

SINGAPORE AIRLINES LIMITED
(Incorporated in the Republic of Singapore)
Company Registration No.: 197200078R

ANNOUNCEMENT

ANNUAL GENERAL MEETING TO BE HELD ON 24 JULY 2026

RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS FROM SHAREHOLDERS

1. INTRODUCTION

Singapore Airlines Limited (“**SIA**” or the “**Company**”) refers to its Notice of Annual General Meeting (“**AGM**”) dated 25 June 2026 posted on SGXNET and the Company’s corporate website on 25 June 2026. The Fifty-Fourth AGM of the Company will be held at Marina Bay Sands Expo and Convention Centre, Level 4, Roselle and Simpor Ballrooms, 10 Bayfront Avenue, Singapore 018956 on Friday, 24 July 2026 at 2.00 p.m. (Singapore time).

2. RESPONSE TO QUESTIONS FROM SHAREHOLDERS

The Company has received certain substantial questions from Shareholders in relation to the Company’s business, operations and/or resolutions to be tabled for approval at the AGM. SIA appreciates the questions raised and is releasing with this announcement, responses to the said questions in the Appendix hereto. The questions may be edited for grammar and clarity.

By Order of the Board

Brenton Wu
Company Secretary

19 July 2026
Singapore

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SIA'S RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS FROM SHAREHOLDERS

A. Financials

1) What is SIA fuel hedging policy? What is SIA fuel hedging strategy? Please detail, explain, and elaborate.

- The SIA Group's fuel hedging programme is designed to manage fuel price volatility and its impact on net fuel expenditure.
- By hedging a portion of its fuel requirements, the Group can achieve a level of predictability for its fuel cost, which is its largest single operating cost. For Financial Year (FY) 2025/26, net fuel cost made up 27.7% of the Group's total expenditure.
- The Group applies a programmatic approach to fuel hedging, rather than taking a view on oil prices.
- Fuel positions are built over time, resulting in a declining wedge profile, with a higher percentage of expected consumption hedged for the nearer quarters than for later quarters.

2) The SIA Group's net profit declined sharply by 57.4% to S\$1.18 billion despite record group revenue hitting a historic peak of S\$20.52 billion, driven by a 5.4% expansion in non-fuel expenditures rising to S\$13.12 billion. What structural cost-containment measures are being implemented by management to halt this non-fuel expense inflation and protect the Group's core profit margins in FY2026/2027?

- In FY2025/26, the SIA Group's net profit declined by 57.4% year-on-year, primarily due to the absence of the \$1,098 million non-cash accounting gain recognised in FY2024/25 upon the completion of the Air India-Vistara merger. In addition, FY2025/26 included a full year of equity-accounted losses from Air India, compared with a four-month period in the preceding financial year.
- Non-fuel expenditure increase in FY2025/26 was mainly due to overall capacity expansion (+2.5%) and higher cost due to inflationary pressure.
- Cost discipline has always been a priority for the SIA Group even as it pursues revenue and growth opportunities. The Company continues to improve operational efficiencies and productivity across its cost base, leveraging its long-standing investment in digital capabilities, including Generative Artificial Intelligence (GenAI).

- 3) **The proposed total dividend stands at 37 cents per share for the full financial year despite the contraction in our core earnings buffer. Given the extensive, ongoing capital requirements across the Group's fleet renewal pipelines, what specific financial thresholds or balance sheet parameters will the Board use to ensure that retail dividend payouts remain prioritised?**
- 4) **Air India has requested a US\$1.1B aid package from SIA and Tata Sons. Will SIA need to inject further capital, and how will this affect dividends and capex plans?**

Clarification from SIA: Various media outlets reported in October 2025 that Air India has requested for a US\$1.1B capital injection. This was not confirmed by Air India or any other official sources. As a minority shareholder, SIA is not in a position to comment on media reports about Air India.

As Questions 3 and 4 relate to the SIA Group's capital allocation and dividends strategy, we would like to provide a consolidated response on this subject.

- SIA's capital allocation follows a disciplined evaluation process that considers its operating cashflow, investment requirements in new aircraft and products, as well as multi-hub investments such as Air India, to support sustainable long-term growth and returns.
- The Board will carefully consider any requests for additional capital from Air India, taking into consideration the Group's other capital requirements and Air India's business strategy.
- In determining dividend payouts, the Board considers the Group's underlying financial performance, capital expenditure and other liquidity requirements, as well as prevailing market conditions.
- In November 2025, SIA announced plans to return capital to shareholders via a special dividend package of 10 cents per share annually over three financial years (FY2025/26, FY2026/27, and FY2027/28), reflecting the Group's strong financial position. The company has paid out an interim special dividend of 3 cents per share on 23 December 2025, and at the coming Annual General Meeting (AGM), the Board has proposed for shareholders' approval, a final special dividend of 7 cents per share to be paid out on 28 August 2026 to shareholders as of 12 August 2026.

B. Airline Passenger and Cargo Business

5) Passenger yields are under ongoing structural downward pressure across the broader global market due to aggressive capacity restoration and price competition by regional operators and rival airlines. What specific, modernised revenue-management frameworks and dynamic inventory allocation strategies is the SIA Group using to defend its overall high passenger load factors?

- Industry-wide airfares and passenger yields have generally risen in recent months due to the conflict in the Middle East, but could come under pressure again as capacity is restored and competition intensifies in the airline industry.
- SIA's strong foundations – a robust balance sheet, deep digital capabilities, and talented and resilient staff – as well as long-term strategic initiatives, including its brand pillars, portfolio of industry-leading airlines, and deep partnerships with like-minded carriers in key markets positions the Group to successfully capture emerging growth opportunities and navigate intensifying competition.
- SIA's revenue management framework focuses on maximising total network value rather than individual flight level. This is supported by an advanced revenue management platform, alongside enhanced competitor monitoring and market-sensing for faster, more targeted responses.

6) Ongoing regional conflicts and global supply chain disruptions have heavily impacted international trade routes, causing severe inflation in standard jet fuel overheads and shifting maritime freight onto air cargo channels. How is the SIA Group adapting its cargo fleet deployment and commercial pricing models to lock in high-yielding freight contracts while structurally hedging against the extreme volatility of traditional global trade corridors?

- The Group continues to monitor key trade lanes closely and adjust capacity to meet cargo demand amid the current volatile operating environment.
- The Group maintains a diversified cargo mix to avoid over-reliance on any single segment. Perishables and healthcare remain core segments, and the Group continues to expand into areas such as e-commerce.
- The Group remains alert to opportunities as they arise. For example, cargo capacity through key Middle East hubs was constrained from March 2026 due to the onset of conflict in the region. Leveraging its cargo capabilities and agility, the Group captured more high-value, time-sensitive shipments across key segments – perishables, live animals, and healthcare – with tonnage up 26% in March 2026.
- In addition, approximately 75% of the Group's cargo capacity is provided through the bellyhold of passenger flights, giving it a diversified network and reducing reliance on any single region. The remaining 25% of the cargo capacity is contributed by the Group's seven Boeing 747-400F freighter aircraft.
- The Group has also invested in fleet renewal, with seven new-generation Airbus A350F freighter aircraft on order, with options for five more.

- The A350F can carry a similar volume of cargo as the Boeing 747-400Fs, while burning up to 40% less fuel on similar missions to provide better operating economics. It also has a longer range, offering greater flexibility in aircraft deployment.

C. Airline Partnerships

- 7) Beyond direct equity balance sheet exposures, the Group is actively advancing an integrated commercial Joint Business flight corridor arrangement with Air India to optimise regional network and traffic coordination. Could management provide an updated strategic roadmap for this joint venture agreement, alongside the estimated implementation timeline for securing full anti-trust immunity and route-sharing efficiencies?
- 8) Public listings from the Competition and Consumer Commission of Singapore (CCS) confirm an application for commercial cooperation and a metal-neutral Joint Venture with Vietnam Airlines. What is the current regulatory status of this upcoming venture, and what is the expected official commercial launch timeline for shareholders to look forward to?
- 9) Market rumours indicate that the proposed partnership with Vietnam Airlines will be supported by a comprehensive reciprocal frequent flyer programme agreement between KrisFlyer and Lotusmiles. If these commercial discussions are successful, what is the estimated timeline for this loyalty integration to activate, and what specific customer retention benefits will it add to the Group?
- 10) Given that Finnair runs a monopoly on the Singapore-Helsinki route and SIA operates a monopoly on the Singapore-Copenhagen route, there is currently zero direct route duplication between our networks in the Nordic region. Will management consider exploring a cautious codeshare partnership involving the non-overlapping paths with examples such as between Singapore-Helsinki, Copenhagen-Helsinki, and Singapore-Brunei to establish a baseline network partnership?
- 11) SIA has entered into a commercial partnership with Riyadh Air despite the carrier being a newly established start-up with limited network flights and zero direct operations into Singapore, unlike established Middle Eastern operators like Emirates, Etihad Airways, or Qatar Airways. Furthermore, since Singapore Airlines does not operate flights into Riyadh Air's primary base in Saudi Arabia, what specific network synergies or commercial advantages justify this partnership given the lack of shared geographic or operational common ground?

As Questions 7 to 11 relate to SIA's airline partnerships strategy, we would like to provide a consolidated response on this subject.

- The Group is committed to investments in both organic growth and strategic win-win partnerships with like-minded carriers to strengthen its global presence and network connectivity.
- As of 30 June 2026, SIA and Scoot together cover 137 destinations in 36 countries and territories (including Singapore), expanding the Group's presence across key regions over the last few years.
- Beyond organic growth, the Group has more than 120 airlines partners worldwide, including 35 codeshare partners, providing access to over 900 destinations through these partnerships.
- Over the last decade, the Group has progressively deepened selected partnerships in key markets.
- These aim to strengthen network connectivity and deliver more value for customers and partners through initiatives such as expanded codeshare arrangements, deeper collaboration on networks and schedules, joint fare products, loyalty programme reciprocity, and more seamless travel through respective hubs, subject to relevant regulatory approvals.
- Within this context, updates on the airlines and/or regions referenced in the above questions are set out below.
- **Air India:**
 - A Commercial Cooperation Framework Agreement signed in January 2026 by SIA and Air India provides the foundation for enhanced collaboration.
 - SIA is working with Air India to enhance network connectivity, expand codeshare arrangements, and enhance loyalty programme collaboration.
 - These are expected to be rolled out progressively.
- **Vietnam Airlines:**
 - SIA and Vietnam Airlines launched reciprocal codeshare services on flights between Singapore and Vietnam in October 2025.
 - Following this, both airlines are seeking regulatory approval for a proposed commercial joint venture.
 - SIA and Vietnam Airlines signed a Memorandum of Understanding (MoU) in May 2026 to explore reciprocal cooperation between their respective KrisFlyer and LotusMiles frequent flyer programmes, potentially delivering greater value to customers.
- **Riyadh Air:**
 - Under the MoU signed in June 2024, SIA and Riyadh Air will explore opportunities for interline connectivity, codeshare arrangements, reciprocal frequent flyer programme benefits, and other potential areas of commercial cooperation such as cargo services, customer experience, and digital innovation.
 - This will potentially complement SIA's upcoming non-stop flight from Singapore to Riyadh, offering customers greater access to the Middle East region through Riyadh Air's network.

- **Nordic region:**
 - SIA's presence in the Nordic region is anchored by a longstanding commercial agreement with Scandinavian Airlines.
 - This supports SIA's presence in Scandinavia beyond its daily Singapore-Copenhagen service, providing network reach through codeshare arrangements and coordinated commercial arrangements, as well as reciprocal frequent flyer benefits on eligible flights.
- **Ongoing partnership developments:**
 - The latest development is the MoU signed by SIA and Air China on 29 June 2026 to establish a commercial joint venture partnership, subject to the relevant regulatory approvals.
 - The Group will continue to pursue other suitable partnership opportunities in the coming years, while balancing customer value, commercial considerations, and the evolving operating environment.

D. Multi-hub Strategy

12) Air India continues to post widening losses, directly reducing SIA's net profit (down 82% YoY in Q2 FY2025/26), and SIA's share of associated companies swung to a massive loss after absorbing a full year of Air India's losses total S\$945.2 million. With the carrying amount in Air India at S\$1.1 billion against a total cost of S\$2.1 billion as of 31 March 2025, how long can SIA sustain these equity-accounting losses before impairments are required, and what exact financial covenants or impairment thresholds protect our balance sheet from further equity write-downs?

13) While SIA frames the stake as part of a "multi-hub strategy", execution risk remains high given Air India's legacy inefficiencies. Can SIA realistically turn around Air India within three to five years? What are the transformations planned?

As Questions 12 to 13 relate to the SIA Group's investment in Air India, we would like to provide a consolidated response on this subject.

- In line with its accounting policy, the Group assesses its investment in Air India at each reporting date for any indicators of impairment, and performs a formal impairment test whenever there is objective evidence that the value of its investment in Air India may be impacted.
- Management assessed that there were indicators of impairment arising from challenging operating conditions and heightened geopolitical uncertainty. However, the impairment assessment concluded that the investment's recoverable amount exceeded its carrying amount as at 31 March 2026.
- Accordingly, the Group disclosed in its [audited financial statements \(pages 12 and 67\)](#) for FY2025/26 that it did not recognise any impairment loss on its investment in Air India.

- As a significant minority shareholder in Air India, SIA works closely with its partner Tata Sons to support Air India's transformation programme.
- Air India continues to face well-publicised challenges, including high fuel prices, the depreciation of the Indian rupee against the US dollar, supply chain disruptions, the continued Pakistan airspace closures for Indian carriers and the AI171 accident.
- At the same time, Air India is making tangible progress in its transformation efforts across the customer journey and experience, fleet and network growth, on-ground and in-flight products and services, and operational performance.
- This has resulted in significant improvements in its Net Promoter Score (NPS), a widely used customer satisfaction metric in the airline industry.
- Air India has also received several independent awards and was recently named a *Skytrax Four Star airline* – on par with leading global carriers.
- Further details on Air India's transformation progress are set out on [slide 42 of the Analyst and Media Briefing Deck for the FY2025/26 financial results presented in May 2026](#).

E. Technology and Digital

14) How is the company using artificial intelligence to improve the operational and business performance of the company? Please explain and elaborate.

15) Artificial intelligence (AI) is increasingly costly. How does the company use AI in a cost-efficient manner? How does the company ensure that AI spending commensurate with the returns that are generated by AI, and that AI spending does not blow the budget? Please explain and elaborate

As Questions 14 to 15 relate to the SIA Group's digitalisation strategy, we would like to provide a consolidated response on this subject. Please note that some of the information below has already been captured in the section titled "Investments in Digital Capabilities" on [page 19 of the Singapore Airlines Annual Report FY2025/26](#) as well as [slides 54 to 57 of the Analyst and Media Briefing Deck for the FY2025/26 financial results presented in May 2026](#).

- The Group will continue to invest in its industry-leading digital capabilities, including GenAI, which are a foundation for its success and a strong competitive advantage in the airline industry.
- Expenditure on digital initiatives, including GenAI, is carefully reviewed and factored into both short-term and long-term financial planning. SIA applies the same financial rigour to GenAI as to any other significant investment.
- The Group's GenAI roadmap is anchored by robust governance and leadership oversight, ensuring that GenAI investments remain disciplined and aligned with its strategy, risk appetite, and the delivery of meaningful returns.
- The Group's GenAI programme is organised around three pillars: customer experience and revenue, operational efficiency, and staff productivity.
- To date, more than 550 GenAI use cases have been identified across the Group, with over 140 in production, reflecting a structured, enterprise-wide approach.

- The Group adopts a disciplined, business case-driven approach to GenAI investments. Each initiative that goes live is assessed against a business case, including expected benefits relative to its cost of deployment and operation.
- Examples of GenAI use cases across the Group include:
 - **Customer Engagement**
The GenAI-powered Flight Recommender provides personalised suggestions for both commercial and redemption searches. It handles nearly 10,000 queries daily, improving customers' ability to discover suitable options and make decisions more quickly, while supporting digital conversion and a smoother end-to-end experience.
 - **Operational Efficiency**
When customers contact SIA via calls, chats, or emails, Agent Assist summarises the case, surfaces relevant policies and playbooks, and suggests next steps with draft responses. It also generates concise case notes for smoother handovers. This helps frontline staff resolve issues faster and more consistently, reducing average customer handling time.
 - **Enterprise Productivity**
The IT product development process is reimaged, with GenAI as a co-worker and a human-in-the loop. Product teams can focus on strategy, user needs, outcomes, architecture design, and product quality.

16) The official Singapore Airlines website currently lacks a centralised, public directory of its active interline partners, which creates preventable customer confusion when customers discover unlisted baggage and ticketing agreements with major carriers like KLM during checkout. Will the digital product development team implement a transparent, comprehensive partner directory on SIA's web platform to optimise direct booking clarity and capture unserved multi-airline connecting itineraries?

- Singapore Airlines provides information on our strategic airline partnerships through the "Partner Airlines" section of our website, including onward links to partner airlines.
- For itineraries involving multiple airlines, the operating carrier for each flight sector is identified during the booking process.
- Customers are also informed that for each of those flight sectors, the conditions of carriage of the operating carrier apply.

17) The KrisFlyer mobile application frequently experiences performance lag and interface integration delays during high-traffic booking periods and promotional loyalty sales cycles. What specific capital investments and software architecture upgrades are being directed toward our digital consumer infrastructure to ensure a smooth mobile booking experience that deters premium customer leakage to alternative travel platforms?

- SIA is dedicated to delivering a seamless and user-friendly customer experience on its website and mobile application. The Airline will continue to invest in these platforms to enhance them and better serve its customers.
- To address performance during peak booking and promotional periods, SIA continuously reviews and strengthens its digital consumer infrastructure through ongoing technology modernisation and architecture improvements.
- This includes enhancing platform resilience and scalability, improving performance monitoring and operational response, and prioritising optimisation of critical booking journeys.
- Ahead of anticipated high-traffic events, SIA proactively reviews demand forecasts and adjusts capacity and system resources to maintain stability and responsiveness.
- For security and commercial reasons, SIA does not disclose system-specific architecture details or operational configurations.

F. Others

18) There have been recent reports of cabin crew facing molestation and harassment on board flights. Ensuring a safe and respectful workplace for SIA staff is of paramount importance. What measures does SIA have in place to protect cabin crew from such incidents, support affected staff, and ensure they can work in a safe environment free from harassment by unruly passengers? In addition, how does SIA educate passengers that molestation and harassment of cabin crew are criminal offences, and that the company will take firm action against offenders? Please explain and elaborate.

- The safety, security, and well-being of our staff is a top priority for SIA.
- SIA does not tolerate any form of unruly, abusive, or inappropriate behaviour directed towards our staff, both on the ground and in the air.
- SIA's crew members are trained to maintain vigilance and identify potentially disruptive passenger behaviour. They are also equipped with the skills to manage such situations on board the aircraft, while ensuring the safety and comfort of all customers and crew members.
- In cases of unruly or abusive behaviour, SIA will conduct an internal review to assess the incident's severity. Penalties may range from issuing a warning letter to blacklisting the passenger from future flights.
- SIA also works closely with relevant authorities to ensure compliance with the law.

19) SIA has announced plans to implement Starlink high-speed Wi-Fi across its fleet, yet the physical installation timeline is lagging significantly behind premier global airlines. Direct competitor Qatar Airways has already equipped over 60% of its active long-haul fleet with operational Starlink connectivity, while other industry operators are moving ahead at pace. Why is SIA's fleet modification and retrofitting timeline progressing so slowly, and what specific measures are being taken to accelerate implementation?

- SIA does not comment on other airlines' installation timelines, and will remain focused on delivering the best experience for its customers.
- SIA is working closely with its partners on the rollout plan, including scheduling installations with scheduled maintenance and retrofit schedules, where possible, taking into account operational requirements.
- The fleetwide rollout of Starlink on SIA's Airbus A350-900LH, A350-900ULR, and A380 aircraft is expected to be completed by the end of 2029.

SIA remains firmly committed to continuously enhancing the end-to-end travel journey and delivering a world-class customer experience.

20) Will management evaluate a structured framework where retail shareholders are offered optional, tiered fast-tracks to KrisFlyer Elite Silver or Elite Gold status for a limited period of one year, with renewals evaluated at each subsequent AGM based on verified equity placement? This complementary basic tier upgrade requires no capital layout from investors while higher status levels can involve optimised, fractional co-payments, introducing a powerful benefit that will structurally incentivise local retail share ownership.

- SIA has noted the suggestion.
- There are currently no plans to offer retail shareholders tiered fast-track access to KrisFlyer Elite Gold and Elite Silver status.
- Any changes to KrisFlyer benefits would require careful evaluation, including alignment with KrisFlyer programme objectives, commercial considerations, and operational complexity.