



DRIVING PERFORMANCE



SIA ENGINEERING COMPANY

ANNUAL GENERAL MEETING

Presentation by CEO
19 July 2024

FY23/24 At a Glance

	FY23/24	FY22/23	Variance
Revenue (\$M)	1,094.2	796.0	+298.2 (+37.5%)
Operating Profit/Loss (\$M)	2.3	-26.3	+28.6 (n.m [#])
GPAT (\$M)	97.1	66.4	+46.2%
Return on Equity	5.8%	4.1%	+1.7 pts
TOTAL DIVIDEND PAYOUT (FY2023/24)	8.0 cents per share (Proposed Final Dividend of 6 cents per share* + Interim Dividend of 2 cents per share)		

#n.m - not meaningful

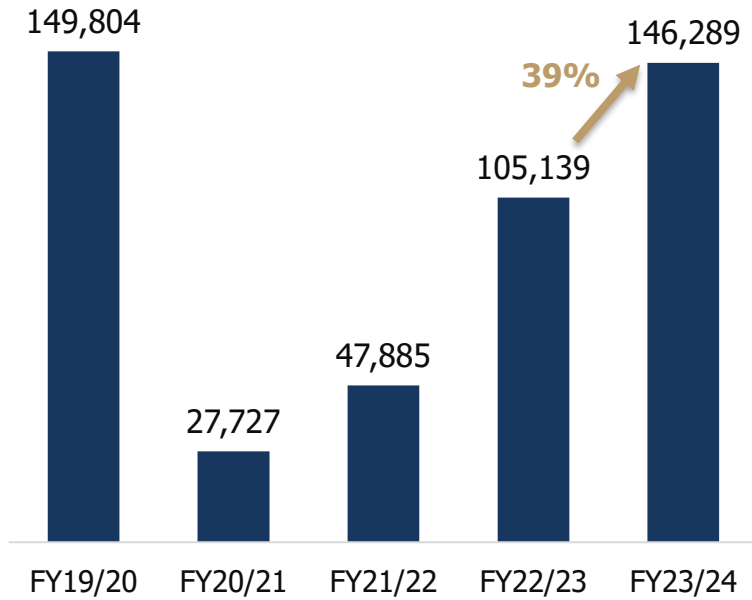
*Subject to the approval of shareholders, to be paid on 14 August 2024



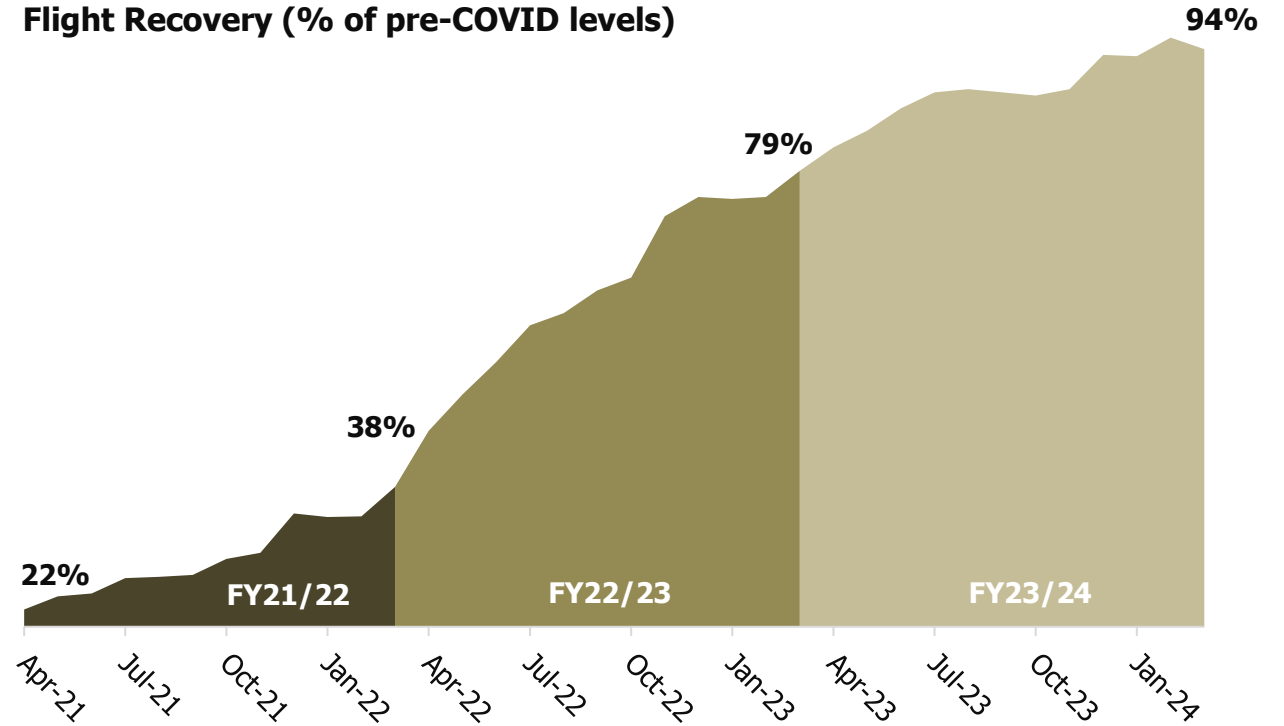
- ❖ **Group operating performance returned to first full-year profit since the pandemic**
- ❖ **Revenue increased across all business units**
- ❖ **Dividend payout of 8.0¢ per share**

Outlook

Flights Handled at Changi Airport (Flight Count)



Flight Recovery (% of pre-COVID levels)

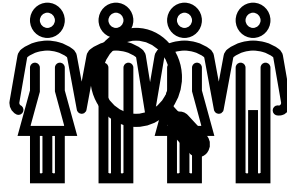


Approaching Full Recovery

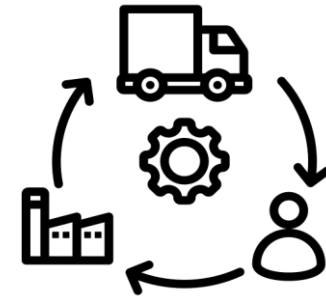
Industry Challenges



**Inflationary
Pressures**



**Tight Labour
Market**



**Supply Chain
Hurdles**

Realising Our Growth Strategies

Line Maintenance



- New JVs with Cambodia Airport Investment Co. (CAIC), Ltd – Cambodia, and Pos Aviation Engineering Services (PAES) – Malaysia
- Memorandum of Understanding signed with Xiamen Iport Group to explore MRO opportunities

Base Maintenance



- Expanding our Base Maintenance footprint and capacity overseas with the lease of two wide-body aircraft hangars in Subang, Malaysia
- Appointed by Air India as its Base Maintenance strategic partner for the development of Air India's Base Maintenance facilities in Bangalore, India

Component Services



- Growing third-party business with 12-year A320 Inventory Technical Management programme with Air India Group
- Newly formed JV with Eaton to grow our component Power-By-the-Hour product offering
- Memorandum of Understanding signed with Thales to explore component MRO collaboration opportunities in Asia Pacific

Engine Services



- Expanding our LEAP engine capabilities and On-Wing Services offerings
- Expansion of Singapore Aero Engine Services (SAESL) and Eagle Services Asia (ESA) to ramp up Engine MRO capacity

Strategic Partnerships – JV Portfolio

24 Subsidiaries and Joint Ventures Across 8 Countries with Total Revenue of S\$7.0B in FY23/24



Key Highlights

- Wholly-owned subsidiary in Malaysia
- Three new JVs across Malaysia & Cambodia
- Added 10% stake in JADE (total 55%)
- Divested 60% shareholding in Additive Flight Solutions

Airframe and Line Maintenance

SIA Engineering (USA) (SEUS)
United States 100%

SIA Engineering Japan (SIAEJ)
Japan 100%

PT JAS Aero-Engineering Services (PT JAES)
Indonesia 49%

Line Maintenance Partnership (Korea)
Korea 51%

Pan Asia Pacific Aviation Services (PAPAS)
Hong Kong 40%

Southern Airports Aircraft Maintenance Services (SAAM)
Vietnam 49%

Pos Aviation Engineering Services (PAES)
Malaysia 49%
New

Line Maintenance Partnership (Cambodia)
Cambodia 51%
New

SIA Engineering (Philippines) (SIAEP)
Philippines 100%

Singapore Aero Support Services (SASS)
Singapore 100%

Base Maintenance Malaysia (BMM)
Malaysia 100%
New

JADE Engineering (JADE)
Singapore 55%
Stake increased by 10%

JV Partners:

Pratt & Whitney

Rolls-Royce

GE

Jamco

Safran

Collins

Line Maintenance International (LMI)

Others

JVs pending Incorporation

Engine and Component

Singapore Aero Engine Services (SAESL)
Singapore 50%

Eagle Services Asia (ESA)
Singapore 49%

Component Aerospace Singapore (CAS)
Singapore 46.4%

GE Aviation, Overhaul Services – Singapore (GEOSS)
Singapore 49%

Turbine Coating Services (TCS)
Singapore 24.5%

Asia Pacific Aircraft Component Services (APACS)
Malaysia 75%

Goodrich Aerostructures Service Center-Asia (GASCA)
Singapore 40%

Fuel Accessory Service Technologies (FAST)
Singapore 49%

Aerospace Component Engineering Services (ACES)
Singapore 51%

Safran Landing Systems Services Singapore (SLSSS)
Singapore 40%

Safran Electronics & Defense Services Asia (SEA)
Singapore 40%

Moog Aircraft Services Asia (MASA)
Singapore 49%

Eaton Aerospace Component Services Asia (EACSA)
Malaysia 49%
New

Panasonic Avionics Services Singapore (PACSS)
Singapore 42.5%

Sustainability



Sustainable Air hub

- CAAS unveiled Sustainable Air Hub Blueprint which outlines 12 Sustainability initiatives and 5 enablers
- SIAEC contributes to initiatives such as tapping into renewable energy, electrification, etc. to support decarbonisation of the sector

SIAEC's Initiatives



Increased Utilisation of Renewable Energy

- Further expansion of solar panels in Singapore and Philippines



Electrification

- Electrifying ground equipment

TCFD & ISSB

Implementation of TCFD & Transitioning to ISSB Standards

- Progressing towards full adoption of TCFD, which facilitates subsequent transitioning to ISSB-aligned climate disclosures

Awards and Accolades



MRO Asia-Pacific Awards 2023 “Innovation of the Year” by Aviation Week Network



Technology Excellence Awards 2024, Digital – Aviation Award by Singapore Business Review (SBR)



Talent Management (Silver) and Learning and Development (Silver) by Singapore Human Resource Institute



SkillsFuture Employer Awards 2023 (Silver) by SkillsFuture SG

Priorities Ahead



**Develop and Bolster
Our Talent Pipeline**



**Exercise Prudent
Cost Management**



**Press Ahead with
Continuous Improvement**



**Sharpen Our Focus on
Productivity and Growth**



**Digital, Data and
Technology**

Safety and Quality: Guiding Every Action

Thank you

