:

- **Scope:** Key assets in Singapore
- **Risks considered:** Heat stress, Precipitation stress
- **Financial metrics:** Operating costs and revenue
- **Climate scenarios:** Net Zero Emissions scenario (Intergovernmental Panel on Climate Change Representative Concentration Pathway (IPCC RCP) 2.6 and Shared Socioeconomic Pathway (SSP) 1-2.6, 2°C or lower); Middle-of-the-Road scenario (IPCC RCP 4.5 and SSP2-4.5, 2.4°C to 2.8°C)
- **Time horizons:** 2030 (Medium-term aligned with financial planning time horizons) and 2050 (Long-term)
- **Modelling inputs and key assumptions:** Inputs included SIAEC's asset values and total revenue generated from those assets based on FY2023/24 financial statement. Where data was unavailable, appropriate proxies were applied. The WBGT index was used to define heatwave intensity (>32°C) and estimate associated productivity losses. Electricity consumption data was also analysed to assess potential increases in cooling requirements.





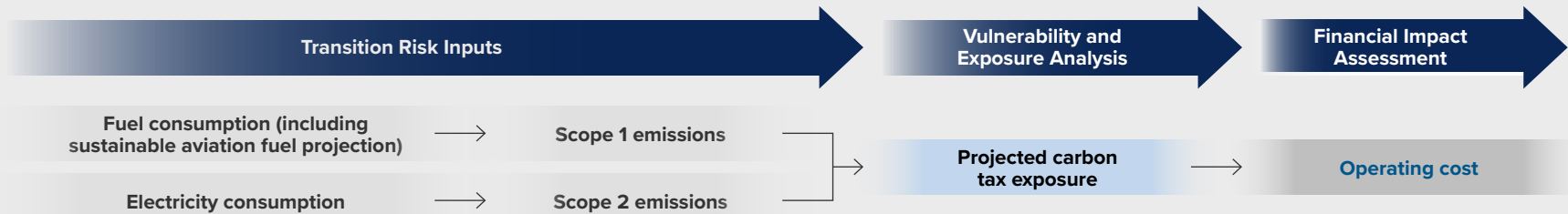
# Appendix

## Definitions and Methodologies

### Climate Scenario Analysis Approach

**Transition risk:**

- **Scope:** Key assets in Singapore
- **Risk considered:** Increasing carbon pricing
- **Financial metric:** Operating costs
- **Climate scenarios:** Net Zero Emissions scenario (IPCC RCP 2.6 and SSP1-2.6, 2°C or lower); Middle-of-the-Road scenario (IPCC RCP 4.5 and SSP2-4.5, 2.4°C to 2.8°C)
- **Time horizons:** 2030 (Medium-term) and 2050 (Long-term)
- **Modelling inputs and key assumptions:** Carbon pricing projections were derived from Singapore's announced rates, Network for Greening the Financial System's (NGFS) forecasts and estimated extrapolations. Grid emission intensity projections were based on published sources and estimated extrapolations, consistent with Singapore's projected energy pathways as outlined by the Energy Market Authority's (EMA) 2050 Energy Scenarios. Fuel and electricity consumption growth rates were based on internal estimates as well as from national and international sources such as EMA and the International Energy Agency (IEA). A 100% cost pass-through rate was assumed.



### Energy Consumption

**Boundary:**

- **Fuel consumption:** Unless otherwise stated, this relates to diesel and petrol consumption by vehicles operated by SIAEC and its subsidiaries, and jet fuel consumption by engine tests conducted by SIAEC. All the fuel consumption of SIAEC and its subsidiaries listed in this report are from non-renewable sources, except for a small quantity of renewable diesel used for a one-off trial conducted by the Company. Figures were based on invoices or consumption records and assessed figures may be used if the data was not available.
- **Electricity, heating and cooling consumption:** Unless otherwise stated, this relates to the purchased electricity consumption of SIAEC's Hangars 2 to 6, Engine Test Facility, Aircraft Engine Services facility, airport operations at Changi Airport, Training Academy and operations attributed to SIAEC in SIA's Hangar 1. For the subsidiaries listed in this report, this relates to purchased electricity consumption of their hangars, workshops and offices, except for SASS' support shop located in SIAEC's hangar which is reported under SIAEC's consumption. Figures were based on invoices or consumption records and assessed figures may be used if the data was not available at the time of publication.
- **Renewable energy consumption:** Includes solar energy generation from SIAEC's, SIAEP's and ACES' solar photovoltaic systems consumed within the organisation.
- **Conversion factors:** Values relating to diesel, renewable diesel, petrol and jet kerosene were derived from 2006 IPCC Guidelines for National Greenhouse Gas.



# Appendix

## Definitions and Methodologies

### GHG Emissions

**GHG boundary:** Unless otherwise stated, GHG emissions reported follow the same boundary as Energy Consumption.

To align with international best practices and ensure accurate accounting of our GHG emissions, SIAEC has adopted the GHG Protocol Corporate Accounting and Reporting Standard. SIAEC accounts for GHG emissions using operational control criteria to report its direct (Scope 1), energy indirect (Scope 2), and other indirect (Scope 3) GHG emissions.

**GHG targets:** SIAEC's GHG emissions targets are based on its emissions in FY2019/20, which included direct emissions from fuels (consisting of CO<sub>2</sub>, methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O) emissions) and indirect emissions from electricity consumption.

**Direct (Scope 1) GHG emissions:** Direct GHG emissions occur from sources that are owned or controlled by SIAEC and its subsidiaries listed in this report, expressed in kilograms of carbon dioxide equivalents (kgCO<sub>2</sub>e) or multiples. These include emissions from fuel use and fugitive refrigerant emissions to support comprehensive carbon accounting.

To enhance the reliability and accuracy of emissions calculations, global warming potential (GWP) values were sourced from the latest 2023 IPCC Sixth Assessment Report (AR6) as at 31 March 2026. For diesel, petrol and jet kerosene, CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O were included in the GHG calculation and default emission factors were sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Fuel density values are sourced from the GHG Protocol Emission Factors for Cross Sector Tools 2017 for FY2021/22 to FY2024/25, and from the updated GHG Protocol Emission Factors for Cross Sector Tools 2024 for FY2025/26.

**Energy indirect (Scope 2) GHG emissions:** Indirect GHG emissions from the generation of purchased electricity consumed by SIAEC's and its subsidiaries' properties (total gross floor area) and offices (total leased area) aforementioned, expressed in kilograms of carbon dioxide equivalents (kgCO<sub>2</sub>e) or multiples. A location-based method was adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs.

For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest Singapore Energy Statistics (SES), the EMA's annual publication on energy statistics in Singapore, as at 31 March 2026. SIAEC and its Singapore-based subsidiaries listed in this report adopted the Average Operating Margin (OM) figures which measure Singapore's system-wide emissions factor. For overseas subsidiaries, emission factors were sourced from local references where available.

For all subsidiaries, the GEFs used for the reporting year were sourced from the published factor as at 31 March 2026.

The emissions from electricity consumption at a leased workshop under SIAEC's operational control have been excluded due to unavailability of data at the time of publication of the Sustainability Report.



# Appendix

## Definitions and Methodologies

### GHG Emissions

**Other indirect (Scope 3) GHG emissions:** Other indirect GHG emissions that are consequences of SIAEC's activities but occur from sources that are not owned or controlled by SIAEC. SIAEC's Scope 3 GHG emissions are calculated according to the recommendations of Greenhouse Gas Protocol's 'Corporate Value Chain (Scope 3) Accounting and Reporting Standard', 'GHG Protocol Corporate Accounting and Reporting Standard' as well as 'GHG Protocol Corporate Accounting and Reporting Standard' by the World Resources Institute (WRI) and the World Business Council for Sustainable Development.

SIA Internal Audit reviews SIAEC's Scope 3 emissions as part of internal review on sustainability reporting process to improve accuracy of calculations.

In FY2025/26, SIAEC has reported all its applicable Scope 3 GHG emission categories, as follows:

Category	Reporting Boundary	Methodology Used, Assumptions Made, and Conversion Factors Source as at 31 March 2026
<b>Category 1: Purchased Goods and Services</b>	Emissions from goods and services purchased by SIAEC based on selected operating expenditure.	Spend-based method  Sources: 2025 US Environmental Protection Agency (EPA) Emission factors for Greenhouse Gas Inventories
<b>Category 2: Capital Goods</b>	Emissions from capital goods purchased by SIAEC and capitalised during the reporting period.	Spend-based method  Sources: 2025 US EPA Emission factors for Greenhouse Gas Inventories
<b>Category 3: Fuel- and Energy-related Activities (not included in Scope 1 or 2)</b>	Emissions from the extraction, production, and transportation of various fuel types consumed directly by SIAEC and consumed in generating electricity, steam, heating and cooling; and Transmission & Distribution (T&D) losses from grid electricity.	Average-data method  Sources: 2025 UK Government Greenhouse Gas Conversion Factors for Company Reporting (2025 UK GHG Conversion Factors), IEA Emission Factor Database, EMA
<b>Category 4: Upstream Transportation and Distribution</b>	Emissions from transport and distribution of products purchased by SIAEC and shipped by its appointed freight forwarders, both before and after the point of sale.	Fuel-based or distance-based methods  Sources: Reports generated by SIAEC's freight forwarders based on their emissions calculation methodology
<b>Category 9: Downstream Transportation and Distribution</b>		
<b>Category 5: Waste Generated in Operations</b>	Emissions from third-party disposal and treatment of waste generated in SIAEC's owned or controlled operations.	Waste-type specific method  Source: 2025 UK GHG Conversion Factors, supplier-specific emission factor



# Appendix

## Definitions and Methodologies

### GHG Emissions

Category	Reporting Boundary	Methodologies Used, Assumptions Made, and Conversion Factors Source as at 31 March 2026
<b>Category 6: Business Travel</b>	Emissions from domestic and international air travel for business-related activities.	Distance-based method  Source: 2025 UK GHG Conversion Factors
<b>Category 7: Employee Commuting</b>	Emissions from transportation of employees between their homes and their worksites, and teleworking.	Distance-based method with estimates of commute distance, days at work, and assumptions on mode of transport  Source: 2025 UK GHG Conversion Factors and Singapore Emission Factors Registry (SEFR)
<b>Category 8: Upstream Leased Assets</b>	Emissions from leased assets which SIAEC does not have operational control of.	Asset-specific method  Source: Electricity data from invoices or consumption records and assessed figures may be used if the data was not available at the time of publication, and GEF from the latest SES
<b>Category 15: Investments</b>	Emissions from SIAEC's JVs and associated companies, which SIAEC does not have operational control.	Investment-specific method.  Sources: Fuel usage, refrigerants and electricity consumed by JVs and associated companies from utility invoices or meter readings, etc. Assessed figures may be used if the data was not available at the time of publication. Emission factors for Scope 1 emissions are identical to the emission factors used by SIAEC and its subsidiaries. For all JVs and associated companies, the GEFs used for the reporting period were sourced as at 31 March 2026. The GWPs of all refrigerants were sourced from the 2023 IPCC AR6.

**Biogenic emissions:** Biogenic emissions from biofuel used by the Company and its JVs and associated companies. Total energy consumed was obtained from suppliers, while emission factors were sourced from 2025 UK GHG Conversion Factors.



# Appendix

## Definitions and Methodologies

### Water and Effluents

**Water withdrawal boundary:** For SIAEC and Singapore-based subsidiaries, water is drawn from the PUB, a third-party water provider in Singapore. Water provided by PUB is considered freshwater as Singapore's quality of drinking water is regulated by the Environmental Public Health (EPH) (No.2) Regulations 2019. For all other overseas subsidiaries, third-party freshwater is supplied by local municipal providers.

Figures were based on invoices or consumption records and assessed figures may be used if the data was not available.

Category	Source	Details	Boundary
Surface water	Rainwater harvested	Collection and storing of rainwater from surfaces on which rain falls.	SIAEC's Hangars 4 to 6, SIAEP.
Third-party water	Tap water	Singapore's national tap water supply comprises a mix of four sources – (i) water from local catchment, (ii) imported water, (iii) desalinated water and (iv) NEWater.	<p>SIAEC's Hangars 2 to 6, Engine Test Facility, Aircraft Engine Services facility, airport operations at Changi Airport, Training Academy and operations attributed to SIAEC in SIA's Hangar 1.</p> <p>For the subsidiaries listed in this report but excluding SIAEJ and JADE, water covers their respective hangars, workshops and offices.</p> <ul style="list-style-type: none"> <li>For SIAEJ and JADE, data is unavailable as water withdrawal is from common facilities; therefore, the amount attributable to employee use cannot be segregated.</li> <li>For SASS, the data excludes its support shop located in SIAEC's hangar which is reported under SIAEC's consumption.</li> </ul>

**Water stress:** Regions of water stress were assessed using WRI's 'Aqueduct Water Risk Atlas', where 'water-stressed' was defined to be high or extremely high i.e. >40% at risk.

- Our operations in Singapore and Cambodia are located in areas of low water stress.
- Our operations in the Philippines, the USA and Malaysia are located in areas of high water stress.

**Water discharge boundary:** Water discharge data covers SIAEC. SIAEC discharges water via the following:

- Wastewater discharged from SIAEC's wastewater treatment plants. As the concentration of total dissolved solids in discharged wastewater is <1,000 mg/L, wastewater discharge is defined as 'freshwater' as per GRI 303-4 definitions. Priority substances of concern and discharge limits are defined based on PUB regulations.
- As per the Water Risk Atlas, water discharged by SIAEC is not considered to be 'water-stressed'.



# Appendix

## Definitions and Methodologies

<p><b>Waste</b></p>	<p><b>Boundary:</b> Waste generated, diverted from disposal, and directed to disposal cover SIAEC's Hangars 2 to 6, Engine Test Facility, Aircraft Engine Services facility, airport operations at Changi Airport, Training Academy and operations attributed to SIAEC in SIA's Hangar 1.</p> <p>In Singapore, licensed waste contractors transport incinerable solid waste to the waste-to-energy (WTE) plants for incineration (Tuas, Senoko, Tuas South, and Keppel Seghers Tuas WTE Plant). Incinerated ash and other non-incinerable wastes are then disposed at Singapore's offshore landfill, Semakau Landfill.</p> <p>Waste-related data is obtained from licensed waste contractors.</p> <p>The handling of toxic waste is highly regulated and only licensed toxic waste contractors can collect, treat, and dispose toxic industrial waste. At SIAEC, most of our waste are diverted through recycling activities. Recycling refers to any operation wherein products, components of products, or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose.</p>
<p><b>Intensity Ratios</b></p>	<p><b>Methodology:</b> The organisation-specific metric (the denominator) used is SIAEC Group revenue (including subsidiaries) in the reporting period to align with financial reporting.</p> <ul style="list-style-type: none"> <li>• Total energy consumption intensity ratio is expressed in GJ/\$mil.</li> <li>• Total GHG emissions intensity ratio is expressed in tonnes CO<sub>2</sub>e/\$mil. Types of GHG emissions included in the intensity ratio are direct Scope 1 and energy indirect Scope 2 emissions. Gases considered in calculation includes CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</li> <li>• Total water intensity ratio for SIAEC is expressed in m<sup>3</sup>/\$mil.</li> </ul>



# Appendix

## Definitions and Methodologies

### SAFETY

<b>Occupational Health and Safety Management System (OHSMS)</b>	<p><b>Definition:</b> Occupational Health and Safety Management System refers to a set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives.</p> <p><b>Boundary:</b> SIAEC's OHSMS is certified under ISO 45001: 2018 OHSMS Standard and covers all maintenance, repair and overhaul of aircraft and associated components activities for SIAEC's operations in Singapore.</p>
<b>Work-related Hazard and Incident</b>	<p><b>Work-related hazard definition:</b> Any source or situation with the potential to cause injury or ill health in the workplace. This includes types of dangerous occurrences as defined by MOM's <a href="#">list of Dangerous Occurrences</a> in the Workplace Safety and Health Act (Chapter 354A), Section 4(1).</p> <p><b>Work-related incident definition:</b> An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill health or death. As per MOM's definition, it could also be a <a href="#">Dangerous Occurrence</a>, an <a href="#">Occupational Disease</a>.</p>
<b>Work-related Injury and Fatality</b>	<p><b>Recordable work-related injury definition:</b> Work-related injury that resulted in lost time:</p> <ul style="list-style-type: none"> <li>• death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, significant injury diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.</li> </ul> <p><b>High-consequence work-related injury definition:</b> A work-related injury that results in an injury from which the individual cannot, does not, or is not expected to recover fully to pre-injury health status within six months.</p> <p><b>Work-related fatality definition:</b> Refers to a work-related injury that results in a fatality while performing work that is controlled by the organisation or that is being performed in a workplace controlled by the organisation.</p> <p><i>These definitions are based on GRI 403: Occupational Health and Safety 2018.</i></p> <p><b>Methodology:</b> Rates were calculated based on 1,000,000 hours worked.</p> <p><b>Boundary:</b> Number and rate of recordable work-related injuries, high-consequence work-related injuries and work-related fatalities reported cover employees as well as secondees whose work and/or workplace is controlled by the organisation listed in this report. Data is also reported for SIAEC's workers which includes workers from aerospace labour suppliers, its wholly-owned subsidiary, SASS, and contractors who are working on site at SIAEC's premises.</p>
<b>Work-related ill health</b>	<p><b>Recordable work-related ill health definition:</b> Work-related ill health (including diseases, illnesses and disorders) that results in any of the following:</p> <ul style="list-style-type: none"> <li>• death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or</li> <li>• significant ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.</li> </ul> <p><i>This definition is extracted from GRI 403: Occupational Health and Safety 2018, which is based on based on the United States Occupational Safety and Health Administration, General recording criteria 1904.7.</i></p> <p><b>Boundary:</b> Number of recordable work-related ill health only covers ill health that is monitored by the Company including health hazards from the exposure to excessive noise, radiation, working in a compressed air environment, liquid, fumes or vapour of Organophosphates and Cadmium poisoning.</p>



# Appendix

## Definitions and Methodologies

### EMPLOYEES

<b>Employees</b>	<p><b>Definition:</b> Refers to individuals in an employment relationship with SIAEC, according to national law or its application. All employee data relates to the year's headcount as at 31 March 2026.</p> <p><b>Boundary:</b> Employee profile reported covers employees of SIAEC and its subsidiaries listed in this report. The number of employees reported for each entity includes staff seconded out to other entities and excludes staff from other entities.</p>
<b>Employment Type</b>	<p><b>Full-time definition:</b> An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.</p> <p><b>Part-time definition:</b> An employee whose working hours are less than 'full-time' as defined above. Based on Singapore's Employment Act by MOM, a part-time employee is one who is under a contract of service to work less than 35 hours a week.</p> <p><b>Boundary:</b> Employee profile reported covers employees of SIAEC.</p>
<b>Employment Contract</b>	<p><b>Definition:</b> Refers to employment contract as recognised under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).</p> <p><b>Employee contract categories:</b> SIAEC's employment contracts can be broadly classified into two main categories:</p> <ul style="list-style-type: none"> <li>• <b>Permanent contract:</b> A permanent employment contract is a contract with an employee for an indeterminate period.</li> <li>• <b>Fixed-term or temporary contract:</b> A fixed-term employment contract is an employment contract as defined above that ends when a specific time period expires, or when a specific task that has a time estimate attached is completed. A temporary employment contract is of limited duration, and is terminated by a specific event, including the end of a project or work phase or return of replaced employees.</li> </ul> <p><b>Boundary:</b> Employee profile reported covers employees of SIAEC and its subsidiaries listed in this report.</p>
<b>New Employee Hires and Employee Turnover</b>	<p><b>Boundary:</b> New hires and turnover reported cover employees of SIAEC and its subsidiaries listed in this report except for TES and BMM. For reported turnover rates, the figures relate to employees who leave the organisation voluntarily or due to retirement, termination of employment, completion of contract, medical board out or death in service.</p>
<b>Discrimination</b>	<p><b>Definition:</b> Refers to act and result of treating persons unequally by imposing unequal burdens or denying benefits instead of treating each person fairly on the basis of individual merit. Also includes harassment, defined as a course of comments or actions that are unwelcome, or should reasonably be known to be unwelcome, to the person towards whom they are addressed.</p> <p><b>Boundary:</b> Cases of discrimination reported covers employees of SIAEC and its subsidiaries listed in this report.</p>
<b>Parental Leave</b>	<p><b>Definition:</b> Leave granted to men and women employees on the grounds of the birth of a child.</p> <p><i>This definition is based on GRI 401: Employment 2016.</i></p> <p><b>Methodology:</b> Employees who returned to work after parental leave ended took into account those who returned after the reporting period before publication of this report. Total number of employees that were entitled to parental leave is computed and assumed based on the dependents' date of birth and employees' date of joining the Company.</p> <p><b>Boundary:</b> Parental leave data covers maternity leave, paternity leave, and shared parental leave of employees of SIAEC, who were entitled in the respective reporting periods.</p>



# Appendix

## GRI Content Index

<b>Statement of Use</b>	SIAEC has reported with reference to the GRI Standards for the period 1 April 2025 to 31 March 2026.
<b>GRI 1 Used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	None

## GRI 2: General Disclosures 2021

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>The organization and its reporting practices</b>			
2-1	Organizational details	About SIA Engineering Company	02
2-2	Entities included in the organization's sustainability reporting	Reporting Scope and Boundary	03
2-3	Reporting period, frequency and contact point	Reporting Period Feedback	03
2-4	Restatements of information	Our Energy and Emissions Performance Breakdown of Scope 3 Emissions Company and Subsidiaries' Emissions and Energy Intensities	41 43 69
2-5	External assurance	Reporting Quality	03
<b>Activities and workers</b>			
2-6	Activities, value chain and other business relationships	About SIA Engineering Company Pillar 1: Expanding Presence in Asia-Pacific Resilient and Responsible Supply Chain	02 21 26
2-7	Employees	People Profile as at 31 March 2026 Sustainability Performance of Subsidiaries	64 68
2-8	Workers who are not employees	Our Safety Performance	55
<b>Governance</b>			
2-9	Governance structure and composition	Sustainability Governance Corporate Governance People Profile as at 31 March 2026 FY2025/26 Annual Report	07 29 64
2-10	Nomination and selection of the highest governance body	Board Nomination, Independence, Performance and Evaluation FY2025/26 Annual Report	30
2-11	Chair of the highest governance body	Sustainability Governance FY2025/26 Annual Report	07

GRI Standards	Disclosure	Page Reference and Remarks	Page
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Stakeholder Engagement Corporate Governance Risk Management FY2025/26 Annual Report	07 08 29 31
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	07
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	07
2-15	Conflicts of interest	Conflicts of Interest FY2025/26 Annual Report	30
2-16	Communication of critical concerns	Anti-corruption/Anti-bribery Whistleblowing Programme Labour-Management Relations  <i><b>Confidentiality constraints:</b> Information regarding the number and nature of critical concerns communicated to the Board is not publicly disclosed by SIAEC as it includes sensitive information and is confidential.</i>	34 62
2-17	Collective knowledge of the highest governance body	Continuous Professional Development of the Board FY2025/26 Annual Report	30
2-18	Evaluation of the performance of the highest governance body	Board Nomination, Independence, Performance and Evaluation FY2025/26 Annual Report	30



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## GRI Content Index

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>Governance</b>			
2-19	Remuneration policies	Sustainability Governance FY2025/26 Annual Report	07
2-20	Process to determine remuneration	Sustainability Governance FY2025/26 Annual Report Minutes of AGM 2025	07
2-21	Annual total compensation ratio	<b>Confidentiality constraints:</b> SIAEC regards compensation information of employees to be of a confidential and sensitive nature, thus the annual total compensation ratio is not disclosed in this report.	NA
<b>Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	CEO's Message Board Statement	04 07
2-23	Policy commitments	Our Mission and Core Values Policies and Commitments Driving Sustainable Economic Performance through Innovation, Continuous Improvement and Strategic Growth while Maintaining High Service Quality Strengthening Environmental Stewardship, Supporting Communities and Upholding Governance for a Resilient and Sustainable Business Codes of Conduct Human Rights, Child and Forced/ Compulsory Labour Protecting, Nurturing and Respecting our People Fair Employment Practices	02 13 18 28 33 34 51 56
2-24	Embedding policy commitments	Policies and Commitments Codes of Conduct Human Rights, Child and Forced/ Compulsory Labour Fair Employment Practices	13 33 34 56
2-25	Processes to remediate negative impacts	Anti-corruption/Anti-bribery Whistleblowing Programme Labour-Management Relations	34 62

GRI Standards	Disclosure	Page Reference and Remarks	Page
2-26	Mechanisms for seeking advice and raising concerns	Anti-corruption/Anti-bribery Whistleblowing Programme Human Rights, Child and Forced/ Compulsory Labour Data Protection and Cybersecurity Labour-Management Relations	34 35 62
2-27	Compliance with laws and regulations	Safety Management System Governance and Compliance Environmental Compliance	25 29 44
2-28	Membership associations	Stakeholder Engagement	08
<b>Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	08
2-30	Collective bargaining agreements	Labour-Management Relations	62

## GRI 3: Material Topics 2021

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>Disclosures on material topics</b>			
3-1	Process to determine material topics	Stakeholder Engagement Materiality Assessment	08 12
3-2	List of material topics	Materiality Assessment	12
3-3	Management of material topics	Stakeholder Engagement List of Material Topics, Impacts and Targets	08 14

## Enhance Value Creation

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 3: Material Topics 2021</b>			
3-3	Management of material topics	Sustainable Economic Growth Service Quality Resilient and Responsible Supply Chain	19 25 26



# Appendix

## GRI Content Index

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Economic Performance and Value Creation FY2025/26 Annual Report	19
201-3	Defined benefit plan obligations and other retirement plans	Economic Performance and Value Creation FY2025/26 Annual Report	19
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
308-1	New suppliers that were screened using environmental criteria	Integrating Sustainability in Value Chain	26
308-2	Negative environmental impacts in the supply chain and actions taken	Integrating Sustainability in Value Chain	26
<b>GRI 414: Supplier Social Assessment 2016</b>			
414-1	New suppliers that were screened using social criteria	Integrating Sustainability in Value Chain	26
<b>GRI 416: Customer Health and Safety 2016</b>			
416-1	Assessment of the health and safety impacts of product and service categories	Safety Management System	25
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Safety Management System	25

## Drive Responsible Growth

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 3: Material Topics 2021</b>			
3-3	Management of material topics	Governance and Compliance Data Protection and Cybersecurity Climate Action Environmental Management	29 35 36 44

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Community and Social Vitality	49
201-2	Financial implications and other risks and opportunities due to climate change	Quantitative Climate-related Assessment Results	37
<b>GRI 205: Anti-corruption 2016</b>			
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption/Anti-bribery	34
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption/Anti-bribery Sustainability Performance of Subsidiaries	34 67
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organization	Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	41 67
302-3	Energy intensity	Company and Subsidiaries' Emissions and Energy Intensities	69
302-4	Reduction of energy consumption	Our Energy and Emissions Performance	41
<b>GRI 303: Water and Effluents 2018</b>			
303-1	Interactions with water as a shared resource	Management of Water as a Shared Resource Management of Water Discharge-related Impacts	45 46
303-2	Management of water discharge-related impacts	Management of Water Discharge-related Impacts	46
303-3	Water withdrawal	Our Water Performance Sustainability Performance of Subsidiaries	46 67
303-4	Water discharge	Management of Water Discharge-related Impacts	46
303-5	Water consumption	<b>Not applicable:</b> Due to the nature of our MRO operations, water is mainly withdrawn and used in facilities, and discharged in the sewers.	NA



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## GRI Content Index

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	41 67
305-2	Energy indirect (Scope 2) GHG emissions=	Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	41 67
305-3	Other indirect (Scope 3) GHG emissions	Breakdown of Scope 3 Emissions	43
305-4	GHG emissions intensity	Company and Subsidiaries' Emissions and Energy Intensities	69
305-5	Reduction of GHG emissions	Our Energy and Emissions Performance	41
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and significant waste-related impacts	Management of Waste	47
306-2	Management of significant waste-related impacts	Management of Waste	47
306-3	Waste generated	Our Waste Performance	48
306-4	Waste diverted from disposal	Our Waste Performance	48
306-5	Waste directed to disposal	Our Waste Performance	48
<b>GRI 413: Local Communities 2016 (Topic of Ongoing Importance)</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Community and Social Vitality	49
413-2	Operations with significant actual and potential negative impacts on local communities	Environmental Compliance	44
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection and Cybersecurity	35

## Empower Our Workforce

GRI Standards	Disclosure	Page Reference and Remarks	Page
<b>GRI 3: Material Topics 2021</b>			
3-3	Management of material topics	Employee Well-being and Safety Human Capital Management	52 56
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	People Profile as at 31 March 2026 Sustainability Performance of Subsidiaries	66 69
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Satisfaction and Well-being	57
401-3	Parental leave	Employee Satisfaction and Well-being	57
<b>GRI 402: Labor/Management Relations 2016 (Topic of Ongoing Importance)</b>			
402-1	Minimum notice periods regarding operational changes	Labour-Management Relations	62
<b>GRI 403: Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	Thrust 2: Safety Management System	53
403-2	Hazard identification, risk assessment, and incident investigation	Thrust 2: Safety Management System	53
403-3	Occupational health services	Occupational Health of Employees	55
403-4	Worker participation, consultation, and communication on occupational health and safety	Thrust 2: Safety Management System	53
403-5	Worker training on occupational health and safety	Thrust 3: Training and Communication	54
403-6	Promotion of worker health	Employee Satisfaction and Well-being	57
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Thrust 4: Partnerships with Stakeholders	54



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## GRI Content Index

GRI Standards	Disclosure	Page Reference and Remarks	Page
403-8	Workers covered by an occupational health and safety management system	Thrust 2: Safety Management System	53
403-9	Work-related injuries	Our Safety Performance Sustainability Performance of Subsidiaries	55 67
403-10	Work-related ill health	Occupational Health of Employees Our Safety Performance	55
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Training and Development Metrics Sustainability Performance of Subsidiaries	61 68
404-2	Programs for upgrading employee skills and transition assistance programs	Fair Employment Practices Employee Development	56 60

GRI Standards	Disclosure	Page Reference and Remarks	Page
404-3	Percentage of employees receiving regular performance and career development reviews	Performance Review	58
<b>GRI 405: Diversity and Equal Opportunity 2016 (Topic of Ongoing Importance)</b>			
405-1	Diversity of governance bodies and employees	People Profile as at 31 March 2026 Sustainability Performance of Subsidiaries	64 68
<b>GRI 406: Non-discrimination 2016 (Topic of Ongoing Importance)</b>			
406-1	Incidents of discrimination and corrective actions taken	Diversity, Equity and Inclusion Sustainability Performance of Subsidiaries	63 68
<b>GRI 416: Customer Health and Safety 2016</b>			
416-1	Assessment of the health and safety impacts of product and service categories	Thrust 2: Safety Management System	53



# Appendix

## IFRS S1 and S2 Climate-related Disclosures Content Index

The IFRS S1 and S2 Climate-related Disclosures Content Index summarises SIAEC's disclosures based on the climate-relevant provisions in IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, based on applicable disclosures and in line with SGX requirements. The Content Index directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIAEC. The full IFRS S1 and S2 Standards are available on the IFRS website. In preparing climate-related disclosures, SIAEC has also considered the applicability of the industry-based disclosure topics from the Aerospace & Defence (Vol.46) and Airlines (Vol.61) that could reasonably be expected to affect its prospects, including the associated industry-based metrics, as well as the cross-industry metric categories.

Code	Disclosure	Page Reference and Remarks	Page
<b>Conceptual Foundations</b>			
S1.17; S1.B32	<b>Materiality</b> - An entity shall disclose material information about the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	SIAEC's Climate-related Risks and Opportunities	36
S1.20	<b>Reporting entity</b> - An entity's sustainability-related financial disclosures shall be for the same reporting entity as the related financial statements.	Reporting Scope and Boundary Climate-related Assessment Methodology	03 36
S1.21-24; S1.B42	<b>Connected information</b> - An entity shall provide information in a manner that enables users of general purpose financial reports to understand the connections between the items to which the information relates and the connections between disclosures provided by the entity.	SIAEC's Climate-related Risks and Opportunities	36
<b>General Requirements</b>			
S1.55a; S1.58a; S1.59	<b>Sources of guidance</b> - In identifying climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, an entity shall apply IFRS Sustainability Disclosure Standards. In identifying applicable disclosure requirements about a sustainability-related risk or opportunity that could reasonably be expected to affect an entity's prospects, an entity shall apply the IFRS Sustainability Disclosure Standard that specifically applies to that sustainability-related risk or opportunity.  In addition to the IFRS Sustainability Disclosure Standards, an entity shall refer to and consider the applicability of the disclosure topics in the SASB standards for the identification of climate-related risks and opportunities. In the absence of an IFRS Sustainability Disclosure Standard that specifically applies to a sustainability-related risk or opportunity, the entity shall refer to and consider the applicability of the metrics associated with the disclosure topics included in the SASB standards.	Reporting Framework	03
S1.60; S1.62; S1.B47	<b>Location of disclosures</b> - An entity is required to provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general purpose financial reports.	Reporting Period FY2025/26 Annual Report	03
S1.64	<b>Timing of reporting</b> - An entity shall report its climate-related financial disclosures at the same time as its related financial statements and cover the same reporting period as the related financial statements.	Reporting Period	03
S1.70	<b>Comparative information</b> - An entity shall disclose comparative information in respect of the preceding period for all amounts and other relevant information disclosed in the reporting period.	Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	41 67



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## IFRS S1 and S2 Climate-related Disclosures Content Index

Code	Disclosure	Page Reference and Remarks	Page
<b>Judgements, Uncertainties and Errors</b>			
S1.74	<b>Judgements</b> - An entity shall disclose information about the judgements that it has made in the process of preparing its climate-related financial disclosures.	SIAEC's Climate-related Risks and Opportunities Definitions and Methodologies	36 72
S1.77; S1.78	<b>Measurement uncertainty</b> - An entity shall disclose information about the most significant uncertainties affecting the amounts reported in its climate related financial disclosures.	SIAEC's Climate-related Risks and Opportunities Definitions and Methodologies	36 72
S1.83	<b>Errors</b> - An entity shall correct material prior period errors by restating the comparative amounts for the prior period(s) disclosed unless it is impracticable to do so.	Our Energy and Emissions Performance	41
<b>Governance</b>			
S2.05-07	<b>Governance</b> - The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Sustainability Governance	07
<b>Strategy</b>			
S2.08; S2.10; S2.12	<b>Climate-related risks and opportunities</b> - The objective of climate-related financial disclosures on strategy is to enable users of general purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	Reporting Framework SIAEC's Climate-related Risks and Opportunities	03 36
S2.13	<b>Business model and value chain</b> - An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its business model and value chain.	SIAEC's Climate-related Risks and Opportunities Definitions and Methodologies	36 72
S2.14	<b>Strategy and decision-making</b> - An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making.	List of Material Topics, Impacts and Targets Climate Action	15 36
S2.15; S2.16; S2.21	<b>Financial position, financial performance and cash flows</b> - An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows for the reporting period.	SIAEC's Climate-related Risks and Opportunities SIAEC's Decarbonisation Efforts and Responses to Climate-related Risks and Opportunities	36 39



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## IFRS S1 and S2 Climate-related Disclosures Content Index

Code	Disclosure	Page Reference and Remarks	Page
S2.22; S2.23	<b>Climate resilience</b> - An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration its identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with its circumstances. In providing quantitative information, the entity may disclose a single amount or a range.	Reporting Framework SIAEC's Climate-related Risks and Opportunities Definitions and Methodologies	03 36 72
<b>Risk Management</b>			
S2.24-26	<b>Risk management</b> - The objective of climate-related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	Risk Management SIAEC's Climate-related Risks and Opportunities	31 36
<b>Metrics and Targets</b>			
S1.53; S2.27	<b>General requirements</b> - The objective of climate-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	SIAEC's Climate-related Risks and Opportunities Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	36 41 67
S2.29a(i); S2.29a(iii-vi); S2.B56	<b>Climate-related metrics – greenhouse gases</b> - An entity shall disclose information relevant to the cross-industry metric category of greenhouse gas emissions generated during the reporting period.	Our Energy and Emissions Performance Sustainability Performance of Subsidiaries Definitions and Methodologies	41 67 72
S2.29(b)-(e); (g)	<b>Other cross-industry metrics</b> - An entity shall disclose the cross-industry metric categories of climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration, considering the aspects included in S2.B65. In preparing disclosures to meet the requirements in paragraph 29(b)–(d), an entity shall use all reasonable and supportable information that is available to it at the reporting date without undue cost or effort.	SIAEC's Climate-related Risks and Opportunities SIAEC's Decarbonisation Efforts and Responses to Climate-related Risks and opportunities	36 39
S2.32	<b>Industry-based metrics</b> - An entity shall disclose industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	Reporting Framework Our Energy and Emissions Performance Sustainability Performance of Subsidiaries	03 41 67



# Appendix

## IFRS S1 and S2 Climate-related Disclosures Content Index

Code	Disclosure	Page Reference and Remarks	Page
<b>Metrics and Targets</b>			
S1.49	<b>Entity-specific metrics</b> - An entity shall provide disclosures about metrics taken from a source other than IFRS Sustainability Disclosure Standards.	Reporting Framework	03
S2.33; S2.34(a)-(c); S2.35; S2.36(a)-(d)	<b>Climate-related targets</b> - An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in S2.33–34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	List of Material Topics, Impacts and Targets SIAEC's Decarbonisation Efforts and Responses to Climate-related Risks and opportunities	15 39



# Appendix

## Industry-based Guidance on Climate-related Disclosures (Vol. 46 Aerospace & Defence and Vol. 61 Airlines) Content Index

Due to SIAEC's unique operating model, only selected, relevant metrics from the Industry-based Guidance on Climate-related Disclosures have been adopted.

Code	Disclosure	Page Reference and Remarks	Page
<b>Sustainability Disclosure Topics &amp; Metrics – Energy Management</b>			
RT-AE-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Our Energy and Emissions Performance	41
		Sustainability Performance of Subsidiaries	67
<b>Sustainability Disclosure Topics &amp; Metrics – Greenhouse Gas Emissions</b>			
TR-AL-110a.1	Gross global Scope 1 emissions	Our Energy and Emissions Performance	41
		Sustainability Performance of Subsidiaries	67
TR-AL-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	SIAEC's Decarbonisation Efforts and Responses to Climate-related Risks and opportunities	39
		Our Energy and Emissions Performance	41
TR-AL-110a.3	(1) Total fuel consumed, (2) percentage alternative and (3) percentage sustainable	Our Energy and Emissions Performance	41
		Breakdown of Scope 3 Emissions	43
<b>Activity Metrics (Aerospace &amp; Defence)</b>			
RT-AE-000.B	Number of employees	People Profile as at 31 March 2026	64
		Sustainability Performance of Subsidiaries	68



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