

FINANCIAL STATEMENTS

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DIRECTORS' STATEMENT

For the financial year ended 31 March 2026

The directors present their statement to the member together with the audited financial statements of the Group for the financial year ended 31 March 2026 and the balance sheet of the Company as at 31 March 2026.

In the opinion of the directors,

- (a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 65 to 122 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 March 2026 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

The directors of the Company in office at the date of this statement are as follows:

Mr Lim Ming Yan	Chairman
Mr Yam Kum Weng	Chief Executive Officer
Mr Abdul Wahab Bin Mohamed Yusoff	
Ms Chan Wai Ching	(Appointed on 11 May 2026)
Mrs Chng Sok Hui	
Mr Ervin Yeo	(Appointed on 1 December 2025)
Mr Kee Teck Koon	
Ms Kwa Kim Li	
Mr Lai Chung Han	
Mr Lee Chuan Seng	
BG Phua Jia Kai	
Mr Titus Lee Huisheng	(Alternate director to Mr Lai Chung Han)

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations.

DIRECTORS' STATEMENT

For the financial year ended 31 March 2026

SHARE OPTIONS

There were no options granted during the financial year to subscribe for unissued shares of the Company.

No shares have been issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company.

There were no unissued shares of the Company under option at the end of the financial year.

INDEPENDENT AUDITOR

The independent auditor, PricewaterhouseCoopers LLP, has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors

Lim Ming Yan
Chairman

Yam Kum Weng
Chief Executive Officer

4 June 2026

INDEPENDENT AUDITOR'S REPORT

To the Member of Changi Airport Group (Singapore) Pte. Ltd.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our Opinion

In our opinion, the accompanying consolidated financial statements of Changi Airport Group (Singapore) Pte. Ltd. (the "Company") and its subsidiaries (the "Group") and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

What we have audited

The financial statements of the Company and the Group comprise:

- the consolidated income statement of the Group for the financial year ended 31 March 2026;
- the consolidated statement of comprehensive income of the Group for the financial year ended 31 March 2026;
- the balance sheets of the Company and the Group as at 31 March 2026;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA code.

Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

INDEPENDENT AUDITOR'S REPORT

To the Member of Changi Airport Group (Singapore) Pte. Ltd.

Our Audit Approach (continued)

Key Audit Matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 March 2026. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How our audit addressed the Key Audit Matter
Property, Plant and Equipment ("PPE") The Group invests significantly into its capital infrastructure assets to support the growth and ongoing operations of Singapore Changi Airport and Singapore as an air hub. The construction of Terminal 5 ("T5") has commenced while works on other areas of Changi East ("CE") continued during the financial year. The Group's total additions to PPE, including those relating to CE, amounted to \$1,345 million during the financial year (Note 11). We focused our audit on the accounting for additions to PPE as the additions are material to the financial statements of the Group. At the end of the financial year, management estimates the progress of construction or development works that have not been billed by suppliers and contractors and accrues for the unbilled PPE under construction. Estimates of percentage of completion of construction are made based on certified progress reports from the suppliers and contractors. Employee compensation was also capitalised as PPE. Management reviews the job scopes of employees and allocation of costs to capitalise as part of PPE on a periodic basis to ensure that only employee compensation directly attributable to CE were capitalised. Estimation of construction progress, recording of accruals, capitalisation of internal costs also involve estimation and judgement.	We performed a walkthrough of the procurement and fixed assets capitalisation cycle and evaluated the design, implementation of key internal controls over payments, accruals and capitalisation of PPE additions. We have also tested the operating effectiveness of these controls. In respect of the additions to PPE arising from suppliers and contractors, we selected samples of the additions and verified that they were appropriately supported by the relevant supplier invoices. For accrued balances, we sighted the relevant certified progress reports to support the appropriateness of the accrued amounts. We also checked that payments of invoices and progress reports used for accrual of unbilled PPE construction costs were approved by management in accordance with the Delegation of Authority set out by the Board. For capitalised employee compensation, we selected samples to verify that only employee compensation for employees working for construction or development works directly attributable to PPE were capitalised. We also assessed management's internal cost allocation to the relevant assets for appropriateness. We also reviewed the adequacy and appropriateness of disclosures in the financial statements in respect of the Group's PPE balances.

INDEPENDENT AUDITOR'S REPORT

To the Member of Changi Airport Group (Singapore) Pte. Ltd.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report ("the Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITOR'S REPORT

To the Member of Changi Airport Group (Singapore) Pte. Ltd.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and is therefore the key audit matter. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITOR'S REPORT

To the Member of Changi Airport Group (Singapore) Pte. Ltd.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors, have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Choo Eng Beng.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore,
4 June 2026

CONSOLIDATED INCOME STATEMENT

For the financial year ended 31 March 2026

		Group	
		2026	2025
	Note	\$'000	\$'000
Revenue	4	3,254,985	3,070,560
Expenses			
– Depreciation and amortisation		(671,387)	(683,056)
– Maintenance of land, buildings and equipment		(449,724)	(441,891)
– Services and security related expenses		(321,611)	(287,898)
– Employee compensation	5	(394,243)	(366,731)
– Aviation services and licence fees		(404,983)	(325,604)
– Property tax		(81,869)	(79,860)
– Regulatory contribution		(62,709)	–
– Other operating expenses		(120,190)	(102,413)
Total expenses		(2,506,716)	(2,287,453)
Operating profit		748,269	783,107
Finance expenses	6	(74,848)	(78,733)
Other income and losses – net	7	114,879	232,987
Share of results of associated companies and joint ventures	15	32,769	66,767
Profit before tax		821,069	1,004,128
Income tax expense	8	(178,648)	(172,814)
Profit after tax		642,421	831,314
Profit/(loss) after tax attributable to:			
Equity holder of the Company		647,760	841,158
Non-controlling interests		(5,339)	(9,844)
		642,421	831,314

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	Group	
	2026	2025
	\$'000	\$'000
Profit after tax	642,421	831,314
Other comprehensive loss:		
<i>Items that may be reclassified subsequently to income statement:</i>		
Cash flow hedges		
– Fair value losses	(14,848)	(27,564)
– Reclassification	14,004	(4,300)
Currency translation differences arising on consolidation		
– Losses	(25)	(166)
– Reclassification	114	–
Other comprehensive loss, net of tax	(755)	(32,030)
Total comprehensive income	641,666	799,284
Total comprehensive income/(loss) attributable to:		
Equity holder of the Company	649,151	814,756
Non-controlling interests	(7,485)	(15,472)
	641,666	799,284

The accompanying notes form an integral part of these financial statements.

BALANCE SHEETS

As at 31 March 2026

	Note	Group 2026 \$'000	Group 2025 \$'000	Company 2026 \$'000	Company 2025 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	9	1,860,605	1,733,246	1,820,614	1,674,944
Trade and other receivables	10	375,203	424,858	356,568	408,051
Other investments	17	2,684,162	1,822,980	2,652,971	1,792,426
Other current assets	18	210,248	147,098	207,018	143,243
Derivatives	23	4,176	408	4,176	408
Inventories		7,477	6,919	6,640	6,214
		5,141,871	4,135,509	5,047,987	4,025,286
Non-current assets					
Trade and other receivables	10	-	-	263,590	236,705
Property, plant and equipment	11	9,658,137	8,970,539	9,640,360	8,944,780
Intangible assets	12	1,405	4,182	-	-
Right-of-use assets	13	1,703,641	880,248	1,703,114	879,535
Subsidiaries	14	-	-	485,680	450,680
Associated companies and joint ventures	15	30,726	30,706	13,614	13,614
Investment property	16	1,061,160	1,114,225	-	-
Other investments	17	227,933	334,664	221,367	328,599
Other non-current assets	18	56,050	20,318	72,941	43,937
Deferred tax assets	19	27,700	28,594	-	-
		12,766,752	11,383,476	12,400,666	10,897,850
Total assets		17,908,623	15,518,985	17,448,653	14,923,136
LIABILITIES					
Current liabilities					
Trade and other payables	20	1,250,762	1,090,817	1,569,465	1,358,135
Lease liabilities	21	75,713	75,730	75,691	75,691
Derivatives	23	2,993	4,069	2,100	4,069
Deferred income	24	336,068	135,617	322,253	124,154
Current tax liabilities		268,651	226,560	252,560	211,870
		1,934,187	1,532,793	2,222,069	1,773,919
Non-current liabilities					
Trade and other payables	20	175,951	133,680	140,244	91,251
Lease liabilities	21	1,736,398	897,767	1,736,398	897,746
Loans and borrowings	22	1,852,753	1,891,951	750,000	750,000
Derivatives	23	80,330	75,416	58,137	46,707
Deferred income	24	4,500,351	3,698,885	4,500,351	3,698,885
Deferred tax liabilities	19	121,146	121,031	121,146	120,957
		8,466,929	6,818,730	7,306,276	5,605,546
Total liabilities		10,401,116	8,351,523	9,528,345	7,379,465
NET ASSETS		7,507,507	7,167,462	7,920,308	7,543,671
EQUITY					
Share capital and reserves	25	3,761,329	3,762,931	3,741,252	3,740,709
Retained profits	26	3,896,424	3,547,292	4,179,056	3,802,962
		7,657,753	7,310,223	7,920,308	7,543,671
Non-controlling interests		(150,246)	(142,761)	-	-
Total equity		7,507,507	7,167,462	7,920,308	7,543,671

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

	Attributable to owners of the Company						Non-controlling interests	Total equity
	Share capital	Hedging and other reserves	Currency translation reserve	Sinking fund reserve	Retained profits	Total		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2026								
Beginning of financial year	3,280,387	(26,318)	(2,800)	511,662	3,547,292	7,310,223	(142,761)	7,167,462
Profit/(loss) for the year	-	-	-	-	647,760	647,760	(5,339)	642,421
Other comprehensive income/(loss)	-	1,302	89	-	-	1,391	(2,146)	(755)
Total comprehensive income/(loss)	-	1,302	89	-	647,760	649,151	(7,485)	641,666
Transactions with equity holder recognised directly in equity – Dividend paid (Note 33)	-	-	-	-	(301,621)	(301,621)	-	(301,621)
Net sinking fund utilisation	-	-	-	(2,993)	2,993	-	-	-
Total movements in equity	-	-	-	(2,993)	(298,628)	(301,621)	-	(301,621)
End of financial year	3,280,387	(25,016)	(2,711)	508,669	3,896,424	7,657,753	(150,246)	7,507,507
2025								
Beginning of financial year	3,280,387	(82)	(2,634)	511,995	2,846,992	6,636,658	(131,289)	6,505,369
Profit/(loss) for the year	-	-	-	-	841,158	841,158	(9,844)	831,314
Other comprehensive loss	-	(26,236)	(166)	-	-	(26,402)	(5,628)	(32,030)
Total comprehensive (loss)/income	-	(26,236)	(166)	-	841,158	814,756	(15,472)	799,284
Transactions with equity holder recognised directly in equity – Dividend paid (Note 33)	-	-	-	-	(141,191)	(141,191)	-	(141,191)
Net sinking fund utilisation	-	-	-	(333)	333	-	-	-
Incorporation of a new subsidiary	-	-	-	-	-	-	4,000	4,000
Total movements in equity	-	-	-	(333)	(140,858)	(141,191)	4,000	(137,191)
End of financial year	3,280,387	(26,318)	(2,800)	511,662	3,547,292	7,310,223	(142,761)	7,167,462

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Profit after tax		642,421	831,314
Adjustments for:			
– Income tax expense		178,648	172,814
– Depreciation and amortisation		671,387	683,056
– Government grant		(28,463)	(36,151)
– Net loss on disposal of non-financial assets		3,209	1,690
– Write-down of inventories		–	159
– (Write-back of impairment)/impairment of trade and other receivables		(582)	566
– Write-back of impairment of investment property		–	(6,115)
– Share of results of associated companies and joint ventures		(32,769)	(66,767)
– Unrealised currency translation differences		530	(13,159)
– Gain on financial assets held at fair value		(9,151)	(14,206)
– Gain on revaluation of derivative instrument		(10,706)	(78,351)
– Amortisation of deferred revenue		(5,959)	(6,669)
– Finance expenses		74,848	78,733
– Interest income		(84,827)	(106,004)
– Regulatory contribution		62,709	–
		<u>1,461,295</u>	<u>1,440,910</u>
Changes in working capital			
– Inventories		(558)	1,197
– Trade and other receivables		(52,600)	(89,517)
– Other assets		15,933	9,711
– Trade and other payables		104,524	115,993
Cash provided by operations		<u>1,528,594</u>	<u>1,478,294</u>
Interest received		103,713	112,331
Government grants received		30,017	34,667
Income tax paid		(134,910)	(67,741)
Net cash provided by operating activities		<u>1,527,414</u>	<u>1,557,551</u>

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2026 \$'000	2025 \$'000
Cash flows from investing activities			
Additions to property, plant and equipment and capital work-in-progress		(1,396,272)	(802,297)
Additions to investment property and investment property under development		(4,033)	(2,764)
Additions to intangible assets		(123)	(284)
Proceeds from disposal of property, plant and equipment and intangible assets		32	169
Investment in associated companies and joint ventures		(2)	(3,168)
Dividends received		5,847	2,554
Placement in treasury bills		(3,363,393)	(2,079,508)
Proceeds from maturity of treasury bills		2,565,200	1,139,466
Proceeds from maturity of assets at amortised cost		70,000	-
Purchase of financial assets at amortised cost		-	(305,050)
Net purchase of financial assets at fair value through profit or loss		(23,356)	(35,209)
Net cash used in investing activities		(2,146,100)	(2,086,091)
Cash flow from financing activities			
Repayment of loans and borrowings		(39,000)	(33,000)
Interest paid		(83,030)	(86,508)
Payment of lease principal		(38,257)	(37,208)
Dividends paid		(301,621)	(141,191)
Government grants received		1,208,560	445,210
Net cash provided by financing activities		746,652	147,303
Net increase/(decrease) in cash and cash equivalents		127,966	(381,237)
Cash and cash equivalents at beginning of financial year		1,733,246	2,114,539
Effects of currency translation on cash and cash equivalents		(607)	(56)
Cash and cash equivalents at end of financial year	9	1,860,605	1,733,246

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

Changi Airport Group (Singapore) Pte. Ltd. (the “Company”) is incorporated in the Republic of Singapore. The address of its registered office is 60 Airport Boulevard #04-08, Changi Airport Terminal 2, Singapore 819643.

The principal activities of the Company are to own, develop, operate, manage and provide airport and airport-related facilities and services.

The principal activities of its subsidiaries, associated companies and joint ventures are disclosed in Note 32.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

These financial statements have been prepared in accordance with SFRS(I)s under the historical cost convention, except as disclosed in the accounting policies below.

Interpretations and amendments to published standards effective in 2025

On 1 April 2025, the Group adopted the new or amended SFRS(I)s that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I)s.

The adoption of these new or amended SFRS(I)s did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.2 Revenue

Revenue is measured based on the consideration specified in a contract with a customer. Revenue is presented, net of goods and services tax, rebates and discounts, and after eliminating revenue transactions within the Group.

The Group recognises revenue when it transfers control over a good or service to a customer.

(a) **Airport service fees**

Airport service fees comprise landing, parking, and aerobridge fees, and passenger service and security fees. Revenue is recognised in the accounting period in which the related airport services have been rendered.

(b) **Airport concessions and rental income**

Airport concessions relate to rental income from retail tenants and are computed based on the higher of percentage of sales or specified minimum guaranteed sums. The rental income derived from rental of property is recognised on a straight-line basis over the period of the lease.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Revenue (continued)

(c) Other airport services

Other airport services mainly comprise franchise fees, utility charges, consultancy fees, carpark revenue and other sundry income.

(d) Interest income

Interest income is recognised using the effective interest method.

2.3 Government grants

Government grants that compensate the Group for expenses incurred are recognised in profit and loss as other income on a systematic basis in the same periods in which the expenses are recognised.

Government grants relating to assets are recognised initially as deferred grants at fair value when there is reasonable assurance that the grants will be received and the Group will comply with the conditions associated with the grant. The deferred grants are subsequently amortised to profit or loss on a systematic basis over the periods in which the assets are put to use.

2.4 Group accounting

(a) Subsidiaries

(i) Consolidation

Subsidiaries are entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the asset transferred.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of subsidiaries' net results of operations and its net assets which is attributable to the interests that are not owned directly or indirectly by the equity holder of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in the subsidiaries, even if this results in the non-controlling interests having a deficit balance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Group accounting (continued)

(a) **Subsidiaries (continued)**

(ii) *Acquisitions*

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary comprises the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's net identifiable assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as a gain from bargain purchase in profit or loss on the acquisition date.

(iii) *Disposals*

When a change in the Group's interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific Standard.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained investment at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to Note 2.9 for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Group accounting (continued)

(b) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Group. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised in a separate reserve within equity attributable to the equity holder of the Company.

(c) Associated companies and joint ventures

Associated companies are entities over which the Group has significant influence, but not control. Joint ventures are entities over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities.

Investments in associated companies and joint ventures are accounted for in the consolidated financial statements using the equity method of accounting, less impairment losses, if any.

(i) *Acquisitions*

Investments in associated companies and joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, liabilities incurred or assumed at the date of exchange and equity instruments issued, plus costs directly attributable to the acquisition. Goodwill on associated companies and joint ventures represents the excess of the cost of acquisition of the associated company or joint venture over the Group's share of the fair value of the identifiable net assets of the associated company or joint venture and is included in the carrying amount of the investments.

(ii) *Equity method of accounting*

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associated companies' or joint ventures' post-acquisition profits or losses in the income statement, and its share of movements in other comprehensive income in the statement of comprehensive income. Dividends received or receivable from the associated companies or joint ventures are recognised as a reduction of the carrying amount of the investments.

When the Group's share of losses in an associated company or joint venture is equals to or exceeds its interest in the associated company or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company or joint venture. If the associated company or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

Unrealised gains on transactions between the Group and its associated companies or joint ventures are eliminated to the extent of the Group's interest in the associated companies or joint ventures.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Group accounting (continued)

(c) Associated companies and joint ventures (continued)

(ii) *Equity method of accounting (continued)*

Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset transferred. The accounting policies of associated companies or joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) *Disposals*

Investments in associated companies or joint ventures are derecognised when the Group loses significant influence or joint control. If the retained equity interest in the former associated company or joint venture is a financial asset, the retained equity interest is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control is lost and its fair value and any proceeds on partial disposal is recognised in profit or loss.

Please refer to Note 2.9 for the accounting policy on investments in associated companies and joint ventures in the separate financial statements of the Company.

2.5 Property, plant and equipment

(a) Measurement

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs (refer to Note 2.8 on borrowing costs).

For work-in-progress, at the end of each reporting period, management estimates the progress of construction or development works that had not been billed by suppliers and contractors and accrued for these unbilled capital expenditure and development costs. Estimates of percentage of completion of construction are made based on certified progress reports from the suppliers and contractors.

Cost also includes capitalised employee compensation. Management reviews the allocation of costs to be capitalised on a periodic basis to ensure that only employee compensation directly attributable to the development or construction of property, plant or equipment are capitalised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.5 Property, plant and equipment (continued)

(b) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(c) Depreciation

Self-constructed property, plant and equipment are capitalised initially as work-in-progress and transferred to the relevant asset category when they are ready for use. No depreciation is recognised on work-in-progress.

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives as follows:

	Useful lives
Runways, taxiways and others	30 years
Buildings	15 to 50 years
Plant and equipment	1 to 15 years
Vehicles and vessels	5 to 10 years
Equipment, furniture and fittings	1 to 10 years
Capital improvements	5 to 20 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are prospectively recognised in profit or loss when the changes arise.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss.

2.6 Intangible assets

Acquired computer software licenses are amortised using the straight-line method over their estimated useful lives.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.7 Investment property

Investment property is held for long-term rental yields and/or capital appreciation and is not occupied substantially by the Group. Investment properties include properties that are being constructed or developed for future use as investment properties.

(a) Measurement

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

Costs of self-constructed investment properties includes the costs of construction and any other costs directly attributable to bringing the asset to the condition necessary for it to be capable of operating in the manner intended by management, as well as capitalised borrowing costs (refer to Note 2.8 on borrowing costs).

(b) Subsequent expenditure

Subsequent expenditure relating to investment property that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(c) Depreciation

Self-constructed investment properties are capitalised initially as investment property under development and transferred to investment properties when they are ready for use. No depreciation is recognised on investment property under development.

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their useful lives as follows:

	Useful lives
Building	50 years
Plant and equipment	3 to 15 years
Equipment, furniture and fixtures	3 years
Attractions	3 to 30 years
Capital improvements	5 to 20 years

The residual values, estimated useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are prospectively recognised in profit or loss when the changes arise.

(d) Disposal

On disposal of an item of investment property, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.8 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for costs that are directly attributable to the construction or development of investment property or property, plant and equipment ("properties"). This includes costs on borrowings acquired specifically for the construction or development of properties, as well as those in relation to general borrowings used to finance the construction or development of properties.

2.9 Investments in subsidiaries, associated companies and joint ventures

Investments in subsidiaries, associated companies and joint ventures are carried at cost less accumulated impairment losses on the Company's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investment are recognised in profit or loss.

2.10 Impairment of non-financial assets

Property, plant and equipment

Intangible assets

Right-of-use assets

Investment property

Investments in subsidiaries, associated companies and joint ventures

Property, plant and equipment, intangible assets, right-of-use assets, investment property and investments in subsidiaries, associated companies and joint ventures are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash generating units ("CGU") to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

An impairment loss for an asset is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial assets

(a) **Classification and measurement**

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- Fair value through profit or loss ("FVPL").

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payments of principal and interest.

Financial assets which are debt instruments are reclassified when, and only when, the Group changes its business model for managing them.

At initial recognition

Financial assets are initially recognised at fair value plus transaction costs, except for financial assets at FVPL which are recognised at fair value. Transaction costs of financial assets at FVPL are expensed in profit or loss.

At subsequent measurement

(i) **Debt instruments**

Debt instruments comprise mainly cash and cash equivalents, trade and other receivables, and other investments.

There are three subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- *Debt instruments at amortised cost*

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is recognised using the effective interest rate method.

- *Debt instruments at FVPL*

Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or fair value through other comprehensive income are classified as FVPL. Movements in fair values and interest income are recognised in profit or loss in the period in which they arise.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 **Financial assets (continued)**

(a) **Classification and measurement (continued)**

At subsequent measurement (continued)

(ii) **Equity instruments**

Equity instruments comprise investments in unquoted instruments.

Equity instruments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise, except for certain equity instruments which are not held for trading, where the Group may irrevocably elect to present fair value changes in other comprehensive income. This election is made on an investment-by-investment basis.

Dividends from these investments are recognised in profit and loss in the period in which the dividend arises.

(b) **Impairment**

The Group assesses expected credit losses ("ECLs") associated with its debt financial assets at amortised cost on a forward-looking basis.

For trade receivables, the Group applies the simplified approach permitted by SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. The Group applies the general approach of 12-month expected credit losses at initial recognition for all other financial assets.

(c) **Recognition and derecognition**

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and the sale proceeds is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and the sale proceeds would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.12 Borrowings

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are presented as current liabilities unless, at the end of the reporting period, the Group has the right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Covenants that the Group is required to comply with on or before the end of the reporting period are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

2.13 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in a normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

2.14 Derivative financial instruments and hedging activities

A derivative financial instrument is initially recognised at its fair value on the date the contract is entered into and is subsequently carried at its fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates each hedge as a cash flow hedge.

Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in the profit or loss when the changes arise.

The Group documents at the inception of the transaction the relationship between the hedging instruments and hedged items, as well as its risk management objective and strategies for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives designated as hedging instruments are highly effective in offsetting changes in cash flows of the hedged items.

The fair values of various derivative financial instruments used for hedging purposes are disclosed in Note 23. The carrying amount of a derivative designated as a hedge is presented as a non-current asset or liability if the remaining expected life of the hedged item is more than 12 months and as a current asset or liability if the remaining expected life of the hedged item is less than 12 months. The fair value of a trading derivative is presented as a current asset or liability.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.14 Derivative financial instruments and hedging activities (continued)

Cash flow hedge

(i) Commodity swaps and options

The Group has entered into commodity swaps and options that qualify as cash flow hedges against highly probable forecasted commodity consumption. Commodity swaps, in the form of contract for differences ("CFDs"), are entered into with a counterparty at a reference price, to hedge against fluctuation in the commodity prices.

The fair value changes on the effective portion of commodity swaps designated as cash flow hedges are recognised in other comprehensive income, accumulated in the hedging reserve, and reclassified to profit or loss when the CFDs are settled. The fair value changes on the ineffective portion of commodity swaps are recognised immediately in profit or loss.

(ii) Interest rate swaps

The Group has entered into interest rate swaps that are cash flow hedges for the Group's exposure to interest rate risk on its borrowings. These contracts entitle the Group to receive interest at floating rates on notional principal amounts and oblige the Group to pay interest at fixed rates on the same notional principal amounts, thus allowing the Group to limit its interest rate exposure to the fixed rates as specified in these contracts.

The fair value changes on the effective portion of interest rate swaps designated as cash flow hedges are recognised in other comprehensive income, accumulated in the hedging reserve, and reclassified to profit or loss when the hedged interest expense on the borrowings is recognised in the profit or loss. The fair value changes on the ineffective portion of interest rate swaps are recognised immediately in profit or loss.

2.15 Fair value estimation of financial instruments

The fair values of financial instruments traded in active markets (such as exchange-traded, over-the-counter securities and derivatives) are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets are the current bid prices; the appropriate quoted market prices used for financial liabilities are the current asking prices.

The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The Group uses a variety of methods and makes assumptions based on market conditions that are existing at each balance sheet date. Where appropriate, quoted market prices or dealer quotes for similar instruments are used. Valuation techniques, such as discounted cash flow analysis, are also used to determine the fair values of the financial instruments.

The fair values of the swaps are based on valuation provided by reputable financial institutions. The fair values of interest rate swaps are calculated as the present value of estimated future cash flows discounted at actively quoted interest rates. The fair value of commodity swaps are calculated as the present value of estimated future cash flows, for the fixed and floating legs based on commodity prices.

The carrying amounts of current financial assets and liabilities carried at amortised cost approximate their fair values.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Leases

- (i) Where the Group is the lessee

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

Right-of-use assets

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost, which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received, plus an estimate of necessary costs to dismantle, remove or restore the underlying asset as required by the terms and conditions of the lease. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

Right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The useful lives of right-of-use assets are as follows:

	Useful lives
Land	3 to 56 years
Plant and equipment	18 to 27 months
Warehouse & retail spaces	2 to 3 years

Lease liabilities

The initial measurement of a lease liability is the present value of the lease payments discounted using the rate implicit in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments include fixed payments, the exercise price of a purchase option if the Group is reasonably certain to exercise the option.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset when there is a change in the Group's assessment of whether it will exercise an extension or purchase option, or there are modifications in the scope or the consideration of the lease that was not part of the original terms.

Short-term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Leases (continued)

- (ii) Where the Group is the lessor

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

Deferred revenue relates to total lease payments received in advance from lessees who have entered into operating leases with the Group. The deferred revenue is recognised in profit or loss on a straight-line basis over the lease term.

2.17 Inventories

Inventories comprise mainly stock items used for maintenance and repair purposes, as well as goods held for sale. These are carried at the lower of cost and net realisable value. Cost is determined on the weighted average basis and includes all costs in bringing each stock item to its present location and condition.

2.18 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, associated companies and joint ventures, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Income taxes (continued)

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

International Tax Reform – Pillar Two Model Rules (GloBE)

The Group is within the scope of the Organisation for Economic Co-operation and Development (“OECD”) Inclusive Framework on Base Erosion and Profit Shifting Pillar Two Global Anti-Base Erosion (“GloBE”) model rules.

Under the GloBE model rules, the GloBE effective tax rate (“ETR”) is assessed on a jurisdictional basis and top up tax is payable if the jurisdictional ETR is below 15%. Transitional Country-by-Country Reporting (“TCSH”) Safe Harbour provides for exclusion from the GloBE rules if the jurisdiction has accounting loss or zero profits.

The Pillar Two legislation has been enacted in Singapore, the country that the Company is incorporated in. This has come into effect from 1 January 2025, and is thus effective for financial year beginning 1 April 2025.

As at 31 March 2026, the Group has assessed that the requirements under TCSH are met on a jurisdictional basis. Consequently, no top-up tax has been recognised for the financial year ended 31 March 2026. The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group has assessed that there is no material impact from exposure to Pillar Two legislation.

2.19 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.20 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

Defined contribution plans are plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

2.21 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollars ("SGD"), which is the functional currency of the Company.

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal of the entity giving rise to such reserve.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.22 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value. Cash balances subject to restrictions are assessed based on the nature and terms of the restrictions, including their availability for meeting short-term cash commitments, in determining whether they meet the definition of cash and cash equivalents.

2.23 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2.24 Dividends to Company's shareholder

Dividends to the Company's shareholder are recognised when the dividends are approved for payment.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Areas involving critical accounting estimates and judgements made in applying the accounting policies of the Group which may have significant effects on the amounts recognised in the financial statements are disclosed in Note 11, Note 14, Note 15 and Note 23.

4. REVENUE

	2026	2025
	\$'000	\$'000
Airport service fees	1,656,125	1,551,230
Airport concessions and rental income	1,227,333	1,167,243
Other airport services	311,039	284,414
Other revenue	60,488	67,673
	<u>3,254,985</u>	<u>3,070,560</u>

The variable rent, computed based on percentage of sales, recognised within the Airport concessions and rental income amounted to \$123,184,654 (2025: \$140,442,747).

Other revenue comprises mainly sale of goods and services.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. EMPLOYEE COMPENSATION

	2026	2025
	\$'000	\$'000
Wages, salaries and other benefits	364,403	338,538
Employer's contribution to Central Provident Fund	29,840	28,193
	<u>394,243</u>	<u>366,731</u>

6. FINANCE EXPENSES

	2026	2025
	\$'000	\$'000
Interest expense on borrowings	28,204	41,285
Interest expense on lease liabilities	46,644	37,448
	<u>74,848</u>	<u>78,733</u>

7. OTHER INCOME AND LOSSES - NET

	2026	2025
	\$'000	\$'000
Interest income		
– Bank deposits	36,698	69,217
– Financial assets at amortised cost	48,129	36,787
Net gain on revaluation of derivative instruments	10,706	78,351
Write-back of impairment of investment property	-	6,115
Gain on financial assets held at fair value	9,151	14,206
Gain on exchange differences	175	12,551
Others	10,020	15,760
	<u>114,879</u>	<u>232,987</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. INCOME TAX

Income tax expense

	2026	2025
	\$'000	\$'000
Tax expense attributable to profit is made up of:		
- Current income tax		
- Singapore	188,734	165,897
- Foreign	189	16
	188,923	165,913
- Deferred income tax (Note 19)	(3,240)	9,665
	185,683	175,578
(Over)/under provision in prior financial years		
- Current income tax		
- Singapore	(11,935)	(4,016)
- Foreign	13	-
- Deferred income tax (Note 19)	4,887	1,252
	178,648	172,814

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	2026	2025
	\$'000	\$'000
Profit before tax	821,069	1,004,128
Exclude: Share of results of associated companies and joint ventures	(32,769)	(66,767)
Profit before tax and share of results of associated companies and joint ventures	788,300	937,361
Tax calculated at tax rate of 17% (2025: 17%)	134,011	159,351
Effects of:		
- Expenses not deductible for tax purposes	75,153	49,837
- Income not subject to tax	(20,342)	(30,789)
- Tax incentives	(3,465)	(2,595)
- Deferred tax asset not recognised	137	37
- Utilisation of previously unrecognised tax losses	-	(423)
- Different tax rates in other countries	-	30
- Others	189	130
Tax expense	185,683	175,578

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

9. CASH AND CASH EQUIVALENTS

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	268,171	34,205	237,247	7,730
Bank deposits	1,592,434	1,699,041	1,583,367	1,667,214
	<u>1,860,605</u>	<u>1,733,246</u>	<u>1,820,614</u>	<u>1,674,944</u>

Included in cash and cash equivalents are cash at bank amounting to \$208,102,000 (2025: \$26,000) which are held in designated accounts for restricted investment in property, plant and equipment.

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
Trade and other receivables	236,767	360,225	227,135	350,634
Accrued income	141,248	68,027	131,433	59,417
Less: Loss allowances	(2,812)	(3,394)	(2,000)	(2,000)
Net current trade and other receivables	<u>375,203</u>	<u>424,858</u>	<u>356,568</u>	<u>408,051</u>
Non-current				
Loans to subsidiaries	-	-	287,262	283,899
Less: Loss allowances (Note 28(b)(iii))	-	-	(23,672)	(47,194)
Net non-current trade and other receivables	<u>-</u>	<u>-</u>	<u>263,590</u>	<u>236,705</u>

As at 1 April 2024, the Group and the Company's net current trade and other receivables amounted to \$350,321,000 and \$334,420,000 respectively.

Loans to subsidiaries are interest free, unsecured and denominated in Singapore Dollars. The non-current loans to subsidiaries have no fixed terms of repayment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. PROPERTY, PLANT AND EQUIPMENT

	Runways, taxiways and others	Buildings	Plant and equipment	Vehicles and vessels	Office / other equipment, furniture and fittings	Capital improve- ments	Work-in- progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group								
As at 31 March 2026								
<u>Cost</u>								
Beginning of financial year	2,889,355	2,438,234	4,845,662	83,948	360,036	1,725,090	2,730,329	15,072,654
Currency translation differences	-	-	9	-	3	-	-	12
Additions	-	-	902	-	72	146	1,344,274	1,345,394
Transfer from work-in-progress	64,082	13,974	179,631	4,428	14,104	14,533	(290,752)	-
Reclassification	20,524	(24,377)	5,518	-	14,737	(16,402)	-	-
Disposals	(1,089)	(1,933)	(81,653)	(2,262)	(15,114)	(1,777)	-	(103,828)
End of financial year	2,972,872	2,425,898	4,950,069	86,114	373,838	1,721,590	3,783,851	16,314,232
<u>Accumulated depreciation</u>								
Beginning of financial year	610,209	1,002,727	2,876,816	53,761	296,548	1,262,054	-	6,102,115
Currency translation differences	-	-	9	-	3	-	-	12
Depreciation charge	103,971	117,859	315,757	6,197	37,159	75,620	-	656,563
Reclassification	(1,031)	1,205	(705)	-	1,672	(1,141)	-	-
Disposals	(1,089)	(1,321)	(81,057)	(2,262)	(15,098)	(1,768)	-	(102,595)
End of financial year	712,060	1,120,470	3,110,820	57,696	320,284	1,334,765	-	6,656,095
Net book value								
End of financial year	2,260,812	1,305,428	1,839,249	28,418	53,554	386,825	3,783,851	9,658,137
As at 31 March 2025								
<u>Cost</u>								
Beginning of financial year	2,706,396	2,436,630	4,603,419	71,143	330,436	1,696,700	2,365,813	14,210,537
Currency translation differences	-	-	-	-	(2)	1	-	(1)
Additions	-	-	368	139	2,229	58	954,162	956,956
Transfer from work-in-progress	217,461	16,026	266,372	12,674	28,415	47,641	(588,589)	-
Reclassification	(24,879)	2,689	22,122	-	1,506	(1,438)	-	-
Disposals	(9,623)	(17,111)	(46,619)	(8)	(2,548)	(17,872)	(1,057)	(94,838)
End of financial year	2,889,355	2,438,234	4,845,662	83,948	360,036	1,725,090	2,730,329	15,072,654
<u>Accumulated depreciation</u>								
Beginning of financial year	522,254	928,129	2,593,929	48,205	265,461	1,177,497	-	5,535,475
Currency translation differences	-	-	-	-	-	1	-	1
Depreciation charge	97,463	91,622	329,826	5,564	33,187	102,428	-	660,090
Reclassification	115	87	(379)	-	329	(152)	-	-
Disposals	(9,623)	(17,111)	(46,560)	(8)	(2,429)	(17,720)	-	(93,451)
End of financial year	610,209	1,002,727	2,876,816	53,761	296,548	1,262,054	-	6,102,115
Net book value								
End of financial year	2,279,146	1,435,507	1,968,846	30,187	63,488	463,036	2,730,329	8,970,539

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Runways, taxiways and others	Buildings	Plant and equipment	Vehicles and vessels	Office / other equipment, furniture and fittings	Capital improve- ments	Work-in- progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Company								
As at 31 March 2026								
<u>Cost</u>								
Beginning of financial year	2,889,355	2,391,438	4,821,946	83,814	352,702	1,722,844	2,760,261	15,022,360
Additions	-	-	-	-	-	-	1,349,944	1,349,944
Transfer from work-in-progress	64,082	13,974	179,043	4,428	14,072	14,533	(290,132)	-
Reclassification	20,524	(24,377)	5,643	-	14,799	(16,589)	-	-
Disposals	(1,089)	(1,933)	(79,907)	(2,262)	(14,769)	(1,175)	-	(101,135)
End of financial year	2,972,872	2,379,102	4,926,725	85,980	366,804	1,719,613	3,820,073	16,271,169
<u>Accumulated depreciation</u>								
Beginning of financial year	613,174	997,105	2,861,780	53,762	291,386	1,260,373	-	6,077,580
Depreciation charge	104,175	116,928	313,578	6,183	36,642	75,710	-	653,216
Reclassification	(1,031)	1,205	(461)	-	1,601	(1,314)	-	-
Disposals	(1,089)	(1,321)	(79,378)	(2,262)	(14,769)	(1,168)	-	(99,987)
End of financial year	715,229	1,113,917	3,095,519	57,683	314,860	1,333,601	-	6,630,809
Net book value								
End of financial year	2,257,643	1,265,185	1,831,206	28,297	51,944	386,012	3,820,073	9,640,360
As at 31 March 2025								
<u>Cost</u>								
Beginning of financial year	2,706,396	2,389,834	4,579,530	71,148	324,604	1,694,035	2,393,632	14,159,179
Additions	-	-	-	-	-	-	956,167	956,167
Transfer from work-in-progress	217,461	16,026	266,357	12,674	28,377	47,586	(588,481)	-
Reclassification	(24,879)	2,689	22,122	-	1,506	(1,438)	-	-
Disposals	(9,623)	(17,111)	(46,063)	(8)	(1,785)	(17,339)	(1,057)	(92,986)
End of financial year	2,889,355	2,391,438	4,821,946	83,814	352,702	1,722,844	2,760,261	15,022,360
<u>Accumulated depreciation</u>								
Beginning of financial year	525,437	923,385	2,580,407	48,211	259,869	1,175,556	-	5,512,865
Depreciation charge	97,245	90,744	327,758	5,559	32,973	102,308	-	656,587
Reclassification	115	87	(379)	-	329	(152)	-	-
Disposals	(9,623)	(17,111)	(46,006)	(8)	(1,785)	(17,339)	-	(91,872)
End of financial year	613,174	997,105	2,861,780	53,762	291,386	1,260,373	-	6,077,580
Net book value								
End of financial year	2,276,181	1,394,333	1,960,166	30,052	61,316	462,471	2,760,261	8,944,780

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

During the financial year, borrowing costs of \$11,739,000 (2025: \$4,016,000), with effective interest rates ranging from 1.49% to 1.88% (2025: 1.49% to 1.88%) per annum were capitalised as cost of property, plant and equipment for the Group and Company. Employee compensation of \$63,642,000 and \$54,378,000 (2025: \$65,179,000 and \$55,656,000) were capitalised as cost of property, plant and equipment for the Group and Company respectively.

During the year, the Company revised the remaining useful lives of certain property, plant and equipment following a periodic reassessment of their expected period of use and the effect of the revision is an increase in depreciation expense of \$31,510,000 for the financial year ended 31 March 2026.

12. INTANGIBLE ASSETS

	Computer software	
	As at 31 March 2026	As at 31 March 2025
	\$'000	\$'000
Group		
<u>Cost</u>		
Beginning of financial year	8,719	9,032
Additions	171	284
Disposals/write-off	(5,019)	(597)
End of financial year	3,871	8,719
<u>Accumulated amortisation</u>		
Beginning of financial year	4,537	3,537
Amortisation charge	1,197	1,228
Disposals/write-off	(3,268)	(228)
End of financial year	2,466	4,537
Net book value		
End of financial year	1,405	4,182

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

13. RIGHT-OF-USE ASSETS

The Group leases land, equipment, warehouse & retail spaces for its business operations.

	Land \$'000	Plant and equipment \$'000	Retail spaces \$'000	Total \$'000
Group				
As at 31 March 2026				
<u>Cost</u>				
Beginning of financial year	1,182,606	135	-	1,182,741
Additions	867,638	14	-	867,652
Currency translation differences	-	(7)	-	(7)
End of financial year	2,050,244	142	-	2,050,386
<u>Accumulated depreciation</u>				
Beginning of financial year	302,417	76	-	302,493
Depreciation charge	44,207	53	-	44,260
Currency translation differences	-	(8)	-	(8)
End of financial year	346,624	121	-	346,745
Net book value				
End of financial year	1,703,620	21	-	1,703,641
As at 31 March 2025				
<u>Cost</u>				
Beginning of financial year	1,181,356	98	1,034	1,182,488
Additions	1,250	37	-	1,287
Disposals	-	-	(1,034)	(1,034)
End of financial year	1,182,606	135	-	1,182,741
<u>Accumulated depreciation</u>				
Beginning of financial year	251,881	12	330	252,223
Depreciation charge	50,536	64	318	50,918
Disposals	-	-	(648)	(648)
End of financial year	302,417	76	-	302,493
Net book value				
End of financial year	880,189	59	-	880,248

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

13. RIGHT-OF-USE ASSETS (CONTINUED)

The Company leases land for its business operations.

	Land \$'000	Plant and equipment \$'000	Retail spaces \$'000	Total \$'000
Company				
As at 31 March 2026				
<u>Cost</u>				
Beginning of financial year	1,181,866	-	-	1,181,866
Additions	867,638	-	-	867,638
End of financial year	2,049,504	-	-	2,049,504
<u>Accumulated depreciation</u>				
Beginning of financial year	302,331	-	-	302,331
Depreciation charge	44,059	-	-	44,059
End of financial year	346,390	-	-	346,390
Net book value				
End of financial year	1,703,114	-	-	1,703,114
As at 31 March 2025				
<u>Cost</u>				
Beginning of financial year	1,181,356	-	-	1,181,356
Additions	510	-	-	510
End of financial year	1,181,866	-	-	1,181,866
<u>Accumulated depreciation</u>				
Beginning of financial year	251,881	-	-	251,881
Depreciation charge	50,450	-	-	50,450
End of financial year	302,331	-	-	302,331
Net book value				
End of financial year	879,535	-	-	879,535

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

14. SUBSIDIARIES

	Company	
	2026	2025
	\$'000	\$'000
Unquoted equity shares, at cost	1,629,681	1,623,681
Additions	-	6,000
Less: Impairment allowance	(1,144,001)	(1,179,001)
	<u>485,680</u>	<u>450,680</u>

Details of significant subsidiaries are included in Note 32.

During the financial year, due to improvement in the net recoverable amount of the Company's investment in its subsidiaries, the Company recognised a net reversal of impairment on its investment in subsidiaries amounting to \$35,000,000 (2025: \$110,999,000). The recoverable amount was determined based on value-in-use calculations. The discount rates applied to the cash flow projections ranged from 10.52% to 10.69% (2025: 11.74% to 11.77%).

(a) Summarised financial information of subsidiary with material non-controlling interest

The carrying value of the non-controlling interest of Jewel Changi Airport Trust amounted to \$151,022,000 (2025: \$143,735,000).

Set out below is the summarised financial information of Jewel Changi Airport Trust. The following is presented before inter-company eliminations.

	2026	2025
	\$'000	\$'000
<i>Summarised balance sheet</i>		
Current assets	20,827	23,155
Non-current assets	1,158,173	1,215,307
Current liabilities	(58,140)	(53,865)
Non-current liabilities	(1,419,187)	(1,466,275)
Net liabilities	<u>(298,327)</u>	<u>(281,678)</u>
<i>Summarised income statement</i>		
Revenue	147,786	143,403
(Loss)/profit after tax	(12,268)	16,018
Total comprehensive (loss)/income	<u>(16,648)</u>	<u>4,533</u>
<i>Summarised cash flows</i>		
Net cash generated from operating activities	80,061	70,440
Net cash used in investing activities	(4,033)	(2,889)
Net cash used in financing activities	<u>(78,106)</u>	<u>(69,763)</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

15. ASSOCIATED COMPANIES AND JOINT VENTURES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	80,284	75,624	13,614	13,614
Capital injection	2	3,168	-	-
Share of results	32,769	66,767	-	-
Dividends received	(5,847)	(2,554)	-	-
Currency translation differences	(23)	(70)	-	-
Less: share of results from the reversal of excess losses provided for in liabilities (Note 20)	(26,881)	(62,651)	-	-
	80,304	80,284	13,614	13,614
Less: Impairment allowance	(49,578)	(49,578)	-	-
End of financial year	30,726	30,706	13,614	13,614

Set out below are the significant associated companies and joint ventures of the Group as at 31 March 2026.

Rio de Janeiro Aeroporto S.A ("RJA")

The principal activity of RJA is to hold the investment in the equity-accounted Concessionária Aeroporto Rio de Janeiro S.A ("CARJ").

In August 2025, the Group entered into a Share Purchase and Investment Agreement to partially divest 70% of its equity interest in RJA to a Buyer. As a result of the partial divestment, the Group lost control of RJA, and recognised RJA as an equity-accounted investee.

RJA participated in a public auction for the rights to continue operating the Galeão Airport. On 31 March 2026, the public auction was closed, with a third party declared the winning bidder. RJA is expecting to be compensated by the winning bidder for the transfer of operating rights. The finalisation of the auction results is subject to regulatory approvals and the amount to be received is contingent on the formalisation of the sale of CARJ, which remains outstanding as at the date the financial statements were authorised for issue.

Concessionária Aeroporto Rio de Janeiro S.A ("CARJ")

The principal activity of CARJ is the operation and maintenance of Galeão Airport.

During the financial year, the outstanding loan due to CARJ's lender was fully repaid, thereby extinguishing the Group's commitment to the lender. Accordingly, the Group reversed its share of net liabilities in excess of invested capital of \$26,534,000 recognised as at 31 March 2025.

Further details of significant associated companies and joint ventures are included in Note 32.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

16. INVESTMENT PROPERTY

	Investment property \$'000	Investment property under development \$'000	Total \$'000
Group			
As at 31 March 2026			
<u>Cost</u>			
Beginning of financial year	1,486,501	605	1,487,106
Additions	–	4,033	4,033
Disposal	(5,586)	–	(5,586)
Transfers	4,339	(4,339)	–
End of financial year	1,485,254	299	1,485,553
<u>Accumulated depreciation</u>			
Beginning of financial year	372,881	–	372,881
Depreciation charge	56,659	–	56,659
Disposal	(5,147)	–	(5,147)
End of financial year	424,393	–	424,393
Net book value			
End of financial year	1,060,861	299	1,061,160
As at 31 March 2025			
<u>Cost</u>			
Beginning of financial year	1,485,455	566	1,486,021
Additions	–	2,764	2,764
Cost adjustment	(46)	(82)	(128)
Disposal	(1,551)	–	(1,551)
Transfers	2,643	(2,643)	–
End of financial year	1,486,501	605	1,487,106
<u>Accumulated depreciation and impairment</u>			
Beginning of financial year	325,840	–	325,840
Depreciation charge	54,663	–	54,663
Disposal	(1,507)	–	(1,507)
Write-back of impairment	(6,115)	–	(6,115)
End of financial year	372,881	–	372,881
Net book value			
End of financial year	1,113,620	605	1,114,225

As at 31 March 2026, the fair value of the investment property was \$1,336,000,000 (2025: \$1,329,700,000). The fair value of the investment property was obtained based on a valuation performed by an independent professional valuer, in which the Direct Capitalisation Method and Discounted Cash Flow approach were used. The fair value is the average value derived from the two methods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

16. INVESTMENT PROPERTY (CONTINUED)

Further details of the valuation techniques and key inputs used to determine the fair value of the investment property are provided in Note 28(e).

The fair value of the investment property is sensitive to changes in total estimated revenues used in the valuation. If total estimated revenues decreased by 5% (2025: 5%), the fair value would decrease by approximately \$31,000,000 (2025: \$47,000,000).

In the previous financial year, a reversal of impairment loss of \$6,115,000 was recorded due to higher valuation of the investment property. The recoverable amount was determined using the average of the market value derived from direct capitalisation method and discounted cash flow analysis. The discount rate applied was 7.25% per annum.

17. OTHER INVESTMENTS

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
<i>Financial assets at amortised cost</i>				
– Treasury bills	2,074,869	1,283,000	2,074,869	1,283,000
– Bonds with fixed interest	105,020	70,000	105,020	70,000
<i>Financial assets at FVPL</i>				
– Investment funds	504,158	469,923	473,082	439,426
– Unquoted instruments	115	57	–	–
	2,684,162	1,822,980	2,652,971	1,792,426
Non-current				
<i>Financial assets at amortised cost</i>				
– Bonds with fixed interest	215,934	320,880	215,934	320,880
<i>Financial assets at FVPL</i>				
– Unquoted instruments	11,999	13,784	5,433	7,719
	227,933	334,664	221,367	328,599

The fair value of the treasury bills and bonds as at 31 March 2026 approximate their carrying values, classified under Level 1 of the fair value hierarchy (Note 28(e)).

Investment funds are invested using excess cash and are highly liquid investments of low credit risks. Investment funds and unquoted instruments are measured at their fair values at the balance sheet date, classified under Level 2 or Level 3 of the fair value hierarchy (Note 28(e)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

18. OTHER ASSETS

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
Prepayments and deposits	164,347	19,402	161,383	15,918
Interest receivable	13,247	35,048	12,981	34,677
Grants receivable	32,654	92,648	32,654	92,648
	210,248	147,098	207,018	143,243
Non-current				
Prepayments and deposits	13,363	–	13,363	–
Interest receivable	–	–	16,930	23,673
Grants receivable	42,648	20,264	42,648	20,264
Others	39	54	–	–
	56,050	20,318	72,941	43,937

19. DEFERRED INCOME TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority. The amounts, determined after appropriate offsetting, are shown on the balance sheets as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Deferred tax assets	(27,700)	(28,594)	–	–
Deferred tax liabilities	121,146	121,031	121,146	120,957
Net deferred tax liabilities	93,446	92,437	121,146	120,957

Movement in net deferred income tax liabilities is as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	92,437	84,420	120,957	111,997
Under provision in prior years	4,887	1,252	3,885	723
Tax (credited)/charged to profit or loss	(3,240)	9,665	(3,378)	9,836
Tax credited to other comprehensive income	(1,215)	(3,951)	(318)	(1,599)
Other movements	577	1,051	–	–
End of financial year	93,446	92,437	121,146	120,957

Deferred income tax assets are recognised for tax losses and capital allowances carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The Group has unrecognised tax losses of \$Nil (2025: \$Nil) at the balance sheet date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements by those companies in their respective countries of incorporation.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. DEFERRED INCOME TAXES (CONTINUED)

Group

Deferred income tax liabilities

	Accelerated tax depreciation \$'000	Right-of-use assets \$'000	Others \$'000	Total \$'000
As at 31 March 2026				
Beginning of financial year	152,484	179,884	4,177	336,545
Charged/(credited) to profit or loss	8,867	133,134	(808)	141,193
Credited to other comprehensive income	-	-	(897)	(897)
End of financial year	161,351	313,018	2,472	476,841
As at 31 March 2025				
Beginning of financial year	134,902	158,011	7,829	300,742
Charged/(credited) to profit or loss	17,582	21,873	(1,300)	38,155
Credited to other comprehensive income	-	-	(2,352)	(2,352)
End of financial year	152,484	179,884	4,177	336,545

Deferred income tax assets

	Tax losses \$'000	Unabsorbed tax allowances \$'000	Lease liabilities \$'000	Provisions \$'000	Others \$'000	Total \$'000
As at 31 March 2026						
Beginning of financial year	(6,267)	(19,833)	(196,065)	(14,003)	(7,940)	(244,108)
Charged/(credited) to profit or loss	2,082	(402)	(136,921)	(4,305)	-	(139,546)
Credited to other comprehensive income	-	-	-	-	(318)	(318)
Other movements	577	-	-	-	-	577
End of financial year	(3,608)	(20,235)	(332,986)	(18,308)	(8,258)	(383,395)
As at 31 March 2025						
Beginning of financial year	(5,746)	(22,355)	(171,919)	(9,961)	(6,341)	(216,322)
(Credited)/charged to profit or loss	(1,572)	2,522	(24,146)	(4,042)	-	(27,238)
Credited to other comprehensive income	-	-	-	-	(1,599)	(1,599)
Other movements	1,051	-	-	-	-	1,051
End of financial year	(6,267)	(19,833)	(196,065)	(14,003)	(7,940)	(244,108)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. DEFERRED INCOME TAXES (CONTINUED)

Company

Deferred income tax liabilities

	Accelerated tax depreciation	Right-of-use assets	Others	Total
	\$'000	\$'000	\$'000	\$'000
As at 31 March 2026				
Beginning of financial year	153,158	149,521	5,315	307,994
Charged/(credited) to profit or loss	8,228	140,008	(808)	147,428
End of financial year	161,386	289,529	4,507	455,422
As at 31 March 2025				
Beginning of financial year	135,471	158,011	6,628	300,110
Charged/(credited) to profit or loss	17,687	(8,490)	(1,313)	7,884
End of financial year	153,158	149,521	5,315	307,994

Deferred income tax assets

	Tax losses	Unabsorbed tax allowances	Lease liabilities	Provisions	Others	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 31 March 2026						
Beginning of financial year	-	-	(165,501)	(13,596)	(7,940)	(187,037)
Credited to profit or loss	-	-	(142,554)	(4,367)	-	(146,921)
Credited to other						
comprehensive income	-	-	-	-	(318)	(318)
End of financial year	-	-	(308,055)	(17,963)	(8,258)	(334,276)
As at 31 March 2025						
Beginning of financial year	-	-	(171,919)	(9,853)	(6,341)	(188,113)
Charged/(credited) to profit						
or loss	-	-	6,418	(3,743)	-	2,675
Credited to other						
comprehensive income	-	-	-	-	(1,599)	(1,599)
End of financial year	-	-	(165,501)	(13,596)	(7,940)	(187,037)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. TRADE AND OTHER PAYABLES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
Trade payables	351,168	294,575	339,283	284,310
Non-trade payables to subsidiaries	-	-	378,951	346,608
Accrued operating expenses	294,216	286,473	262,918	259,407
Accrued capital expenditure and development costs	282,524	239,158	285,410	240,502
Sundry creditors and other accruals	81,421	73,705	77,630	70,637
Accrued regulatory contribution	123,765	61,056	123,765	61,056
Deposits received	117,668	109,286	101,508	95,615
Liabilities in respect of investment in associated companies	-	26,564	-	-
	1,250,762	1,090,817	1,569,465	1,358,135

Included in non-trade payables to subsidiaries is an amount of \$331,757,000 (2025: \$331,757,000) to be injected as capital for shares issued by subsidiaries. The remaining non-trade payables to subsidiaries represent funds from subsidiaries managed by the Company on their behalf, and are unsecured and repayable on demand. The interest payable to subsidiaries for the funds managed ranged from 0.20% to 1.76% as at 31 March 2026 (2025: 0.20% to 3.06%).

Accrued regulatory contribution relates to the regulatory contribution that the Company is required to make in accordance with the Civil Aviation Authority of Singapore ("CAAS") Act.

Liabilities in respect of investment in associated companies represent the Group's share of associated companies' losses in excess of its interests (Note 15).

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Non-current				
Accrued capital expenditure and development costs	44,237	22,526	44,237	22,526
Other non-current liabilities	131,714	111,154	96,007	68,725
	175,951	133,680	140,244	91,251

Included in other non-current liabilities are accruals mainly relating to employee compensation schemes that are deferred and payable over a period of time.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. LEASE LIABILITIES

The movement in the Group's and Company's lease liabilities was as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	973,497	1,011,947	973,437	1,011,195
Additions	867,652	547	867,638	510
Disposal	-	(326)	-	-
Interest expense	46,644	37,448	46,642	37,423
Repayment of principal	(38,257)	(37,208)	(38,205)	(36,803)
Repayment of interest	(37,425)	(38,911)	(37,423)	(38,888)
End of financial year	1,812,111	973,497	1,812,089	973,437
<i>Classified as:</i>				
Current	75,713	75,730	75,691	75,691
Non-current	1,736,398	897,767	1,736,398	897,746
	1,812,111	973,497	1,812,089	973,437

22. LOANS AND BORROWINGS

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Non-current				
Bank borrowings – secured	855,248	894,446	-	-
Loan from non-controlling interest	247,505	247,505	-	-
Notes payable	750,000	750,000	750,000	750,000
	1,852,753	1,891,951	750,000	750,000

Bank borrowings – secured

The Group has secured bank borrowings of \$850,000,000 (2025: \$889,000,000) which are variable rate borrowings contractually repriced between one to three months. These bank borrowings will mature in January 2029 and are secured on the assignment of insurances and contractual proceeds.

The Group also has secured bank borrowings of \$5,248,000 (2025: \$5,446,000), at an effective interest rate of 6.5% per annum, which mature in 2030 and are secured on the assignment of reserves account of a subsidiary and equity investment at fair value through profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

22. LOANS AND BORROWINGS (CONTINUED)

Loan covenants

On the secured bank borrowings with carrying amount of \$850,000,000 (2025: \$889,000,000), the Group is required to comply with the following financial covenants:

- Security margin – the security margin is calculated as the total outstanding loan balance over market value of the property, and
- Interest coverage – the interest coverage is the ratio of EBITDA to net finance expenses.

The security margin is tested at the end of the financial year, while the interest coverage is tested at the end of each half-yearly period. The Group has complied with these covenants throughout the reporting period.

Loan from non-controlling interest

The loan from non-controlling interest is unsecured, subordinated to external borrowings and is not expected to be repaid within the next twelve months from the end of the financial year.

Notes payable

Notes payable pertains to amounts issued by the Company under its \$2,000,000,000 Multicurrency Medium Term Note Programme. The terms of the notes were as follows:

	Maturity	Coupon per annum	2026 \$'000	2025 \$'000
Medium-term notes	12 May 2031	1.88%	500,000	500,000
Medium-term notes	20 September 2028	1.49%	250,000	250,000
			750,000	750,000

At the balance sheet date, the fair values of the bank borrowings and loan from non-controlling interest approximated their carrying values. The fair value of notes payable is disclosed in Note 28(e).

Reconciliation of loans and borrowings arising from financing activities

	2026 \$'000	2025 \$'000
Beginning of financial year	1,921,212	1,956,611
Net repayment	(84,605)	(80,598)
Non-cash changes:		
– Interest	39,943	45,301
– Foreign exchange movement	(555)	(102)
End of financial year	1,875,995	1,921,212

Included in the reconciliation of loans and borrowings are interest payables amounting to \$23,242,000 (2025: \$29,261,000) classified under trade and other payables.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. DERIVATIVES

	Contract notional amount \$'000	Fair value			
		Group		Company	
		Asset \$'000	Liability \$'000	Asset \$'000	Liability \$'000
As at 31 March 2026					
<i>Derivatives held for hedging:</i>					
Cash flow hedge					
– Interest rate swaps	550,000	–	(11,986)	–	–
– Commodity swaps	420,646	4,176	(52,755)	4,176	(52,755)
<i>Derivatives not held for hedging:</i>					
– Detachable warrants	100,000	–	(11,100)	–	–
– Currency forwards	69,631	–	(7,482)	–	(7,482)
		4,176	(83,323)	4,176	(60,237)
<i>Classified as:</i>					
– Current		4,176	(2,993)	4,176	(2,100)
– Non-current		–	(80,330)	–	(58,137)
As at 31 March 2025					
<i>Derivatives held for hedging:</i>					
Cash flow hedge					
– Interest rate swaps	550,000	–	(6,709)	–	–
– Commodity swaps	479,387	–	(49,471)	–	(49,471)
– Commodity options	14,302	–	(1,305)	–	(1,305)
<i>Derivatives not held for hedging:</i>					
– Detachable warrants	100,000	–	(22,000)	–	–
– Currency forwards	7,645	408	–	408	–
		408	(79,485)	408	(50,776)
<i>Classified as:</i>					
– Current		408	(4,069)	408	(4,069)
– Non-current		–	(75,416)	–	(46,707)

Derivatives held for hedging

The Company has an arrangement with a non-related party whereby the party agrees to supply certain commodity assets and receive or make monthly payments based on floating-to-fixed commodity swaps over the period from 2026 to 2044. The supply of the commodity assets are accounted for as executory contracts, while the commodity swaps are treated as hedging instruments. The hedge rate for commodity swaps is \$200/unit.

Interest rate swaps were entered into to hedge against floating interest rate payments on its borrowings. The weighted average hedge rate for interest rate swaps was 2.6% (2025: 2.6%). The interest rate swaps were entered in tranches and matures in between July 2026 to January 2029.

Derivatives not held for hedging

The detachable warrants, issued by a subsidiary of the Company, are exercisable at the holder's discretion into shares of certain investees held by the issuer at a 25% discount off the fair values of the equity shares, up to a total discount of \$100,000,000, at any time between issuance and maturity. The warrants mature on 4 April 2029. The valuation technique and inputs are disclosed in Note 28(e) of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

24. DEFERRED INCOME

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Advances received	155,018	31,766	141,666	20,479
Deferred revenue	80,276	95,552	79,813	95,376
Deferred grants	4,601,125	3,707,184	4,601,125	3,707,184
	4,836,419	3,834,502	4,822,604	3,823,039
<i>Classified as:</i>				
Current	336,068	135,617	322,253	124,154
Non-current	4,500,351	3,698,885	4,500,351	3,698,885
	4,836,419	3,834,502	4,822,604	3,823,039

As at 1 April 2024, the Group and the Company's deferred revenue amounted to \$96,686,000 and \$95,807,000 respectively.

Deferred grants are mainly amounts obtained to acquire property, plant and equipment. Additions to such deferred grants during the financial year amounted to \$981,233,000 (2025: \$540,197,000). The deferred grants amortised to offset depreciation during the financial year amounted to \$87,292,000 (2025: \$83,844,000).

25. SHARE CAPITAL AND RESERVES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Share capital	3,280,387	3,280,387	3,280,387	3,280,387
Other reserve (b(ii))	27,861	27,861	-	-
Hedging reserve	(52,877)	(54,179)	(47,804)	(51,340)
Currency translation reserve	(2,711)	(2,800)	-	-
Sinking fund reserve (b(ii))	508,669	511,662	508,669	511,662
	3,761,329	3,762,931	3,741,252	3,740,709

(a) Share capital

The Group and Company's share capital comprises 3,280,387,000 (2025: 3,280,387,000) fully paid-up ordinary shares with no par value, amounting to a total of \$3,280,387,000 (2025: \$3,280,387,000).

(b) Composition of reserves

(i) Included in other reserve is an amount which relates to the difference between the consideration paid to CAAS as compared to the carrying amount of net assets transferred from CAAS, as reflected in the financial records of CAAS as at 1 July 2009 and, adjusted by the requirements of SFRS(I). The remaining amount pertains to the share of reserves of associated companies.

(ii) The sinking fund reserve was set up for the Changi East Development.

The above reserves are non-distributable.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

25. SHARE CAPITAL AND RESERVES (CONTINUED)

(c) Movements of reserves

(i) *Hedging reserve*

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	(54,179)	(27,943)	(51,340)	(30,962)
Fair value losses	(14,848)	(27,564)	(6,189)	(21,951)
Reclassified to profit or loss	14,004	(4,300)	9,725	1,573
Less: Non-controlling interests	2,146	5,628	-	-
End of financial year	(52,877)	(54,179)	(47,804)	(51,340)

(ii) *Currency translation reserve*

	Group	
	2026	2025
	\$'000	\$'000
Beginning of financial year	(2,800)	(2,634)
Net currency translation differences of foreign subsidiaries, associated companies and joint ventures	89	(166)
End of financial year	(2,711)	(2,800)

(iii) *Sinking fund reserve*

	Group and Company	
	2026	2025
	\$'000	\$'000
Beginning of financial year	511,662	511,995
Net sinking fund utilisation	(2,993)	(333)
End of financial year	508,669	511,662

26. RETAINED PROFITS

Movements in retained profits for the Group and Company are as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	3,547,292	2,846,992	3,802,962	3,082,045
Net profit	647,760	841,158	674,722	861,775
Dividend paid (Note 33)	(301,621)	(141,191)	(301,621)	(141,191)
Net sinking fund utilisation	2,993	333	2,993	333
End of financial year	3,896,424	3,547,292	4,179,056	3,802,962

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

27. COMMITMENTS

(a) Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements were as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Investment property	1,864	1,661	–	–
Property, plant and equipment	5,254,543	1,842,866	5,254,543	1,842,278

(b) Operating lease commitments – where the Group is a lessor

The Group and Company lease out retail and commercial spaces under non-cancellable operating leases. The future minimum lease receivables from operating leases to be received after the reporting date are as follows:

	Group	Company
	\$'000	\$'000
As at 31 March 2026		
Not later than one year	268,550	191,343
Later than one year but not later than five years	299,130	273,160
Later than five years	669,502	668,693
	1,237,182	1,133,196
As at 31 March 2025		
Not later than one year	276,849	199,137
Later than one year but not later than five years	279,867	297,655
Later than five years	431,275	429,970
	987,991	926,762

(c) Operating lease commitments – where the Group is a lessee

The future non-cancellable lease payments are as follows:

	Group	Company
	\$'000	\$'000
As at 31 March 2026		
Not later than one year	2,404	2,404
Later than one year but not later than five years	10,922	10,922
Later than five years	51,839	51,839
	65,165	65,165
As at 31 March 2025		
Not later than one year	1,445	1,445
Later than one year but not later than five years	10,326	10,326
Later than five years	49,830	49,830
	61,601	61,601

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Group's activities expose it to market risk (including currency risk, price risk and interest rate risk), credit risk, liquidity risk and capital risk. The Group's overall risk management strategy seeks to minimise the potential adverse effects from these exposures on the Group's financial performance. The Group uses financial instruments such as interest rate swaps and commodity swaps to hedge certain financial risk exposures.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group.

(a) Market risk

(i) *Currency risk*

Currency risk arises within entities in the Group when transactions are denominated in foreign currencies such as the United States Dollar ("USD") and Euro ("EUR"). The Group also has investments in foreign entities denominated in Brazilian Reals ("BRL") and Indian Rupees ("INR").

If the USD and EUR had strengthened / weakened by 5% (2025: 5%) against the respective functional currencies of the Group with all other variables including tax rate being held constant, the effects on the net profit after tax or other comprehensive income would not be significant.

(ii) *Price risk*

The Group is exposed to commodity price risk and manages a portion of these future cash flow commodity price risks using floating-to-fixed commodity swaps (Note 23).

(iii) *Interest rate risk*

The Group's interest-bearing investments are in fixed deposits, with generally short-term maturities of around one year, treasury bills and fixed rate bonds that are held to maturity. Fixed deposits are placed with banks that offer the most competitive interest rate. On average, the interest rates of the fixed deposits are generally repriced every six months.

The Group is exposed to interest rate risk arising from its loans and borrowings. The Group manages a significant portion of these cash flow interest rate risks using floating-to-fixed interest rate swaps.

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations, resulting in financial loss to the Group. The major classes of financial assets of the Group and Company are trade and other receivables, other investments and bank deposits. For trade and other receivables, the Group adopts the policy of dealing only with customers of appropriate credit history and obtaining sufficient security deposits where appropriate to mitigate credit risk. The trade and other receivables exposure is continuously monitored and followed up by the Finance Department and relevant business units.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties and an exposure cap (limit) is set and approved for each of the counterparties.

The maximum exposure to credit risk for each class of financial assets is the carrying amount of that class of financial assets presented on the balance sheets.

(i) *Trade receivables*

For trade receivables, the Group applies the simplified approach where lifetime ECLs are recognised from initial recognition of the receivables. In measuring the expected credit losses, trade receivables are grouped based on similar credit risk characteristics and days past due. In calculating the expected credit loss rates, the Group considers the historical loss rates for each category of customers under each business and adjusts to reflect current and forward-looking macroeconomic factors which may affect the ability of the customers to settle the receivables.

The Group generally considers a financial asset to be in default if the counterparty fails to make contractual payments within 90 days when they fall due and without recourse.

Trade receivables are written off when there is no reasonable expectation of recovery. Where receivables have been written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

As at the balance sheet date, the Group had a credit loss allowance of \$2,812,000 (2025: \$3,394,000) and the Company had a credit loss allowance of \$2,000,000 (2025: \$2,000,000) in respect of trade receivables.

(ii) *Financial assets at amortised cost*

The Group assesses on a forward-looking basis the expected credit losses associated with its financial assets at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group's investments in debt instruments are considered to be low risk investments as they are of investment grade credit rating with at least one major rating agency or are internally assessed to have high credit quality. The credit ratings of the investments are monitored for credit deterioration.

Cash and cash equivalents and other investments are subject to immaterial credit loss.

In respect of loans to subsidiaries, during the financial year, the Company recognised a write-back of credit loss allowances of \$23,522,000 (2025: \$62,041,000). As at the balance sheet date, the Company's credit loss allowances amounted to \$23,672,000 (2025: \$47,194,000).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk

The Group and the Company adopt prudent liquidity risk management by maintaining sufficient cash and an adequate amount of credit facilities for their operating requirements.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year \$'000	Between 1 and 5 years \$'000	Over 5 years \$'000
Group			
31 March 2026			
Trade and other payables	1,279,492	240,849	8,279
Loans and borrowings	–	1,352,753	500,000
Lease liabilities	75,713	302,127	3,307,299
31 March 2025			
Trade and other payables	1,132,047	255,046	17,082
Loans and borrowings	–	1,144,446	747,505
Lease liabilities	75,730	302,319	961,788
Company			
31 March 2026			
Trade and other payables	1,582,590	176,172	8,279
Loans and borrowings	–	250,000	500,000
Lease liabilities	75,691	302,127	3,307,299
31 March 2025			
Trade and other payables	1,371,260	131,502	17,082
Loans and borrowings	–	250,000	500,000
Lease liabilities	75,691	302,298	961,788

The table below analyses the derivative financial instruments of the Group for which contractual maturities are essential for an understanding of the timing of the cash flows into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

	Less than 1 year	Between 1 and 5 years	Over 5 years
	\$'000	\$'000	\$'000

Group

31 March 2026

Net-settled derivative financial instruments			
– Interest rate swaps	8,859	7,612	–
– Commodity swaps	(6,929)	20,118	125,487
Net cash outflows	1,930	27,730	125,487

Gross-settled derivative financial instruments

– Currency forward	2,100	5,382	–
Net cash outflows	2,100	5,382	–

31 March 2025

Net-settled derivative financial instruments			
– Interest rate swaps	1,028	2,130	–
– Commodity swaps	1,114	33,909	119,545
– Commodity options	(1,305)	–	–
Net cash outflows	837	36,039	119,545

Gross-settled derivative financial instruments

– Currency forward	408	–	–
Net cash outflows	408	–	–

Company

31 March 2026

Net-settled derivative financial instruments			
– Commodity swaps	(6,929)	20,118	125,487
Net cash (inflows)/outflows	(6,929)	20,118	125,487

Gross-settled derivative financial instruments

– Currency forward	2,100	5,382	–
Net cash outflows	2,100	5,382	–

31 March 2025

Net-settled derivative financial instruments			
– Commodity swaps	1,114	33,909	119,545
– Commodity options	(1,305)	–	–
Net cash (inflows)/outflows	(191)	33,909	119,545

Gross-settled derivative financial instruments

– Currency forward	408	–	–
Net cash outflows	408	–	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Capital risk

The Group's objective when managing capital is to ensure that the Group is adequately capitalised and to maintain an optimal capital structure so as to maximise shareholder value.

The Group is in compliance with all externally imposed capital requirements.

(e) Fair value measurements

The table below presents assets and liabilities measured and carried at fair value, as well as assets and liabilities for which fair value disclosure is required, classified by level of the following fair value measurement hierarchy:

- (i) quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- (ii) inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (Level 2); and
- (iii) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000

Group

31 March 2026

Assets

Other investments	2,395,823	509,776	6,496	2,912,095
Derivative financial instruments	-	4,176	-	4,176
Investment property	-	-	1,336,000	1,336,000
Total assets	2,395,823	513,952	1,342,496	4,252,271

Liabilities

Notes payable	(740,388)	-	-	(740,388)
Derivative financial instruments	-	(19,468)	(63,855)	(83,323)
Total liabilities	(740,388)	(19,468)	(63,855)	(823,711)

31 March 2025

Assets

Other investments	1,673,881	477,884	5,879	2,157,644
Derivative financial instruments	-	408	-	408
Investment property	-	-	1,329,700	1,329,700
Total assets	1,673,881	478,292	1,335,579	3,487,752

Liabilities

Notes payable	(700,065)	-	-	(700,065)
Derivative financial instruments	-	(10,778)	(68,707)	(79,485)
Total liabilities	(700,065)	(10,778)	(68,707)	(779,550)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurements (continued)

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Company				
31 March 2026				
<i>Assets</i>				
Other investments	2,395,823	478,515	-	2,874,338
Derivative financial instruments	-	4,176	-	4,176
Total assets	2,395,823	482,691	-	2,878,514
<i>Liabilities</i>				
Notes payable	(740,388)	-	-	(740,388)
Derivative financial instruments	-	(7,482)	(52,755)	(60,237)
Total liabilities	(740,388)	(7,482)	(52,755)	(800,625)
31 March 2025				
<i>Assets</i>				
Other investments	1,673,880	447,145	-	2,121,025
Derivative financial instruments	-	408	-	408
Total assets	1,673,880	447,553	-	2,121,433
<i>Liabilities</i>				
Notes payable	(700,065)	-	-	(700,065)
Derivative financial instruments	-	(4,069)	(46,707)	(50,776)
Total liabilities	(700,065)	(4,069)	(46,707)	(750,841)

There were no transfers between levels 1, 2 and 3 during the year.

Valuation techniques used to derive Level 2 fair values

The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The fair values of derivative financial instruments and unquoted instruments are calculated as the present value of the estimated future cash flows and are determined by using counterparty quotes at the balance sheet date. The fair values of investment funds are based on valuations provided by the counterparty, determined using the quoted prices of the underlying portfolio investments at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

28. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurements (continued)

Valuation techniques used to derive Level 3 fair values

The following table presents the valuation techniques and key inputs that were used to determine the fair value of investment property, commodity swaps and detachable warrants categorised under Level 3 of the fair value hierarchy:

Description	Valuation technique	Key unobservable inputs	Relationship of unobservable inputs to fair value
Mixed-used development	Direct Capitalisation Method	Capitalisation rate	Higher capitalisation rate results in lower fair value
		Total estimated revenue	Lower total revenue results in lower fair value
	Discounted Cash Flow Method	Discount rate	Higher discount rate results in lower fair value
		Total estimated revenue	Lower total revenue results in lower fair value.
Commodity swaps	Discounted Cash Flow Method	Discount rate	Higher discount rate results in lower fair value
		Market commodity price	Lower market commodity price results in lower fair value
Detachable warrants	Discounted Cash Flow Method	Total estimated revenue	Lower total revenue results in lower fair value
		Discount rate	Higher discount rate results in lower fair value
		Discount for lack of marketability	Higher discount for lack of marketability results in lower fair value
		Probability of exercise	Higher probability of exercise results in higher fair value

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

29. SEGMENT REPORTING

The Group's segment results are organised based on the operational nature of business conducted. Business segments are aggregated when the goods or services provided, type of customers, nature of business operation, and economic environment is similar. Transactions between segments are recorded within the segment as if they are third party transactions and eliminated on consolidation. The Group's reportable segments are described below:

(i) Airport-related businesses

Principal activities relate to ownership, development, operation, management and provision of airport facilities and airport-related services, as well as airport investment and consultancy.

(ii) Jewel operations

Principal activities relate to the ownership, development, operation and management of the Jewel mixed-use development in Singapore.

(iii) Others

Others mainly comprise goods and services sold by the Group. None of these segments individually meet the quantitative thresholds for determining reportable segments.

For the financial year ended 31 March 2026 and 31 March 2025, one customer accounted for 10% or more of the Group's revenue.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

29. SEGMENT REPORTING (CONTINUED)

Information regarding the Group's business segments is as follows:

	Airport-related businesses	Jewel operations	Others	Elimination	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Segment results					
2026					
External revenue	3,107,570	147,415	-	-	3,254,985
Inter-segment revenue	78,278	150	45	(78,473)	-
Total revenue	3,185,848	147,565	45	(78,473)	3,254,985
Operating profit/(loss)	735,245	18,670	(165)	(5,481)	748,269
Finance expenses	(56,540)	(26,462)	-	8,154	(74,848)
Other income and losses – net	117,886	(344)	-	(2,663)	114,879
Share of results of associated companies and joint ventures	32,769	-	-	-	32,769
Income tax	(176,288)	(2,360)	-	-	(178,648)
Profit/(loss) after tax	653,072	(10,496)	(165)	10	642,421
Attributable to:					
Equity holder of the Company	653,270	(5,355)	(165)	10	647,760
Non-controlling interests	(198)	(5,141)	-	-	(5,339)
	653,072	(10,496)	(165)	10	642,421
2025					
External revenue	2,927,430	142,186	944	-	3,070,560
Inter-segment revenue	61,634	185	540	(62,359)	-
Total revenue	2,989,064	142,371	1,484	(62,359)	3,070,560
Operating profit/(loss)	774,029	15,561	(5,213)	(1,270)	783,107
Finance expenses	(52,463)	(31,840)	(21)	5,591	(78,733)
Other income and losses – net	227,155	5,904	(29)	(43)	232,987
Share of results of associated companies and joint ventures	66,767	-	-	-	66,767
Income tax	(170,295)	(3,550)	1,040	(9)	(172,814)
Profit/(loss) after tax	845,193	(13,925)	(4,223)	4,269	831,314
Attributable to:					
Equity holder of the Company	848,218	(7,106)	(4,223)	4,269	841,158
Non-controlling interests	(3,025)	(6,819)	-	-	(9,844)
	845,193	(13,925)	(4,223)	4,269	831,314

Included in Jewel's operating results are rental income and direct operating expenses of investment property amounting to \$112,161,000 (2025: \$106,698,000) and \$67,435,000 (2025: \$65,366,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

29. SEGMENT REPORTING (CONTINUED)

	Airport-related businesses	Jewel operations	Others	Elimination	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

Other information

As at 31 March 2026

Segment assets	18,087,221	1,151,568	2,197	(1,332,363)	17,908,623
Segment liabilities	(9,763,283)	(1,468,856)	(12)	831,035	(10,401,116)
Net assets/(liabilities)	8,323,938	(317,288)	2,185	(501,328)	7,507,507

Associated companies and joint ventures	30,726	-	-	-	30,726
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For the financial year ended 31 March 2026

Capital expenditure	2,218,874	4,033	-	(5,671)	2,217,236
Depreciation and amortisation	652,861	59,407	-	(40,881)	671,387

As at 31 March 2025

Segment assets	15,585,050	1,209,235	4,103	(1,279,403)	15,518,985
Segment liabilities	(7,672,568)	(1,511,647)	(35)	832,727	(8,351,523)
Net assets/(liabilities)	7,912,482	(302,412)	4,068	(446,676)	7,167,462

Associated companies and joint ventures	30,706	-	-	-	30,706
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For the financial year ended 31 March 2025

Capital expenditure	961,081	2,905	1	(2,733)	961,254
Depreciation and amortisation	649,296	57,378	432	(24,050)	683,056

Capital expenditure comprises additions to property, plant and equipment, intangible assets, right-of-use assets, and investment property.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

30. IMMEDIATE AND ULTIMATE HOLDING ENTITY

The Company's immediate and ultimate holding entity is the Minister for Finance, a body corporate under the Singapore Minister for Finance (Incorporation) Act 1959.

31. RELATED PARTY TRANSACTIONS

- (a) In addition to the information disclosed elsewhere in the financial statements, the Group's significant transactions and balances with entities that are related parties to its ultimate holding entity are disclosed as follows:

	Group	
	2026	2025
	\$'000	\$'000
– Service fees from related parties	430,462	385,651
– Service fees paid to related parties	174,659	171,401
– Trade and other receivables from related parties	64,614	73,512
– Trade and other payables to related parties	15,601	15,093

Related party transactions comprise mainly of airport and other related services.

- (b) Key management personnel ("KMP") compensation paid or payable amounted to \$21,197,000 (2025: \$22,293,000). Of this, \$21,052,000 (2025: \$22,137,000) is attributable to short-term employee benefits such as directors' fees, employee salaries, bonus, leave entitlement and other long-term benefits paid or payable within 12 months after the balance sheet date. The remaining expense relates to contributions to the Central Provident Fund.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

32. LISTING OF SIGNIFICANT COMPANIES IN THE GROUP

Name of companies	Principal activities	Country of business/ incorporation	Effective equity holding	
			2026	2025
			%	%
Significant subsidiaries				
Held by the Company:				
Changi Airports International Pte. Ltd. ^(a)	Investment holding and provision of consultancy services in the field of civil aviation	Singapore	100	100
Changi Travel Services Pte. Ltd. ^(a)	Sale of travel and tour-related products and packages	Singapore	100	100
Jewel Changi Airport Holdings Pte. Ltd. ^(a)	Investment holding	Singapore	100	100
Eastern Dorm 1 Pte. Ltd. ^(a)	Dormitory for workers	Singapore	60	60
Held by the Group:				
Jewel Changi Airport Trust ^(a)	Operation and management of mixed-use development	Singapore	51	51
Significant associated companies and joint ventures				
Held by the Company:				
Experia Events Pte Ltd ^(a)	Organising and management of conferences, exhibitions and other related activities	Singapore	20	20
Held by the Group:				
Rio de Janeiro Aeroporto S.A. ^(b)	Investment holding	Brazil	30 ^(d)	100
Concessionária Aeroporto Rio de Janeiro S.A. ^(c)	Airport concessionaire	Brazil	15 ^(d)	51
Sino-Singapore Chongqing Airport Commercial Management Co., Ltd. ^(c)	Provision of retail mall management services	People's Republic of China	49	49

(a) Audited by PricewaterhouseCoopers LLP, Singapore

(b) Audited by PricewaterhouseCoopers firms outside of Singapore in the previous financial year. Audited by another firm in the current financial year.

(c) Audited by other firms

(d) In prior year, the Group recognised RJA as a subsidiary. During the financial year, the Group lost control of RJA and recognised RJA as an equity accounted investee (Note 15).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. DIVIDENDS

	Group and Company	
	2026	2025
	\$'000	\$'000

Final dividend paid in respect of the previous financial year (Note 26)	301,621	141,191
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Subsequent to the end of the respective financial years, the final dividends presented below will be proposed for shareholder approval at the Annual General Meeting. These financial statements do not reflect the proposed dividends.

	Group and Company	
	2026	2025
	\$'000	\$'000

Final dividend proposed in respect of the financial year ended	236,154	301,621
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34. NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new standards, amendments and interpretations to existing standards have been published.

SFRS(I) 18 Presentation and Disclosure in Financial Statements (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 18 will replace SFRS(I) 1-1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though SFRS(I) 18 will not impact the recognition or measurement of items in the financial statements, it is expected to impact its presentation and disclosures, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.

The Group will assess the impact and apply the new standard for periods beginning 1 April 2027. Accordingly, retrospective application of SFRS(I) 18 will be applied to the comparative information.

35. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Changi Airport Group (Singapore) Pte. Ltd. on 4 June 2026.