

**Singapore Airlines Limited
and its subsidiaries
Registration Number: 197200078R**

Annual Report
Year ended 31 March 2026

**SINGAPORE AIRLINES LIMITED
AND ITS SUBSIDIARY COMPANIES**

DIRECTORS' STATEMENT

The Directors are pleased to present this statement together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

In our opinion:

- (a) the financial statements set out on pages 16 to 105 are drawn up so as to give a true and fair view of the consolidated financial position of the Group and financial position of the Company as at 31 March 2026, and the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the changes in equity of the Company for the year ended on that date in accordance with the provisions of the Singapore Companies Act 1967, Singapore Financial Reporting Standards (International) and International Financial Reporting Standards; 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.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

1 Directors of the Company

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

Peter Seah Lim Huat	Chairman (Non-Independent)
Goh Swee Chen	Lead Independent Director
Goh Choon Phong	Chief Executive Officer
Gautam Banerjee	(Non-Independent)
Simon Cheong Sae Peng	(Independent)
David John Gledhill	(Independent)
Dominic Ho Chiu Fai	(Independent)
Lee Kim Shin	(Independent)
Jeanette Wong Kai Yuan	(Independent)
Yeoh Oon Jin	(Independent)

2 Arrangements to Enable Directors to Acquire Shares and Debentures

Except as disclosed under "Directors' Interests in Shares, Share Options and Debentures" and "Equity Compensation Plans of the Company" in this statement, neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares or share options in, or debentures of, the Company or any other body corporate.

3 Directors' Interests in Shares, Share Options and Debentures

The following Directors who held office at the end of the financial year had, according to the register of Directors' shareholdings required to be kept under Section 164 of the Singapore Companies Act 1967, interests in the following shares, share options, awards and debentures of the Company, and of related corporations, etc..

Name of Director	Direct interest		Deemed interest	
	1 April 2025	31 March 2026	1 April 2025	31 March 2026
Interest in Singapore Airlines Limited				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	247,500	281,700	-	-

3 Directors' Interests in Shares, Share Options and Debentures (continued)

Name of Director	Direct interest		Deemed interest	
	1 April 2025	31 March 2026	1 April 2025	31 March 2026
Interest in Singapore Airlines Limited (continued)				
<u>Ordinary shares (continued)</u>				
Goh Swee Chen	45,650	53,550	-	-
Goh Choon Phong	4,920,744	5,446,690	-	-
Gautam Banerjee	67,850	76,450	-	-
Simon Cheong Sae Peng	61,375	69,575	-	-
David John Gledhill	51,700	62,400	-	-
Dominic Ho Chiu Fai	68,000	80,300	-	-
Lee Kim Shin	45,200	52,700	-	-
Jeanette Wong Kai Yuan	19,900	28,100	16,500 ⁺	16,500 ⁺
Yeoh Oon Jin	19,700	29,500	-	-
<u>Conditional award of restricted shares (note 1)</u>				
Goh Choon Phong – Base Awards	74,589	186,915	-	-
– Final Awards (Pending Release)	85,853	75,822	-	-
<u>Conditional award of performance shares (note 2)</u>				
Goh Choon Phong – Base Awards	362,909	489,750	-	-
<u>Conditional award of strategic restricted shares (note 3)</u>				
Goh Choon Phong – Final Awards (Pending Release)	131,075	80,900	-	-
<u>Singapore Airlines \$630 million 3.13% Notes due 2026</u>				
Yeoh Oon Jin	\$250,000	\$250,000	-	-
Interest in CapitaLand Ascendas REIT				
<u>Units</u>				
Gautam Banerjee	20,000	20,000	-	-
Jeanette Wong Kai Yuan	-	-	150,000 ⁺	150,000 ⁺
Interest in CapitaLand Ascott Trust				
<u>Units</u>				
Peter Seah Lim Huat	23,051	23,051	-	-
Goh Swee Chen	2,377	2,377	-	-
Goh Choon Phong	1,995	-	-	-
Interest in CapitaLand China Trust				
<u>Units</u>				
Peter Seah Lim Huat	114,281	114,281	-	-
Simon Cheong Sae Peng	-	-	245,000 [#]	245,000 [#]
Jeanette Wong Kai Yuan	-	-	225,000 ⁺	225,000 ⁺
Interest in CapitaLand India Trust				
<u>Units</u>				
Gautam Banerjee	120,000	120,000	-	-
Interest in CapitaLand Integrated Commercial Trust				
<u>Units</u>				
Peter Seah Lim Huat	272,265	284,476	-	-
Goh Swee Chen	6,451	7,747	-	-
Goh Choon Phong	28,900	29,987	-	-
Gautam Banerjee	120,000	120,000	-	-
Interest in CapitaLand Investment Limited				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	392,928	392,928	-	-
Goh Swee Chen	41,709	41,709	-	-
Goh Choon Phong	35,000	-	-	-

3 Directors' Interests in Shares, Share Options and Debentures (continued)

Name of Director	Direct interest		Deemed interest	
	1 April 2025	31 March 2026	1 April 2025	31 March 2026
Interest in CapitaLand Investment Limited				
<u>Ordinary shares</u>				
Jeanette Wong Kai Yuan	-	-	15,000 ⁺	15,000 ⁺
<u>\$400 million 3.33% Fixed Rate Senior Notes due 2027</u>				
Goh Choon Phong	\$250,000	\$250,000	-	-
Interest in CapitaLand Treasury Limited				
<u>\$500 million 3.08% Notes due 2027</u>				
Yeoh Oon Jin	\$250,000	\$250,000	-	-
Interest in Mapletree Industrial Trust				
<u>Units</u>				
Simon Cheong Sae Peng	-	-	93,941 [#]	93,941 [#]
Interest in Mapletree Global Student Accommodation Private Trust				
<u>Units in Class A (USD)</u>				
Goh Choon Phong	4,823	4,823	-	-
<u>Units in Class B (GBP)</u>				
Goh Choon Phong	4,823	4,823	-	-
Interest in Olam Group Limited				
<u>\$600 million 4.00% Notes due 2026</u>				
Yeoh Oon Jin	\$250,000	-	-	-
Interest in Singapore Technologies Engineering Ltd				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	545,325	545,325	-	-
Goh Choon Phong	6,000	6,000	-	-
Interest in Singapore Telecommunications Limited				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	1,667	1,667	1,550*	1,550*
Goh Swee Chen	-	-	5,000*	5,000*
Goh Choon Phong	1,610	1,610	-	-
Lee Kim Shin	194	194	-	-
Jeanette Wong Kai Yuan	17,821	17,821	-	-
Interest in StarHub Ltd				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	308,992	308,992	300,000*	300,000*
Interest in Telechoice International Limited				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	50,000	50,000	-	-

⁺ Director's deemed interests arise from joint holdings with spouse.

* Directors' deemed interests arise from holdings held by their respective spouses.

[#] Director's deemed interests arise from holdings held by corporations in which the Director has a controlling interest.

Notes:

- The actual number of Final Awards of fully paid ordinary shares will range from 0% to 150% of the Base Awards and is contingent on the Achievements against Targets over the one-year performance periods relating to the relevant awards.

3 Directors' Interests in Shares, Share Options and Debentures (continued)

2. The actual number of Final Awards of fully paid ordinary shares will range from 0% to 200% of the Base Awards and is contingent on the Achievements against Targets over the three-year performance periods relating to the relevant awards.
3. The Awards of fully paid ordinary shares will vest over two years with 50% vesting immediately upon the date of the grant of the award, and the balance at 25% over the next two years. On the final vesting date, an additional equity kicker equivalent to 20% of the Final Award will be settled with the participants.

Except as disclosed in this statement, no other Director who held office at the end of the financial year had interests in shares, share options, awards or debentures of the Company, or of related corporations etc., either at the beginning of the financial year, or at the end of the financial year.

There were no changes in the above-mentioned interests between the end of the financial year and 21 April 2026.

4 Equity Compensation Plans of the Company

The Company has in place (or previously had in place) the SIA Restricted Share Plan 2014 ("RSP 2014"), the SIA Restricted Share Plan 2024 ("RSP 2024"), the SIA Performance Share Plan 2014 ("PSP 2014") and the SIA Performance Share Plan 2024 ("PSP 2024").

At the date of this statement, the Board Compensation & Industrial Relations Committee ("BCIRC") which administers the RSP 2014, RSP 2024, PSP 2014 and PSP 2024 comprises the following Directors:

Jeanette Wong Kai Yuan	Chairperson (Independent)
Peter Seah Lim Huat	(Non-Independent)
Simon Cheong Sae Peng	(Independent)

RSP 2014/RSP 2024 and PSP 2014/PSP 2024

Details of the RSP 2014/RSP 2024 and PSP 2014/PSP 2024 are disclosed in note 5 to the financial statements.

The RSP 2014 and PSP 2014 were approved by the shareholders of the Company on 30 July 2014. The duration of the RSP 2014 and PSP 2014 was 10 years each, commencing from 30 July 2014. The RSP 2014 and PSP 2014 expired on 29 July 2024. The expiry of the RSP 2014 and PSP 2014 was without prejudice to the rights of holders of awards outstanding under the RSP 2014 and PSP 2014 as at the date of such expiry.

At the Annual General Meeting held on 29 July 2024, shareholders approved the adoption of the RSP 2024 and PSP 2024 to replace the RSP 2014 and PSP 2014. The duration of the RSP 2024 and PSP 2024 is 10 years each, commencing from 29 July 2024.

Under the RSP 2014/RSP 2024, a base number of conditional share awards ("Base Award") was/is granted to eligible participants annually. Depending on the achievement of pre-determined targets over a one-year performance period for awards granted from 2016 onwards, the BCIRC will determine an achievement factor which will then be applied to the Base Award to determine the final number of RSP 2014/RSP 2024 shares to be awarded at the end of the respective performance periods ("Final Award"). All RSP awards reported for the financial period under review were granted from 2016 onwards.

4 Equity Compensation Plans of the Company (continued)

Under the PSP 2014/PSP 2024, a base number of conditional share awards ("Base Award") was/is granted to eligible participants annually. Depending on the achievement of pre-determined targets over a three-year performance period, the BCIRC will determine an achievement factor which will then be applied to the Base Award to determine the final number of PSP 2014/PSP 2024 shares to be awarded at the end of the respective performance periods ("Final Award").

The achievement factor could range from 0% to 200% for both the RSP 2014/RSP 2024 and PSP 2014/PSP 2024.

One-third of the RSP 2014/RSP 2024 Final Awards of fully paid ordinary shares will be released to the participants at the end of the one-year performance period. The balance will be released equally over the subsequent two years with fulfilment of service requirements.

For the strategic awards of restricted shares granted under the RSP 2014/RSP 2024, half of the Final Awards of fully paid ordinary shares was released to the participants on the date of grant. The balance will be released equally over the subsequent two years with fulfilment of service requirements. On the final vesting date, an additional equity kicker equivalent to 20% of the Final Award will be settled with the participant.

All the PSP 2014/PSP 2024 Final Awards of fully paid ordinary shares will be released to the participants at the end of the three-year performance period. All RSP 2014/RSP 2024 and PSP 2014 Final Awards released during the financial year under review were satisfied by way of the transfer of treasury shares to the participants.

No awards have been granted to controlling shareholders or their associates, or parent group directors or employees, under the RSP 2014/RSP 2024 and PSP 2014/PSP 2024.

No participant has received 5% or more of the total number of awards granted under the RSP 2014 and PSP 2014, or 5% or more of the total number of shares available under the RSP 2024 and PSP 2024.

Details of the shares awarded under the RSP 2014/RSP 2024 and PSP 2014/PSP 2024 to Directors of the Company are as follows:

1. RSP 2024 Share Awards Granted to Non-Executive Directors

During the financial year, an aggregate of 107,400 shares were delivered by way of the transfer of treasury shares pursuant to awards granted under the RSP 2024 to certain Non-Executive Directors as part of their Directors' Fees for the period 1 April 2024 to 31 March 2025 in lieu of cash. The share awards consisted of the grant of fully paid shares outright with no performance or vesting conditions attached, but with a selling moratorium of one year. Details are set out below.

Names of Non-Executive Directors	Share awards granted and vested during the financial year	Balance as at 31 March 2026	Aggregate share awards granted since commencement of the RSP 2024 to end of financial year under review
Peter Seah Lim Huat	34,200	-	71,400
Goh Swee Chen	7,900	-	16,500
Gautam Banerjee	8,600	-	18,000
Simon Cheong Sae Peng	8,200	-	17,100
David John Gledhill	10,700	-	22,300
Dominic Ho Chiu Fai	12,300	-	24,800
Lee Kim Shin	7,500	-	15,600
Jeanette Wong Kai Yuan	8,200	-	17,100
Yeoh Oon Jin	9,800	-	19,900

4 Equity Compensation Plans of the Company (continued)

2. RSP 2014 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of the RSP 2014 to end of financial year under review
Goh Choon Phong	74,589	-	74,589	-	779,237

3. RSP 2024 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of the RSP 2024 to end of financial year under review
Goh Choon Phong	-	186,915	-	186,915	186,915

4. RSP 2014 Final Awards (Pending Release) ^{R1}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year [#]	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of the RSP 2014 to end of financial year under review
Goh Choon Phong	85,853	74,590	84,621	75,822	713,696

5. PSP 2014 Base Awards ^{R2}

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of the PSP 2014 to end of financial year under review	Aggregate ordinary shares released to participant since commencement of the PSP 2014 to end of financial year under review
Goh Choon Phong	362,909	-	140,241	222,668	1,151,077	855,260

6. PSP 2024 Base Awards ^{R2}

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of the PSP 2024 to end of financial year under review	Aggregate ordinary shares released to participant since commencement of the PSP 2024 to end of financial year under review
Goh Choon Phong	-	267,082	-	267,082	267,082	-

4 Equity Compensation Plans of the Company (continued)

7. Strategic RSP 2014/RSP 2024 ("SSA 2014/2024")

Details of the strategic RSP 2014/2024 awards of restricted shares are disclosed in note 5 to the financial statements. The grant of strategic RSP 2014/2024 awards were made under the authority of the BCIRC.

Details of the shares awarded under the strategic RSP 2014/2024 to a Director of the Company are as follows:

(a) SSA 2024 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of the SSA 2024 to end of financial year under review
Goh Choon Phong	-	106,300	106,300	-	106,300

(b) SSA 2014 Final Awards (Pending Release) ^{R3}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year [#]	Adjustment [*]	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of the SSA 2014 to end of financial year under review
Goh Choon Phong	131,075	-	60,460	163,785	27,750	1,055,010

(c) SSA 2024 Final Awards (Pending Release) ^{R3}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year [#]	Adjustment [*]	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of the SSA 2024 to end of financial year under review
Goh Choon Phong	-	106,300	-	53,150	53,150	53,150

^{R1} The actual number of RSP 2014 Final Awards of fully paid ordinary shares will range from 0% to 150% of the Base Awards and is contingent on the Achievements against Targets over the one-year performance periods relating to the relevant awards.

^{R2} The actual number of PSP 2014/2024 Final Awards of fully paid ordinary shares will range from 0% to 200% of the Base Awards and is contingent on the Achievements against Targets over the three-year performance periods relating to the relevant awards.

^{R3} The actual number of SSA 2014/2024 Final Awards of fully paid ordinary shares is contingent on the BCIRC's assessment of Covid-19 response.

[#] Final Awards granted during the financial year is determined by applying the achievement factor to the Base Awards that have vested during the financial year.

^{*} Adjustment at the end of the performance period relating to an additional equity kicker during the financial year.

5 Equity Compensation Plans of Subsidiary

The particulars of the equity compensation plans of a subsidiary of the Company are as follows:

SIA Engineering Company Limited ("SIAEC")

At the Extraordinary General Meeting of SIAEC held on 21 July 2014, shareholders of SIAEC approved the adoption of the SIAEC Restricted Share Plan 2014 ("SIAEC RSP 2014") and the SIAEC Performance Share Plan 2014 ("SIAEC PSP 2014").

At the Annual General Meeting of SIAEC held on 19 July 2024, shareholders of SIAEC approved the adoption of the SIAEC Restricted Share Plan 2024 ("SIAEC RSP 2024") and the SIAEC Performance Share Plan 2024 ("SIAEC PSP 2024") to replace the SIAEC RSP 2014 and SIAEC PSP 2014, which were terminated following the adoption of the new plans. The termination of the SIAEC RSP 2014 and SIAEC PSP 2014 was without prejudice to the rights of holders of awards outstanding under the respective plans as at the date of such termination.

Details and terms of the SIAEC RSP 2014/SIAEC RSP 2024 and SIAEC PSP 2014/SIAEC PSP 2024 have been disclosed in the Directors' Statement of SIAEC.

6 Audit Committee

At the date of this statement, the Audit Committee comprises the following four independent Directors and one non-independent Director:

Yeoh Oon Jin	Independent (Chairman)
Gautam Banerjee	Non-Independent
Goh Swee Chen	Independent
Dominic Ho Chiu Fai	Independent
Jeanette Wong Kai Yuan	Independent

The Audit Committee performed its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967, the SGX-ST Listing Manual and the Code of Corporate Governance, which include *inter alia* the review of the following:

- (i) financial statements and announcements relating to financial performance of the Group and the Company, and significant financial reporting issues and judgements contained in them, prior to their submissions to the Board of Directors for adoption;
- (ii) the adequacy and effectiveness of the Group's internal controls (including financial, operational, compliance, and information technology controls) and risk management systems, and the Board's comments thereon, prior to determining whether it concurs with such comments; and consideration and recommendation of the necessary steps to take if material weaknesses are identified in the Group's internal controls;
- (iii) the assurance from the Chief Executive Officer and Chief Financial Officer on the financial records and financial statements;
- (iv) audit scopes, plans and reports (including Key Audit Matters) of the external and internal auditors;
- (v) adequacy and effectiveness of the internal audit function, and the effectiveness, independence and objectivity of the external auditors;
- (vi) interested person transactions (as defined in Chapter 9 of the SGX-ST Listing Manual);
- (vii) whistle-blowing programme instituted by the Company; and
- (viii) any material loss of funds, significant computer security incidents and legal cases.

6 Audit Committee (continued)

The Audit Committee has held four meetings since the last Directors' Statement. In performing its functions, the Audit Committee met with the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system. The Audit Committee also reviewed management's internal control adequacy representations that is based on the Control Self-Assessment System. In the review of the audited financial statements of the Group and the Company, the Audit Committee had discussed with management and the external auditors the accounting principles that were applied and their judgement on the items that might affect the financial statements. Based on the review and discussions with management and the external auditors, the Audit Committee is of the view that the financial statements are fairly presented in conformity with generally accepted accounting principles in all material aspects.

The Audit Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any Director or executive officer to attend its meetings. The Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees. The external and internal auditors have unrestricted access to the Audit Committee.

The Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the Board of Directors that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

In appointing the auditor of the Company and the subsidiaries, the Group has complied with Rules 712 and 715 of the SGX-ST Listing Manual.

7 Auditors

KPMG LLP has expressed its willingness to accept re-appointment as independent external auditor.

On behalf of the Board,



PETER SEAH LIM HUAT
Chairman



GOH CHOON PHONG
Chief Executive Officer

Dated this 14th day of May 2026



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Independent auditors' report

Members of the Company
Singapore Airlines Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Singapore Airlines Limited ('the Company') and its subsidiaries ('the Group'), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 March 2026, the consolidated profit and loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group, and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages FS1 to FS105.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 ('the Act'), Singapore Financial Reporting Standards (International) ('SFRS(I)s') and IFRS Accounting Standards as issued by the International Accounting Standards Board ('IFRS Accounting Standards') 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, and the changes in equity of the Company for the year ended on that date.

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 'Auditors' responsibilities for the audit of the financial statements' section of our report. 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. 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.

Accuracy of passenger revenue

Refer to note 2(o) 'Revenue' for the relevant accounting policy.

The key audit matter

Passenger revenue accounts for the largest share of the Group's business operation and comprises high volume of individually low value transactions. Passenger revenue and sales are dependent on multiple IT systems and controls that process large volumes of transaction data and includes the exchange of information with industry systems and partner airlines.

As a result of the financial significance to the Group and reliance on multiple IT systems and controls, this is a key focus area in our audit.

How the matter was addressed in our audit

We evaluated the design and tested the operating effectiveness of relevant general IT system controls, including pre and post implementation of system changes, that support the reliable operation of the IT system application controls identified above, including user access controls and controls over programming and configuration.

We evaluated the design and tested the operating effectiveness of related IT system application controls relating to the completeness and accuracy of transfers of data between systems and validation checks to identify data errors.

We evaluated the design and tested the operating effectiveness of relevant manual controls to assess the accuracy of the revenue recognised, including the appropriateness of the treatment applied to exceptions and reconciliations of the SIA Group's records with the outputs from shared industry systems and partner airlines.

We tested a sample of passenger revenue transactions to underlying records including evidence of payment and flight records to assess the accuracy of the revenue recognised.

For relevant periods of the year following the implementation of system changes, we performed data analysis on revenue transactions to determine whether they are recorded based on our understanding of the revenue process.

We tested revenue journal entries which met specified risk-based criteria to the underlying documentation.

Findings

We found the accuracy of passenger revenue to be appropriate.



Impairment of investment in Air India

Refer to note 2(k) 'Impairment of non-financial assets' for the relevant accounting policy.

The key audit matter

SIA holds a 25.1% stake in the Air India Limited ("AI"). As at 31 March 2026, the SIA Group's carrying amount in AI amounted to \$1,134.6 million. During the year, the SIA Group's share of losses from AI amounted to \$945.2 million.

As at the reporting date, management has assessed that there were indicators of impairment for the SIA Group's investment in AI, triggered by challenging operating conditions and heightened geopolitical uncertainty.

The impairment assessment involved significant judgement, including the determination of an appropriate valuation approach and the evaluation of key assumptions.

As the assessment is sensitive to changes in key assumptions, this is a key focus area in our audit.

How the matter was addressed in our audit

We evaluated management's process for identifying indicators of impairment. We evaluated the appropriateness of valuation methodology applied by management in determining the recoverable amount of the investment.

We involved our valuation specialists to independently test key assumptions, including discount rate and valuation multiples, used to develop an independent expectation of the recoverable amount of the investment for comparison to management's estimate.

We assessed the reasonableness of key assumptions used in the impairment assessment, including:

- Forecasted revenue assumptions, which include the future deployment of committed non-cancellable aircraft orders over multiple years; and
- Peer company valuation multiples and appropriate discount rates.

We evaluated the sensitivity analysis performed by management to assess the impact of changes in key assumptions on the recoverable amount of the investment.

We evaluated the completeness, accuracy and relevance of the disclosures in the consolidated financial statements.

Findings

Based on the procedures performed, the valuation methodology applied by management was considered appropriate. The key assumptions used in the impairment assessment were reasonable, based on observable market data and available supporting evidence. The disclosures in the financial statements are appropriate. The recoverable amount exceeded the carrying amount of investment in AI.



Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained the Directors' Statement, Interested Person Transactions and Group Corporate Structure ('the Reports') prior to the date of this auditors' report. The remaining other information contained in the annual report is 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 auditors' 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 Reports, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Audit Committee 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, SFRS(I)s and IFRS Accounting Standards, 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.

Auditors' 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 auditors' 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.



Auditors' 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 controls.
- Obtain an understanding of internal controls 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 controls.
- 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 auditors' 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 auditors' 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 group 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 Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



Auditors' responsibilities for the audit of the financial statements (continued)

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude 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.

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 auditors' report is Malcolm Ramsay.

A handwritten signature in black ink that reads 'KPMG LLP'.

KPMG LLP

*Public Accountants and
Chartered Accountants*

Singapore

Dated this 14th day of May 2026

CONSOLIDATED PROFIT AND LOSS ACCOUNT
For The Financial Year Ended 31 March 2026 (in \$ million)

	Notes	The Group	
		FY2025/26	FY2024/25
REVENUE	4	20,522.0	19,539.8
EXPENDITURE			
Staff costs	5	3,927.5	3,764.5
Fuel costs		5,024.9	5,385.5
Depreciation	20, 21	2,465.6	2,308.2
Amortisation of intangible assets	22	75.8	72.8
Aircraft maintenance and overhaul costs		827.1	643.5
Commission and incentives		504.2	505.1
Landing, parking and overflying charges		990.3	909.1
Handling charges		1,519.4	1,390.4
Emission charges		64.5	45.3
Rentals on leased aircraft and engines		4.8	2.0
Inflight meals		778.8	741.5
Advertising and sales costs		333.0	325.4
Company accommodation and utilities		51.9	50.7
Other passenger costs		245.6	240.6
Crew expenses		173.5	164.3
Other operating expenses		1,160.6	1,281.8
		<u>18,147.5</u>	<u>17,830.7</u>
OPERATING PROFIT	6	2,374.5	1,709.1
Finance charges	7	(334.5)	(395.5)
Interest income	8	289.4	492.0
Loss on disposal of aircraft, spares and spare engines		(3.7)	(13.6)
Dividends from long-term investments		0.1	2.1
Gain on disposal of an associated company		-	1,097.9
Other non-operating items	9	84.1	15.6
Share of profits of joint venture companies		36.1	40.1
Share of (losses)/profits of associated companies		(828.5)	17.1
PROFIT BEFORE TAXATION		1,617.5	2,964.8
TAXATION	10	(394.5)	(152.6)
PROFIT FOR THE FINANCIAL YEAR		<u>1,223.0</u>	<u>2,812.2</u>
PROFIT ATTRIBUTABLE TO:			
OWNERS OF THE COMPANY		1,184.0	2,778.0
NON-CONTROLLING INTERESTS		39.0	34.2
		<u>1,223.0</u>	<u>2,812.2</u>
EARNINGS PER SHARE (CENTS)	11	38.4	89.3
DILUTED EARNINGS PER SHARE (CENTS)	11	38.2	85.3

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
For The Financial Year Ended 31 March 2026 (in \$ million)

	The Group	
	FY2025/26	FY2024/25
PROFIT FOR THE FINANCIAL YEAR	<u>1,223.0</u>	<u>2,812.2</u>
OTHER COMPREHENSIVE INCOME:		
<u>Items that are or may be reclassified subsequently to profit or loss:</u>		
Currency translation differences	(28.5)	(4.9)
Net fair value changes on cash flow hedges	715.6	(294.5)
Share of other comprehensive income of associated and joint venture companies	52.1	(1.7)
Realisation of reserves upon liquidation of a subsidiary company	1.9	-
<u>Items that will not be reclassified subsequently to profit or loss:</u>		
Actuarial gain on revaluation of defined benefit plans	0.2	12.0
Share of gain on property revaluation of an associated company	6.2	11.4
OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR, NET OF TAX	<u>747.5</u>	<u>(277.7)</u>
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR	<u>1,970.5</u>	<u>2,534.5</u>
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:		
OWNERS OF THE COMPANY	1,937.9	2,501.5
NON-CONTROLLING INTERESTS	<u>32.6</u>	<u>33.0</u>
	<u>1,970.5</u>	<u>2,534.5</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION
As At 31 March 2026 (in \$ million)

	Notes	The Group 31 March		The Company 31 March	
		2026	2025	2026	2025
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY					
Share capital	13	8,096.9	7,180.9	8,096.9	7,180.9
Treasury shares	14	(37.1)	(26.5)	(37.1)	(26.5)
Other reserves	15	9,201.9	8,501.8	9,802.9	9,341.7
		17,261.7	15,656.2	17,862.7	16,496.1
NON-CONTROLLING INTERESTS					
		424.3	413.8	-	-
TOTAL EQUITY		17,686.0	16,070.0	17,862.7	16,496.1
DEFERRED ACCOUNT					
		113.3	74.3	112.8	74.3
DEFERRED TAXATION	16	2,452.0	1,884.5	2,424.2	1,912.0
LONG-TERM LEASE LIABILITIES		2,530.9	2,866.7	1,540.7	1,827.8
BORROWINGS	17	5,710.2	7,297.3	5,648.5	7,187.1
OTHER LONG-TERM LIABILITIES	18	188.0	137.6	187.8	137.6
PROVISIONS	19	786.2	743.2	337.6	354.2
DEFINED BENEFIT PLANS		56.0	58.1	49.6	58.1
		29,522.6	29,131.7	28,163.9	28,047.2
Represented by:					
PROPERTY, PLANT AND EQUIPMENT	20	24,095.6	23,480.9	20,352.2	20,333.2
RIGHT-OF-USE ASSETS	21	2,805.9	3,087.4	1,683.5	1,936.1
INTANGIBLE ASSETS	22	385.4	338.6	308.6	275.4
SUBSIDIARY COMPANIES	23	-	-	5,481.0	5,702.0
ASSOCIATED COMPANIES	24	2,018.8	2,865.2	1,177.0	2,137.9
JOINT VENTURE COMPANIES	25	358.5	334.4	32.3	32.3
LONG-TERM INVESTMENTS	26	39.6	39.5	39.6	36.2
OTHER LONG-TERM ASSETS	27	267.9	1,544.8	227.7	1,486.6
CURRENT ASSETS					
Derivative assets	41	830.6	106.1	830.6	105.9
Inventories	28	356.1	344.9	275.5	271.8
Trade debtors	29	1,648.7	1,229.9	1,379.3	1,020.5
Amounts owing by subsidiary companies	29	-	-	0.7	100.7
Deposits and other debtors	30	242.1	272.6	181.4	164.2
Prepayments		102.1	109.9	75.4	78.9
Other short-term assets	31	1,729.6	536.5	1,729.6	536.5
Investments	32	578.3	519.7	516.1	463.4
Restricted cash balances		22.3	19.2	-	-
Cash and bank balances	33	7,931.2	8,257.1	7,641.3	7,960.1
Assets held for sale		-	0.1	-	0.1
		13,441.0	11,396.0	12,629.9	10,702.1
Less: CURRENT LIABILITIES					
Borrowings	17	1,956.5	2,213.4	1,892.9	2,150.7
Lease liabilities		447.1	536.9	283.2	382.9
Current tax payable		43.5	72.5	21.6	43.5
Trade and other creditors	34	4,584.6	4,628.4	3,256.2	3,417.9
Amounts owing to subsidiary companies	34	-	-	1,965.0	2,703.0
Sales in advance of carriage	35	4,903.1	4,533.2	4,514.0	4,205.5
Deferred revenue	35	1,415.3	1,260.6	1,413.9	1,257.8
Deferred account		16.3	13.2	10.4	10.9
Derivative liabilities	41	60.6	91.0	59.8	91.0
Provisions	19	463.1	605.9	350.9	331.4
		13,890.1	13,955.1	13,767.9	14,594.6
NET CURRENT LIABILITIES		(449.1)	(2,559.1)	(1,138.0)	(3,892.5)
		29,522.6	29,131.7	28,163.9	28,047.2

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
For The Financial Year Ended 31 March 2026 (in \$ million)
The Group

Notes	Attributable to owners of the Company								Non-controlling interests	Total equity
	Share capital	Treasury shares	Capital reserve	Foreign currency translation reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total		
Balance at 1 April 2025	7,180.9	(26.5)	(130.9)	(25.2)	31.6	153.2	8,473.1	15,656.2	413.8	16,070.0
<u>Comprehensive income</u>										
Currency translation differences	15(b)	-	-	(21.5)	-	-	-	(21.5)	(7.0)	(28.5)
Net fair value changes on cash flow hedges	15(d)	-	-	-	-	715.6	-	715.6	-	715.6
Actuarial gain on revaluation of defined benefit plans		-	-	-	-	-	0.2	0.2	-	0.2
Realisation of reserves upon liquidation of a subsidiary company		-	-	1.5	-	-	-	1.5	0.4	1.9
Share of other comprehensive income of associated and joint venture companies		-	-	8.4	49.7	-	-	58.1	0.2	58.3
Other comprehensive income for the financial year, net of tax		-	-	8.4	29.7	-	715.6	753.9	(6.4)	747.5
Profit for the financial year		-	-	-	-	-	1,184.0	1,184.0	39.0	1,223.0
Total comprehensive income for the financial year		-	-	8.4	29.7	-	715.6	1,937.9	32.6	1,970.5
<u>Transactions with owners, recorded directly in equity</u>										
<u>Contributions by and distributions to owners</u>										
Purchase of treasury shares	14	-	(32.7)	-	-	-	-	(32.7)	-	(32.7)
Conversion of convertible bonds	13	916.0	-	(74.3)	-	-	-	841.7	-	841.7
Changes in ownership interest without loss of control		-	-	0.3	-	(5.1)	(1.6)	(6.4)	3.3	(3.1)
Share of other changes in equity of an associated company		-	-	(3.2)	-	-	1.5	(1.7)	-	(1.7)
Share-based compensation expense	5	-	-	-	-	28.1	-	28.1	-	28.1
Treasury shares reissued pursuant to equity compensation plans	14	-	22.1	(0.1)	-	(21.2)	-	0.8	-	0.8
Dividends	12	-	-	-	-	-	(1,162.2)	(1,162.2)	(25.4)	(1,187.6)
Total transactions with owners		916.0	(10.6)	(77.3)	-	1.8	(1,162.3)	(332.4)	(22.1)	(354.5)
Balance at 31 March 2026		8,096.9	(37.1)	(199.8)	4.5	33.4	8,495.0	17,261.7	424.3	17,686.0

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
For The Financial Year Ended 31 March 2026 (in \$ million)

The Group	Notes	Attributable to owners of the Company								Non-controlling interests	Total equity	
		Share capital	Mandatory convertible bonds	Treasury shares	Capital reserve	Foreign currency translation reserve	Share-based compensation reserve	Fair value reserve	General reserve			Total
Balance at 1 April 2024		7,180.4	1,547.5	(37.5)	(116.7)	(22.4)	32.2	448.7	7,305.7	16,337.9	406.7	16,744.6
<u>Comprehensive income</u>												
Currency translation differences	15(b)	-	-	-	-	(3.7)	-	-	-	(3.7)	(1.2)	(4.9)
Net fair value changes on cash flow hedges	15(d)	-	-	-	-	-	-	(294.7)	-	(294.7)	0.2	(294.5)
Actuarial gain on revaluation of defined benefit plans		-	-	-	-	-	-	-	12.0	12.0	-	12.0
Share of other comprehensive income of associated and joint venture companies		-	-	-	11.4	(0.7)	-	(0.8)	-	9.9	(0.2)	9.7
Other comprehensive income for the financial year, net of tax		-	-	-	11.4	(4.4)	-	(295.5)	12.0	(276.5)	(1.2)	(277.7)
Profit for the financial year		-	-	-	-	-	-	-	2,778.0	2,778.0	34.2	2,812.2
Total comprehensive income for the financial year		-	-	-	11.4	(4.4)	-	(295.5)	2,790.0	2,501.5	33.0	2,534.5
<u>Transactions with owners, recorded directly in equity</u>												
<u>Contributions by and distributions to owners</u>												
Redemption of mandatory convertible bonds		-	(1,547.5)	-	-	-	-	-	(197.1)	(1,744.6)	-	(1,744.6)
Purchase of treasury shares	14	-	-	(30.3)	-	-	-	-	-	(30.3)	-	(30.3)
Changes in ownership interest without loss of control		-	-	-	(0.1)	-	(4.4)	-	(2.2)	(6.7)	(7.7)	(14.4)
Share of other changes in equity of an associated company		-	-	-	(5.5)	-	-	-	5.5	-	-	-
Realisation of reserves from disposal of interest in an associated company		-	-	-	(0.2)	1.6	-	-	-	1.4	-	1.4
Share-based compensation expense	5	-	-	-	-	-	25.2	-	-	25.2	-	25.2
Ordinary shares issued pursuant to equity compensation plans	13	0.5	-	-	-	-	(0.5)	-	-	-	-	-
Treasury shares reissued pursuant to equity compensation plans	14	-	-	41.3	(19.5)	-	(20.9)	-	-	0.9	-	0.9
Dividends	12	-	-	-	-	-	-	-	(1,428.8)	(1,428.8)	(21.4)	(1,450.2)
Total contributions by and distributions to owners		0.5	(1,547.5)	11.0	(25.3)	1.6	(0.6)	-	(1,622.6)	(3,182.9)	(29.1)	(3,212.0)
<u>Changes in ownership interests in subsidiary companies</u>												
Acquisition of non-controlling interests without change in control		-	-	-	(0.3)	-	-	-	-	(0.3)	(0.1)	(0.4)
Incorporation of a subsidiary company with non-controlling interests		-	-	-	-	-	-	-	-	-	3.3	3.3
Total changes in ownership interests in subsidiary companies		-	-	-	(0.3)	-	-	-	-	(0.3)	3.2	2.9
Total transactions with owners		0.5	(1,547.5)	11.0	(25.6)	1.6	(0.6)	-	(1,622.6)	(3,183.2)	(25.9)	(3,209.1)
Balance at 31 March 2025		7,180.9	-	(26.5)	(130.9)	(25.2)	31.6	153.2	8,473.1	15,656.2	413.8	16,070.0

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
For The Financial Year Ended 31 March 2026 (in \$ million)

The Company

	Notes	Share capital	Treasury shares	Capital reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total
Balance at 1 April 2025		7,180.9	(26.5)	(929.2)	26.2	154.4	10,090.3	16,496.1
<u>Comprehensive income</u>								
Net fair value changes on cash flow hedges	15(d)	-	-	-	-	588.9	-	588.9
Actuarial gain on revaluation of defined benefit plans		-	-	-	-	-	1.6	1.6
Other comprehensive income for the financial year, net of tax		-	-	-	-	588.9	1.6	590.5
Profit for the financial year		-	-	-	-	-	1,106.4	1,106.4
Total comprehensive income for the financial year		-	-	-	-	588.9	1,108.0	1,696.9
<u>Transactions with owners, recorded directly in equity</u>								
<u>Contributions by and distributions to owners</u>								
Purchase of treasury shares	14	-	(32.7)	-	-	-	-	(32.7)
Conversion of convertible bonds	13	916.0	-	(74.3)	-	-	-	841.7
Share-based compensation expense		-	-	-	22.1	-	-	22.1
Treasury shares reissued pursuant to equity compensation plans	14	-	22.1	(0.1)	(21.2)	-	-	0.8
Dividends	12	-	-	-	-	-	(1,162.2)	(1,162.2)
Total transactions with owners		916.0	(10.6)	(74.4)	0.9	-	(1,162.2)	(330.3)
Balance at 31 March 2026		8,096.9	(37.1)	(1,003.6)	27.1	743.3	10,036.1	17,862.7

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
For The Financial Year Ended 31 March 2026 (in \$ million)

	Notes	The Group	
		FY2025/26	FY2024/25
CASH FLOW FROM OPERATING ACTIVITIES			
Profit before taxation		1,617.5	2,964.8
Adjustments for:			
Depreciation	20, 21	2,465.6	2,308.2
Amortisation of intangible assets	22	75.8	72.8
Impairment/(Write-back of impairment) of trade debtors	6	4.8	(4.7)
Writedown of inventories	6	5.4	11.2
Income from short-term investments	6	(1.6)	(1.6)
Provisions		219.0	165.9
Share-based compensation expense	5	28.1	25.2
Exchange differences		40.3	56.8
(Gain)/Loss on lease remeasurement	6	(0.6)	29.4
Net gain on financial assets mandatorily measured at fair value through profit or loss ("FVTPL")	6	(0.8)	(1.7)
Fair value loss from foreign currency derivatives	6	0.5	0.3
Finance charges	7	334.5	395.5
Interest income	8	(289.4)	(492.0)
Loss on disposal of aircraft, spares and spare engines		3.7	13.6
Dividends from long-term investments		(0.1)	(2.1)
Gain on disposal of an associated company		-	(1,097.9)
Other non-operating items	9	(84.1)	(15.6)
Share of profits of joint venture companies		(36.1)	(40.1)
Share of losses/(profits) of associated companies		828.5	(17.1)
Operating cash flow before working capital changes		5,211.0	4,370.9
(Decrease)/Increase in trade and other creditors		(255.0)	70.2
Increase/(Decrease) in sales in advance of carriage		369.9	(180.0)
(Increase)/Decrease in trade debtors		(392.0)	168.8
Decrease in deposits and other debtors		37.1	107.0
Decrease in prepayments		7.8	44.0
Increase in restricted cash balances		(3.1)	(6.4)
Increase in inventories		(16.6)	(88.1)
Increase in deferred revenue		154.7	232.6
Cash generated from operations		5,113.8	4,719.0
Income taxes paid		(10.8)	(11.3)
NET CASH PROVIDED BY OPERATING ACTIVITIES		5,103.0	4,707.7

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
For The Financial Year Ended 31 March 2026 (in \$ million)

	Notes	The Group	
		FY2025/26	FY2024/25
CASH FLOW FROM INVESTING ACTIVITIES			
Capital expenditure	36	(2,628.5)	(1,768.0)
Purchase of intangible assets		(120.4)	(105.7)
Proceeds from disposal of aircraft and other property, plant and equipment		3.4	0.5
Proceeds from disposal of assets held for sale		0.6	0.4
Purchase of long-term investments		(2.5)	-
Proceeds from disposal of long-term investments		23.7	23.0
Purchase of short-term investments		(208.1)	(69.6)
Proceeds from disposal of short-term investments		148.1	66.9
Dividends received from associated and joint venture companies		57.9	47.9
Dividends received from investments		0.1	2.1
Interest received from investments and deposits		281.8	480.8
Placement of fixed deposits with original maturity of more than 12 months		(384.0)	(1,739.0)
Proceeds from maturity of fixed deposits with original maturity of more than 12 months		404.1	765.8
Investments in associated companies		-	(1,006.8)
NET CASH USED IN INVESTING ACTIVITIES		(2,423.8)	(3,301.7)
CASH FLOW FROM FINANCING ACTIVITIES			
Dividends paid	12	(1,162.2)	(1,428.8)
Dividends paid by subsidiary companies to non-controlling interests	12	(25.4)	(21.4)
Interest paid		(230.1)	(264.5)
Proceeds from borrowings		134.9	901.7
Payment of transaction costs related to borrowings		-	(4.8)
Repayment of borrowings		(773.7)	(736.4)
Repayment of lease liabilities		(589.1)	(697.4)
Repayment of bonds		(700.0)	(300.0)
Purchase of treasury shares		(32.7)	(30.3)
Proceeds from issuance of bonds		500.0	-
Payment of transaction costs from issuance of bonds		(1.0)	-
Redemption of mandatory convertible bonds		-	(1,744.6)
NET CASH USED IN FINANCING ACTIVITIES		(2,879.3)	(4,326.5)
NET CASH OUTFLOW		(200.1)	(2,920.5)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		8,257.1	11,256.0
Effect of exchange rate changes		(125.8)	(78.4)
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR		7,931.2	8,257.1
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Fixed deposits	33	6,648.5	6,877.4
Cash and bank balances	33	1,282.7	1,379.7
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR		7,931.2	8,257.1

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

1 General

Singapore Airlines Limited ("the Company") is a limited liability company incorporated and domiciled in the Republic of Singapore. The Company is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST") and is a subsidiary company of Temasek Holdings (Private) Limited ("Temasek"), incorporated in the Republic of Singapore.

The registered office of the Company is at Airline House, 25 Airline Road, Singapore 819829.

The financial statements of the Group as at and for the year ended 31 March 2026 comprise the Company and its subsidiary companies (together referred to as "the Group" and individually as "Group entities") and the Group's interest in equity-accounted investees.

The principal activities of the Group consist of passenger and cargo air transportation, engineering services, training of pilots, air charters, tour activities, payments and lifestyle reward app, sale of merchandise and related activities. The principal activity of the Company consists of passenger and cargo air transportation.

The financial statements for the financial year ended 31 March 2026 were authorised for issue in accordance with a resolution of the Board of Directors on 14 May 2026.

2 Material Accounting Policies

The accounting policies applied by the Group and the Company are consistent with all periods presented in these financial statements, except as explained in note 2(b), which addresses changes in accounting policies.

(a) Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)") and International Financial Reporting Standards ("IFRS").

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars ("SGD"), which is the Company's functional currency and all values in the tables are rounded to the nearest million, unless otherwise stated.

(b) Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except for the adoption of all the new and revised standards and interpretations of IFRS ("INT IFRS") that are effective for annual financial periods beginning on or after 1 April 2025. The adoption of these standards and interpretations did not have any material effect on the financial performance or position of the Group and the Company.

2 Material Accounting Policies (continued)

(c) Standards issued but not yet effective

Certain new standards and amendments to standards that are effective from the Group's financial year ending 31 March 2027 onwards, but are not expected to have a significant impact on the Group's consolidated financial statements and the Company's statement of financial position are as follows:

Description	Effective from
Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 April 2026
Amendments to IFRS 9 and IFRS 7: Contracts Referencing Nature- dependent Electricity	1 April 2026
Annual Improvements to IFRS Accounting Standards - Volume 11	1 April 2026
Presentation and Disclosure in Financial Statements (Amendments to IFRS 18)	1 April 2027

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 will replace IAS 1 Presentation of Financial Statements and are effective from the Group's financial year ending 31 March 2028. The new accounting standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures ("MPMs") are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

The Group is still in the process of assessing the impact of the new accounting standard, particularly with respect to the presentation of the Group's statement of profit or loss and the additional disclosures required for MPMs.

(d) Associated companies

In the Company's separate financial statements, investments in associated companies are accounted for at cost less accumulated impairment losses.

An associated company is an entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies of the entity. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity.

The Group accounts for its investments in associated companies using the equity method, initially at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, including transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of profit or loss and other comprehensive income of associated companies, until the date on which significant influence ceases. Dividends reduce the carrying amounts of the investments.

Goodwill on associated companies represents the excess of the cost of acquisition of the associated companies over the Group's share of the fair value of the identifiable net assets of the associated companies. Goodwill that forms part of the carrying amount of an associated company is not recognised separately, and therefore, is not tested for impairment separately. Instead, the entire amount of the investment in the associated company is tested for impairment as a single asset when there is objective evidence that the investment in associated company may be impacted.

When the Group's share of losses in an associated company equals or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associated company.

2 Material Accounting Policies (continued)

(d) Associated companies (continued)

The most recently available unaudited management financial statements of the associated companies are used by the Group in applying the equity method. Where the dates of the financial statements used are not coterminous with those of the Group, the share of results is arrived at from the last audited financial statements available and unaudited management financial statements to the end of the accounting period where provided by the associated company. Otherwise, an estimate is made for the balances to the end of the accounting period based on historical experience and adjusted for the effects of known significant transactions. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

(e) Intangible assets

Amortisation

Amortisation of computer software is recognised in the profit and loss account on a straight-line basis over their estimated useful lives of 3 to 10 years.

Advance and progress payments are not amortised. Amortisation methods, useful lives and residual values are reviewed at the end of the reporting period and adjusted if appropriate.

(f) Foreign currencies

Foreign currency transactions

Foreign currency transactions are translated into SGD at the rates prevailing at the dates of those transactions.

All foreign currency monetary assets and liabilities are translated into SGD at rates prevailing at the reporting date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary assets and liabilities measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

The foreign currency gain or loss on monetary assets and liabilities is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency re-translated at the exchange rate at the end of the year.

Foreign currency differences are recognised in the profit and loss account, except for qualifying cash flow hedges which are deferred to equity.

Foreign operations

For the purpose of the consolidated financial statements, the net assets of foreign subsidiary, associated and joint venture companies are translated into SGD at rates prevailing at the reporting date. The financial results of foreign subsidiary, associated and joint venture companies are translated monthly into SGD at prevailing exchange rates. The resulting gains or losses on exchange are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

2 Material Accounting Policies (continued)

(g) Property, plant and equipment

(i) Recognition and measurement

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. When parts of a property, plant and equipment have different useful lives, they are accounted for as separate components. Cost includes expenditure that is directly attributable to the acquisition of the asset, including capitalised borrowing cost.

Leasehold hotel properties held by an associated company are carried at fair value, less accumulated depreciation and accumulated impairment losses. Fair values of leasehold hotel properties are determined by independent professional valuers on an annual basis. The Group's share of the revaluation gain or loss is reflected under the share of post-acquisition capital reserve.

(ii) Depreciation of property, plant and equipment

Depreciation is based on the cost of an asset less its residual value. Operational lives, residual values and depreciation methods are reviewed annually, and adjusted prospectively, if appropriate. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately. Depreciation is recognised from the date the property, plant and equipment is installed and ready for use.

Freehold land, advance and progress payments are not depreciated.

The estimated useful lives and residual values are as follows:

Property, plant and equipment type	Useful lives	Residual values
<u>Aircraft, spares and spare engines</u>		
Passenger aircraft	12 – 20 years	0% to 10% of cost
Freighter aircraft	23 – 27 years	Nil
Aircraft spares and spare engines	1 – 25 years	0% to 10% of cost
Embedded engine overhaul costs	4 – 8 years	Nil
Major inspection costs relating to landing gear overhauls and heavy maintenance visits	4 – 12 years	Nil
Training aircraft	5 – 17 years	20% of cost
Flight simulators	10 years	Nil
<u>Leasehold land and buildings</u>		
Office premises	Shorter of lease period or 30 years	Nil
Household premises	Shorter of lease period or 30 years	Nil
Other premises	Shorter of lease period or 30 years	Nil
Leasehold hotel properties held by an associated company	Lease period of 99 years, up to 2081	Nil
<u>Others</u>		
Plant and equipment, office and computer equipment	1 – 15 years	0% to 10% of cost

The residual values of certain aircraft are subject to foreign currency fluctuations and are remeasured to the prevailing exchange rates at the end of the reporting period.

2 Material Accounting Policies (continued)

(h) Leases

At the inception of the contract, the Group assesses if the contract contains a lease.

(i) As a lessee

The Group recognises a right-of-use ("ROU") asset and lease liability at the lease commencement date.

ROU asset

ROU asset is initially measured at cost, which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, and an estimated cost to restore the underlying asset, less any lease incentive received.

The ROU asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, except for embedded engine overhaul cost. The embedded engine overhaul cost is depreciated over the useful life on the same basis as those of property, plant and equipment disclosed in note 2(g). In addition, the ROU asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liabilities.

Major improvements and modifications to leased aircraft due to operational requirements are capitalised and depreciated over their expected useful lives (estimated to be 4 to 12 years).

Short-term leases and leases of low value assets

The Group has elected not to recognise ROU assets and lease liabilities for leases of low value and short-term aircraft and engine leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(i) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost of inventories is determined on a weighted average basis and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

(j) Financial instruments

(i) Recognition and initial measurement

A financial asset or financial liability (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, in the case of a financial asset or liability not carried at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issue.

2 Material Accounting Policies (continued)

(j) Financial instruments (continued)

(ii) Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost, fair value through other comprehensive income ("FVOCI") or FVTPL.

For equity investments that are not held for trading, the Group may irrevocably elect, on initial recognition, to present subsequent changes in fair value in other comprehensive income. This election is made on an investment-by-investment basis.

In addition, on initial recognition, the Group may irrevocably designate a financial asset, that otherwise meets the requirements to be measured at amortised cost or at FVOCI, to be measured at FVTPL, if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Business model assessment

The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to Management.

Assessment of whether contractual cash flows are solely payments of principal and interest

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers contingent events, leverage features, modifications of the time value of money and other limiting terms in the contractual terms of the instrument, which could change the timing or amount of contractual cash flows such that the cash flows of the instrument would not be reflective of solely payments of principal and interest.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or when it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount is presented in the statements of financial position, when and only when, there is a currently enforceable legal right to set off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2 Material Accounting Policies (continued)

(j) Financial instruments (continued)

(v) Impairment

Expected credit loss ("ECL")

The Group measures loss allowances at an amount equal to lifetime ECL, except for the following which are measured as 12-month ECL:

- Non-equity financial instruments that are determined to have a low credit risk at the reporting date; and
- Other non-equity financial instruments (other than trade debtors) on which credit risk has not increased significantly since their initial recognition.

Loss allowances for trade debtors are always measured at an amount equal to lifetime ECL.

The Group considers a non-equity financial instrument to have a low credit risk when its credit quality is rated to be of an investment grade by credit rating agencies.

(vi) Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments such as forward currency contracts, foreign currency option contracts, fixed deposit contracts, cross currency swap contracts, interest rate swap contracts, jet fuel option contracts, jet fuel and Brent and crack swap contracts to hedge its risks associated with foreign currency, interest rate and jet fuel price fluctuations. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into; any attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivative financial instruments are remeasured at their fair values. The Group also utilises financial liabilities to hedge its risks associated with foreign currency risks embedded within the residual values of owned aircraft.

Any gains or losses arising from changes in the fair value of derivatives that do not qualify for hedge accounting are taken directly to the profit and loss account.

Designation of hedges

The Group designates certain derivatives as well as non-derivative financial instruments as hedging instruments in qualifying hedging relationships. On initial designation of the hedge, the Group formally documents the relationship between the hedging instrument and the hedged item, including the risk management objective and strategy in undertaking the hedge, the economic relationship between the hedge instrument and the hedged item, the effects of credit risk on the hedge, the hedge ratio and the hedge type (cash flow or fair value).

At the inception of the hedge relationship, the Group makes an assessment of whether the hedging instrument is expected to be highly effective in offsetting the changes in the fair value or cash flows of the respective hedged item during the period for which the hedge is designated. For a cash flow hedge of a forecast transaction, the Group also assesses whether the forecast transaction is highly probable to occur and if it presents an exposure to variations in cash flows that could ultimately affect profit or loss.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, hedge accounting is discontinued. The cumulative gain or loss previously recognised in the fair value reserve remains there until the forecast transaction occurs. If the forecast transaction is no longer expected to occur, then the amount accumulated in equity is reclassified to profit or loss.

2 Material Accounting Policies (continued)

(k) Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment assessment for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value-in-use. In assessing value-in-use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Where the carrying amount of an asset or its related CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

For non-financial assets excluding goodwill and those with indefinite lives, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss 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. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the profit and loss account unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

(l) Loans, notes payable and borrowings

Loans, notes payable and other borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans, notes and borrowings are subsequently measured at amortised cost using the effective interest method.

(m) Provisions

Provisions for return costs to meet contractual minimum conditions for the return of aircraft, at the end of the lease terms for aircraft under operating leases, are recorded over the lease terms.

(n) Taxation

(i) Current income tax

Tax recoverable and tax liabilities for current and prior periods are measured at the amount expected to be recovered from or paid to, respectively, the tax authorities using tax rates enacted or substantively enacted at balance sheet date. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Current income taxes are recognised in the profit or loss account except to the extent that the tax relates to a business combination, or items recognised outside profit or loss, either in other comprehensive income or directly in equity.

2 Material Accounting Policies (continued)

(n) Taxation (continued)

(ii) Deferred tax

Deferred tax is provided, using the balance sheet method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets and liabilities are not recognised for:

- Temporary differences on the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- Temporary differences associated with investments in subsidiary, associated and joint venture companies, where the timing of the reversal of the temporary differences can be controlled and it is probable that they will not reverse in the foreseeable future.

Temporary differences in relation to a right-of-use asset and a lease liability for a specific lease are regarded as a net package (the lease) for the purpose of recognising deferred tax.

Deferred tax assets are recognised for all deductible temporary differences, unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses, can be utilised.

Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same tax authority.

(iii) Global minimum top-up tax

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of IAS 12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

2 Material Accounting Policies (continued)

(o) Revenue

Revenue is principally earned from the carriage of passengers, cargo and mail, engineering services, tour activities and sale of merchandise, amongst others. Revenue for the Group excludes dividends from subsidiary companies and intra-group transactions.

(i) Passenger, cargo and mail

Passenger, cargo and mail sales are recognised as operating revenue when the transportation is provided. The value of unutilised tickets and airway bills is included in current liabilities as sales in advance of carriage. Breakage revenue (tickets sold and not uplifted at flight date) is recognised at flight date by estimating a percentage of tickets that will never be utilised, based on historical trends and experience. The value of airway bills is recognised as revenue if unused after one year.

The Group sells certain tickets with connecting flights with one or more segments operated by its other airline partners. For segments operated by its other airline partners, the Group has determined that it is acting as an agent on behalf of other airlines as they are responsible for their portion of the contract (i.e., transportation of the passenger). The Group, as the agent, recognises revenue at the time of the travel for the net amount representing commission to be retained by the Group for any segments flown by other airlines.

The Group has applied the practical expedient and recognised the costs of selling airline travel tickets as an expense when it is incurred.

(ii) Engineering services

Revenue from repair and maintenance of aircraft, and engine and component overhaul is recognised based on the percentage of completion of the projects. The percentage of completion of the projects is determined based on the number of man-hours incurred to date against the estimated man-hours needed to complete the projects.

(iii) KrisFlyer

The Company operates a frequent flyer programme called "KrisFlyer" that provides travel awards to programme members based on accumulated mileage. A portion of passenger revenue attributable to the award of frequent flyer benefits is deferred until they are utilised.

In addition, the Company sells miles to programme partners for issuance to their programme members. For miles purchased by programme partners, revenue is deferred until awards are utilised.

The deferment of the revenue is estimated based on historical trends of breakage, which is then used to project the expected utilisation of these benefits.

(iv) Others

Revenue from tour activities is recognised upon commencement of the tours.

The Group operates a payments and lifestyle rewards app called "Kris+" that provides rewards to programme members based on in-app spending. In addition, the Group sells miles to programme partners and merchants for issuance to their programme members and revenue is deferred until awards are utilised. The deferment of the revenue is estimated based on historical trends of breakage, which is then used to project the expected utilisation of these benefits.

Revenue from sale of merchandise is recognised when the product is delivered and received by the customer.

Rental income from the lease of aircraft is recognised on a straight-line basis over the lease term.

2 Material Accounting Policies (continued)

(p) Aircraft maintenance and overhaul costs

The Group recognises aircraft maintenance and overhaul expenses (except heavy maintenance visits, engine overhaul and landing gear overhaul expenses) on an incurred basis. For engine overhaul costs covered by power-by-hour third-party maintenance agreements, a portion of the cost is expensed at a fixed rate per hour during the terms of the agreements. The remaining payments made are recorded as an advance payment, to the extent that it is to be utilised in the future. Upon completion of an overhaul, these amounts are transferred to property, plant and equipment and depreciated over their useful lives.

(q) Borrowing costs

Borrowing costs incurred to finance advance and progress payments for aircraft are capitalised as part of advance and progress payments until the aircraft are commissioned for operation or the projects are completed. All other borrowing costs are recognised as finance charges in the period in which they are incurred.

(r) Segment reporting

(i) Business segment

For management purposes, the Group is organised into operating segments based on the nature of the services provided which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to corporate management who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance.

(ii) Geographical segment

The analysis of revenue by area of original sale from airline operations is derived by allocating revenue to the area in which the sale was made. The analysis of revenue by route region from airline operations is derived by allocating revenue based on routes originating from Singapore to their final destinations in countries and territories within the region concerned and vice versa. Revenue from other operations, which consist principally of engineering services, is derived in East Asia and is therefore, not shown.

Assets, which consist principally of flight and ground equipment, support the entire worldwide transportation system, and are mainly located in Singapore. An analysis of assets and capital expenditure of the Group by geographical distribution has therefore not been included.

3 Significant Accounting Estimates and Critical Judgements

Estimates and assumptions concerning the future are made in the preparation of the financial statements. They affect the application of the Group's accounting policies, reported amounts of assets, liabilities, income, expenses, and disclosures made. Actual results may differ from these estimates. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

3 Significant Accounting Estimates and Critical Judgements (continued)

(a) Provision for lease return costs

Prior to the return of aircraft leased by the Group entities to the lessor, the Group entities are required to fulfil certain lease return conditions which may include the completion of certain maintenance activities to the airframe and engines and the reconfiguration of seats within the aircraft. The provision for lease return costs for these leased aircraft is determined based on the best estimate of the costs that will be incurred to fulfil the stipulated lease return conditions. The carrying amount of the provision for the Group and the Company at 31 March 2026 was \$943.2 million (2025: \$1,033.3 million) and \$407.2 million (2025: \$379.8 million) respectively.

(b) Impairment of AI

Impairment is recognised when events and circumstances indicate that the investment may be impaired and the carrying amount of the investment exceeds the recoverable amount. A market-based approach was used to determine the recoverable amount by applying revenue multiples from comparable airlines. Information regarding the Group's key underlying assumptions used in this revenue multiples approach is disclosed in note 24.

4 Segment Information (in \$ million)

Management has determined that the Group has the following reportable segments:

- (i) The Full-Service Carrier ("FSC") segment provides passenger and cargo air transportation under the Singapore Airlines brand with a focus on full-service passenger segment.
- (ii) The Low-Cost Carrier ("LCC") segment provides passenger air transportation under the Scoot brand with a focus on the low-cost passenger segment.
- (iii) Engineering services segment provides airframe maintenance and overhaul services, line maintenance, technical ground handling services and fleet management. It also manufactures aircraft cabin equipment, refurbishes aircraft galleys, provides technical and non-technical handling services and repair and overhaul of hydro-mechanical aircraft equipment.

Other services provided by the Group, such as tour activities, payments and lifestyle reward app, and sale of merchandise, have been aggregated under the segment "Others". None of these segments meets any of the quantitative thresholds for determining reportable segments in FY2025/26 or FY2024/25.

Segment performance is evaluated based on operating profit or loss which in certain respects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transactions carried out between operating segments during the financial year are in the normal course of business.

4 Segment Information (in \$ million) (continued)

Business segments

The Group's business is organised and managed separately according to the nature of the services provided. The following tables present revenue and profit information regarding business segments for the financial years ended 31 March 2026 and 2025 and certain assets and liabilities information of the business segments as at those dates.

FY2025/26	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
TOTAL REVENUE							
External revenue	17,297.9	2,481.4	640.4	102.3	20,522.0	-	20,522.0
Inter-segment revenue	74.3	107.6	782.5	57.8	1,022.2	(1,022.2)	-
	<u>17,372.2</u>	<u>2,589.0</u>	<u>1,422.9</u>	<u>160.1</u>	<u>21,544.2</u>	<u>(1,022.2)</u>	<u>20,522.0</u>
RESULTS							
Segment result	2,306.2	56.1	29.4	(12.5)	2,379.2	(4.7)	2,374.5
Finance charges	(331.1)	(70.1)	(5.3)	(0.9)	(407.4)	72.9	(334.5)
Interest income	303.3	40.4	12.1	5.1	360.9	(71.5)	289.4
Loss on disposal of aircraft, spares and spare engines	(3.6)	(0.1)	-	-	(3.7)	-	(3.7)
Dividends from long-term investments	0.1	-	-	-	0.1	-	0.1
Other non-operating items	89.4	-	(2.2)	(3.1)	84.1	-	84.1
Share of profits of joint venture companies	2.7	-	33.4	-	36.1	-	36.1
Share of (losses)/profits of associated companies	(940.4)	-	111.9	-	(828.5)	-	(828.5)
Taxation	(368.5)	(19.4)	(7.8)	1.2	(394.5)	-	(394.5)
Profit/(Loss) for the financial year	<u>1,058.1</u>	<u>6.9</u>	<u>171.5</u>	<u>(10.2)</u>	<u>1,226.3</u>	<u>(3.3)</u>	<u>1,223.0</u>
Attributable to:							
Owners of the Company							1,184.0
Non-controlling interests							<u>39.0</u>
							<u>1,223.0</u>

* Relates to inter-segment transactions eliminated on consolidation.

4 Segment Information (in \$ million) (continued)**Business segments (continued)**

FY2024/25	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
TOTAL REVENUE							
External revenue	16,676.9	2,255.9	521.6	85.4	19,539.8	-	19,539.8
Inter-segment revenue	61.1	93.3	723.5	68.8	946.7	(946.7)	-
	<u>16,738.0</u>	<u>2,349.2</u>	<u>1,245.1</u>	<u>154.2</u>	<u>20,486.5</u>	<u>(946.7)</u>	<u>19,539.8</u>
RESULTS							
Segment result	1,668.9	35.8	14.6	(18.1)	1,701.2	7.9	1,709.1
Finance charges	(432.6)	(74.5)	(3.9)	0.9	(510.1)	114.6	(395.5)
Interest income	505.5	67.2	18.6	13.5	604.8	(112.8)	492.0
Loss on disposal of aircraft, spares and spare engines	(13.5)	-	-	(0.1)	(13.6)	-	(13.6)
Dividends from long-term investments	2.1	-	-	-	2.1	-	2.1
Gain on disposal of an associated company	1,097.9	-	-	-	1,097.9	-	1,097.9
Other non-operating items	15.5	-	(0.6)	0.7	15.6	-	15.6
Share of profits of joint venture companies	2.8	-	37.3	-	40.1	-	40.1
Share of (losses)/profits of associated companies	(64.2)	-	81.3	-	17.1	-	17.1
Taxation	(143.4)	(6.3)	(5.7)	2.8	(152.6)	-	(152.6)
Profit/(Loss) for the financial year	<u>2,639.0</u>	<u>22.2</u>	<u>141.6</u>	<u>(0.3)</u>	<u>2,802.5</u>	<u>9.7</u>	<u>2,812.2</u>
Attributable to:							
Owners of the Company							2,778.0
Non-controlling interests							34.2
							<u>2,812.2</u>

* Relates to inter-segment transactions eliminated on consolidation.

4 Segment Information (in \$ million) (continued)

Business segments (continued)

	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
AS AT 31 MARCH 2026							
Segment assets	35,201.9	5,727.4	1,368.2	366.6	42,664.1	(1,668.3)	40,995.8
Investments in associated and joint venture companies	1,479.5	-	897.8	-	2,377.3	-	2,377.3
Long-term investments	39.6	-	-	-	39.6	-	39.6
Total assets	36,721.0	5,727.4	2,266.0	366.6	45,081.0	(1,668.3)	43,412.7
Segment liabilities	11,332.1	1,112.6	312.7	144.2	12,901.6	(1,808.4)	11,093.2
Lease liabilities	1,823.9	1,014.1	155.8	10.7	3,004.5	(26.5)	2,978.0
Long-term liabilities	187.8	0.2	-	-	188.0	-	188.0
Provisions	688.5	550.4	8.2	2.7	1,249.8	(0.5)	1,249.3
Defined benefit plans	49.6	-	6.4	-	56.0	-	56.0
Borrowings	7,541.4	107.3	5.4	12.6	7,666.7	-	7,666.7
Tax liabilities	2,445.8	33.7	(0.5)	16.5	2,495.5	-	2,495.5
Total liabilities	24,069.1	2,818.3	488.0	186.7	27,562.1	(1,835.4)	25,726.7
Capital expenditure	1,868.1	721.0	36.9	2.5	2,628.5	-	2,628.5
Purchase of intangible assets	93.4	13.5	11.3	2.2	120.4	-	120.4
Depreciation	2,011.7	403.8	59.1	4.0	2,478.6	(13.0)	2,465.6
Amortisation of intangible assets	58.7	6.9	7.9	2.3	75.8	-	75.8
Non-cash items other than depreciation and amortisation of intangible assets	55.8	8.8	8.6	(2.2)	71.0	-	71.0

* *Relates to inter-segment transactions eliminated on consolidation.*

4 Segment Information (in \$ million) (continued)

Business segments (continued)

	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
AS AT 31 MARCH 2025							
Segment assets	34,748.2	5,944.3	1,294.0	588.3	42,574.8	(2,727.1)	39,847.7
Investments in associated and joint venture companies	2,367.0	-	832.6	-	3,199.6	-	3,199.6
Long-term investments	36.2	-	-	3.3	39.5	-	39.5
Total assets	37,151.4	5,944.3	2,126.6	591.6	45,813.9	(2,727.1)	43,086.8
Segment liabilities	11,760.4	1,077.6	302.0	153.8	13,293.8	(2,693.1)	10,600.7
Lease liabilities	2,210.7	1,135.5	80.5	10.5	3,437.2	(33.6)	3,403.6
Long-term liabilities	137.6	-	-	-	137.6	-	137.6
Provisions	685.6	657.8	3.5	2.2	1,349.1	-	1,349.1
Defined benefit plans	58.1	-	-	-	58.1	-	58.1
Borrowings	9,337.8	155.0	4.7	13.2	9,510.7	-	9,510.7
Tax liabilities	1,955.5	(11.1)	(5.6)	18.2	1,957.0	-	1,957.0
Total liabilities	26,145.7	3,014.8	385.1	197.9	29,743.5	(2,726.7)	27,016.8
Capital expenditure	1,316.0	394.1	52.9	5.0	1,768.0	-	1,768.0
Purchase of intangible assets	80.7	10.3	11.5	3.2	105.7	-	105.7
Depreciation	1,910.3	354.1	57.2	3.3	2,324.9	(16.7)	2,308.2
Amortisation of intangible assets	60.0	4.6	6.5	1.7	72.8	-	72.8
Non-cash items other than depreciation and amortisation of intangible assets	31.5	3.4	3.8	0.4	39.1	-	39.1

* *Relates to inter-segment transactions eliminated on consolidation.*

4 Segment Information (in \$ million) (continued)

Geographical segments

The following table presents revenue information on airline operations by geographical areas for the financial years ended 31 March 2026 and 2025.

	By area of original sale		By route region	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
East Asia	10,439.7	9,940.5	7,101.1	6,582.5
Europe	2,665.9	2,513.5	3,771.3	3,471.1
South West Pacific	2,984.2	2,958.0	3,635.7	3,561.0
Americas	1,394.3	1,333.9	2,403.1	2,588.4
West Asia and Africa	1,368.4	1,329.1	1,941.3	1,872.0
Systemwide	18,852.5	18,075.0	18,852.5	18,075.0
Non-scheduled services and incidental revenue	1,108.7	1,012.2	1,108.7	1,012.2
	19,961.2	19,087.2	19,961.2	19,087.2

No single customer contributed to more than 10% of the Group's revenue during the financial years ended 31 March 2026 and 2025.

5 Staff Costs (in \$ million)

	The Group	
	FY2025/26	FY2024/25
Salary, bonuses and other costs	3,618.7	3,485.7
CPF, other defined contributions and defined benefit expense	280.7	253.6
Share-based compensation expense	28.1	25.2
	3,927.5	3,764.5

The Group contributes to several post-employment defined benefit plans for employees at several overseas locations. Employees may contribute to some of these plans and these contributions are matched in varying amounts by the Group. As this is not material to the total staff costs of the Group for FY2025/26 and FY2024/25, additional disclosures of the defined benefit plans are not shown.

Share-based compensation arrangements

As at 31 March 2026, the Group has the following share-based compensation arrangements:

(a) Share-based incentive plans (equity-settled)

The SIA Restricted Share Plan 2014 ("RSP 2014"), the SIA Restricted Share Plan 2024 ("RSP 2024"), the SIA Performance Share Plan 2014 ("PSP 2014") and the SIA Performance Share Plan 2024 ("PSP 2024") are share-based incentive plans for senior executives and key Senior Management. On 29 July 2024, shareholders of the Company approved the adoption of the RSP 2024 and PSP 2024 to replace the RSP 2014 and PSP 2014, which expired on 29 July 2024.

The RSP 2024 awards fully paid ordinary shares of the Company, conditional on position and individual performance targets set at the start of the one-year performance period based on annual Group and Company objectives.

In respect of FY2025/26 Strategic Share Award ("SSA") under the RSP 2024, the award made in July 2025 to Senior Management (Senior Vice Presidents and above) was based on Board Compensation & Industrial Relations Committee ("BCIRC") assessment of SIA Management's post Covid-19 recovery.

5 Staff Costs (in \$ million) (continued)

Share-based compensation arrangements (continued)

(a) Share-based incentive plans (equity-settled) (continued)

The FY2025/26 RSP 2024 award was made in July 2025 on a contingent performance basis to Senior Management and other key executives (Vice Presidents and Divisional Vice Presidents).

The PSP 2024 awards fully paid ordinary shares of the Company, conditional on performance targets set at the start of a three-year overlapping performance period based on stretched long-term total shareholder return objectives as well as a carbon emissions reduction target.

The FY2025/26 PSP 2024 award was made in July 2025 on a contingent performance basis to Senior Management.

Key terms and conditions related to the grants made during FY2025/26 under these programmes are as follows:

Plans	Vesting Conditions	Performance conditions [^]	Payout
RSP	<ul style="list-style-type: none"> Based on meeting stated performance conditions over a one-year performance period, one-third of award vests. Balance vests equally over the subsequent two years with fulfilment of service requirements. 	<ul style="list-style-type: none"> Company Operational Performance Scorecard ("COPS") with operational focus 	0% - 150%*
PSP	<ul style="list-style-type: none"> Based on meeting stated performance conditions over a three-year performance period. 	<ul style="list-style-type: none"> Absolute Total Shareholder Return ("TSR") outperform Cost of Equity Relative TSR against selected airline peer index companies Carbon Emissions Reduction Target 	0% - 200%*
SSA	<ul style="list-style-type: none"> The award was based on BCIRC assessment of Covid-19 response 50% of the award vests upon grant Balance vests equally over the subsequent two years with fulfilment of service requirements. Additional 20% equity kicker of final award upon final vesting. 	<ul style="list-style-type: none"> No further conditions 	100%

[^] For non-market conditions, achievement factors are determined based on inputs from the BCIRC for the purpose of accrual for the share-based incentive plans until the achievement of the targets can be accurately ascertained.

* The payout depends on the achievement of pre-set performance targets over the performance period.

5 Staff Costs (in \$ million) (continued)

Share-based compensation arrangements (continued)

(a) Share-based incentive plans (equity-settled) (continued)

Movement of share awards during the financial year

Date of grant	Number of Share Awards					Balance at 31 March 2026
	Balance at 1 April 2025	Granted	Adjustment	Cancelled	Vested	
RSP						
14.07.2022	589,160	-	-	(9,724)	(579,436)	-
18.07.2023	996,336	-	-	(19,890)	(506,206)	470,240
17.07.2024	1,534,768	-	(5,388) #	(38,153)	(522,751)	968,476
18.07.2025	-	1,920,352	-	(27,097)	-	1,893,255
	<u>3,120,264</u>	<u>1,920,352</u>	<u>(5,388)</u>	<u>(94,864)</u>	<u>(1,608,393)</u>	<u>3,331,971</u>
PSP						
14.07.2022	666,516	-	279,664 #	-	(946,180)	-
18.07.2023	497,376	-	-	-	-	497,376
17.07.2024	454,243	-	-	-	-	454,243
18.07.2025	-	942,862	-	-	-	942,862
	<u>1,618,135</u>	<u>942,862</u>	<u>279,664</u>	<u>-</u>	<u>(946,180)</u>	<u>1,894,481</u>
SSA						
23.12.2022	9,075	-	7,260 ^	-	(16,335)	-
18.07.2023	314,375	-	251,500 ^	-	(565,875)	-
31.07.2023	11,350	-	-	-	(5,675)	5,675
17.07.2024	260,150	-	-	-	(130,075)	130,075
18.07.2025	-	543,100	-	-	(271,550)	271,550
	<u>594,950</u>	<u>543,100</u>	<u>258,760</u>	<u>-</u>	<u>(989,510)</u>	<u>407,300</u>

Adjustment at the end of performance period upon meeting stated performance targets and adjustments for number of days in service for retirees.

^ Adjustment at the end of the performance period relating to an additional equity kicker during the financial year.

Since the commencement of the RSP 2014 and PSP 2014 plans in July 2014, 22,951,431 awards have been granted.

Since the commencement of the RSP 2024 and PSP 2024 plans in July 2024, 3,406,314 awards have been granted.

5 Staff Costs (in \$ million) (continued)Share-based compensation arrangements (continued)**(b) Measurement of fair values**

The methods and inputs used in the measurement of fair values at grant date of the equity-settled share-based incentive plans were as follows:

Valuation Method	FY2025/26		
	RSP	PSP	SSA
Valuation Method	Monte Carlo Simulation		
Expected dividend paid yield (%)	Management's forecast in line with dividend policy		
Expected volatility (%)	20.20 - 21.09	20.20	20.27 - 21.09
Risk-free interest rate (%)	1.67 - 1.77	1.70	1.67 - 1.77
Expected term (years)	0.96 - 2.96	2.96	0.96 - 1.96
Share price at date of grant (\$)	7.44	7.44	7.44
Estimated fair value (\$)	7.16 - 7.35	9.17	7.24 - 7.44

Valuation Method	FY2024/25		
	RSP	PSP	SSA
Valuation Method	Monte Carlo Simulation		
Expected dividend paid yield (%)	Management's forecast in line with dividend policy		
Expected volatility (%)	20.68 - 23.22	20.68	20.99 - 23.22
Risk-free interest rate (%)	3.08 - 3.57	3.08	3.15 - 3.57
Expected term (years)	0.96 - 2.96	2.96	0.96 - 1.96
Share price at date of grant (\$)	7.11	7.11	7.11
Estimated fair value (\$)	6.32 - 6.79	7.91	6.55 - 7.11

Expected volatility has been based on an evaluation of the historical volatility of the Company's share price, particularly over the historical period that is commensurate with the expected term. The expected term of the instruments has been based on historical experience and general option holder behaviour.

6 Operating Profit (in \$ million)

Operating profit for the financial year was arrived at after (crediting)/charging:

	The Group	
	FY2025/26	FY2024/25
Interest income from short-term investments	(1.4)	(1.4)
Dividend income from short-term investments	(0.2)	(0.2)
Surplus on disposal of short-term investments	(2.3)	(0.8)
Remuneration for auditors of the Company		
Audit fees	2.6	2.6
Audit-related fees	0.3	0.2
Non-audit fees	0.1	0.1
Bad debts written off	1.1	4.0
Impairment/(Write-back of impairment) of trade debtors	4.8	(4.7)
Writedown of inventories	5.4	11.2
Exchange (gain)/loss, net	(5.6)	92.8
Currency hedging gain	(39.7)	(37.1)
Fair value loss from foreign currency derivatives	0.5	0.3
Fuel hedging gain recognised in "Fuel costs"	(142.9)	(55.0)
(Gain)/Loss on lease remeasurement	(0.6)	29.4
Net gain on financial assets mandatorily measured at FVTPL	(0.8)	(1.7)
Expenses relating to short-term leases	4.8	2.0
Expenses relating to low value leases	4.9	5.6

7 Finance Charges (in \$ million)

	The Group	
	FY2025/26	FY2024/25
Notes payable	142.6	174.9
Bank loans	67.0	76.6
Lease liabilities	130.3	149.0
Amortisation of transaction costs related to borrowings	10.0	23.8
Commitment fees	7.1	5.6
Interest paid and capitalised on qualifying assets	(22.5)	(34.4)
	<u>334.5</u>	<u>395.5</u>

Borrowing costs on qualifying assets are capitalised using an average interest rate of 2.5% (FY2024/25: 2.5%) per annum.

8 Interest Income (in \$ million)

	The Group	
	FY2025/26	FY2024/25
Interest income from fixed deposits and investments	286.8	485.3
Interest income from sub-leasing of ROU assets	2.6	6.7
	<u>289.4</u>	<u>492.0</u>

9 Other Non-Operating Items (in \$ million)

	The Group	
	FY2025/26	FY2024/25
Writeback of provision for onerous contract	87.0	15.9
Write-back of provision/(Provision) for ECL on investments and loans	1.2	(0.6)
Loss on disposal of other property, plant and equipment	(0.7)	(0.4)
Net (loss)/gain on financial assets mandatorily measured at FVTPL	(1.5)	0.6
Loss on liquidation of a subsidiary company	(1.9)	-
Headcount rationalisation costs	-	0.1
	<u>84.1</u>	<u>15.6</u>

10 Taxation (in \$ million)

The Group is subject to income taxes in numerous jurisdictions. Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Major components of income tax expense

The major components of income tax expense for the years ended 31 March 2026 and 2025 are:

	The Group	
	FY2025/26	FY2024/25
<u>Current taxation</u>		
Provision for the year	15.5	16.7
Prior years' unrecognised tax benefits utilised at Group	(3.9)	(3.2)
(Over)/Under provision in respect of prior years	<u>(29.8)</u>	<u>1.8</u>
	<u>(18.2)</u>	<u>15.3</u>
 <u>Deferred taxation (refer to note 16)</u>		
Movement in temporary differences	423.1	324.8
Over provision in respect of prior years	<u>(10.4)</u>	<u>(187.5)</u>
	<u>412.7</u>	<u>137.3</u>
	<u>394.5</u>	<u>152.6</u>

10 Taxation (in \$ million) (continued)

Deferred taxation movement related to other comprehensive income:

	The Group	
	FY2025/26	FY2024/25
Cash flow hedges	154.8	(58.1)
Actuarial gain on revaluation of defined benefit plans	-	2.4
	<u>154.8</u>	<u>(55.7)</u>

The Group has tax losses and deductible temporary differences (for which no deferred tax asset has been recognised) of approximately \$162.3 million (2025: \$212.9 million) and \$32.9 million (2025: \$32.3 million) respectively that are available for offset against future taxable profits of the companies. Deferred tax assets have not been recognised in respect of these items because it is uncertain that future taxable profits will be available against which the Group can utilise the benefits therefrom. The use of tax losses is subject to agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate. Out of these tax losses, \$12.0 million (2025: \$13.4 million) will expire between 2029 – 2036 (2025: 2028 – 2035). In Singapore, these tax losses do not expire under current tax legislation.

A reconciliation between taxation expense and the product of accounting profit multiplied by the applicable tax rate for the years ended 31 March is as follows:

	The Group	
	FY2025/26	FY2024/25
Profit before taxation	1,617.5	2,964.8
Less: Share of results of associated and joint venture companies	792.4	(57.2)
	<u>2,409.9</u>	<u>2,907.6</u>
Taxation at statutory corporate tax rate of 17.0%	409.7	494.3
<u>Adjustments for:</u>		
Income not subject to tax	(33.8)	(223.6)
Expenses not deductible for tax purposes	48.4	57.6
Higher effective tax rates of other countries	7.7	9.0
Over provision in respect of prior years, net	(44.1)	(188.9)
Tax benefits not recognised	7.3	6.6
Previously unrecognised tax benefits	(0.1)	(1.1)
Others	(0.6)	(1.3)
Taxation	<u>394.5</u>	<u>152.6</u>

Global minimum top-up tax

The Group is within the scope of the Global Anti-Base Erosion ("GloBE") rules introduced by the OECD under the new global minimum top-up tax framework ("Pillar Two"). The Group has assessed that it is not subject to top-up tax in the countries where the Group operates and which have enacted / substantively enacted Pillar Two legislation for financial years starting on or after 1 January 2025. The Group therefore did not recognise any current tax expense relating to the top-up tax for the financial year ended 31 March 2026.

11 Earnings Per Share

	The Group			
	FY2025/26		FY2024/25	
	Basic	Diluted	Basic	Diluted
Profit attributable to owners of the Company (in \$ million)	1,184.0	1,184.0	2,778.0	2,778.0
Adjustment for interest expense on convertible bonds, net of tax (in \$ million)	-	-	-	25.8
Adjustment for the potential dilution from share-based incentive plans of a subsidiary company (in \$ million)	-	(0.5)	-	(0.5)
Adjusted net profit attributable to owners of the Company (in \$ million)	1,184.0	1,183.5	2,778.0	2,803.3
Weighted average number of ordinary shares in issue (in million)	3,086.0	3,086.0	3,109.8	3,109.8
Adjustment for dilutive potential ordinary shares (in million)	-	8.7	-	176.6
Weighted average number of ordinary shares in issue used for computing earnings per share (in million)	3,086.0	3,094.7	3,109.8	3,286.4
Earnings per share (cents)	38.4	38.2	89.3	85.3

Basic earnings per share is calculated by dividing the profit attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

For purposes of calculating diluted earnings per share, the profit attributable to owners of the Company is adjusted to take into account the potential dilution from interest on convertible bonds, net of tax, and share-based incentive plans of a subsidiary company. The weighted average number of ordinary shares of the Company in issue is also adjusted to take into account effects of dilutive convertible bonds and share-based incentive plans of the Company.

12 Dividends Paid and Proposed (in \$ million)

	The Group and the Company	
	FY2025/26	FY2024/25
The following tax exempt (one-tier) dividends were declared and paid by the Group and Company to the owners of the Company:		
Final dividend of 30.0 cents per share in respect of FY2024/25 (FY2024/25: 38.0 cents per share in respect of FY2023/24)	909.9	1,131.5
Interim dividend of 5.0 cents per share in respect of FY2025/26 (FY2024/25: 10.0 cents per share in respect of FY2024/25)	157.7	297.3
Special dividend of 3.0 cents per share in respect of FY2025/26	94.6	-
	<u>1,162.2</u>	<u>1,428.8</u>

The Directors propose that a final tax exempt (one-tier) ordinary dividend of 22.0 cents amounting to \$693.2 million and a tax exempt (one-tier) special dividend of 7.0 cents amounting to \$220.6 million be paid for the financial year ended 31 March 2026.

During the financial year, total dividends of \$25.4 million (FY2024/25: \$21.4 million) were paid to non-controlling interests.

13 Share Capital (in \$ million)

	The Group and the Company			
	Number of shares		Amount	
	2026	2025	2026	2025
Issued and fully paid share capital				
Ordinary shares				
Balance at 1 April	2,977,670,407	2,977,590,128	7,180.9	7,180.4
Shares issued pursuant to conversion of convertible bonds	178,999,921	-	916.0	-
Shares issued pursuant to equity compensation plans	-	80,279	-	0.5
Balance at 31 March	3,156,670,328	2,977,670,407	8,096.9	7,180.9
Special share				
Balance at 1 April and 31 March	1	1	#	#

The value is \$0.50

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares, which have no par value, carry one vote per share without restriction. All shares rank equally with regards to the Group's residual assets.

The Company's ability to operate its existing route network and flight frequency is derived solely from and dependent entirely on the Air Service Agreements ("ASAs") concluded between the Government of Singapore and the governments of other countries. ASAs are therefore critical to the Company's operations. In almost all the ASAs, it is a condition that the Company must at all times be "effectively controlled" and "substantially owned" by Singapore nationals for the tenure of the respective ASAs.

In order to comply with the above requirement, one non-tradeable Special Share was issued to the Ministry of Finance ("the Special Member"). The Special Share enjoys all the rights attached to ordinary shares. In addition, pursuant to Article 3A of the Articles of Association, no resolution may be passed on certain matters without prior written approval of the Special Member.

The Company can also issue non-tradeable redeemable cumulative preference shares, which carry full voting rights ("ASA shares"). When issued, the ASA shares will be paid at \$0.01 each and will carry equal voting rights as those of ordinary shares. These shares will be issued only when the Directors determine that the Company's operating rights under any of the ASAs are threatened by reason of the nationality of the majority shareholders.

178,999,921 shares were issued (FY2024/25: nil) pursuant to conversion of convertible bonds during the year.

No shares were issued (FY2024/25: 80,279) upon vesting of share-based incentive plans during the year.

14 Treasury Shares (in \$ million)

	The Group and the Company	
	2026	2025
Balance at 1 April	(26.5)	(37.5)
Treasury shares transferred on vesting of share-based incentive plans	21.5	40.6
Treasury shares transferred on payment of Directors' remuneration	0.6	0.7
Purchase of treasury shares	(32.7)	(30.3)
Balance at 31 March	(37.1)	(26.5)

Treasury shares relate to ordinary shares of the Company that are held by the Company.

During the financial year, the Company purchased 5,040,000 treasury shares (FY2024/25: 4,994,000).

The Company reissued 3,544,083 (FY2024/25: 4,217,174) treasury shares pursuant to share-based incentive plans and 107,400 (FY2024/25: 115,300) treasury shares on payment of Directors' remuneration. The number of treasury shares as at 31 March 2026 was 5,786,043 (2025: 4,397,526).

15 Other Reserves (in \$ million)

	The Group		The Company	
	31 March		31 March	
	2026	2025	2026	2025
Capital reserve	(199.8)	(130.9)	(1,003.6)	(929.2)
Foreign currency translation reserve	4.5	(25.2)	-	-
Share-based compensation reserve	33.4	31.6	27.1	26.2
Fair value reserve	868.8	153.2	743.3	154.4
General reserve	8,495.0	8,473.1	10,036.1	10,090.3
	9,201.9	8,501.8	9,802.9	9,341.7

(a) Capital reserve

Capital reserve for the Group mainly arose from the loss on acquisition of non-controlling interests in a subsidiary company, revaluation of land and buildings owned by RCMS Properties Private Limited ("RCMS"), an associated company and gains or losses on the reissuance of treasury shares.

Capital reserve for the Company mainly arose from the re-integration of Singapore Airlines Cargo Pte Ltd ("SIA Cargo") in FY2018/19, transfer of Kris+ payments and lifestyle rewards business to its subsidiary company, Kris+ Pte. Ltd. ("Kris+") in FY2023/24 and gains or losses on the reissuance of treasury shares.

(b) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(c) Share-based compensation reserve

Share-based compensation reserve consists of equity-settled share options and awards granted to employees, that is made up of the cumulative value of services received from employees recorded on grant of equity-settled share awards.

(d) Fair value reserve

Fair value reserve records the cumulative fair value changes of financial assets measured at FVOCI and the portion of the fair value changes (net of tax) on derivative financial instruments designated as hedging instruments in cash flow hedges that are determined to be effective hedges.

15 Other Reserves (in \$ million) (continued)**(d) Fair value reserve (continued)**

Breakdown of the fair value reserve is as follows:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Derivative financial instruments designated as hedging instruments	868.8	153.2	743.3	154.4

Fair value changes of derivative financial instruments designated as hedging instruments in cash flow hedges:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Gain/(Loss) on fair value changes	881.9	(161.4)	738.4	(139.6)
Recognised in the carrying values of non-financial assets on occurrence of capital expenditure commitments	5.4	5.4	5.1	5.4
Recognised in the profit and loss account on occurrence of:				
Fuel hedging contracts recognised in "Fuel costs"	(118.6)	(45.6)	(99.4)	(38.4)
Foreign currency contracts recognised in "Other operating expenses"	(35.9)	(34.4)	(37.3)	(35.6)
Interest rate swap contracts recognised in "Finance Charges"	(17.2)	(58.7)	(17.9)	(57.2)
	<u>715.6</u>	<u>(294.7)</u>	<u>588.9</u>	<u>(265.4)</u>

(e) General reserve

General reserve comprises mainly retained earnings of the Group and the Company. Movements in the Group's and the Company's general reserves are set out in the Statements of Changes in Equity respectively.

16 Deferred Taxation (in \$ million)

	The Group				The Company	
	Statement of financial position		Profit and loss		Statement of financial position	
	2026	2025	FY2025/26	FY2024/25	2026	2025
The deferred taxation arises as a result of:						
Deferred tax liabilities						
Differences in depreciation	2,854.9	2,575.3	279.6	100.4	2,579.7	2,261.3
Revaluation to fair value						
- fuel hedging contracts	151.3	1.8	-	-	126.3	1.5
- currency hedging contracts	6.1	3.3	-	-	3.6	1.2
- interest rate swap contracts	9.2	17.1	-	-	9.2	17.1
Other temporary differences	46.2	44.4	1.8	(29.5)	45.0	43.0
Gross deferred tax liabilities	<u>3,067.7</u>	<u>2,641.9</u>	<u>281.4</u>	<u>70.9</u>	<u>2,763.8</u>	<u>2,324.1</u>
Deferred tax assets						
Unabsorbed capital allowances and tax losses	(2.3)	(29.7)	27.4	25.0	-	-
Lease liabilities	(480.6)	(556.0)	75.4	49.9	(306.4)	(361.1)
Revaluation to fair value						
- fuel hedging contracts	(0.4)	(13.9)	-	-	(0.3)	(11.7)
- currency hedging contracts	(5.4)	(3.1)	-	-	(2.7)	(1.1)
- interest rate swap contracts	(0.8)	-	-	-	(0.6)	-
Other temporary differences	(126.2)	(154.7)	28.5	(8.5)	(29.6)	(38.2)
Gross deferred tax assets	<u>(615.7)</u>	<u>(757.4)</u>	<u>131.3</u>	<u>66.4</u>	<u>(339.6)</u>	<u>(412.1)</u>
Net deferred tax liabilities	<u>2,452.0</u>	<u>1,884.5</u>			<u>2,424.2</u>	<u>1,912.0</u>
Deferred tax charged to profit and loss			412.7	137.3		
Deferred tax credited to equity	<u>154.8</u>	<u>(55.7)</u>			<u>129.0</u>	<u>(49.2)</u>

Except for deferred tax liabilities recorded on unremitted retained earnings for certain group entities, the Group has determined the undistributed earnings of the remaining overseas subsidiaries will not be distributed in the foreseeable future. As at 31 March 2026, the unremitted earnings aggregated to \$19.2 million (2025: \$16.2 million). The deferred tax liability is estimated to be \$5.3 million (2025: \$4.9 million).

17 Borrowings (in \$ million)

	The Group		The Company	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025
Current Liabilities - Borrowings				
Notes payable	1,275.6	700.0	1,275.6	700.0
Loans	680.9	675.7	617.3	613.0
Convertible bonds	-	837.7	-	837.7
	<u>1,956.5</u>	<u>2,213.4</u>	<u>1,892.9</u>	<u>2,150.7</u>
Non-current Liabilities - Borrowings				
Notes payable	3,112.5	3,965.2	3,112.5	3,965.2
Loans	2,597.7	3,332.1	2,536.0	3,221.9
	<u>5,710.2</u>	<u>7,297.3</u>	<u>5,648.5</u>	<u>7,187.1</u>

Notes payable

Notes payable as at 31 March 2026 comprised unsecured notes issued by the Company. The details are set out below.

Series	Currency	Fixed interest rate per annum	Year of maturity	31 March 2026		31 March 2025	
				Face value	Carrying value	Face value	Carrying value
SGD10 Billion Multicurrency Medium Term Note Programme							
004	SGD	3.13%	2026	630.0 *	630.2	630.0 *	630.5
005	SGD	3.035%	2025	-	-	700.0	700.0
006	SGD	3.13%	2027	700.0	699.8	700.0	699.6
008	SGD	3.50%	2030	500.0	499.5	500.0	499.4
009	USD	3.00%	2026	645.6	645.4	670.2	669.1
010	USD	3.375%	2029	774.7	771.6	804.2	799.9
011	USD	5.25%	2034	645.6	642.6	670.2	666.7
012	SGD	2.70%	2036	500.0	499.0	-	-
				<u>4,395.9</u>	<u>4,388.1</u>	<u>4,674.6</u>	<u>4,665.2</u>

* Comprised \$430.0 million in aggregate principal amount issued on 17 November 2016 and \$200.0 million in aggregate principal amount issued on 17 October 2017 that was consolidated into Series 004.

17 Borrowings (in \$ million) (continued)**Loans****The Group**

Type	Currency	Interest rate per annum	Year of maturity	31 March 2026		31 March 2025	
				Face value	Carrying value	Face value	Carrying value
<u>Fixed Rate</u>							
Secured bank loan	SGD	2.86%	2028	249.5	249.3	344.4	344.1
Secured bank loan	SGD	2.92%	2028	108.0	107.3	156.0	155.0
Secured bank loan	SGD	2.62%	2029	295.0	294.8	388.4	387.9
Secured bank loan	SGD	0.34%	2029	56.3	56.2	71.3	71.2
Secured bank loan	SGD	0.35%	2029	60.1	60.0	75.3	75.2
Secured bank loan	SGD	2.10%	2030	180.0	179.3	210.0	209.0
Secured bank loan	SGD	2.19%	2030	149.8	149.4	181.2	180.5
Secured bank loan	SGD	2.14%	2030	74.8	74.5	90.5	90.0
Secured bank loan	SGD	1.92%	2030	142.1	141.4	172.1	171.0
Secured bank loan	SGD	1.98%	2030	74.5	74.3	90.2	89.8
Secured bank loan	SGD	2.07%	2030	82.6	82.4	98.1	97.8
Secured bank loan	SGD	2.24%	2031	82.9	82.6	98.4	98.0
Secured bank loan	SGD	2.15%	2032	173.6	172.6	198.3	197.2
Secured bank loan	SGD	2.15%	2032	152.7	151.7	174.4	173.1
Secured bank loan	EUR	0.46%	2029	56.3	56.3	69.5	69.5
Secured bank loan	EUR	0.65% - 0.68%	2029 - 2030	351.1	350.8	430.3	429.8
Secured bank loan	JPY	0.41%	2029	70.6	70.5	98.4	98.3
Aircraft leasing loans	JPY	0.93% - 1.35%	2033 - 2034	677.6	675.0	819.4	816.0
Aircraft leasing loans	USD	1.69% - 1.85%	2033 - 2034	234.1	232.2	238.8	236.5
<u>Floating rate</u>							
Revolving credit facility	USD	5.81%	2025	-	-	0.7	0.7
Revolving credit facility	USD	5.25%	2026	2.3	2.3	-	-
Term loan drawdown	USD	5.81%	2028	3.1	3.1	4.0	4.0
Revolving credit facility	SGD	4.60%	2025	-	-	3.0	3.0
Revolving credit facility	SGD	4.45%	2025	-	-	8.0	8.0
Revolving credit facility	SGD	3.10%	2026	3.0	3.0	-	-
Revolving credit facility	SGD	3.05%	2026	8.1	8.1	-	-
Trust receipt	SGD	2.66%	2025	-	-	2.2	2.2
Trust receipt	SGD	1.08%	2026	1.5	1.5	-	-
				3,289.6	3,278.6	4,022.9	4,007.8

17 Borrowings (in \$ million) (continued)**Loans (continued)****The Company**

Type	Currency	Interest rate per annum	Year of maturity	31 March 2026		31 March 2025	
				Face value	Carrying value	Face value	Carrying value
Fixed Rate							
Secured bank loan	SGD	2.86%	2028	249.5	249.3	344.4	344.1
Secured bank loan	SGD	2.62%	2029	295.0	294.8	388.4	387.9
Secured bank loan	SGD	0.34%	2029	56.3	56.2	71.3	71.2
Secured bank loan	SGD	0.35%	2029	60.1	60.0	75.3	75.2
Secured bank loan	SGD	2.10%	2030	180.0	179.3	210.0	209.0
Secured bank loan	SGD	2.19%	2030	149.8	149.4	181.2	180.5
Secured bank loan	SGD	2.14%	2030	74.8	74.5	90.5	90.0
Secured bank loan	SGD	1.92%	2030	142.1	141.4	172.1	171.0
Secured bank loan	SGD	1.98%	2030	74.5	74.3	90.2	89.8
Secured bank loan	SGD	2.07%	2030	82.6	82.4	98.1	97.8
Secured bank loan	SGD	2.24%	2031	82.9	82.6	98.4	98.0
Secured bank loan	SGD	2.15%	2032	173.6	172.6	198.3	197.2
Secured bank loan	SGD	2.15%	2032	152.7	151.7	174.4	173.1
Secured bank loan	EUR	0.46%	2029	56.3	56.3	69.5	69.5
Secured bank loan	EUR	0.65% - 0.68%	2029 - 2030	351.1	350.8	430.3	429.8
Secured bank loan	JPY	0.41%	2029	70.6	70.5	98.4	98.3
Aircraft leasing loans	JPY	0.93% - 1.35%	2033 - 2034	677.6	675.0	819.4	816.0
Aircraft leasing loans	USD	1.69% - 1.85%	2033 - 2034	234.1	232.2	238.8	236.5
				3,163.6	3,153.3	3,849.0	3,834.9

The Group uses interest rate swaps to hedge the variability of future interest payments on a floating rate loan attributable to movements in the relevant benchmark interest rates. As at 31 March 2026, the Group and Company had floating rate loans with nominal amounts of \$2,213.0 million (2025: \$2,755.1 million) and \$2,105.0 million (2025: \$2,599.1 million) which are hedged with interest rate swaps (refer to note 41(c)).

17 Borrowings (in \$ million) (continued)**Convertible bonds**

	The Group and the Company	
	2026	2025
Balance at 1 April	837.7	820.4
Amortised bond principal	2.7	15.5
Amortised transaction costs	1.3	1.8
Conversion of convertible bonds	(841.7)	-
Balance at 31 March	-	837.7

The 1.625% convertible bonds issued on 3 December 2020 were due on 24 November 2025. During the term of the bonds, the conversion price was periodically adjusted following the declaration of dividends, in accordance with the Trust Deed.

As at 31 March 2026, the convertible bonds were fully converted into ordinary shares and the equity conversion component of \$74.3 million was reclassified into share capital.

18 Other Long-Term Liabilities (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Amount payable to engine manufacturer	56.5	58.7	56.5	58.7
Derivative liabilities (refer to note 41)	131.5	78.9	131.3	78.9
	188.0	137.6	187.8	137.6

19 Provisions (in \$ million)

Included are provisions for return costs for leased aircraft and other provisions. It is expected that the return costs will be incurred by the end of the lease terms.

Other provisions include provisions for onerous contracts, crew gratuity, Carbon Offsetting and Reduction Scheme for International Aviation obligations and warranty claims. Provision for warranty claims is made for engine overhauls, repairs and maintenance of aircraft (excluding line maintenance), based on past experience of repairs.

An analysis of the provisions is as follows:

	The Group		
	Return costs for leased aircraft	Others	Total
Balance at 1 April 2024	1,186.2	165.6	1,351.8
Provision during the year	162.3	180.7	343.0
Provision written back during the year	(174.4)	(18.6)	(193.0)
Provision utilised during the year	(140.8)	(13.1)	(153.9)
Reclassification from trade and other creditors	-	1.2	1.2
Balance at 31 March 2025	1,033.3	315.8	1,349.1
Current	396.9	209.0	605.9
Non-current	636.4	106.8	743.2
	1,033.3	315.8	1,349.1
Balance at 1 April 2025	1,033.3	315.8	1,349.1
Provision during the year	144.0	98.4	242.4
Provision written back during the year	(22.8)	(92.7)	(115.5)
Provision utilised during the year	(211.3)	(15.4)	(226.7)
Balance at 31 March 2026	943.2	306.1	1,249.3
Current	307.8	155.3	463.1
Non-current	635.4	150.8	786.2
	943.2	306.1	1,249.3
	The Company		
	Return costs for leased aircraft	Others	Total
Balance at 1 April 2024	491.0	163.9	654.9
Provision during the year	59.7	173.5	233.2
Provision written back during the year	(160.7)	(18.6)	(179.3)
Provision utilised during the year	(10.2)	(13.0)	(23.2)
Balance at 31 March 2025	379.8	305.8	685.6
Current	128.0	203.4	331.4
Non-current	251.8	102.4	354.2
	379.8	305.8	685.6
Balance at 1 April 2025	379.8	305.8	685.6
Provision during the year	65.2	83.5	148.7
Provision written back during the year	(15.8)	(92.7)	(108.5)
Provision utilised during the year	(22.0)	(15.3)	(37.3)
Balance at 31 March 2026	407.2	281.3	688.5
Current	206.1	144.8	350.9
Non-current	201.1	136.5	337.6
	407.2	281.3	688.5

20 Property, Plant and Equipment (in \$ million)**The Group**

	Aircraft	Aircraft spares	Aircraft spare engines	Freehold land	Freehold buildings	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Advance and progress payments	Total
Cost										
At 1 April 2024	25,282.9	674.4	380.4	15.7	135.4	623.6	692.7	376.9	6,807.2	34,989.2
Additions	430.0	86.5	-	-	-	0.6	16.3	3.5	1,329.2	1,866.1
Transfers	2,487.8	-	26.2	-	-	3.9	(153.3)	20.7	(2,385.3)	-
Write-off	-	-	-	-	-	-	-	-	(390.6)	(390.6)
Disposals	(431.4)	(24.4)	-	-	-	(2.5)	(12.3)	(9.3)	-	(479.9)
Exchange differences	(9.7)	(0.1)	-	-	-	0.2	0.2	(0.7)	0.3	(9.8)
At 31 March 2025	27,759.6	736.4	406.6	15.7	135.4	625.8	543.6	391.1	5,360.8	35,975.0
Additions	339.9	59.7	-	-	-	2.3	25.7	7.1	2,271.0	2,705.7
Transfers	2,636.7	-	(18.2)	-	-	0.1	9.4	45.4	(2,673.4)	-
Disposals	(364.6)	(8.8)	-	-	-	(0.6)	(17.6)	(13.4)	(5.2)	(410.2)
Exchange differences	(69.6)	(0.3)	-	-	-	(2.1)	(0.8)	(0.1)	(0.5)	(73.4)
At 31 March 2026	30,302.0	787.0	388.4	15.7	135.4	625.5	560.3	430.1	4,952.7	38,197.1
Accumulated depreciation and impairment losses										
At 1 April 2024	8,950.6	423.2	195.0	-	135.3	548.3	598.0	312.4	390.6	11,553.4
Depreciation	1,648.9	27.5	27.1	-	0.1	7.2	38.3	26.6	-	1,775.7
Transfers	140.4	-	(4.4)	-	-	-	(136.0)	-	-	-
Write-off	-	-	-	-	-	-	-	-	(390.6)	(390.6)
Disposals	(409.0)	(11.4)	-	-	-	(2.5)	(12.1)	(9.3)	-	(444.3)
Exchange differences	-	-	-	-	-	0.4	0.2	(0.7)	-	(0.1)
At 31 March 2025	10,330.9	439.3	217.7	-	135.4	553.4	488.4	329.0	-	12,494.1
Depreciation	1,861.3	25.6	24.4	-	-	6.5	20.4	33.4	-	1,971.6
Transfers	9.9	-	(9.9)	-	-	-	-	-	-	-
Disposals	(328.7)	(2.7)	-	-	-	(0.5)	(17.5)	(12.9)	-	(362.3)
Exchange differences	-	(0.2)	-	-	-	(0.8)	(0.8)	(0.1)	-	(1.9)
At 31 March 2026	11,873.4	462.0	232.2	-	135.4	558.6	490.5	349.4	-	14,101.5
Net book value										
At 31 March 2025	17,428.7	297.1	188.9	15.7	-	72.4	55.2	62.1	5,360.8	23,480.9
At 31 March 2026	18,428.6	325.0	156.2	15.7	-	66.9	69.8	80.7	4,952.7	24,095.6

20 Property, Plant and Equipment (in \$ million) (continued)**The Company**

	Aircraft	Aircraft spares	Aircraft spare engines	Freehold land	Freehold buildings	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Advance and progress payments	Total
Cost										
At 1 April 2024	22,445.6	468.9	172.7	15.7	135.4	317.6	339.5	275.3	5,964.8	30,135.5
Additions	430.0	42.6	-	-	-	-	5.2	0.5	930.1	1,408.4
Transfers	2,054.3	-	9.2	-	-	-	(153.5)	19.4	(1,929.4)	-
Write-off	-	-	-	-	-	-	-	-	(390.6)	(390.6)
Disposals	(397.0)	(21.5)	-	-	-	-	(4.9)	(7.1)	(105.0)	(535.5)
Exchange differences	(8.1)	-	-	-	-	-	-	-	-	(8.1)
At 31 March 2025	24,524.8	490.0	181.9	15.7	135.4	317.6	186.3	288.1	4,469.9	30,609.7
Additions	339.6	45.4	-	-	-	-	8.2	4.5	1,515.4	1,913.1
Transfers	1,404.1	-	(4.8)	-	-	-	4.5	41.8	(1,445.6)	-
Disposals	(266.5)	(7.9)	-	-	-	-	(7.6)	(11.2)	(109.5)	(402.7)
Exchange differences	(61.0)	-	-	-	-	-	-	-	-	(61.0)
At 31 March 2026	25,941.0	527.5	177.1	15.7	135.4	317.6	191.4	323.2	4,430.2	32,059.1
Accumulated depreciation and impairment losses										
At 1 April 2024	7,760.6	299.0	106.4	-	135.3	313.4	274.7	223.3	390.6	9,503.3
Depreciation	1,499.7	16.1	12.7	-	0.1	1.0	27.5	21.5	-	1,578.6
Transfers	140.4	-	(4.4)	-	-	-	(136.0)	-	-	-
Write-off	-	-	-	-	-	-	-	-	(390.6)	(390.6)
Disposals	(394.1)	(8.7)	-	-	-	-	(4.9)	(7.1)	-	(414.8)
At 31 March 2025	9,006.6	306.4	114.7	-	135.4	314.4	161.3	237.7	-	10,276.5
Depreciation	1,651.0	13.1	11.5	-	-	0.4	7.8	28.6	-	1,712.4
Transfers	4.8	-	(4.8)	-	-	-	-	-	-	-
Disposals	(261.7)	(2.0)	-	-	-	-	(7.6)	(10.7)	-	(282.0)
At 31 March 2026	10,400.7	317.5	121.4	-	135.4	314.8	161.5	255.6	-	11,706.9
Net book value										
At 31 March 2025	15,518.2	183.6	67.2	15.7	-	3.2	25.0	50.4	4,469.9	20,333.2
At 31 March 2026	15,540.3	210.0	55.7	15.7	-	2.8	29.9	67.6	4,430.2	20,352.2

Assets held as security

The Company's aircraft with carrying amount of \$5,195.0 million (2025: \$5,563.2 million) are pledged as security to the banks.

Scoot Pte. Ltd.'s aircraft with carrying amount of \$300.5 million (2025: \$338.1 million) are pledged as security to the banks.

21 Right-of-Use Assets (in \$ million)**The Group**

	Aircraft	Aircraft spare engines	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Total
At 1 April 2024	3,025.0	191.2	151.6	2.4	0.8	3,371.0
Additions	80.3	-	166.8	0.9	-	248.0
Reassessment and modifications	(4.3)	-	5.2	-	-	0.9
Depreciation	(440.3)	(27.5)	(62.8)	(1.4)	(0.5)	(532.5)
At 31 March 2025	2,660.7	163.7	260.8	1.9	0.3	3,087.4
Additions	63.6	-	128.0	13.1	0.7	205.4
Reassessment and modifications	-	-	7.1	-	-	7.1
Depreciation	(388.8)	(27.5)	(75.2)	(2.0)	(0.5)	(494.0)
At 31 March 2026	2,335.5	136.2	320.7	13.0	0.5	2,805.9

The Company

	Aircraft	Aircraft spare engines	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Total
At 1 April 2024	1,852.0	191.2	88.6	0.6	0.5	2,132.9
Additions	-	-	162.6	0.3	-	162.9
Reassessment and modifications	(32.3)	-	4.3	-	-	(28.0)
Depreciation	(256.9)	(27.5)	(46.7)	(0.4)	(0.2)	(331.7)
At 31 March 2025	1,562.8	163.7	208.8	0.5	0.3	1,936.1
Additions	-	-	39.0	0.7	-	39.7
Reassessment and modifications	-	-	7.0	-	-	7.0
Depreciation	(215.7)	(27.5)	(55.4)	(0.5)	(0.2)	(299.3)
At 31 March 2026	1,347.1	136.2	199.4	0.7	0.1	1,683.5

22 Intangible Assets (in \$ million)**The Group**

	Goodwill	Trademarks	Computer software and others	Deferred engine development cost	Advance and progress payments	Total
Cost						
At 1 April 2024	190.7	25.0	952.2	33.6	83.8	1,285.3
Additions	-	-	2.9	-	104.2	107.1
Transfers	-	-	86.5	-	(86.5)	-
Disposals	-	-	(2.7)	-	-	(2.7)
Exchange differences	-	-	0.2	-	-	0.2
At 31 March 2025	190.7	25.0	1,039.1	33.6	101.5	1,389.9
Additions	-	-	5.6	-	117.1	122.7
Transfers	-	-	98.9	-	(98.9)	-
Disposals	-	-	(36.8)	-	-	(36.8)
Liquidation of a subsidiary company	-	-	-	(32.2)	-	(32.2)
Exchange differences	-	-	1.3	(1.4)	0.1	-
At 31 March 2026	190.7	25.0	1,108.1	-	119.8	1,443.6
Accumulated amortisation and impairment losses						
At 1 April 2024	184.4	25.0	737.8	33.6	-	980.8
Amortisation	-	-	72.8	-	-	72.8
Disposals	-	-	(2.4)	-	-	(2.4)
Exchange differences	-	-	0.1	-	-	0.1
At 31 March 2025	184.4	25.0	808.3	33.6	-	1,051.3
Amortisation	-	-	75.8	-	-	75.8
Disposals	-	-	(35.3)	-	-	(35.3)
Liquidation of a subsidiary company	-	-	-	(32.2)	-	(32.2)
Exchange differences	-	-	-	(1.4)	-	(1.4)
At 31 March 2026	184.4	25.0	848.8	-	-	1,058.2
Net book value						
At 31 March 2025	6.3	-	230.8	-	101.5	338.6
At 31 March 2026	6.3	-	259.3	-	119.8	385.4

22 Intangible Assets (in \$ million) (continued)**The Company**

	Computer software and others	Advance and progress payments	Total
Cost			
At 1 April 2024	792.3	74.0	866.3
Additions	-	80.7	80.7
Transfers	65.7	(65.7)	-
Disposals	(0.9)	-	(0.9)
At 31 March 2025	857.1	89.0	946.1
Additions	3.0	90.4	93.4
Transfers	70.2	(70.2)	-
Disposals	(36.2)	-	(36.2)
At 31 March 2026	894.1	109.2	1,003.3
Accumulated amortisation			
At 1 April 2024	611.6	-	611.6
Amortisation	60.0	-	60.0
Disposals	(0.9)	-	(0.9)
At 31 March 2025	670.7	-	670.7
Amortisation	58.7	-	58.7
Disposals	(34.7)	-	(34.7)
At 31 March 2026	694.7	-	694.7
Net book value			
At 31 March 2025	186.4	89.0	275.4
At 31 March 2026	199.4	109.2	308.6

23 Subsidiary Companies (in \$ million)

	The Company 31 March	
	2026	2025
Investment in subsidiary companies	6,344.7	6,567.7
Accumulated impairment losses	(52.7)	(52.7)
Effects of integration of SIA Cargo	(1,405.0)	(1,405.0)
	<u>4,887.0</u>	<u>5,110.0</u>
Long-term loans to subsidiary companies	580.2	582.5
Accumulated impairment losses	(3.6)	(5.3)
	<u>576.6</u>	<u>577.2</u>
Amount owing by a subsidiary company	17.4	14.8
	<u>5,481.0</u>	<u>5,702.0</u>

During the financial year:

1. The Company injected \$10.0 million in KrisShop Pte. Ltd.
2. The Company injected \$7.5 million in Kris+.
3. The Company incorporated Kris Business Hub Sdn. Bhd. and injected \$0.3 million.
4. The Company did a capital reduction of \$240.0 million in Silkair (Singapore) Private Limited.
5. The Company did a capital reduction of \$0.8 million in Budget Aviation Holdings Pte. Ltd.
6. SIA Engineering Company Limited ("SIAEC") injected \$40.0 million in Base Maintenance Sdn. Bhd.
7. NexGen Network (2) Holding Pte. Ltd. was deemed dissolved following the registration for its dissolution on 10 December 2025. At the Group level, a loss on liquidation of \$1.9 million was recognised.

23 Subsidiary Companies (in \$ million) (continued)

(a) Composition of the Group

The subsidiary companies are:

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March	
			2026	2025
SIA Engineering Company Limited⁽¹⁾ and its subsidiaries	Engineering services	Singapore	77.7	77.8
NexGen Network (2) Holding Pte. Ltd.	Investment holding	Singapore	-	77.8
SIAEC Global Private Limited ⁽¹⁾	Investment holding	Singapore	77.7	77.8
SIA Engineering (USA), Inc. ⁽⁴⁾	Provide aircraft maintenance services, including technical and non-technical handling at the airport	United States of America	77.7	77.8
SIA Engineering Japan Corporation ⁽⁴⁾	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Japan	77.7	77.8
Singapore Aero Support Services Pte. Ltd. ⁽¹⁾	Maintenance, repair and overhaul of aircraft and cabin components/systems	Singapore	77.7	77.8
Heavy Maintenance Singapore Services Pte. Ltd. ⁽¹⁾	Dormant	Singapore	77.7	77.8
SIA Engineering (Philippines) Corporation ⁽²⁾	Provide airframe maintenance component overhaul services	Philippines	77.7	77.8
Base Maintenance Malaysia Sdn. Bhd. ⁽²⁾	Provide aircraft maintenance, repair and overhaul	Malaysia	77.7	77.8
Asia Pacific Aircraft Component Services Sdn. Bhd. ⁽²⁾	Provide airframe maintenance component overhaul services	Malaysia	58.3	58.4
JADE Engineering Pte. Ltd. ^{(1)*}	Provide turnkey solutions for aircraft interior modifications	Singapore	42.8	42.8
Aerospace Component Engineering Services Pte. Ltd. ^{(1)*}	Repair and overhaul of hydro-mechanical equipment for Boeing and Airbus aircraft	Singapore	39.6	39.7
TIA Engineering Services Company Limited ^{(5)*}	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Cambodia	39.6	39.7
Scout Holdings Pte. Ltd.⁽¹⁾ and its subsidiaries	Investment holding	Singapore	100.0	100.0
Scout Pte. Ltd. ⁽¹⁾	Air transportation	Singapore	100.0	100.0
Roar Aviation Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100.0	100.0
Cargo Community Network Pte Ltd⁽¹⁾ and its subsidiary	Providing and marketing of cargo community system	Singapore	51.0	51.0
Cargo Community (Shanghai) Co. Ltd. ⁽³⁾⁺	Marketing and support of portal services for the air cargo industry	People's Republic of China	51.0	51.0

23 Subsidiary Companies (in \$ million) (continued)

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March	
			2026	2025
Budget Aviation Holdings Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100.0	100.0
Encounters Pte. Ltd. ⁽¹⁾	Travel booking and related services through an online portal	Singapore	100.0	100.0
Kris Business Hub Sdn. Bhd. ⁽⁵⁾	Corporate support services	Malaysia	100.0	-
Kris+ Pte. Ltd. ⁽¹⁾	Marketing, payment and related services	Singapore	100.0	100.0
KrisShop Pte. Ltd. ⁽¹⁾	Travel-related retail operations	Singapore	100.0	100.0
SilkAir (Singapore) Private Limited ⁽¹⁾	Inactive	Singapore	100.0	100.0
Singapore Airlines Cargo Pte Ltd ⁽¹⁾	Inactive	Singapore	100.0	100.0
Singapore Airlines Foundation Limited ⁽¹⁾	Educational support services	Singapore	^	^
Singapore Aviation and General Insurance Company (Pte) Limited ⁽¹⁾	Aviation insurance	Singapore	100.0	100.0
Singapore Flying College Pte Ltd ⁽¹⁾	Training of pilots	Singapore	100.0	100.0
Sing-Bi Funds Private Limited ⁽¹⁾	Investment holding	Singapore	100.0	100.0
Tradewinds Tours & Travel Private Limited ⁽¹⁾	Inactive	Singapore	100.0	100.0

⁽¹⁾ Audited by KPMG LLP, Singapore

⁽²⁾ Audited by member firms of KPMG International in the respective countries

⁽³⁾ Audited by Shanghai HDDY Certified Public Accountants Co., Ltd

⁽⁴⁾ Not required to be audited under the law in country of incorporation

⁽⁵⁾ Not required to be audited

^ The company is limited by guarantee.

* The company is considered a subsidiary of the Group by virtue of the management control over financial and operating policies of the company

+ Financial year end 31 December

Special purpose entities ("SPEs")

Details of the operating SPEs controlled and consolidated by the Group at the end of financial year are as follows:

Name of entity	Purpose of special purpose entity	Country of incorporation
Winnie Aircraft Limited	Financing of aircraft	Mauritius
Falcon Aircraft Limited	Financing of aircraft	Mauritius

The SPEs are held by Scoot Holdings Pte. Ltd. and are audited by Ernst & Young LLP, Mauritius.

Although the Group does not hold shares in these companies, they are considered subsidiary companies as the activities of the SPEs are being conducted on behalf of the Group according to its specific business needs and the Group retains the majority of the residual or ownership risks related to the assets held by these SPEs. These SPEs were incorporated for the sole purpose of financing of the Group's aircraft.

23 Subsidiary Companies (in \$ million) (continued)**(b) Interest in subsidiary company with material non-controlling interests ("NCI")**

The Group has the following subsidiary company that has NCI that are material to the Group:

	SIA Engineering Company Group of Companies 31 March	
	2026	2025
Proportion of ownership interest held by NCI	22.3%	22.2%
Profit allocated to NCI during the reporting period	40.1	33.3
Accumulated NCI at the end of reporting period	413.2	402.9
Dividends paid to NCI	24.3	20.3

(c) Summarised financial information about subsidiary company with material NCI

Summarised financial information before intercompany eliminations of the subsidiary company with material non-controlling interests are as follows:

Summarised statement of financial position

	SIA Engineering Company Group of Companies 31 March	
	2026	2025
Current		
Assets	964.9	970.3
Liabilities	(363.3)	(337.3)
Net current assets	601.6	633.0
Non-current		
Assets	1,306.0	1,171.1
Liabilities	(129.6)	(62.6)
Net non-current assets	1,176.4	1,108.5
Net assets	1,778.0	1,741.5

Summarised statement of comprehensive income

	SIA Engineering Company Group of Companies	
	FY2025/26	FY2024/25
Revenue	1,422.9	1,245.1
Profit before tax	179.2	147.3
Taxation	(7.8)	(5.7)
Profit after tax	171.4	141.6
Other comprehensive income	(31.8)	(5.9)
Total comprehensive income	139.6	135.7

Other summarised information

	SIA Engineering Company Group of Companies	
	FY2025/26	FY2024/25
Net cash flow from operations	26.3	167.0
Acquisition of significant property, plant and equipment	(36.9)	(52.9)

24 Associated Companies (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Investment in associated companies	2,028.2	2,874.6	2,147.3	2,147.3
Accumulated impairment losses	(9.4)	(9.4)	(970.3)	(9.4)
	<u>2,018.8</u>	<u>2,865.2</u>	<u>1,177.0</u>	<u>2,137.9</u>

During the financial year:

1. RCMS recorded a revaluation gain of \$30.9 million from its annual revaluation exercise of its land and building. The Group's share of the revaluation gain of \$6.2 million as at 31 March 2026 is included under the share of post-acquisition capital reserve.
2. Management performed an impairment assessment for the investment in AI at the Group level after identifying potential impairment indicators. The carrying value of the investment in AI at the Group level as at 31 March 2026 was \$1,134.6 million. A market-based approach was used to determine the recoverable amount by applying revenue multiples from comparable airlines.

The valuation relied on the following key assumptions:

- Future revenue projections.
- Revenue multiples sourced from comparable market transactions and publicly available data.
- An appropriate discount rate.

The impairment assessment is sensitive to changes to these assumptions and any significant adverse movements in these assumptions could impact the results of the impairment test.

Management assessed that the assumptions and estimates applied were reasonable and supportable based on information available at the reporting date. Based on the assessment performed, the recoverable amount of the investment exceeded its carrying amount as at 31 March 2026. Accordingly, no impairment loss was recognised in the consolidated financial statements for the financial year ended 31 March 2026.

24 Associated Companies (in \$ million) (continued)

(a) Associated companies of the Group

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group	
			31 March 2026	2025
<u>Held by the Company</u>				
Airbus Asia Training Centre Pte. Ltd. ^{(5)(b)}	Flight training services	Singapore	45.0	45.0
Air India Limited ⁽¹⁰⁾ and its subsidiaries	Domestic and international airlines services	India	25.1	25.1
Air India Express Limited ⁽¹⁰⁾	Domestic and international airlines services	India	25.1	25.1
AI Fleet Services IFSC Limited ⁽¹⁰⁾	Financing and leasing of aircraft	India	25.1	25.1
Ritz-Carlton, Millenia Singapore Properties Private Limited ^{(5)(b)}	Hotel ownership and management	Singapore	20.0	20.0
<u>Held by SIAEC</u>				
Eagle Services Asia Private Limited ^{(2)(b)}	Repair and overhaul of aircraft engines	Singapore	38.1	38.1
Eaton Aerospace Component Services Asia Sdn. Bhd. ^{(11)(b)}	Inspect, test, repair, maintain, modify and overhaul Eaton-manufactured aircraft components installed on airframe and engine fuel systems and hydraulic systems	Malaysia	38.1	38.1
Fuel Accessory Service Technologies Pte Ltd ^{(2)(b)}	Repair and overhaul of engine fuel components and accessories	Singapore	38.1	38.1
GE Aviation, Overhaul Services – Singapore Pte. Ltd ^{(12)(b)}	Repair and servicing of aircraft and spacecraft (including aircraft engines and other parts)	Singapore	38.1	38.1
Moog Aircraft Services Asia Pte. Ltd. ⁽³⁾	Repair and overhaul services for flight control systems	Singapore	38.1	38.1
PT Jas Aero-Engineering Services ^{(8)(b)}	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Indonesia	38.1	38.1
Southern Airports Aircraft Maintenance Services Company Limited ^{(4)(b)}	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Vietnam	38.1	38.1
POS Aviation Engineering Services Sdn. Bhd. ^{(6)(b)}	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Malaysia	38.1	38.1
Component Aerospace Singapore Pte. Ltd. ^{(2)(a)}	Repair and overhaul of aircraft engine combustion chambers, guides, fuel nozzles and related parts	Singapore	36.1	36.1
Panasonic Avionics Services Singapore Pte. Ltd. ⁽¹⁾	Provide line maintenance and repair services of in-flight entertainment systems	Singapore	33.0	33.1
Goodrich Aerostructures Service Center-Asia Pte. Ltd. ^{(2)(b)}	Repair and overhaul of aircraft nacelles, thrust reversers and pylons	Singapore	31.1	31.1
Pan Asia Pacific Aviation Services Limited ⁽⁷⁾	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Hong Kong	31.1	31.1
Safran Electronics & Defense Services Asia Pte. Ltd. ^{(9)(b)}	Provide avionics maintenance, repair and overhaul services	Singapore	31.1	31.1

24 Associated Companies (in \$ million) (continued)**(a) Associated companies of the Group (continued)**

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March	
			2026	2025
Safran Landing Systems Services Singapore Pte. Ltd. ^{(9)(b)}	Repair and overhaul of Boeing and Airbus series landing gears	Singapore	31.1	31.1
Turbine Coating Services Pte Ltd ^{(2)(b)*}	Repair and overhaul of aircraft engine turbine airfoils	Singapore	19.0	19.1

⁽¹⁾ Audited by KPMG LLP, Singapore

⁽²⁾ Audited by PricewaterhouseCoopers LLP, Singapore

⁽³⁾ Audited by Cypress Singapore Public Accounting Corporation

⁽⁴⁾ Audited by member firms of Deloitte & Touche

⁽⁵⁾ Audited by Ernst & Young LLP, Singapore

⁽⁶⁾ Audited by KPMG LLP, Malaysia

⁽⁷⁾ Audited by Chan Li Law CPA Ltd

⁽⁸⁾ Audited by Ernst & Young LLP, Indonesia

⁽⁹⁾ Audited by Mazars LLP, Singapore

⁽¹⁰⁾ Audited by PKF Sridhar & Santhanam LLP and T.P. Ostwal & Associates

⁽¹¹⁾ Audited by Grant Thornton Malaysia PLT, Malaysia

⁽¹²⁾ Not required to be audited under the law in country of incorporation

^(a) Financial year end 30 November

^(b) Financial year end 31 December

* The Group has significant influence in these entities through its holdings in SIAEC

(b) Acquisition of Air India Limited

The Company, TATA-SIA Airlines Limited ("TATA-SIA"), Tata Sons Private Limited and AI entered into an Implementation Agreement dated 29 November 2022 in connection with the proposed merger of TATA-SIA and AI.

On 12 November 2024, the merger was completed and the Company acquired 25.1% of the shares of AI.

The acquisition is part of the Company's strategy to strengthen SIA's position in the fast-growing Indian aviation market which complements its Singapore hub.

Consideration transferred

As part of the merger, the Company was allotted 2.5487 shares for every 1 share held in TATA-SIA valued at \$1,099.3 million and also subscribed for shares of the enlarged AI for an amount of INR20,585 million (\$322.1 million) at a price of INR5.56 per equity share.

In accordance with the terms of the Implementation Agreement, the Company made an additional capital injection amounting to INR31,945 million (\$499.9 million).

The Company incurred acquisition-related costs of \$7.3 million on advisory and due diligence costs, which were capitalised as part of the cost of investment.

Subsequently in March 2025, the Company made an additional capital injection amounting to INR10,807 million (\$166.9 million). The Company's equity interest in AI remains unchanged at 25.1% with a total cost of \$2,095.5 million.

24 Associated Companies (in \$ million) (continued)**(b) Acquisition of Air India Limited (continued)**Identifiable assets acquired and liabilities assumed

The fair value of identifiable assets acquired and liabilities assumed at the acquisition date are summarised below:

	At date of acquisition
Property, plant and equipment	2,090.6
Right-of-use assets	1,972.4
Brand and trademarks	430.0
Airport slots	230.2
Investments	275.8
Lease liabilities	(2,035.7)
Contingent liabilities	(47.4)
Net working capital	148.6
Borrowings	(1,598.7)
Provisions	(507.6)
Deferred revenue	(419.0)
Deferred tax liabilities	(199.9)
Other assets and liabilities	190.5
Net identifiable assets at fair value	<u>529.8</u>
Consideration transferred	1,921.3
Less: Net identifiable assets at fair value	<u>(529.8)</u>
Goodwill arising from acquisition	<u><u>1,391.5</u></u>

Measurement of fair value

The valuation techniques used for measuring fair value of material assets acquired and liabilities assumed were as follows:

Assets acquired and Liabilities assumed	Valuation technique
Property, plant and equipment	Market comparison technique This approach considers market prices for similar items when they are available.
Brand and trademarks	Relief from Royalty Method This method considers the discounted estimated royalty payments that are expected to be avoided as result of the trademark being owned.
Airport slots	Multi-Period Excess Earnings Method This method computes the value of the airport slots by using the present value of the after-tax cash flows attributable to the capacity-constrained airport slots only.
Right-of-use assets	Adjusted present value of remaining lease payments Right-of-use assets are measured as the present value of remaining lease payments, adjusted for favourable or unfavourable terms. The identification and measurement of such favourable or unfavourable terms is based on the Market comparison technique. Market comparison technique This approach considers market prices for similar items when they are available.
Lease liabilities	Adjusted present value of remaining lease payments Lease liabilities are measured as the present value of remaining lease payments.

24 Associated Companies (in \$ million) (continued)**(b) Acquisition of Air India Limited (continued)**Contingent liabilities

The liabilities assumed at date of acquisition include contingent liabilities arising from various taxation disputes and legal claims.

(c) Material associated companies

The carrying amounts of the investment in associated companies are as follows:

	The Group 31 March	
	2026	2025
Air India Limited	1,134.6	2,024.6
Other associated companies	884.2	840.6
	<u>2,018.8</u>	<u>2,865.2</u>

The activities of the associated companies are strategic to the Group's activities.

The Group has one (2025: one) associated company that is material and a number of associated companies that are individually immaterial to the Group. The following summarises the financial information of the Group's material associated company based on its consolidated financial statements prepared in accordance with IFRS, modified for fair value adjustments on acquisitions.

Summarised statement of financial position

	AI 31 March	
	2026	2025
Current assets	2,809.3	3,842.7
Non-current assets	17,887.4	18,524.5
Total assets	<u>20,696.7</u>	<u>22,367.2</u>
Current liabilities	(5,999.7)	(5,335.2)
Non-current liabilities	(15,720.5)	(14,222.1)
Total liabilities	<u>(21,720.2)</u>	<u>(19,557.3)</u>
Net (liabilities)/assets	<u>(1,023.5)</u>	<u>2,809.9</u>
Share of net (liabilities)/assets	<u>(256.9)</u>	<u>705.3</u>

Summarised statement of comprehensive income

	AI	
	FY2025/26	FY2024/25
Revenue	10,532.7	4,551.8
Loss after tax	(3,765.7)	(288.4)
Other comprehensive income	209.2	(0.4)
Total comprehensive income	<u>(3,556.5)</u>	<u>(288.8)</u>

The summarised comprehensive income information for AI above and the Group's share of losses for FY2025/26 are based on AI's management accounts for the year ended 31 March 2026.

24 Associated Companies (in \$ million) (continued)**(c) Material associated companies (continued)**

A reconciliation of the summarised financial information to the carrying amount of AI is as follows:

	The Group 31 March	
	2026	2025
AI		
Group's share of net (liabilities)/assets	(256.9)	705.3
Goodwill on acquisition	1,391.5	1,319.3
	<u>1,134.6</u>	<u>2,024.6</u>

No dividends (FY2024/25: nil) were received from AI during the financial year.

(d) Other associated companies

Aggregate information about the Group's share of the results of the associated companies that are not individually material is as follows:

Summarised statement of comprehensive income

	Immaterial associates	
	FY2025/26	FY2024/25
Profit after tax	116.7	89.5
Other comprehensive income	5.0	11.0
Total comprehensive income	<u>121.7</u>	<u>100.5</u>

25 Joint Venture Companies (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Investment in joint venture companies	358.5	334.4	32.3	32.3

The joint venture companies are:

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March	
			2026	2025
Held by SIAEC				
Singapore Aero Engine Services Private Limited ⁽¹⁾	Repair and overhaul of aircraft engines	Singapore	38.9	38.9
Held by Scoot				
NokScoot Airlines Co., Ltd. ⁽²⁾	Air transportation	Thailand	49.0	49.0
Held by the Company				
Singapore CAE Flight Training Pte. Ltd. ⁽³⁾ and its subsidiary	Flight training services	Singapore	50.0	50.0
SCFT Malaysia Sdn. Bhd. ⁽⁴⁾	Supporting services to air transport and providing simulation training for pilots	Malaysia	50.0	50.0

⁽¹⁾ Audited by KPMG LLP, Singapore, and financial year end of 31 December.

⁽²⁾ Not required to be audited, and financial year end of 31 December. Entered into liquidation on 26 June 2020.

⁽³⁾ Audited by PricewaterhouseCoopers LLP, Singapore.

⁽⁴⁾ Audited by SCS Global & Co PLT.

25 Joint Venture Companies (in \$ million) (continued)

The Group jointly controls all the joint venture companies with other partners under contractual agreements that require unanimous consent for all major decisions over the relevant activities; they are all equity accounted.

Aggregate information about the Group's investment in the joint venture companies that are not individually material is as follows:

The Group's share of the assets and liabilities comprises:

	The Group 31 March	
	2026	2025
Current assets	1,147.8	1,145.1
Non-current assets	206.5	183.4
Total assets	<u>1,354.3</u>	<u>1,328.5</u>
Current liabilities	(835.8)	(965.5)
Non-current liabilities	(160.0)	(28.6)
Total liabilities	<u>(995.8)</u>	<u>(994.1)</u>
Net assets	<u>358.5</u>	<u>334.4</u>

The Group's share of the results is as follows:

	The Group	
	FY2025/26	FY2024/25
Profit after tax	36.1	40.1
Other comprehensive income	(1.0)	(1.2)
Total comprehensive income	<u>35.1</u>	<u>38.9</u>

26 Long-Term Investments (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
<u>Quoted</u>				
Non-equity investments	0.9	-	0.9	-
<u>Unquoted</u>				
Equity investments	38.7	39.5	38.7	36.2
	<u>39.6</u>	<u>39.5</u>	<u>39.6</u>	<u>36.2</u>

The Group's non-equity investments comprised investments in corporate bonds.

The interest rate for quoted non-equity investments is 5.70% to 5.88% per annum.

27 Other Long-Term Assets (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Deposits	40.3	58.3	0.1	0.1
Fixed deposits	-	1,360.0	-	1,360.0
Other receivables	-	21.9	-	21.9
Derivative assets (refer to note 41)	227.6	104.6	227.6	104.6
	<u>267.9</u>	<u>1,544.8</u>	<u>227.7</u>	<u>1,486.6</u>

The Group's fixed deposits in the previous financial year were denominated in USD and were held to hedge against foreign currency risk for a portion of the forecast USD capital expenditure (see note 41(b)). They have since been reclassified to other short-term assets (note 31).

In the prior financial year, the Group's other receivables were stated at amortised cost and were expected to be received over a period of two years.

28 Inventories (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Technical stocks and stores	311.5	295.7	243.0	231.9
Catering and general stocks	44.6	49.2	32.5	39.9
Total inventories at lower of cost and net realisable value	<u>356.1</u>	<u>344.9</u>	<u>275.5</u>	<u>271.8</u>

The cost of inventories recognised as an expense amounted to \$310.5 million (FY2024/25: \$311.0 million).

29 Trade Debtors (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Trade debtors	1,554.8	1,159.2	1,378.3	1,019.5
Contract assets	68.5	56.7	-	-
Amounts owing by:				
- associated companies	23.4	12.8	0.2	1.0
- joint venture companies	2.0	1.2	0.8	-
	<u>1,648.7</u>	<u>1,229.9</u>	<u>1,379.3</u>	<u>1,020.5</u>
Amounts owing by:				
- subsidiary companies	-	-	0.7	100.7
	<u>1,648.7</u>	<u>1,229.9</u>	<u>1,380.0</u>	<u>1,121.2</u>

Trade debtors are non-interest bearing. The carrying amount of trade debtors impaired by credit losses is reduced through the use of an allowance account unless the Group writes off the amount ascertained to be uncollectible. In subsequent periods when a trade debtor is ascertained to be uncollectible, it is written off against the allowance account.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days ageing of debtor balances) are considered indicators that the trade debtor is impaired. Individual trade debtor is written off when Management deems the amount not to be collectible.

29 Trade Debtors (in \$ million) (continued)

Contract assets relate to the Group's rights to consideration for work completed but not billed at the reporting date. The contract assets are transferred to trade debtors when the rights become unconditional. This usually occurs when the Group invoices the customers.

Amounts owing by subsidiary, associated and joint venture companies are unsecured, trade-related, non-interest bearing and repayable on demand. The amounts are stated at net of accumulated impairment losses.

The table below is an analysis of trade debtors as at 31 March:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Not past due and not impaired	1,470.2	1,006.4	1,244.6	944.9
Past due but not impaired	170.2	215.3	127.1	168.1
	<u>1,640.4</u>	<u>1,221.7</u>	<u>1,371.7</u>	<u>1,113.0</u>
Impaired trade debtors - collectively assessed	21.6	17.9	20.4	16.8
Less: Accumulated impairment losses	(13.3)	(9.7)	(12.1)	(8.6)
	<u>8.3</u>	<u>8.2</u>	<u>8.3</u>	<u>8.2</u>
Impaired trade debtors - individually assessed				
Customers in bankruptcy or other financial reorganisation	0.2	0.3	0.1	0.2
Customers who default in payment within stipulated framework of IATA Clearing House or Bank Settlement Plan	2.1	3.2	0.8	1.2
Less: Accumulated impairment losses	(2.3)	(3.5)	(0.9)	(1.4)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Impaired amounts owing by joint venture companies - individually assessed	72.3	75.5	72.3	75.5
Less: Accumulated impairment losses	(72.3)	(75.5)	(72.3)	(75.5)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total trade debtors, net	<u>1,648.7</u>	<u>1,229.9</u>	<u>1,380.0</u>	<u>1,121.2</u>

Included in trade and other debtors are amounts owing by related parties of \$54.3 million (2025: \$47.8 million) and \$35.0 million (2025: \$32.6 million) for the Group and Company respectively.

Trade debtors are stated after accumulated impairment losses. An analysis of the accumulated impairment losses is as follows:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Balance at 1 April	88.7	94.8	85.5	88.2
Provided/(Written back) during the year	4.8	(4.7)	(0.2)	(2.6)
Written off during the year	(5.6)	(1.4)	-	(0.1)
Balance at 31 March	<u>87.9</u>	<u>88.7</u>	<u>85.3</u>	<u>85.5</u>
Bad debts written off directly to profit and loss account, net of debts recovered	<u>1.1</u>	<u>4.0</u>	<u>0.5</u>	<u>0.4</u>

As at 31 March 2026, the composition of trade debtors held in foreign currencies by the Group is as follows: USD – 40.9% (2025: 24.2%), AUD – 9.3% (2025: 6.1%), EUR – 3.1% (2025: 3.6%), GBP – 4.8% (2025: 3.3%) and JPY – 1.9% (2025: 1.8%).

30 Deposits and Other Debtors (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Deposits	29.2	24.3	8.3	9.0
Other debtors	212.9	248.3	173.1	155.2
	<u>242.1</u>	<u>272.6</u>	<u>181.4</u>	<u>164.2</u>

31 Other Short-Term Assets (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Fixed deposits	1,689.8	421.1	1,689.8	421.1
Other receivables	39.8	115.4	39.8	115.4
	<u>1,729.6</u>	<u>536.5</u>	<u>1,729.6</u>	<u>536.5</u>

The Group's fixed deposits are denominated in USD and are held to hedge against foreign currency risk for a portion of the forecast USD capital expenditure (see note 41(b)).

32 Investments (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
<u>Quoted</u>				
Equity investments	5.9	3.7	-	-
Non-equity investments	512.0	516.0	455.7	463.4
<u>Unquoted</u>				
Non-equity investments	60.4	-	60.4	-
	<u>578.3</u>	<u>519.7</u>	<u>516.1</u>	<u>463.4</u>

The Group's non-equity investments comprised investments in government securities, corporate bonds, money market funds, unit trusts and structured deposits. These investments are held to manage the Group's liquidity needs.

The interest rates for quoted non-equity investments range from 0.00% to 6.20% (FY2024/25: 0.00% to 6.20%) per annum.

33 Cash and Bank Balances (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Short-term deposits	6,648.5	6,877.4	6,587.5	6,839.0
Cash and bank balances	1,282.7	1,379.7	1,053.8	1,121.1
	<u>7,931.2</u>	<u>8,257.1</u>	<u>7,641.3</u>	<u>7,960.1</u>

As at 31 March 2026, the composition of cash and bank balances held in foreign currencies by the Group is as follows: USD – 30.4% (2025: 26.0%), EUR – 1.0% (2025: 1.5%), GBP – 1.1% (2025: 1.1%), AUD – 1.4% (2025: 0.9%), and JPY – 0.6% (2025: 0.4%).

Cash at bank earns interest at floating rates based on daily bank deposit rates ranging from 0% to 4.35% (FY2024/25: 0% to 4.50%) per annum. Short-term deposits are made for varying periods of between one day and one year depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates. The weighted average effective interest rate for short-term deposits is 2.25% (FY2024/25: 3.51%) per annum.

34 Trade and Other Creditors (in \$ million)

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Trade creditors	4,479.2	4,509.2	3,215.1	3,360.9
Accrued interest	36.7	50.1	35.9	48.9
Contract liabilities	48.4	46.0	-	-
Amounts owing to associated companies	4.4	6.9	3.6	6.1
Amounts owing to joint venture companies	15.9	16.2	1.6	2.0
	<u>4,584.6</u>	<u>4,628.4</u>	<u>3,256.2</u>	<u>3,417.9</u>
Funds from subsidiary companies	-	-	1,333.9	2,368.6
Amounts owing to subsidiary companies	-	-	631.1	334.4
	<u>-</u>	<u>-</u>	<u>1,965.0</u>	<u>2,703.0</u>

Trade and other creditors are generally non-interest bearing. As at 31 March 2026, 19.5% (2025: 28.7%) of trade and other creditors were held in USD by the Group. Included in trade and other creditors are amounts owing to related parties of \$434.7 million (2025: \$415.2 million) and \$388.6 million (2025: \$387.6 million) for the Group and Company respectively.

Funds from subsidiary companies are unsecured and have varying repayment terms. Interest on funds from subsidiary companies are computed using prevailing market rates which range from 0.90% to 1.65% (FY2024/25: 2.15% to 3.79%) per annum for SGD funds, and 3.63% to 3.97% (FY2024/25: 4.30% to 4.44%) per annum for USD funds.

As at 31 March 2026, 53.1% (2025: 38.8%) of the funds from subsidiary companies were denominated in USD.

Amounts owing to related parties, subsidiary, associated and joint venture companies are unsecured, trade-related, non-interest bearing and repayable on demand.

35 Sales in Advance of Carriage and Deferred Revenue (in \$ million)

Sales in advance of carriage and deferred revenue are recognised as revenue when the Group fulfils its performance obligation under the contract with the customer. The significant changes in these liabilities during the year are as follows:

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Revenue recognised that was included in the balance at the beginning of the year				
- Sales in advance of carriage	3,854.8	3,873.2	3,527.2	3,487.9
- Deferred revenue	642.8	544.6	640.0	539.2

Deferred revenue relates to KrisFlyer and KrisPay miles expected to be redeemed. The Group expects the majority of these miles to be redeemed by the end of their validity dates.

All tickets sold at any given point of time have travel dates extending up to 12 months. As a result, the balance of the sales in advance of carriage liability represents activity that will typically be recognised in the next 12 months.

36 Analysis of Capital Expenditure Cash Flow (in \$ million)

	The Group	
	FY2025/26	FY2024/25
Purchase of property, plant and equipment	2,705.7	1,866.1
Property, plant and equipment acquired under credit terms	(54.7)	(63.7)
Interest capitalised	(22.5)	(34.4)
Cash invested in capital expenditure	2,628.5	1,768.0

37 Capital Expenditure Commitments (in \$ million)

The Group and the Company have commitments for capital expenditure. Such commitments aggregated \$9,922.6 million (2025: \$11,684.7 million) for the Group and \$8,923.7 million (2025: \$10,421.7 million) for the Company. The commitments relate principally to the acquisition of aircraft fleet and related equipment.

In addition, the Group's share of associated companies' and joint venture companies' commitments for capital expenditure totalled \$13,485.4 million (2025: \$12,116.2 million) and \$74.6 million (2025: \$22.3 million) respectively. The Group's share of associated companies' commitments for capital expenditure includes AI's aircraft order.

38 Leases (in \$ million)**(a) As lessee**Aircraft

The Company leases three 777-300ERs, seven A350-900s, four 787-10s, six 737-8s and five 777F freighters at fixed rental rates. The original lease terms of these aircraft range from three to 13 years.

For flexibility in fleet planning, most leases include extension options. The extension options provide for lease renewals up to a maximum of four years. In addition, leases for the A350-900s, 787-10s and 737-8s include early termination options that allow termination of the leases up to two years prior to original lease expiry. Sub-leasing is allowed under all the lease arrangements.

38 Leases (in \$ million) (continued)**(a) As lessee (continued)**Aircraft (continued)

Scot Pte. Ltd. ("Scot") leases six A320-200s, four A320neos, nine A321neos, nine E290s and six 787s. The original lease terms on the aircraft are for five to 13 years. Certain aircraft leases confer on Scot an option to purchase the related aircraft. Sub-leasing is allowed under all the lease arrangements, subject to certain terms and conditions stated in the agreements. Certain aircraft leases allow for lease extension/termination options for a period of three months to two years from original lease expiry. The lease term for certain aircraft leases were extended by two to three years.

Singapore Flying College ("SFC") leases two Piper Seminole (G1000) aircraft in Australia. The original lease terms on the aircraft are for a period of five years, with an option to renew. Both aircraft leases allow for lease extension/termination options for a period of up to three years from original lease expiry.

Spare engines

The Company has lease agreements for six Trent 1000-J and six Trent TXWB-84 engines with fixed rental rates. The original lease terms for the Trent 1000-J and Trent TXWB-84 engines are 10 years with extension options of up to 36 months.

Property and equipment

The Group has entered into lease agreements for office and computer equipment, leasehold land and buildings. These non-cancellable leases have lease terms of between one and 60 years.

Extension/termination options

To the extent the future lease payments can be reliably estimated, the Group has determined that in relation to aircraft, should the extension options be exercised, it would result in an increase in lease liabilities of \$327.0 million (2025: \$431.0 million), while the exercise of the termination options would result in a decrease in lease liabilities of \$289.9 million (2025: \$245.3 million).

(b) As lessorFinance lease

The Company sub-leases five 777F freighters to an external party. The sub-lease term for the aircraft is between four and five years.

Future minimum lease receivables under the finance leases are as follows:

	The Group 31 March	
	2026	2025
Within 1 year	38.1	93.8
1 - 2 years	-	10.9
Total undiscounted lease receivables	38.1	104.7
Unearned finance income	(9.3)	(2.1)
Net investment in the lease	28.8	102.6

39 Contingent Liabilities (in \$ million)**(a) Cargo: Investigations by Competition Authorities and Civil Class Damages Actions**

In 2006 and thereafter, SIA Cargo and the Company were among several airlines that received notice of investigations by competition authorities in the United States, European Union, Australia, Canada, New Zealand, South Africa, South Korea and Switzerland as to whether surcharges, rates or other competitive aspects of air cargo service were lawfully determined (the "air cargo issues").

On 9 November 2010, the European Commission issued an adverse decision against 13 air cargo airlines, including SIA Cargo and the Company, in respect of fuel surcharges, security surcharges and commissions on surcharges. A fine of EUR74.8 million (\$135.7 million) was imposed on SIA Cargo and the Company. SIA Cargo paid the fine in February 2011 in accordance with European Union laws. This amount was reflected as an exceptional item in the Group's accounts in FY2010/11. SIA Cargo and the Company filed an appeal to the European General Court seeking annulment of the decision. In December 2015, the European General Court annulled the decision of the European Commission in its entirety vis-à-vis SIA Cargo and the Company. In February 2016, EUR76.4 million (\$119.1 million) comprising the fine amount and returns thereon was refunded to SIA Cargo. This refund was recognised as a non-operating item in the Group's FY2015/16 accounts. In March 2017, the European Commission re-adopted a decision in respect of the same case against the air cargo airlines, imposing a fine of EUR74.8 million (\$111.8 million) against SIA Cargo and the Company. This amount was recognised as a non-operating item in the Group's accounts in FY2016/17. SIA Cargo and the Company have filed an appeal to the European General Court seeking annulment of the re-adopted decision. In March 2022, the European General Court dismissed the appeal by SIA Cargo and the Company. In June 2022, SIA Cargo and the Company filed an appeal to the European Court of Justice against the decision of the European General Court. In February 2026, the European Court of Justice dismissed SIA Cargo's and the Company's appeal.

In January 2014, the Swiss Competition Commission announced a fine against SIA Cargo and the Company of CHF1.7 million (\$2.3 million) in respect of the air cargo issues. This amount was reflected as an exceptional item in the Group's accounts in FY2013/14. SIA Cargo and the Company filed an appeal to the Swiss Federal Administrative Tribunal seeking annulment of the decision. In December 2022, the tribunal partially allowed the appeal, reducing the fine amount to CHF1.4 million (\$2.1 million). SIA Cargo and the Company filed an appeal to the Swiss Federal Supreme Court against the decision of the Swiss Federal Administrative Tribunal. In April 2025, SIA Cargo and the Company was informed of the Swiss Federal Supreme Court's decision, which partly dismissed the appeal and reduced the fine amount by 25%.

The proceedings by competition authorities in the United States, South Korea, South Africa, Australia and New Zealand were resolved in previous financial periods.

After the investigations commenced, civil damage lawsuits were filed in the United States, Canada, Australia, South Korea, England, the Netherlands, Norway and Germany by private parties against several airlines, including SIA Cargo and the Company. Other lawsuits have been threatened by customers of SIA Cargo or shippers that purportedly contracted with SIA Cargo's customers.

39 Contingent Liabilities (in \$ million) (continued)

(a) Cargo: Investigations by Competition Authorities and Civil Class Damages Actions (continued)

In November 2023 and February 2024, without admitting any liability, SIA Cargo and the Company entered into a settlement with two out of the three claimant groups in the civil damages claim filed in the Netherlands.

Without admitting any liability, SIA Cargo and/or the Company have settled the civil damages claims in the United States, Canada, Australia, South Korea, England and Germany, as the case may be, to resolve all liabilities of SIA Cargo and/or the Company as concerns such lawsuits filed in the relevant jurisdictions.

In addition, without admitting any liability, in 2012, 2013 and 2015, SIA Cargo reached settlements with certain customers to resolve all pending and potential future civil damage claims regarding the air cargo issues for those customers. The prior settlements have been reflected in the Group's financial statements in the previous financial years. The individual terms of all such settlements are required to be kept confidential.

Apart from the civil damages claims in the United States, Canada, Australia, South Korea, England and Germany, the filed cases remain in their respective procedural stages and none have been tried thus far on their respective substantive legal merits.

Apart from the items recorded as non-operating items noted above, it is premature to make a provision in the financial statements for the other pending investigations, court proceedings, civil suits, or threatened claims as their respective outcomes are uncertain.

(b) Passengers: Civil Class Actions

The Company and several other airlines have been named in a civil class action lawsuit in Canada alleging an unlawful agreement to fix surcharges and fares on transpacific flights. The case is currently in the procedural stage and has not been tried thus far on its substantive legal merits. As the lawsuit has neither been tried nor alleged damages quantified, it is premature to make a provision in the financial statements.

40 Financial Instruments (in \$ million)

Classification and fair values of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The material accounting policies in note 2 describe how the classes of financial instruments are measured, and how revenue and expenses, including fair value gains and losses, are recognised. The carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy are as per the following tables.

Financial assets and financial liabilities that are classified as measured at amortised cost with carrying amounts being a reasonable approximation of their fair values are not presented in these tables. These financial assets include trade debtors, deposits and other debtors, amounts owing by subsidiary companies and cash and bank balances. These financial liabilities include trade and other creditors, amounts owing to subsidiary companies and loans.

40 Financial Instruments (in \$ million) (continued)**Classification and fair values of financial instruments (continued)**

31 March 2026 The Group	Carrying amount			Fair value			
	Amortised cost	FVTPL	FVOCI	Total	Level 1	Level 2	Level 3
<u>Financial assets</u>							
Long-term investments							
Quoted							
Non-equity investments	0.9	-	-	0.9	0.9	-	-
Unquoted							
Equity investments	-	34.9	3.8	38.7	-	-	38.7
Other long-term receivables	40.3	-	-	40.3	-	-	38.3
Derivative assets*	-	1,058.2	-	1,058.2	-	1,058.2	-
Investments							
Quoted							
Equity investments	-	5.9	-	5.9	5.9	-	-
Non-equity investments*	-	56.3	-	56.3	56.3	-	-
Non-equity investments	455.7	-	-	455.7	455.7	-	-
Unquoted							
Non-equity investments*	-	60.4	-	60.4	-	60.4	-
	496.9	1,215.7	3.8	1,716.4	518.8	1,118.6	77.0
<u>Financial liabilities</u>							
Derivative liabilities*	-	192.1	-	192.1	-	192.1	-
Notes payable	4,388.1	-	-	4,388.1	4,431.9	-	-
	4,388.1	192.1	-	4,580.2	4,431.9	192.1	-

* Mandatorily measured at FVTPL

40 Financial Instruments (in \$ million) (continued)
Classification and fair values of financial instruments (continued)

31 March 2026 The Company	Carrying amount			Fair value			
	Amortised cost	FVTPL	FVOCI	Total	Level 1	Level 2	Level 3
<u>Financial assets</u>							
Long-term investments							
Quoted							
Non-equity investments	0.9	-	-	0.9	0.9	-	-
Unquoted							
Equity investments	-	34.9	3.8	38.7	-	-	38.7
Other long-term receivables	0.1	-	-	0.1	-	-	0.1
Derivative assets*	-	1,058.2	-	1,058.2	-	1,058.2	-
Investments							
Quoted							
Non-equity investments	455.7	-	-	455.7	455.7	-	-
Unquoted							
Non-equity investments*	-	60.4	-	60.4	-	60.4	-
	456.7	1,153.5	3.8	1,614.0	456.6	1,118.6	38.8
<u>Financial liabilities</u>							
Derivative liabilities*	-	191.1	-	191.1	-	191.1	-
Notes payable	4,388.1	-	-	4,388.1	4,431.9	-	-
	4,388.1	191.1	-	4,579.2	4,431.9	191.1	-

* Mandatorily measured at FVTPL

40 Financial Instruments (in \$ million) (continued)**Classification and fair values of financial instruments (continued)**

31 March 2025 The Group	Carrying amount			Fair value			
	Amortised cost	FVTPL	FVOCI	Total	Level 1	Level 2	Level 3
<u>Financial assets</u>							
Long-term investments							
Unquoted							
Equity investments	-	38.2	1.3	39.5	-	-	39.5
Other long-term receivables	76.6	-	-	76.6	-	-	72.2
Derivative assets*	-	210.7	-	210.7	-	210.7	-
Investments							
Quoted							
Equity investments	-	3.7	-	3.7	3.7	-	-
Non-equity investments*	-	52.6	-	52.6	52.6	-	-
Non-equity investments	463.4	-	-	463.4	463.4	-	-
	540.0	305.2	1.3	846.5	519.7	210.7	111.7
<u>Financial liabilities</u>							
Derivative liabilities*	-	169.9	-	169.9	-	169.9	-
Notes payable	4,665.2	-	-	4,665.2	4,668.3	-	-
Convertible bonds	837.7 #	-	-	837.7	1,180.7	-	-
	5,502.9	169.9	-	5,672.8	5,849.0	169.9	-

* Mandatorily measured at FVTPL

Excludes the equity conversion component of \$74.3 million which is recognised in capital reserve

40 Financial Instruments (in \$ million) (continued)**Classification and fair values of financial instruments (continued)**

31 March 2025 The Company	Carrying amount			Fair value			
	Amortised cost	FVTPL	FVOCI	Total	Level 1	Level 2	Level 3
<u>Financial assets</u>							
Long-term investments							
Unquoted							
Equity investments	-	34.9	1.3	36.2	-	-	36.2
Other long-term receivables	21.9	-	-	21.9	-	-	21.1
Derivative assets*	-	210.5	-	210.5	-	210.5	-
Investments							
Quoted							
Non-equity investments	463.4	-	-	463.4	463.4	-	-
	<u>485.3</u>	<u>245.4</u>	<u>1.3</u>	<u>732.0</u>	<u>463.4</u>	<u>210.5</u>	<u>57.3</u>
<u>Financial liabilities</u>							
Derivative liabilities*	-	169.9	-	169.9	-	169.9	-
Notes payable	4,665.2	-	-	4,665.2	4,668.3	-	-
Convertible bonds	837.7 #	-	-	837.7	1,180.7	-	-
	<u>5,502.9</u>	<u>169.9</u>	<u>-</u>	<u>5,672.8</u>	<u>5,849.0</u>	<u>169.9</u>	<u>-</u>

* Mandatorily measured at FVTPL

Excludes the equity conversion component of \$74.3 million which is recognised in capital reserve

40 Financial Instruments (in \$ million) (continued)

Classification and fair values of financial instruments (continued)

Financial instruments carried at fair value

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – 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 3 – Unobservable inputs for the asset or liability

There has been no transfer between Level 1 and Level 2 during the financial year.

Determination of fair value

The fair values of the financial instruments are determined as follows:

- Jet fuel swap contracts – mark-to-market valuations, adjusted for bilateral counterparty credit risks.
- InterContinental Exchange (“ICE”) Brent swap and Brent-MOPS crack swap contracts – by reference to available market information and the marked-to-market values of these swap contracts, adjusted for bilateral counterparty credit risks. As the Group hedges with ICE Brent and Brent-MOPS crack contracts, the ICE Brent futures contract price and its differential relative to MOPS price are used as the mark-to-market prices.
- Forward currency contracts – by reference to current forward prices for contracts with similar maturity profiles, adjusted for bilateral counterparty credit risks.
- Interest rate swap contracts – by discounting the future cash flows of swap contracts at market interest rate, adjusted for bilateral counterparty credit risks.
- Cross currency swap contracts – by reference to market prices for existing cash flow profiles pre-agreed with counterparties at trade inception, adjusted for bilateral counterparty credit risks.
- Quoted investments – by reference to stock exchange quoted market bid prices at the close of business at the end of the reporting period. For investments where there is no active market, fair value is determined using valuation techniques that are commonly used by market participants.
- Other long-term receivables – by discounting expected future cash flows at market incremental lending rate for similar types of lending at the end of the reporting period.
- Notes payable – by reference to stock exchange quoted market bid prices at the close of business at the end of the reporting period.
- Convertible bonds – by reference to stock exchange quoted market bid prices at the close of business at the end of the reporting period.
- Currency options and structured deposits – by reference to valuations provided by the Company’s counterparties.

40 Financial Instruments (in \$ million) (continued)**Master netting or similar agreements**

The Group enters into derivative transactions under International Swaps and Derivatives Association ("ISDA") master netting agreements. In general, under such agreements the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single net amount that is payable by one party to the other. In certain circumstances – e.g., when a credit event such as a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions.

The above ISDA agreements do not meet the criteria for offsetting in the statement of financial position. This is because they create a right of set-off of recognised amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Group or the counterparties. In addition, the Group and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

The Group also enters into netting arrangements with International Air Transport Association ("IATA") which is enforceable in the normal course of operations and also following an event of default, insolvency or bankruptcy of the Group or the counterparties. The Group settles these balances on a net basis during the normal course of operations.

The following table sets out the carrying amounts of recognised financial instruments that are subject to the above agreements.

	Effects of offsetting in the statements of financial position			Related amounts not offset	
	Gross amounts	Gross amounts set-off in the statements of financial position	Net amounts presented in the statements of financial position	Amounts subject to master netting arrangements	Net amount
The Group					
31 March 2026					
Derivative assets	1,058.2	-	1,058.2	(88.5)	969.7
Trade debtors	1,665.0	(16.3)	1,648.7	-	1,648.7
	<u>2,723.2</u>	<u>(16.3)</u>	<u>2,706.9</u>	<u>(88.5)</u>	<u>2,618.4</u>
Derivative liabilities	192.1	-	192.1	(88.5)	103.6
Trade and other creditors	4,600.9	(16.3)	4,584.6	-	4,584.6
	<u>4,793.0</u>	<u>(16.3)</u>	<u>4,776.7</u>	<u>(88.5)</u>	<u>4,688.2</u>
31 March 2025					
Derivative assets	210.7	-	210.7	(80.7)	130.0
Trade debtors	1,241.2	(11.3)	1,229.9	-	1,229.9
	<u>1,451.9</u>	<u>(11.3)</u>	<u>1,440.6</u>	<u>(80.7)</u>	<u>1,359.9</u>
Derivative liabilities	169.9	-	169.9	(80.7)	89.2
Trade and other creditors	4,639.9	(11.3)	4,628.6	-	4,628.6
	<u>4,809.8</u>	<u>(11.3)</u>	<u>4,798.5</u>	<u>(80.7)</u>	<u>4,717.8</u>

40 Financial Instruments (in \$ million) (continued)**Master netting or similar agreements (continued)**

	Effects of offsetting in the statements of financial position			Related amounts not offset	
	Gross amounts	Gross amounts set-off in the statements of financial position	Net amounts presented in the statements of financial position	Amounts subject to master netting arrangements	Net amount
The Company					
<u>31 March 2026</u>					
Derivative assets	1,058.2	-	1,058.2	(88.5)	969.7
Trade debtors	1,395.6	(16.3)	1,379.3	-	1,379.3
Amounts owing by subsidiary companies	170.9	(170.2)	0.7	-	0.7
	<u>2,624.7</u>	<u>(186.5)</u>	<u>2,438.2</u>	<u>(88.5)</u>	<u>2,349.7</u>
Derivative liabilities	191.1	-	191.1	(88.5)	102.6
Trade and other creditors	3,272.5	(16.3)	3,256.2	-	3,256.2
Amounts owing to subsidiary companies	2,135.2	(170.2)	1,965.0	-	1,965.0
	<u>5,598.8</u>	<u>(186.5)</u>	<u>5,412.3</u>	<u>(88.5)</u>	<u>5,323.8</u>
<u>31 March 2025</u>					
Derivative assets	210.5	-	210.5	(80.7)	129.8
Trade debtors	1,031.8	(11.3)	1,020.5	-	1,020.5
Amounts owing by subsidiary companies	926.8	(811.3)	115.5	-	115.5
	<u>2,169.1</u>	<u>(822.6)</u>	<u>1,346.5</u>	<u>(80.7)</u>	<u>1,265.8</u>
Derivative liabilities	169.9	-	169.9	(80.7)	89.2
Trade and other creditors	3,429.2	(11.3)	3,417.9	-	3,417.9
Amounts owing to subsidiary companies	3,514.3	(811.3)	2,703.0	-	2,703.0
	<u>7,113.4</u>	<u>(822.6)</u>	<u>6,290.8</u>	<u>(80.7)</u>	<u>6,210.1</u>

41 Financial Risk Management Objectives and Policies (in \$ million)

The Group operates globally and generates revenue in various currencies. The Group's airline operations carry certain financial and commodity risks, including the effects of changes in jet fuel prices, foreign currency exchange rates, interest rates and the market value of its investments. The Group's overall risk management approach is to moderate the effects of such volatility on its financial performance through the use of derivatives to hedge specific exposures.

As derivatives are used for the purpose of risk management, they do not expose the Group to market risk because gains and losses on the derivatives offset losses and gains on the matching asset, liability, revenues or expenses being hedged. Moreover, counterparty credit risk is generally restricted to any hedging gain from time to time, and not the principal amount hedged. Therefore, the possibility of a material loss arising in the event of non-performance by a counterparty is considered to be unlikely.

Financial risk management policies are periodically reviewed and approved by the Board Executive Committee ("BEC").

Derivative financial instruments included in the statements of financial position are as follows:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
<u>Derivative assets</u>				
Current				
Currency hedging contracts	60.8	43.2	60.8	43.2
Fuel hedging contracts	734.6	6.3	734.6	6.3
Cross currency swap contracts	21.4	23.1	21.4	23.1
Interest rate swap contracts	13.8	33.5	13.8	33.3
	<u>830.6</u>	<u>106.1</u>	<u>830.6</u>	<u>105.9</u>
Non-current				
Fuel hedging contracts	155.3	4.3	155.3	4.3
Cross currency swap contracts	32.0	33.3	32.0	33.3
Interest rate swap contracts	40.3	67.0	40.3	67.0
	<u>227.6</u>	<u>104.6</u>	<u>227.6</u>	<u>104.6</u>
	<u>1,058.2</u>	<u>210.7</u>	<u>1,058.2</u>	<u>210.5</u>
<u>Derivative liabilities</u>				
Current				
Currency hedging contracts	26.9	16.9	26.9	16.9
Fuel hedging contracts	0.7	74.1	0.7	74.1
Cross currency swap contracts	28.9	-	28.9	-
Interest rate swap contracts	4.1	-	3.3	-
	<u>60.6</u>	<u>91.0</u>	<u>59.8</u>	<u>91.0</u>
Non-current				
Fuel hedging contracts	1.5	7.4	1.5	7.4
Cross currency swap contracts	129.4	71.5	129.4	71.5
Interest rate swap contracts	0.6	-	0.4	-
	<u>131.5</u>	<u>78.9</u>	<u>131.3</u>	<u>78.9</u>
	<u>192.1</u>	<u>169.9</u>	<u>191.1</u>	<u>169.9</u>

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(a) Jet fuel price risk**

The Group's earnings are affected by changes in the price of jet fuel. The Group's strategy for managing the risk on fuel price, as defined by the BEC, aims to provide the Group with protection against sudden and significant increases in jet fuel prices. In meeting these objectives, the fuel risk management programme allows for the judicious use of approved instruments such as swaps, options and collars with approved counterparties and within approved credit limits to hedge approved range of anticipated jet fuel purchases over a specified time frame.

Cash flow hedges

The Group manages this fuel price risk by using jet fuel swap, ICE Brent swap and Brent-MOPS crack swap contracts.

The Group has applied cash flow hedge accounting to the derivatives which are considered to be highly effective hedging instruments. A net fair value gain before tax of \$887.7 million (2025: loss before tax of \$70.9 million), with a related deferred tax expense of \$150.9 million (2025: deferred tax credit of \$12.1 million), was included in the fair value reserve in respect of these contracts.

The table below sets out the movements for fuel hedges:

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	1,101.5	(181.8)	1,101.5	(181.8)
Change in fair value of hedged item	(1,103.6)	182.1	(1,103.6)	182.1

As at 31 March 2026, the Group had entered into Brent and MOPS hedges with maturities extending up to the fourth quarter of FY2030/31 that cover up to approximately 14.5% of the Group's projected annual fuel consumption, at an average price ranging from USD65 to USD93 per barrel.

Jet fuel price sensitivity analysis

The jet fuel price risk sensitivity analysis is based on the assumption that all other factors, such as fuel surcharge and uplifted fuel volume, remain constant. Under this assumption, and excluding the effects of hedging, an increase in price of one USD per barrel of jet fuel affects the Group's and the Company's annual fuel costs by \$54.1 million and \$46.2 million (FY2024/25: \$54.3 million and \$46.7 million) respectively.

The fuel hedging sensitivity analysis is based on contracts that are outstanding as at the end of the reporting period and assumes that all jet fuel, Brent and crack hedges are highly effective. Under these assumptions, an increase or decrease in jet fuel prices, each by one USD per barrel, will have the before tax effects as set out in the table below.

Sensitivity analysis on outstanding fuel hedging contracts:

	The Group		The Company	
	31 March		31 March	
	2026	2025	2026	2025
	Effect on equity		Effect on equity	
Increase in one USD per barrel	38.9	37.1	32.3	31.2
Decrease in one USD per barrel	(38.9)	(37.1)	(32.3)	(31.2)

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(b) Foreign currency risk**

The Group is exposed to the effects of foreign exchange rate fluctuations because of its foreign currency denominated operating revenues and expenses. For the financial year ended 31 March 2026, these accounted for 65.1% of total revenue (FY2024/25: 67.6%) and 55.1% of total operating expenses (FY2024/25: 52.9%). The Group's largest exposures are from United States Dollar, Euro, UK Sterling Pound, Australian Dollar, New Zealand Dollar, Japanese Yen, Indian Rupee, Hong Kong Dollar, Chinese Yuan and Indonesian Rupiah. The Group generates a surplus in all of these currencies, with the exception of USD. The deficit in USD is attributable to capital expenditure, fuel costs and aircraft leasing costs – all conventionally denominated and payable in USD.

The Group manages its foreign exchange exposure by a policy of matching, as far as possible, receipts and payments in each individual currency. Surpluses of convertible currencies are sold, as soon as practicable, for USD or SGD. The Group also uses foreign currency forward and option contracts to hedge a portion of its future foreign exchange exposure. Such contracts provide for the Group to sell currencies at predetermined forward rates, buying either USD or SGD depending on forecast requirements, with settlement dates up to 12 months. The Group uses cross currency swap contracts to hedge USD bond liability and its coupon payments into SGD. The Group uses these currency hedging contracts purely as a hedging tool. It does not take positions in currencies with a view to making speculative gains from currency movements. The Group also uses deposits in foreign currencies to hedge a portion of the forecast USD capital expenditure in the next 12 months.

Cash flow hedges

a) Net operating and other exposures

The Group held cash flow hedges to manage net operating exposures to foreign currencies. As at 31 March 2026, the carrying amounts of these hedges consisted of \$60.8 million (2025: \$43.2 million) derivative assets and \$26.9 million (2025: \$16.9 million) derivative liabilities for the Group and the Company. During the financial year, the amount reclassified from the cash flow hedge reserve to profit or loss (classified under "Other operating expenses") is a gain of \$19.9 million (2025: gain of \$14.6 million). As at 31 March 2026, a net fair value gain of \$3.6 million (2025: gain of \$2.3 million), with \$0.7 million deferred tax expense (2025: \$0.2 million deferred tax expense), was included in the fair value reserve with respect to these contracts.

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	20.7	20.4	24.8	18.2
Change in fair value of hedged item	(20.7)	(20.4)	(24.8)	(18.2)

The Group also held cross currency swap contracts to hedge foreign currency risk of expected future JPY surpluses until November 2029. As at 31 March 2026, a net fair value gain of \$44.8 million (2025: gain of \$44.1 million) was included in the fair value reserve with respect to these contracts.

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	0.7	(3.2)	0.7	(3.2)
Change in fair value of hedged item	(0.7)	3.2	(0.7)	3.2

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(b) Foreign currency risk (continued)**Cash flow hedges (continued)

a) Net operating and other exposures (continued)

As at 31 March 2026, the Group held EUR and JPY secured loans amounting to \$1,152.6 million (2025: \$1,413.6 million) where the fixed repayments are hedged against the Group's EUR and JPY surpluses. During the financial year, the amount reclassified from the cash flow hedge reserve to profit or loss (classified under "Other operating expenses") is a gain of \$19.8 million (2025: gain of \$22.5 million). A fair value gain of \$126.4 million (2025: gain of \$69.0 million) was included in the fair value reserve in respect of the above cash flow hedges as at 31 March 2026.

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	77.2	10.0	77.2	10.0
Change in fair value of hedged item	(77.2)	(10.0)	(77.2)	(10.0)

b) Capital expenditure exposures

The Group and the Company designate cash flow hedges to manage the exposure to USD-denominated capital expenditure commitments.

As at 31 March 2026, the Group and the Company held USD1,813.3 million (2025: USD2,068.7 million) and USD1,796.3 million (2025: USD2,020.0 million) respectively, in deposits to hedge against foreign currency risk for a portion of the forecast USD capital expenditure.

As at 31 March 2026, a fair value gain of \$89.1 million (2025: gain of \$7.2 million) was included in the fair value reserve in respect of the above cash flow hedges.

The table below sets out the derivative positions and movements for these cash flow hedges:

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Hedged deposits	2,341.3	2,772.8	2,319.4	2,707.5

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	(101.8)	(2.6)	(101.7)	(2.8)
Change in fair value of hedged item	101.8	2.6	101.7	2.8

For the financial year ended 31 March 2026 and 31 March 2025, there was no realised foreign currency hedging gain/(loss) reclassified to profit or loss as it had been capitalised in the carrying value of non-financial assets.

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(b) Foreign currency risk (continued)**Fair value hedges

The Group enters into fair value hedges to manage the exposure to USD-denominated aircraft residual value. The residual values of aircraft are subject to foreign currency fluctuations and are remeasured to the prevailing exchange rates at the end of the reporting period. These underlying currency movements on aircraft are designated in a fair value hedge are included within "Property, plant and equipment" in the statements of financial position. The hedging instrument is included within "Lease liabilities". The effective portion of changes in the fair value of both the hedged item and hedging instrument are offset within "Other operating expenses" and no ineffectiveness arose on fair value hedges during the year.

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
USD aircraft residual values	1,944.4	1,870.2	1,646.4	1,634.6
USD lease liabilities	(1,944.4)	(1,870.2)	(1,646.4)	(1,634.6)

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	69.6	9.7	61.0	8.1
Change in fair value of hedged item	(69.6)	(9.7)	(61.0)	(8.1)

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(b) Foreign currency risk (continued)**Foreign currency sensitivity analysis

The foreign currency risk sensitivity analysis is based on the assumption that all cash flow hedges are highly effective; hence, there will be no impact on profit before taxation from cash flow hedges.

The following table details the sensitivity of a 1% strengthening of SGD against the respective foreign currencies. The sensitivity analysis includes only outstanding foreign currency hedging contracts and significant outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 1% change in foreign currency rates.

Sensitivity analysis:

	The Group 31 March			
	2026		2025	
	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}
AUD	5.3	(1.3)	5.1	(0.1)
EUR	5.9	-	7.2	(0.6)
GBP	3.1	(1.1)	3.4	(0.8)
JPY	9.1	(0.3)	10.9	-
CNY	4.4	0.6	4.7	0.2
USD	(33.3)	7.9	(29.3)	25.5

	The Company 31 March			
	2026		2025	
	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}
AUD	5.6	(1.6)	5.2	(0.2)
EUR	5.8	-	7.2	(0.7)
GBP	3.1	(1.1)	3.4	(0.8)
JPY	8.2	(0.4)	10.9	-
CNY	4.6	0.6	4.7	0.4
USD	(32.1)	(1.6)	(26.4)	12.3

^{R1} Sensitivity analysis on outstanding foreign currency hedging contracts and fuel hedging contracts denominated in foreign currency.

^{R2} Sensitivity analysis on significant outstanding foreign currency denominated monetary items and outstanding foreign currency contracts denominated in foreign currency.

If the relevant foreign currency strengthens by 1% against SGD, equity and profit before taxation would change by the same amounts in the opposite direction.

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(c) Interest rate risk**

The Group's earnings are also affected by changes in interest rates due to the impact such changes have on interest income and expense from short-term deposits and other interest-bearing financial assets and liabilities. The Group enters into interest rate swap contracts to manage interest rate costs on its financial assets and liabilities, with the prior approval of the BEC or Boards of subsidiary companies.

Cash flow hedges

The Group enters into interest rate swap contracts to hedge the interest rate exposure on underlying loans. As at 31 March 2026, the total nominal amount of these cash flow hedges was \$2,213.0 million (2025: \$2,755.1 million) with a hedged rate range of 0.34% to 2.92% (2025: 0.34% to 2.92%) for the Group and \$2,105.0 million (2025: \$2,599.1 million) with a hedged rate range of 0.34% to 2.86% (2025: 0.34% to 2.86%) for the Company.

The terms of the interest rate swap contracts have been negotiated to match the terms of the loans and, accordingly, the fair value hedges are assessed to be highly effective. As at 31 March 2026, a net fair value gain of \$49.2 million (2025: gain of \$100.5 million) with related deferred tax expense of \$8.4 million (2025: deferred tax expense of \$17.1 million) was included in the fair value reserve in respect of these contracts.

	The Group		The Company	
	FY2025/26	FY2024/25	FY2025/26	FY2024/25
Change in fair value of hedging instrument	(21.9)	(21.1)	(19.9)	(19.4)
Change in fair value of hedged item	21.9	21.1	19.9	19.4

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(c) Interest rate risk (continued)**Interest rate sensitivity analysis

The interest rate sensitivity analysis is based on the following assumptions:

- Changes in market interest rates affect the interest income or finance charges of variable interest financial instruments.
- Changes in market interest rates affect the fair value of derivative financial instruments designated as hedging instruments and all interest rate hedges are expected to be highly effective.
- Changes in the fair values of derivative financial instruments and other financial assets and liabilities are estimated by discounting the future cash flows to net present values using appropriate market rates prevailing at the end of the reporting period.

Under these assumptions, an increase or decrease in market interest rates of 10 basis points for all currencies in which the Group has derivative financial instruments and variable rate assets and liabilities at 31 March 2026 will have the effects as set out in the table below.

Sensitivity analysis:

	The Group 31 March			
	2026		2025	
	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}
Increase in 10 basis points in market interest rates	4.5	9.3	6.7	8.7
Decrease in 10 basis points in market interest rates	(4.5)	(9.3)	(6.7)	(8.7)

	The Company 31 March			
	2026		2025	
	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}	Effect on equity ^{R1}	Effect on profit before taxation ^{R2}
Increase in 10 basis points in market interest rates	4.4	6.8	6.5	6.1
Decrease in 10 basis points in market interest rates	(4.4)	(6.8)	(6.5)	(6.1)

^{R1} Sensitivity analysis on derivative financial instruments.

^{R2} Sensitivity analysis on variable rate assets and liabilities.

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(d) Liquidity risk**

At 31 March 2026, the Group had at its disposal, cash and short-term deposits amounting to \$7,931.2 million (2025: \$8,257.1 million). In addition, the Group had committed unsecured credit facilities of about \$3,273.2 million (2025: \$3,340.4 million) available for utilisation as at 31 March 2026. The Group also has a Medium Term Note Programme and Medium Term Bond Programme under which it may issue notes up to \$12,000.0 million (2025: \$12,000.0 million) and as of 31 March 2026, \$7,604.1 million (2025: \$7,325.5 million) remained unutilised. Under these uncommitted Programmes, notes issued by the Company may have varying maturities as contracted with the relevant financial institutions.

The Group's holdings of cash and short-term deposits are expected to be sufficient to cover the cost of all firm aircraft deliveries due in the next financial year. Due to the necessity to plan aircraft orders well in advance of delivery, it is not economical for the Group to have committed funding in place at present for all outstanding orders, many of which relate to aircraft which will not be delivered for several years. The Group's policies in this regard are in line with the funding policies of other major airlines.

The maturity profile of the financial liabilities of the Group and the Company is as follows. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months approximate their carrying amounts as the impact of discounting is insignificant.

	Within 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	More than 5 years	Total
31 March 2026							
The Group							
Notes payable	1,418.4	802.5	866.3	65.4	565.4	1,316.3	5,034.3
Loans	719.6	704.2	612.0	419.4	275.7	696.2	3,427.1
Lease liabilities	523.2	518.1	483.6	434.6	406.7	1,157.0	3,523.2
Trade and other creditors	4,584.6	-	-	-	-	-	4,584.6
Derivative financial instruments:							
Currency hedging contracts	26.9	-	-	-	-	-	26.9
Cross currency swap contracts	12.1	-	23.4	-	-	15.5	51.0
Interest rate swap contracts (net-settled)	3.3	0.6	-	-	-	-	3.9
	<u>7,288.1</u>	<u>2,025.4</u>	<u>1,985.3</u>	<u>919.4</u>	<u>1,247.8</u>	<u>3,185.0</u>	<u>16,651.0</u>
The Company							
Notes payable	1,418.4	802.5	866.3	65.4	565.4	1,316.3	5,034.3
Loans	653.2	652.6	599.9	419.4	275.7	696.2	3,297.0
Lease liabilities	301.2	317.7	307.3	272.1	258.2	700.3	2,156.8
Trade and other creditors	3,256.2	-	-	-	-	-	3,256.2
Amounts owing to subsidiary companies	1,965.0	-	-	-	-	-	1,965.0
Derivative financial instruments:							
Currency hedging contracts	26.9	-	-	-	-	-	26.9
Cross currency swap contracts	12.1	-	23.4	-	-	15.5	51.0
Interest rate swap contracts (net-settled)	3.3	0.6	-	-	-	-	3.9
	<u>7,636.3</u>	<u>1,773.4</u>	<u>1,796.9</u>	<u>756.9</u>	<u>1,099.3</u>	<u>2,728.3</u>	<u>15,791.1</u>

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(d) Liquidity risk (continued)**

	Within 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	More than 5 years	Total
31 March 2025							
The Group							
Notes payable	852.6	1,432.1	791.3	884.5	53.2	1,330.4	5,344.1
Convertible bonds	863.6	-	-	-	-	-	863.6
Loans	729.9	714.0	713.5	621.2	428.0	1,025.3	4,231.9
Lease liabilities	769.0	544.0	453.4	436.2	419.3	1,534.5	4,156.4
Trade and other creditors	4,628.4	-	-	-	-	-	4,628.4
Derivative financial instruments:							
Currency hedging contracts	16.9	-	-	-	-	-	16.9
Fuel hedging contracts	75.9	7.3	0.3	0.2	0.1	-	83.8
Interest rate swap contracts (net-settled)	0.3	-	-	-	-	-	0.3
	<u>7,936.6</u>	<u>2,697.4</u>	<u>1,958.5</u>	<u>1,942.1</u>	<u>900.6</u>	<u>3,890.2</u>	<u>19,325.4</u>
The Company							
Notes payable	852.6	1,432.1	791.3	884.5	53.2	1,330.4	5,344.1
Convertible bonds	863.6	-	-	-	-	-	863.6
Loans	663.0	662.4	661.8	609.1	428.0	1,025.3	4,049.6
Lease liabilities	548.3	341.3	284.0	274.9	272.0	979.6	2,700.1
Trade and other creditors	3,417.9	-	-	-	-	-	3,417.9
Amounts owing to subsidiary companies	2,703.0	-	-	-	-	-	2,703.0
Derivative financial instruments:							
Currency hedging contracts	16.9	-	-	-	-	-	16.9
Fuel hedging contracts	75.9	7.3	0.3	0.2	0.1	-	83.8
	<u>9,141.2</u>	<u>2,443.1</u>	<u>1,737.4</u>	<u>1,768.7</u>	<u>753.3</u>	<u>3,335.3</u>	<u>19,179.0</u>

(e) Credit risk

The Group has an independent Group Debts Review Committee to review the follow up actions on outstanding receivables monthly. On a day-to-day basis, the respective Finance divisions have the primary responsibility for measuring and managing specific risk exposures.

The maximum exposure to credit risk for the Group and the Company is represented by the carrying amount of each financial asset in the statements of financial position.

There are no significant concentrations of credit risk other than from counterparties of cash and bank balances and derivative instruments, where transactions are limited to financial institutions possessing high credit quality and hence the risk of default is low.

The sale of passenger and cargo transportation is largely achieved through IATA accredited sales agents. The credit risk of such sales agents is relatively small owing to broad diversification. In specific instances, the contract may require special collateral.

Unless expressly stated otherwise in the contract, receivables and payables among airlines are settled either bilaterally or via the IATA Clearing House. Receivables and payables are generally netted and settled at weekly intervals, which lead to a clear reduction in the risk of default.

41 Financial Risk Management Objectives and Policies (in \$ million) (continued)**(e) Credit risk (continued)**

For all other service relationships, depending on the nature and scope of the services rendered, collateral is required, credit reports or references are obtained and use is made of historical data from previous business relations, especially with regard to payment behaviour, in order to avoid non-performance.

Collateral requested from debtors include bank guarantees, cash-in-lieu of deposit and security deposits.

The Group determines concentrations of credit risk by monitoring the industry, country and credit rating of its counterparties. The table below shows an analysis of credit risk exposures of balances that exceed 5% of the financial assets of the Group and the Company as at 31 March:

	The Group				The Company			
	Outstanding balance		Percentage of total financial assets		Outstanding balance		Percentage of total financial assets	
	2026	2025	2026	2025	2026	2025	2026	2025
Counterparty profiles								
<u>By industry:</u>								
Travel agencies	105.2	392.9	0.8%	3.1%	101.8	390.0	0.8%	3.1%
Airlines	158.9	123.0	1.2%	1.0%	625.4	689.4	4.8%	5.6%
Financial institutions	11,767.8	10,614.4	88.6%	84.9%	11,447.0	10,246.9	87.1%	82.2%
Others	295.9	137.8	2.2%	1.1%	189.0	128.1	1.4%	1.0%
	<u>12,327.8</u>	<u>11,268.1</u>	<u>92.8%</u>	<u>90.1%</u>	<u>12,363.2</u>	<u>11,454.4</u>	<u>94.1%</u>	<u>91.9%</u>
<u>By region:</u>								
East Asia	3,383.3	2,519.0	25.5%	20.1%	3,673.5	2,896.5	28.0%	23.2%
Europe	4,362.8	4,728.9	32.8%	37.8%	4,249.1	4,641.8	32.3%	37.2%
South West Pacific	2,593.9	1,791.0	19.5%	14.3%	2,575.1	1,765.6	19.6%	14.2%
Americas	953.0	258.3	7.2%	2.1%	883.0	226.6	6.7%	1.8%
West Asia and Africa	1,034.8	1,970.9	7.8%	15.8%	982.5	1,923.9	7.5%	15.5%
	<u>12,327.8</u>	<u>11,268.1</u>	<u>92.8%</u>	<u>90.1%</u>	<u>12,363.2</u>	<u>11,454.4</u>	<u>94.1%</u>	<u>91.9%</u>
<u>By Moody's credit ratings:</u>								
Investment grade (A to Aaa)	11,162.6	10,424.2	84.0%	83.4%	10,879.0	10,149.3	82.8%	81.4%
Investment grade (Baa)	59.4	29.6	0.5%	0.2%	49.3	8.0	0.4%	0.1%
Non-rated	1,105.8	814.3	8.3%	6.5%	1,434.9	1,297.1	10.9%	10.4%
	<u>12,327.8</u>	<u>11,268.1</u>	<u>92.8%</u>	<u>90.1%</u>	<u>12,363.2</u>	<u>11,454.4</u>	<u>94.1%</u>	<u>91.9%</u>

42 Reconciliation of Movements of Liabilities to Cash Flows Arising from Financing Activities (in \$ million)

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	1 April 2025	Proceeds	Repayments	Non-cash changes					31 March 2026
				Interest payments	Interest expense	Foreign exchange movement	Additions	Interest capitalised	
Notes payable	4,665.2	499.0	(700.0)	-	2.0	(78.1)	-	-	4,388.1
Convertible bonds	837.7	-	-	-	4.0	-	-	(841.7)	-
Loans	4,007.8	134.9	(773.7)	-	4.0	(94.4)	-	-	3,278.6
Lease liabilities	3,403.6	-	(589.1)	-	130.3	(114.1)	147.3	-	2,978.0
Accrued interest	50.1	-	-	(230.1)	194.2	-	-	22.5	36.7

	1 April 2024	Proceeds	Repayments	Non-cash changes					31 March 2025
				Interest payments	Interest expense	Foreign exchange movement	Additions	Interest capitalised	
Notes payable	4,977.4	-	(300.0)	-	2.4	(14.6)	-	-	4,665.2
Convertible bonds	820.4	-	-	-	17.3	-	-	-	837.7
Loans	3,855.0	896.9	(736.4)	-	4.2	(11.9)	-	-	4,007.8
Lease liabilities	3,795.2	-	(697.4)	-	149.0	(26.0)	182.8	-	3,403.6
Accrued interest	57.6	-	-	(264.5)	222.6	-	-	34.4	50.1

43 Capital Management (in \$ million)

The primary objective of the management of the Company's capital structure is to maintain an efficient mix of debt and equity in order to achieve a low cost of capital, while taking into account the desirability of retaining financial flexibility to pursue business opportunities and adequate access to liquidity to mitigate the effect of unforeseen events, such as the Covid-19 pandemic, on cash flows.

The Directors regularly review the Company's capital structure and make adjustments to reflect economic conditions, business strategies and future commitments.

The Group monitors capital using a gearing ratio, which is total debt divided by total capital.

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

During the financial year ended 31 March 2026, no significant changes were made in the objectives, policies or processes relating to the management of the Company's capital structure.

	The Group 31 March		The Company 31 March	
	2026	2025	2026	2025
Notes payable	4,388.1	4,665.2	4,388.1	4,665.2
Convertible bonds	-	837.7	-	837.7
Loans	3,278.6	4,007.8	3,153.3	3,834.9
Lease liabilities	2,978.0	3,403.6	1,823.9	2,210.7
Total debt	10,644.7	12,914.3	9,365.3	11,548.5
Share capital	8,096.9	7,180.9	8,096.9	7,180.9
Reserves	9,164.8	8,475.3	9,765.8	9,315.2
Total capital	17,261.7	15,656.2	17,862.7	16,496.1
Gearing ratio (times)	0.62	0.82	0.52	0.70

44 Related Party Transactions (in \$ million)

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control. Related parties may be individuals or other entities.

Key Management Personnel of the Company are those persons having the authority and responsibility for planning, directing and controlling the activities of the Company. The Group considers the Directors, Chief Executive Officer and Executive Vice Presidents of the Company to be Key Management Personnel of the Company.

In addition to the related party information disclosed elsewhere in the financial statements, the following significant related party transactions were carried out in the normal course of business during the financial year:

	The Group	
	FY2025/26	FY2024/25
Purchases of services from associated companies	150.0	129.3
Services rendered to associated companies	(106.6)	(42.2)
Purchases of services from joint venture companies	16.8	16.1
Services rendered to joint venture companies	(8.7)	(8.8)
Purchases of services from related parties	2,748.0	2,473.8
Services rendered to related parties	(46.3)	(35.0)
Professional fees paid to a firm of which a Director is a member	1.5	1.5

Key Management Personnel remuneration of the Group

	The Group	
	FY2025/26	FY2024/25
<u>Directors</u>		
Salary, bonuses, fee and other costs	7.5	7.2
CPF and other defined contributions	*	*
Share-based compensation expense	3.3	2.8
	<u>10.8</u>	<u>10.0</u>
<u>Key executives (excluding executive Directors)</u>		
Salary, bonuses, fee and other costs	6.5	6.1
CPF and other defined contributions	*	*
Share-based compensation expense	3.6	3.1
	<u>10.1</u>	<u>9.2</u>

* Amount less than \$0.1 million

44 Related Party Transactions (in \$ million) (continued)

Conditional awards granted to a Director and key executives of the Company pursuant to the RSP 2014/RSP 2024 and the PSP 2014/PSP 2024 are as follows:

RSP 2014 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of RSP 2014 to end of financial year under review
Goh Choon Phong	74,589	-	74,589	-	779,237
Lee Lik Hsin	37,294	-	37,294	-	265,802
Tan Kai Ping	37,294	-	37,294	-	304,356
Leslie Thng Kan Chung	41,586	-	41,586	-	141,838

RSP 2014 Final Awards (Pending Release)^{R1}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year ¹	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of RSP 2014 to end of financial year under review ²
Goh Choon Phong	85,853	74,590	84,621	75,822	713,696
Lee Lik Hsin	49,093	37,300	44,361	42,032	236,825
Tan Kai Ping	43,346	37,300	41,488	39,158	270,258
Leslie Thng Kan Chung	31,856	41,590	36,038	37,408	120,692

RSP 2024 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of RSP 2024 to end of financial year under review
Goh Choon Phong	-	186,915	-	186,915	186,915
Lee Lik Hsin	-	60,533	-	60,533	60,533
Tan Kai Ping	-	60,533	-	60,533	60,533
Leslie Thng Kan Chung	-	58,406	-	58,406	58,406

RSP 2024 Final Awards (Pending Release)^{R1}

No RSP 2024 final awards were granted since commencement of RSP 2024 to end of financial year under review.

44 Related Party Transactions (in \$ million) (continued)PSP 2014 Base Awards^{R2}

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of PSP 2014 to end of financial year under review	Aggregate ordinary shares released to participant since commencement of PSP 2014 to end of financial year under review ²
Goh Choon Phong	362,909	-	140,241	222,668	1,151,077	855,260
Lee Lik Hsin	155,017	-	50,086	104,931	296,937	240,270
Tan Kai Ping	145,199	-	50,086	95,113	316,678	248,920
Leslie Thng Kan Chung	84,988	-	28,382	56,606	116,210	107,870

PSP 2024 Base Awards^{R2}

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of PSP 2024 to end of financial year under review	Aggregate ordinary shares released to participant since commencement of PSP 2024 to end of financial year under review ²
Goh Choon Phong	-	267,082	-	267,082	267,082	-
Lee Lik Hsin	-	78,395	-	78,395	78,395	-
Tan Kai Ping	-	78,395	-	78,395	78,395	-
Leslie Thng Kan Chung	-	58,831	-	58,831	58,831	-

SSA 2014 Final Awards (Pending Release)^{R3}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year ¹	Adjustment ³	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of SSA 2014 to end of financial year under review ²
Goh Choon Phong	131,075	-	60,460	163,785	27,750	1,055,010
Lee Lik Hsin	53,275	-	24,580	66,580	11,275	366,105
Tan Kai Ping	53,275	-	24,580	66,580	11,275	384,105
Leslie Thng Kan Chung	31,475	-	13,340	37,415	7,400	155,400

SSA 2024 Base Awards

Name of participant	Balance as at 1 April 2025	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2026	Aggregate Base Awards granted since commencement of SSA 2024 to end of financial year under review
Goh Choon Phong	-	106,300	106,300	-	106,300
Lee Lik Hsin	-	49,600	49,600	-	49,600
Tan Kai Ping	-	49,600	49,600	-	49,600
Leslie Thng Kan Chung	-	37,200	37,200	-	37,200

44 Related Party Transactions (in \$ million) (continued)SSA 2024 Final Awards (Pending Release)^{R3}

Name of participant	Balance as at 1 April 2025	Final Awards granted during the financial year ¹	Adjustment ³	Final Awards released during the financial year	Balance as at 31 March 2026	Aggregate ordinary shares released to participant since commencement of SSA 2024 to end of financial year under review ²
Goh Choon Phong	-	106,300	-	53,150	53,150	53,150
Lee Lik Hsin	-	49,600	-	24,800	24,800	24,800
Tan Kai Ping	-	49,600	-	24,800	24,800	24,800
Leslie Thng Kan Chung	-	37,200	-	18,600	18,600	18,600

^{R1} The actual number of RSP Final Awards of fully paid ordinary shares will range from 0% to 150% of the Base Awards and is contingent on the Achievements against Targets over the one-year performance periods relating to the relevant awards.

^{R2} The actual number of PSP Final Awards of fully paid ordinary shares will range from 0% to 200% of the Base Awards and is contingent on the Achievements against Targets over the three-year performance periods relating to the relevant awards.

^{R3} The actual number of SSA Final Awards of fully paid ordinary shares is contingent on BCIRC's assessment of Covid-19 response.

¹ Final Awards granted during the financial year is determined by applying the achievement factor to the Base Awards that have vested during the financial year.

² During the financial year, 206,508, 430,090, 334,360 and 121,350 treasury shares were issued to a Director and key executives of the Company pursuant to the RSP 2014, PSP 2014, SSA 2014 and SSA 2024 respectively.

³ Adjustment at the end of the performance period relating to an additional equity kicker during the financial year.

45 Subsequent Event

In May 2026, Scoot exercised purchase options for an additional six Airbus A320neo family aircraft.