SINGAPORE AIRLINES

A STAR ALLIANCE MEMBER

ANNUAL REPORT FY2021/22

MISSION STATEMENT

Singapore Airlines is a global company dedicated to providing air transportation services of the highest quality and to maximising returns for the benefit of its shareholders and employees.

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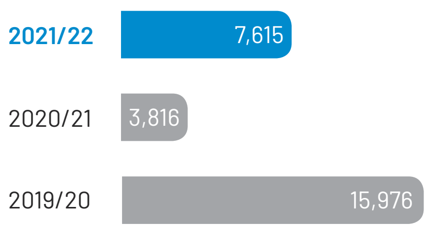
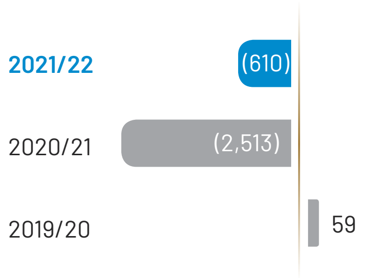
THREE-YEAR FINANCIAL HIGHLIGHTS

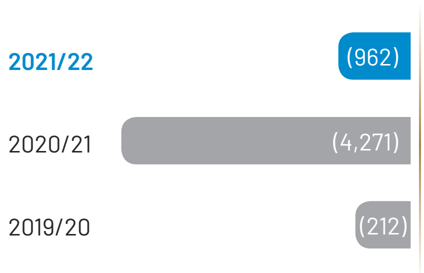
TOTAL GROUP REVENUE
($ million)



GROUP OPERATING (LOSS)/PROFIT
($ million)



GROUP NET LOSS
($ million)



NET ASSET VALUE PER SHARE:

Net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue excluding treasury shares.

LOSS PER SHARE (BASIC):

Loss per share (basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the conversion of all mandatory convertible bonds in accordance with IAS 33 *Earnings Per Share.*

SIA GROUP PORTFOLIO

Figures as at 31 March 2022

As international borders began to reopen through FY2021/22, the SIA Group began to rebuild its network and add passenger services. This was done in a calibrated manner, in tandem with the easing of travel restrictions around the world. The integration of SilkAir with Singapore Airlines was also completed in September 2021. The Group will continue to closely monitor the demand for air travel, and increase capacity and services accordingly.

SINGAPORE AIRLINES

3,388,000* passengers carried in FY2021/22

123 passenger aircraft in operating fleet#

69 passenger destinations served

scoot

502,000 passengers carried in FY2021/22

53 passenger aircraft in operating fleet

43 passenger destinations served

TOTAL:

3,890,000 passengers carried in FY2021/22

176 passenger aircraft in operating fleet#

93^ passenger destinations served

** This figure comprised 3,383,000 passengers who flew on SIA, and 5,000 passengers who flew on the remaining SilkAir flights in FY2021/22.*

 # This figure excludes seven Boeing 747-400F freighter aircraft.

^ Figure refers to the total number of unique destinations operated by the SIA Group Airlines (including Singapore).

STATISTICAL HIGHLIGHTS

FINANCIAL STATISTICS [R1]

	2021/22	2020/21		% Change	
The Group					
Financial Results ($ million)					
Total revenue	7,614.8	3,815.9	+	99.6	
Total expenditure	8,224.5	6,328.4	+	30.0	
Operating loss	(609.7)	(2,512.5)	+	75.7	
Loss before taxation	(1,090.0)	(4,957.2)	+	78.0	
Loss attributable to owners of the Company	(962.0)	(4,270.7)	+	77.5	
Financial Position ($ million)					
Share capital	7,180.2	7,180.2		-	
Mandatory convertible bonds	9,691.2	3,496.1	+	177.2	
Treasury shares	(106.5)	(133.2)	+	20.0	
Capital reserve	(107.3)	(96.8)	-	(10.8)	
Foreign currency translation reserve	(16.2)	(16.9)	+	4.1	
Share-based compensation reserve	20.7	20.8	-	0.5	
Fair value reserve	1,076.2	(178.6)		n.m.	
General reserve	4,673.6	5,634.3	-	17.1	
Equity attributable to owners of the Company	22,411.9	15,905.9	+	40.9	
Return on equity holders' funds (%) [R2]	(5.0)	(33.9)	+	28.9	points
Total assets	48,671.0	37,581.3	+	29.5	
Total debt	15,694.8	14,336.9	+	9.5	
Total debt : equity ratio (times) [R3]	0.70	0.90	-	0.20	times
Value added	2,820.1	592.9		n.m.	
Per Share Data					
Loss - basic (cents) [R4]	(16.2)	(102.6)	+	84.2	
Loss - adjusted basic (cents) [R5]	(32.4)	(144.0)	+	77.5	
Loss - diluted (cents) [R6]	(16.2)	(102.6)	+	84.2	
Net asset value ($) [R7]	7.55	5.36	+	40.9	
Adjusted net asset value ($) [R8]	3.40	3.60	-	5.6	
The Full Service Carrier [R9]					
Financial Results ($ million)					
Total revenue	7,068.1	3,478.0	+	103.2	
Total expenditure	7,180.0	5,399.0	+	33.0	
Operating loss	(111.9)	(1,921.0)	+	94.2	
Loss before taxation	(377.4)	(3,777.7)	+	90.0	
Loss after taxation	(314.0)	(3,183.0)	+	90.1	
Value added	2,775.1	810.2		n.m.	

R1 *Singapore Airlines' financial year is from 1 April to 31 March. Throughout this report, all figures are in Singapore Dollars, unless otherwise stated.*

R2 *Return on equity holders' funds is loss attributable to owners of the Company expressed as a percentage of the average equity holders' funds.*

R3 *Total debt : equity ratio is total debt divided by equity attributable to owners of the Company as at 31 March.*

R4 *Loss per share (basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the conversion of all mandatory convertible bonds in accordance with IAS 33 Earnings Per Share.*

R5 *Loss per share (adjusted basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the redemption of all mandatory convertible bonds.*

R6 *Loss per share (diluted) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, adjusted for the dilutive effect on the vesting of all outstanding share-based incentive awards granted, in accordance with IAS 33.*

R7 *Net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue excluding treasury shares at 31 March.*

R8 *Adjusted net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue excluding treasury shares, assuming the conversion of all mandatory convertible bonds and convertible bonds.*

R9 *Following the integration of SilkAir (Singapore) Private Limited ("SilkAir") with the Company, the financial statistics for Singapore Airlines and SilkAir are consolidated and presented under the Full Service Carrier ("FSC").*

OPERATING STATISTICS

	2021/22	2020/21		% Change	
The Full Service Carrier					
Passenger Operations					
Passengers carried (thousand)	3,388	514	+	559.1	
Revenue passenger-km (million)	19,177.7	2,669.0	+	618.5	
Available seat-km (million)	58,748.1	19,493.0	+	201.4	
Passenger load factor (%)	32.6	13.7	+	18.9	points
Passenger yield (cents/pkm)	13.1	21.1	-	37.9	
Revenue per available seat-km (cents/ask)	4.3	2.9	+	48.3	
Passenger unit cost (cents/ask)	8.0	12.5	-	36.0	
Cargo Operations					
Cargo and mail carried (million kg)	1,046.0	734.0	+	42.5	
Cargo load (million tonne-km)	5,941.0	4,111.9	+	44.5	
Gross capacity (million tonne-km)	7,195.3	4,795.1	+	50.1	
Cargo load factor (%)	82.6	85.8	-	3.2	points
Cargo yield (cents/ltk)	73.0	65.9	+	10.8	
Cargo unit cost (cents/ctk)	27.2	32.3	-	15.8	
Overall Operations					
Overall load (million tonne-km)	7,752.5	4,363.5	+	77.7	
Overall capacity (million tonne-km)	13,294.7	6,821.0	+	94.9	
Overall load factor (%)	58.3	64.0	-	5.7	points
Overall yield (cents/ltk)	88.3	75.0	+	17.7	
Overall unit cost (cents/ctk)	50.3	58.2	-	13.6	
Scoot					
Passengers carried (thousand)	502	82	+	512.2	
Revenue passenger-km (million)	1,486.8	221.6	+	570.9	
Available seat-km (million)	9,822.2	2,228.2	+	340.8	
Passenger load factor (%)	15.1	9.9	+	5.2	points
Passenger yield (cents/pkm)	20.0	55.0	-	63.6	
Revenue per available seat-km (cents/ask)	3.0	5.5	-	45.5	
Passenger unit cost (cents/ask)	7.7	19.9	-	61.3	
Group Airlines (Passenger)					
Passengers carried (thousand)	3,890	596	+	552.7	
Revenue passenger-km (million)	20,664.5	2,890.6	+	614.9	
Available seat-km (million)	68,570.3	21,721.2	+	215.7	
Passenger load factor (%)	30.1	13.3	+	16.8	points
Passenger yield (cents/pkm)	13.6	23.7	-	42.6	
Revenue per available seat-km (cents/ask)	4.1	3.2	+	28.1	
Employee Productivity (Average) - The Full Service Carrier					
Average number of employees	14,534	16,772	-	13.3	
Capacity per employee (tonne-km)	914,731	406,688	+	124.9	
Revenue per employee ($)	486,315	207,369	+	134.5	
Value added per employee ($)	190,938	48,307	+	295.3	
Employee Productivity (Average) - The Group					
Average number of employees	22,222	25,547	-	13.0	
Revenue per employee ($)	342,669	149,368	+	129.4	
Value added per employee ($)	126,906	23,208	+	446.8	

GLOSSARY

Passenger Operations

Revenue passenger-km	=	Number of passengers carried x distance flown (in km)
Available seat-km	=	Number of available seats x distance flown (in km)
Passenger load factor	=	Revenue passenger-km expressed as a percentage of available seat-km
Passenger yield	=	Passenger revenue from scheduled services divided by revenue passenger-km
Revenue per available seat-km	=	Passenger revenue from scheduled services divided by available seat-km
Passenger unit cost	=	Passenger operating expenditure divided by available seat-km

Cargo Operations

Cargo load	=	Cargo and mail load carried (in tonnes) x distance flown (in km)
Gross capacity	=	Cargo capacity production (in tonnes) x distance flown (in km)
Cargo load factor	=	Cargo and mail load (in tonne-km) expressed as a percentage of gross capacity (in tonne-km)
Cargo yield	=	Cargo and mail revenue from scheduled services divided by cargo load (in tonne-km)
Cargo unit cost	=	Cargo operating expenditure divided by gross capacity (in tonne-km)

Overall Operations

Overall load	=	Passenger, cargo and mail load carried (in tonnes) x distance flown (in km)
Overall capacity	=	Passenger and cargo capacity production (in tonnes) x distance flown (in km)
Overall load factor	=	Overall load (in tonne-km) expressed as a percentage of overall capacity (in tonne-km)
Overall yield	=	Passenger, cargo and mail flown revenue from scheduled services divided by overall load (in tonne-km)
Overall unit cost	=	Operating expenditure divided by overall capacity

SIGNIFICANT EVENTS

2021

Q1
APR
MAY
JUN

07 APR
Singapore Airlines launches Sonic Signature based on new batik motif

03 MAY
SIA raises S$2 billion from sale-and-leaseback transactions

06 MAY
SilkAir operates final revenue flights on Singapore-Kathmandu return service

24 MAY
Singapore Airlines Group commits to net zero carbon emissions by 2050

24 JUN
Singapore Airlines and KrisShop launch world's first in-flight e-shopping experience

25 JUN
SIA Group launches voluntary carbon offset programme for all customers

Q2
JUL
AUG
SEP

10 AUG
Singapore Airlines and Scoot awarded 5-Star rating in the Skytrax Covid-19 Airline Safety Audit

16 AUG
Singapore Airlines launches Singapore Showcase to highlight the best of Singapore to the World

18 AUG
SIA rolls out enhanced HighFlyer business travel programme with new features and greater benefits

19 AUG
SIA announces launch of inaugural Vaccinated Travel Lane flights from Brunei and Germany to Singapore

24 AUG
SIA enhances cold chain cargo handling capabilities with new Envirotainer Releye® RLP container

26 AUG
Singapore Airlines launches The Upcycling Project to repurpose parts and materials from retired commercial aircraft to create unique retail products and art pieces

08 SEP
SIA welcomes the inaugural Vaccinated Travel Lane flight from Frankfurt to Singapore

Q3 OCT NOV DEC

2022

Q4 JAN FEB MAR

09 OCT
SIA Group's quarantine-free Vaccinated Travel Lane network expands to 14 cities

11 OCT
SIA launches seasonal flights to Seattle and Vancouver, and adds San Francisco to Vaccinated Travel Lane network

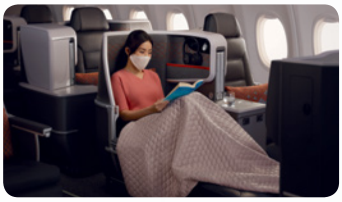
13 OCT
SIA partners Golden Door to enhance customer wellness on world's longest flights between Singapore and the United States of America

25 OCT
SIA launches new brand campaign, titled *We Look Forward to Seeing You in the Air Again*

08 NOV
SIA's Vaccinated Travel Lane network expands to Malaysia and Sweden

15 NOV
SIA Group's Vaccinated Travel Lane network expands to India, Indonesia, Saudi Arabia, and the United Arab Emirates

16 NOV
SIA unveils all-new narrowbody cabin products on board Boeing 737-8 aircraft



18 NOV
SIA resumes Airbus A380 operations on non-stop services between Singapore and London

18 NOV
Malaysia Airlines and Singapore Airlines reactivate and expand codeshare arrangements

23 NOV
Singapore Airlines and Scoot resume scheduled passenger services to India

26 NOV
Garuda Indonesia and Singapore Airlines deepen partnership and expand codeshare arrangements

15 DEC
Singapore Airlines selects Airbus A350F to renew freighter fleet

10 JAN
SIA-NUS Corporate Laboratory launched to spur digital innovation in Singapore's aviation sector

13 JAN
Singapore Airlines extends PPS Club and KrisFlyer Elite statuses for the third year, and enhances programme benefits

11 FEB
The Civil Aviation Authority of Singapore, SIA, and Temasek select ExxonMobil to supply and deliver sustainable aviation fuel as part of Singapore pilot

16 FEB
SIA firms up order for seven Airbus A350F freighter aircraft

17 FEB
Airbus, Rolls-Royce, Safran, and SIA sign global Sustainable Aviation Fuel declaration

10 MAR
DHL and Singapore Airlines sign crew and maintenance agreement to deploy five Boeing 777 freighters

24 MAR
SIA and Scoot announce opening up of the entire Group network to eligible travellers from 1 April 2022

RECOVERY (COVID-19)

The Group marked an important turning point in the battle against the Covid-19 pandemic during the year in review. The cargo business continued with its sterling performance, buoyed by tight air freight capacity and strong demand that resulted in higher yields. Singapore's launch of Vaccinated Travel Lane (VTL) arrangements, which allowed quarantine-free entry into the country for vaccinated passengers, was the key that finally unlocked the significant pent-up demand for international travel.

As a result, the Group reported a net profit of $85 million in the third quarter of FY2021/22, the first time that it was in the black since the pandemic began in January 2022. It also narrowed its full year net loss by about 78% to $962 million, and posted an operating profit for the second half of the year.

There was cause for optimism as border restrictions around the world eased in the second half of the year in review, with receding concerns about the impact of the Omicron variant supporting a strong recovery in demand for air travel. The Group remained vigilant in seizing all revenue and growth opportunities, as well as in progressing in our cost initiatives.

Strengthening Financial Position

The SIA Group is the best capitalised airline group in the world, thanks to the confidence and strong support from our shareholders and investors.

To date, the Group has raised $22.4 billion in fresh liquidity since 1 April 2020. This includes $15 billion from shareholders through the Rights Shares and Rights Mandatory Convertible Bonds, with the remainder from sources including bond issuances, secured financing, and sale-and-leaseback transactions. SIA has an additional $2.1 billion available in untapped lines of credit.

This liquidity strengthens our foundations, allowing us to navigate the pandemic with confidence, and enabling the Group to make strategic investments to secure its industry-leading position.

Reinstating Network Connectivity

The Group restored passenger services and its network in a calibrated manner, in tandem with the reopening of international borders and easing of travel restrictions around the world throughout the year in review.

The introduction of the VTL scheme in September 2021, which allowed fully vaccinated travellers from selected countries to enter Singapore on designated flights for any purpose without having to undergo quarantine, marked a significant step in the revival of international air travel.

In response, the Group grew its VTL network from two countries (Brunei and Germany) in September 2021 to 68 destinations in 27 countries and territories by 31 March 2022. The VTLs, coupled with robust demand for bellyhold cargo space, enabled the Group to accelerate its network recovery from 32% of pre-Covid levels in September 2021 to 51% in March 2022.

SIA strengthened its connectivity to the Americas, with the launch of new flight services to destinations such as Vancouver (via Seattle) and the addition of daily non-stop services to New York (John F. Kennedy International Airport), while Scoot added Davao, Miri, and London (Gatwick) to its network.

The integration of SilkAir into Singapore Airlines also saw all 52 SilkAir routes transferred to the SIA and Scoot network by September 2022.

A rendering of the Airbus A350F freighter.

By the end of the financial year, the Group's passenger network covered a total of 93 destinations in 36 countries and territories. This compared to a pre-Covid network of 137 destinations in 37 countries and territories.

We also focused on growing an extensive global network beyond the points served by our airlines. SIA expanded partnerships with like-minded airlines such as Garuda Indonesia, Malaysia Airlines, and United Airlines, with these win-win arrangements offering enhanced connectivity and wider travel options to our customers, and driving traffic to the respective hubs. They also enable us to work closely together to support initiatives that facilitate and grow tourism, and support economic activities, as international borders reopen.

As of 31 March 2022, SIA had 33 codeshare partners and access to over 200 additional destinations.

Restructuring Our Fleet

The Group has reached agreements with Airbus and Boeing to restructure its order book. This has allowed the Group to reduce near-term capital expenditure, defer the introduction of capacity and align it with the recovery trajectory, and secure essential medium-term fleet replacement.

The agreement with Boeing reduced the number of 787-10s and increased the number of 777-9s on order to 31. The 777-9s will replace older large widebody aircraft, including Boeing 777-300ERs, and eventually some of the A380s.

In February 2022, SIA firmed up orders for seven Airbus A350F freighters, with options for five more. SIA will be the launch operator for this new generation aircraft. The agreement included a swap with two A350-900 passenger aircraft and 15 A320 Family aircraft in the order book.

As of 31 March 2022, the SIA Group had 176 passenger aircraft in its operating fleet. With an average age of six years and three months, it is one of the youngest and most fuel-efficient aircraft fleets in the airline industry. This helps to keep operating costs low and significantly reduce the Group's carbon emissions, while allowing the Group to continue to offer world-class products and services to customers and retain its industry-leading position.

Pivoting Our Business

The Company launched the Singapore Airlines Academy in November 2020, offering training programmes to external businesses and organisations in the areas of service excellence, operational excellence, organisational innovation, and digital transformation. Within six months from its inception, the Academy began working with companies in the healthcare, finance, retail, transportation, and hospitality sectors, reinforcing the SIA brand reputation for best-in-class service. Sharing our expertise with other businesses was also another opportunity for the Group to continue to engage the market.

KrisFlyer, the SIA Group's rewards programme, has also evolved to offer more on-ground lifestyle-centric accrual and redemption opportunities over the last few years. This includes over 3,300 non-airline partners and merchants worldwide, ranging from banks, hotels, travel services, and restaurants, as well as retail experiences and services.

More KrisFlyer members are also using their miles on a variety of other non-air redemption options including KrisShop, Kris+, KrisFlyer Experiences, and Pelago. We have also been supporting our KrisFlyer members by proactively extending the validity period of their membership statuses and miles since April 2020.

RECOVERY (COVID-19)

(CONTINUED)

Commitment to Industry-leading Products

In November 2021, Singapore Airlines launched its new narrowbody cabin products on board its Boeing 737-8 aircraft. This includes lie-flat Business Class seats and seatback in-flight entertainment (IFE) system across all cabin classes. The Airline invested around $230 million in the development, design, and installation of the new industry-leading cabin products, which elevate the standard for short and medium-haul travel on board SIA's narrowbody aircraft.

We worked on a three-year-long upgrade and expansion project to redesign, expand, and upgrade the SilverKris and KrisFlyer Gold lounges at Singapore Changi Airport Terminal 3. The Business Class SilverKris Lounge was officially opened on 23 November 2021, and features a larger space than before. The lounge caters to the changing needs of customers with a variety of seating options, affording them the flexibility to work, dine, or rest in comfort. All of the lounges were officially unveiled in May 2022, further enhancing the on-ground customer experience at the Airline's main hub.

SIA continued to enhance its in-flight offerings during the year. This includes the launch of the world's first in-flight e-shopping experience in June 2021, with the KrisShop e-commerce platform becoming available via the *KrisWorld* IFE system. SIA also launched the Singapore Showcase in August 2021, collaborating with leading Singaporean brands to provide a wider range of local hawker cuisine on board, as well as a larger selection of Singaporean content on *KrisWorld*.

The Airline has also been finalising its cabin products for its Boeing 777-9 aircraft, including all-new First Class, Business Class, Premium Economy Class, and Economy Class cabins. This will once again set the standard for the industry when the aircraft enter into service.

Continued Investment in Our Cargo Business

Over the last few years, there has been a transformation of SIA's cargo business that have maintained its leadership position in the sector. The pandemic has underlined the importance of investing in the cargo business, and bolstering the SIA Group's diverse revenue streams. Our cargo flown revenue reached a record $4.3 billion for FY2021/22, a testament to our efforts in capturing revenue opportunities against the backdrop of a protracted industry capacity crunch for both air and ocean freight.

The SIA Group's cargo network now covers over 100 destinations with a fleet of seven Boeing 747-400F freighter aircraft, as well as the bellyhold space of SIA and Scoot passenger aircraft. The footprint of SIA's cargo business will continue to grow with the signing of a crew and maintenance agreement with DHL Express for five Boeing 777 freighters in March 2022. These freighters will be operated by SIA pilots on routes to the United States of America via points in North Asia from the third quarter of 2022.

SIA has ordered seven A350Fs in an essential fleet replacement programme, and will be the first operator of this new generation aircraft. The A350F has a similar payload-carrying capacity as the Boeing 747-400F freighters, and its longer flying range will also provide SIA with greater flexibility in its freighter deployment.

SIA has strengthened its capabilities in several key verticals, and invested in digital solutions such as Parxl, our blockchain-based e-commerce logistics platform. Parxl has achieved continuous growth since its launch in 2021, and has extended its presence to e-retailers located in Australia, Hong Kong, South Korea, and the United States of America.

The all-new Business Class SilverKris Lounge at Changi Airport Terminal 3 opened in November 2021.

Sustainability Remained a Priority

Sustainability is an important issue to the Group's customers, staff, and for us as a company. During the pandemic, the SIA Group remained steadfast in its sustainability goals and committed to reduce carbon emissions to net zero by 2050.

Operating a young fleet of new generation aircraft is the primary lever for airlines to immediately reduce their carbon emissions today. The Group fleet has an average age of six years and three months, one of the youngest in the world.

Christian Scherer (centre right), Airbus CCO and Head of Airbus International, presenting an A350F aircraft model to Goh Choon Phong (centre left), SIA CEO, at the signing of the agreement to firm up SIA's purchase of seven A350F freighters, held at the Singapore Airshow 2022 on 16 February 2022.

We have made significant investments in newer aircraft models such as Boeing's 787 Family and 737-8, and Airbus' A350-900 and A320 Family, which are up to 25% more fuel efficient than the older aircraft that they are replacing. The Airbus A350Fs freighters will burn up to 40% less fuel compared to Boeing 747-400F freighters on similar missions, reducing emissions by around 400,000 tonnes annually.

By operating a young fleet of aircraft, the SIA Group continuously and significantly reduces its carbon emissions. This contributes to our commitment to achieve net zero carbon emissions by 2050. This strategy will continue in the future as the Group takes delivery of new generation aircraft in its order book. The Company has also continued to work with stakeholders and partners on long-term sustainability goals.

In February 2022, SIA announced that together with the Civil Aviation Authority of Singapore and Temasek, we will purchase 1.25 million litres of neat Sustainable Aviation Fuel (SAF), blend it with refined jet fuel, deliver it to Changi Airport, and uplift it on SIA and Scoot flights. With SAF viewed as a key decarbonisation lever, this pilot supports the Group's net zero carbon emissions commitment.

Ramping Up for Recovery

Since the start of the pandemic, the SIA Group has proactively taken steps to review all aspects of our operations. The entire organisation was geared towards ensuring that the Group is ready to quickly respond as air travel recovers. One key consideration at that stage was ensuring that we had enough people to support our operations when the demand returned.

The Group made a strategic decision to retain as many of its talented and trained pool of ground staff, pilots, and cabin crew as possible. This was achieved through collective pay cuts and sacrifices by our staff, which helped to keep involuntary redundancies to a minimum. Our staff was also continually trained and upskilled through the low-flying period, ensuring that they were ready for the recovery.

This paid off in the second half of the year in review, with SIA and Scoot being the first to begin sales and start operations on almost all VTL destinations that Singapore launched.

Singapore Airlines and Scoot resumed its cabin crew recruitment in February 2022 and December 2021 respectively, after a two-year hiatus. The recruitment drives factored in the need to replace cabin crew who have left over the last two years, as well as to meet the SIA Group's growth plans.

OUR TRANSFORMATION JOURNEY

The Singapore Airlines (SIA) Group remains steadfast in its commitment to emerge stronger from the pandemic, as it completed the second year of its three-year Transformation programme.

WORLD-CLASS LEADERSHIP IN THE NEW WORLD

Product and Services Leadership

Product leadership and service excellence are the cornerstones of the SIA brand commitment. During the year in review, SIA unveiled its new narrowbody cabin products to be rolled out on the Boeing 737-8. The new product elevates the customer experience on board the Airline's narrowbody aircraft to a level similar to its widebody aircraft, offering a consistent and premium travel journey across the entire SIA network.

To better support members, both the KrisFlyer loyalty programme and the HighFlyer corporate programme were enhanced to meet the evolving needs of customers. They now offer members more recognition and greater benefits, including milestone rewards, as well as additional opportunities to earn and redeem miles on both SIA and Scoot flights.

Seamless Travel Experience With Robust Health and Safety Standards

SIA and Scoot were awarded the highest 5-Star rating in the Skytrax Covid-19 Airline Safety Audit, with Scoot being the first low-cost carrier in the world to receive this rating. This is a testament to the Group's promise to deliver the highest standards for health and safety. The audit encompassed a comprehensive assessment of the Airline's health and safety measures for customers and staff members across the entire travel journey, which included the evaluation of more than 190 safety and hygiene protocols.

Various initiatives were implemented across the customer journey to enable a more seamless experience, bringing greater peace of mind for customers and instilling travel confidence during the pandemic. These included the travel advisory search widget on the SIA website, the development of a HealthCert Safety Layer to verify digital health certificates, and enhancements to enable self-service and automated assistance for customers.

SIA also invested in 1Point, a dynamic customer case and knowledge management tool, which offers a contextual and holistic view of customer interactions through a single interface. This will enable the Airline to provide more consistent and personalised service across various ground-based customer touchpoints.

Digital Leadership

On the digital front, SIA continued to accelerate its digital transformation efforts and launched several wide-ranging initiatives. These include the world's first live online shopping experience via the seatback in-flight entertainment system, and a new Digital Content Portal to improve customers' accessibility to Wi-Fi connectivity and content.

SIA also leveraged technologies such as Artificial Intelligence (AI) and cloud computing to strengthen the Airline's operational resilience, and drive higher productivity across its workforce. SIA clinched the TechBlazer 2021 award in the *Best Adoption - Enterprise* category for its Cabin Crew Digital Ecosystem, which comprises data and AI-driven applications to support the cabin crew journey towards a more efficient workforce and optimised operations. This was the first time the Group has received Singapore's top award for technology innovation, a recognition of its digital transformation efforts.

In January 2022, SIA launched a new $45 million Corporate Laboratory in collaboration with the National University of Singapore (NUS). This research facility will help to accelerate the digital transformation of Singapore's aviation sector, and redefine the travel experience for customers through cutting-edge technology. This initiative aims to strengthen SIA's position at the forefront of digital innovation as we continue to drive towards our goal of being the world's leading digital airline.

Securing Financial Sustainability

To ensure financial sustainability, SIA embarked on several wide-ranging initiatives to strengthen its revenue generation capabilities, and to achieve a more competitive cost base.

The Group continued to invest in new engines of revenue growth in non-airline revenue streams. This can be seen from the initiatives to enhance the Kris+ lifestyle rewards app, from enabling members to earn rewards as they pay everyday merchants with KrisPay miles, to using KrisPay miles to offset their spending, or to enjoy exclusive deals and privileges at thousands of dining and retail outlets in Singapore and abroad.

In the cargo business, SIA seized opportunities through new initiatives and partnerships. SIA launched Parxl in 2021, offering an end-to-end e-commerce logistics platform that provides cross-border delivery solutions for retailers to book, manage, and track their shipments. SIA also boosted its cold chain cargo handling capabilities by adding Envirotainer's new temperature controlled Releye® RLP container to its suite of THRUCOOL offerings. These containers provide customers with live monitoring access, volume optimisation for cost efficiency, and enhance temperature stability. They also supported the safe and reliable transportation of pharmaceuticals during the pandemic.

The Airline expanded its partnership with DHL Express through a crew and maintenance agreement to deploy five DHL-owned Boeing 777F freighters in Singapore from the third quarter of 2022. This will further reinforce Singapore's position as a key air cargo and e-commerce logistics hub.

At the same time, the Group pressed on with initiatives to achieve a more competitive cost base. These included waste reduction efforts, reviewing contracts with key partners to remain relevant and competitive, and leveraging technology and automation to streamline processes and drive efficiencies.

Equipping Our People for the Future

The Group remains committed to building a dynamic and resilient workforce and a priority is to equip its people with the skills to remain future-ready. This includes deepening

the digital mindset and culture in employees, and grooming internal entrepreneurs. ASCEND, an in-house digital training curriculum leveraging design thinking, lean startup, agile, and data-digital approaches, has been progressively rolled out to equip all ground staff with future-ready skills.

As part of our efforts to improve productivity and effectiveness, hundreds of business process reviews were conducted throughout the organisation. Since the start of the Transformation journey in 2020, over 600,000 hours of staff time have been saved annually. This allowed the Airline to invest resources in other areas such as improving the customer experience and driving operational excellence.

Forging Ahead to Lead the New World

SIA's transformation efforts will help the Group to remain nimble and flexible, and be alert to seize all revenue and growth opportunities. At the same time, it will ensure that the Group is steadfast in exercising cost discipline. As it enters the final year of the three-year programme, the SIA Group will press on with more initiatives to achieve its goals. Propelled by its talented workforce, this will ensure that the Group forges ahead as a leader in the new world.

OUR STRATEGY FOR THE FUTURE

1. Portfolio

The Singapore Airlines (SIA) Group adopts a portfolio strategy, with investments in both full-service and low-cost airlines. The integration of SilkAir's narrowbody operations with Singapore Airlines was concluded in September 2021, providing the Group with greater economies of scale and wider flexibility of aircraft deployment in its full-service operations. Scoot, the Group's low-cost carrier, operates on short, medium, and long-haul services.

2. Multi-hub Strategy

The SIA Group underpins Singapore's aviation industry, and are the anchor airlines at Singapore Changi Airport. The Group airlines carried 3.89 million passengers in FY2021/22, accounting for more than half of the passenger carriage at Changi Airport.

This presence is bolstered by the Group's multi-hub strategy, which taps on new traffic flows outside of Singapore through investments and partnerships with other airlines.

The Group has established a presence in India through Vistara, a joint venture with Tata Sons. The full-service carrier's domestic capacity exceeded pre-Covid levels by March 2022, with an 86.1% passenger load factor. The airline's fleet growth plans continued through the year to reach 50 aircraft as at 31 March 2022, and is projected to reach 58 by September 2022.

Deepening collaboration with like-minded airlines is an integral part of the SIA Group's strategy. The recent expansion of partnerships with airlines such as Garuda Indonesia, Malaysia Airlines, and United Airlines afford the Group win-win arrangements that offer enhanced connectivity and a wider range of travel options to customers, while driving traffic to the respective hubs. As of March 2022, SIA has 33 codeshare partners and access to over 200 additional destinations.

3. New Business Initiatives

Covid-19's crippling impact on air travel has highlighted the importance of growing diverse revenue streams. SIA continued to pursue new channels of growth to complement its core revenue streams.

KrisFlyer, the SIA Group's rewards programme, has evolved to offer more on-ground lifestyle-centric accrual and redemption opportunities. This includes over 3,300 non-airline partners and merchants worldwide, ranging from banks, hotels, travel services, and restaurants, as well as retail experiences and services. Its membership base increased by 9% from the previous year, and now reaches more than 5.19 million members worldwide. Member transactions on KrisShop, Kris+, KrisFlyer Experiences, and Pelago have also increased significantly by 30% year-on-year, as a wider range of products, services, and experiences offered gained traction with members.

The Group continues to optimise on the global robust cargo demand, signing a new crew and maintenance agreement with DHL Express for five Boeing 777F freighter aircraft. Based at Singapore's Changi Airport and serving DHL's South Asia Hub there, SIA's pilots will operate the freighters, which will sport a dual DHL-SIA livery, on routes to the United States of America via points in North Asia. This operation will support the fast-growing e-commerce segment, in addition to other key business segments that rely on trusted express services.

4. Strengthening Premium Positioning

Service Excellence

Travelling in the post-pandemic era has surfaced new concerns and challenges. The SIA Group continued to devote resources to shape the travel journey into a seamless and comfortable one for our customers as demand for air travel picked up towards the end of the financial year. These included measures to facilitate self-service and automation, such as revamping the travel advisory search widget on the SIA website, and developing a HealthCert Safety Layer to verify digital health certificates.

SIA also launched the world's first live online shopping experience via the seatback in-flight entertainment system, and a new Digital Content Portal to improve customers' accessibility to Wi-Fi connectivity and content on board.

Comprehensive health and safety measures remained in place for the Group's customers – from check-in to disembarkation – to ensure that they are assured of a seamless and safe travel. These practices have garnered both SIA and Scoot the highest 5-Star rating in Skytrax's Covid-19 Airline Safety Audit in August 2021, with Scoot being the first low-cost carrier to receive the rating from Skytrax.

SIA has been proactively extending the validity period of its KrisFlyer miles, the latest to beyond January 2023. KrisFlyer has also introduced more ways for members to be rewarded when they spend with partners within the SIA Group. Besides earning and redeeming miles with SIA, members can look forward to unlocking more rewards whenever they spend with Kris+, KrisShop, Pelago, and Scoot.

Product Leadership

Product leadership is a key driver in the SIA Group's strategy in leading the recovery of air travel. The Group continues to invest across its suite of products, such as infrastructure, its fleet, and in-flight offerings to retain its premium position in the industry.

In November 2021, SIA introduced its new narrowbody cabin products on its Boeing 737-8 aircraft. These include lie-flat Business Class seats and seatback in-flight entertainment in all cabin classes. This elevates the customer experience on board the Airline's narrowbody aircraft fleet to a level similar to its widebody aircraft, offering a consistent and premium travel journey across the entire Singapore Airlines network.

The Airline is also finalising its cabin products for its upcoming Boeing 777-9 aircraft, including all-new First Class, Business Class, Premium Economy Class, and Economy Class cabins. SIA has leveraged the latest technology and design trends in the conceptualisation of these cabin products, while keeping the customers' comfort and convenience as a priority. These initiatives will result in the Boeing 777-9 cabin products setting a new standard in the airline industry when they are launched.

In February 2022, the Group finalised a purchase agreement of seven Airbus A350F freighters, with options for another five aircraft, as part of its freighter fleet renewal efforts. The A350F has a similar payload-carrying capacity as the existing Boeing 747-400F freighters, and is also designed to carry various types of special cargo such as outsized cargo, temperature-sensitive cargo, and live animals. Deliveries are scheduled to begin in the fourth quarter of 2025, and SIA will be the first airline to fly these new generation freighters.

OUR STRATEGY FOR THE FUTURE

(CONTINUED)

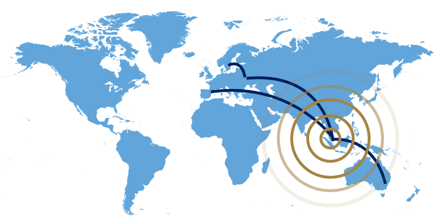
Sustainability

The SIA Group remains firmly committed to achieving its sustainability goals, which are integral to the Company's strategy for the future. In May 2021, the Group underscored its leadership position with a pledge to achieve net zero carbon emissions by 2050.

Operating a young fleet of new generation aircraft is the primary lever for airlines to immediately reduce their carbon emissions today. The SIA Group's aircraft fleet is one of the youngest in the industry with an average age of six years and three months, and it continues to invest in the latest technology.

The Airbus A350Fs, which SIA just ordered, will burn 40% less fuel compared to SIA's Boeing 747-400F freighters on similar missions, reducing carbon emissions by around 400,000 tonnes annually. The Group's order book also comprises new generation models such as Airbus' A320neo Family and A350-900, as well as Boeing's 737-8, 787 Family, and 777-9. These aircraft are up to 25% more fuel efficient, and have lower carbon emissions compared to older models.

Sustainable aviation fuels are viewed as a key decarbonisation lever and will support the Group's net zero carbon emissions goal by 2050. In February 2022, SIA, together with support from the Civil Aviation Authority of Singapore (CAAS) and Temasek, will purchase 1.25 million litres of neat sustainable aviation fuel, blending it with refined jet fuel. The blended fuel will be delivered to Changi Airport, and uplifted on SIA and Scoot flights.



Network Connectivity

As international borders began to reopen through FY2021/22, the SIA Group actively restored passenger services and its network to pre-pandemic levels. This was done in a calibrated manner, in tandem with the easing of travel restrictions around the world.

In September 2021, the Singapore government introduced quarantine-free Vaccinated Travel Lanes (VTLs)[1] with selected countries, marking a significant first step towards reviving international air travel for the country. The VTLs, coupled with robust demand for bellyhold cargo space, enabled the Group to accelerate its network recovery from 32% in September 2021 to 51% of its pre-Covid levels[2] by March 2022.

On 1 April 2022, Singapore opened its borders to all fully vaccinated travellers, and simplified travel protocols for entry into the country. This enabled the SIA Group to open its entire SIA and Scoot network to all eligible customers. As a result, the Group restored its network to serve 93 cities in 36 countries (including Singapore) – 68% of its pre-Covid network – by 1 April 2022.

The integration of SilkAir with Singapore Airlines was also completed in September 2021, where all 52 SilkAir routes were transferred to SIA and Scoot's network.

With most of international borders opened for unrestricted travel and more countries following suit, the SIA Group will continue to closely monitor the travel demand and increase our capacity and services accordingly.

1 *Following the launch of the Vaccinated Travel Framework by the Singapore government, which simplified travel protocols for entry in Singapore, Singapore Airlines and Scoot no longer designated VTL flights from 1 April 2022.*

2 *This figure compares to the capacity in January 2020, before the onset of the Covid-19 pandemic.*

CHAIRMAN's LETTER TO SHAREHOLDERS

"We have strengthened our digital capabilities to enhance our core offerings and operational resilience, undertaken initiatives to achieve a more competitive cost base and secure our financial sustainability, and embarked on projects to strengthen our revenue generating capabilities."

After the most difficult period in our history, the Singapore Airlines (SIA) Group has finally begun to recover from the debilitating impact of the Covid-19 pandemic on our people and business.

When international borders stayed largely closed during the first six months of the year in review, the Group remained nimble and alert to all opportunities that came our way. We pressed on with projects that enhanced our customer experience, reinforced our leadership position in the airline industry, and focused on being ready for the return in travel demand. Our people rose to the occasion, displaying remarkable spirit and finding innovative solutions to the challenges that we faced.

SIA's cargo segment continued with its sterling performance during the year, posting record revenues of $4.34 billion on the back of an industry capacity crunch and robust demand for air freight.

The pandemic underlined the importance of investing in the cargo business. We ordered seven Airbus A350F freighters in February 2022 to replace our Boeing 747-400F fleet. SIA will be the first airline to operate this all-new model, which boasts a longer range and offers greater mission flexibility. The A350F will deliver significantly better operating economics, and burns up to 40% less fuel on similar missions to the 747-400F, reducing SIA's carbon emissions by around 400,000 tonnes annually.

We continue to reinforce our capabilities in high growth cargo verticals such as e-commerce, pharmaceuticals, and fresh produce. In March 2022, we signed a crew and maintenance agreement with DHL Express to deploy five Boeing 777 freighters in Singapore. SIA's pilots will operate these dual-livery freighters on trans-Pacific routes, and the Airline will provide maintenance services. This grows our e-commerce footprint, and bolsters Singapore's position as an air cargo and logistics hub.

The game changer for the passenger business was Singapore's launch of Vaccinated Travel Lanes (VTL) in September 2021, and the subsequent expansion of these arrangements. This facilitated quarantine-free mass international travel to and through Singapore for the first time since the pandemic began, boosting the demand for flights. SIA and Scoot were the first to open sales and operated services to almost all VTL points, unlocking the significant pent-up demand for air travel. As a result, the SIA Group carried 3.9 million passengers during the year, up six-fold from a year before. Singapore dropped most border restrictions in April 2022, and passenger demand and carriage have remained robust heading into the Northern Summer holiday season.

CHAIRMAN's LETTER TO SHAREHOLDERS

SIA and Scoot have grown their passenger capacity and network in a calibrated manner, in tandem with the demand. Passenger capacity went from 24% of pre-Covid levels in April 2021 to 51% in March 2022. It is projected to reach 61% in June 2022 and 67% by September 2022. The Group served 93 destinations in 36 countries and territories, or 68% of its pre-Covid network, at end-March 2022. Both airlines continue to increase frequencies to existing destinations, restore connectivity to offline points, and add new routes in response to demand.

Deepening collaboration with like-minded airlines is an integral part of the Group's strategy. During the year in review, SIA expanded its partnerships with carriers such as Garuda Indonesia, Malaysia Airlines, and United Airlines. Such win-win arrangements offer more options for customers, enhance connectivity across our networks, and support our recovery. Vistara, SIA's full-service joint venture with Tata Sons, is India's leading full-service carrier. Its domestic capacity surpassed pre-Covid levels in March 2022, and Vistara's international network continues to grow amid strong demand.

Enhancing the customer experience remained a priority during the year in review. In November 2021, SIA launched its all-new narrowbody cabin products, including lie-flat Business Class seats, on board its Boeing 737-8s. This elevates the customer experience on the short-haul segment, offers consistent premium products and services across the SIA network, and sets a new standard in the regional market. We continued work on our project to redesign, expand, and upgrade the SilverKris and KrisFlyer Gold lounges at Singapore Changi Airport Terminal 3. The lounges were officially unveiled in May 2022, further enhancing the on-ground experience at our main hub.

SIA launched the world's first live in-flight online shopping service via *KrisWorld*, our in-flight entertainment system. Working with renowned health and wellness retreat Golden Door, we offer more health-focused meals, exercise, and well-being options on our non-stop flights from the United States. Our Singapore Showcase highlights the best of Singapore's world-famous cuisine and local productions on board our flights. With a focus on delighting the five senses of our customers, SIA launched our sonic signature *Sound of Singapore Airlines*, our signature batik motif, as well as the Batik Flora scent.

The Group continues to invest in its non-airline businesses. KrisFlyer became the SIA Group's loyalty programme with the incorporation of Scoot, offering members the opportunity to earn miles from more flights than ever before. Members can also earn and redeem miles with more than 3,300 partners and merchants worldwide, as well as through SIA's non-airline redemption options such as KrisShop, Kris+, KrisFlyer Experiences, and Pelago.

Progress continues to be made in the current three-year Transformation journey. We have strengthened our digital capabilities to enhance our core offerings and operational resilience, undertaken initiatives to achieve a more competitive cost base and secure our financial sustainability, and embarked on projects to strengthen our revenue generating capabilities. We continue to upskill our people to help them remain adaptable and nimble in a much-changed future, and continue delivering the delivering the world-class service that SIA is renowned for.

Sustainability is at the heart of the SIA Group's business, and is an important topic for our customers and people. The Group's fleet is one of the youngest in the industry, with an average age of just over six years. Its new generation aircraft emit up to 25% less carbon emissions compared to older aircraft. During the year in review, we committed to achieve net zero carbon emissions by 2050. A key lever to the success of this goal is the greater availability of sustainable aviation fuels. We are working with other stakeholders within the Singapore aviation eco-system to learn more about the operational viability of using sustainable fuels at Changi Airport.

While the demand for air travel grows as border restrictions ease around the world, we must be alert to several challenges before us. These include high jet fuel prices, heightened geopolitical risks, and increasing concerns about the state of the global economy. As we navigate these uncertainties, the Group will continue to keep a tight rein on costs, reinforce our operational and financial foundations, and invest in our products, services, capabilities, and people.

On behalf of the Board, I would like to express our appreciation to our customers, all shareholders, investors, and the Singapore government for their continuous strong support. I also thank our staff for their steadfast resilience and commitment to the Company.

PETER SEAH
Chairman
Singapore Airlines

BOARD OF DIRECTORS

PETER SEAH LIM HUAT

Chairman

Mr Seah is the Chairman of DBS Bank Ltd, DBS Group Holdings Ltd and LaSalle College of the Arts Limited. A banker for more than 30 years, Mr Seah was with the former Overseas Union Bank between 1977 and 2001, retiring as Vice-Chairman and Chief Executive Officer. Prior to that, he was with Citibank N.A. Between December 2001 and December 2004, Mr Seah served as President and Chief Executive Officer of Singapore Technologies Pte Ltd. Mr Seah was awarded the *Order of Nila Utama* in 2021, the *Distinguished Service Order* in 2012, and the *Public Service Star (Bintang Bakti Masyarakat)* in 1999.

GOH CHOON PHONG

Director and Chief Executive Officer

Mr Goh joined Singapore Airlines Limited in 1990 and has held senior management positions in various divisions in Singapore and overseas, ranging from Marketing to Information Technology to Finance and Cargo. Prior to his appointment as Chief Executive Officer, Mr Goh was Executive Vice President for Marketing and the Regions, and also served as President of Singapore Airlines Cargo Pte Ltd, from 2006 to 2010. He served as Senior Vice President Finance, from 2004 to 2006, and Senior Vice President Information Technology, from 2003 to 2004. Mr Goh is also Chairman of Budget Aviation Holdings Pte Ltd, which owns and manages Scoot, and a Director of SIA Engineering Company Limited, and Mastercard Incorporated. He is also the Vice Chairman and a member of the Board Executive Committee of the Association of Asia Pacific Airlines, a member of the Board of Governors of the International Air Transport Association and was its Chairman between June 2017 and 2018. In addition, Mr Goh is a member of the National University of Singapore Board of Trustees, and the MIT Presidential CEO Advisory Board, which is made up of CEOs from leading companies in a variety of industries around the world. He was a Board Member of Mount Alvernia Hospital, from 2006 to 2015, and Virgin Australia Holdings Limited, from 2014 to 2015. Mr Goh was the 2015 recipient of the Centre for Aviation's *Asia-Pacific Airline CEO of the Year Award*. In 2016, he received the *CEO Lifetime Achievement Award* from the Airline Passenger Experience Association, as well as the *Eisenhower Global Innovation Award* from the Business Council for International Understanding. He was also named the *Outstanding Chief Executive Officer of the Year* in the Singapore Business Awards 2017, in 2018 was named *Person of the Year* by Orient Aviation magazine, and in 2019 was named *Best Chief Executive Officer* for companies with $1 billion or more in market capitalisation at the Singapore Corporate Awards.

GAUTAM BANERJEE

Director

Mr Banerjee is a Senior Managing Director of Blackstone Group and the Chairman of Blackstone Singapore. He was with professional services firm PricewaterhouseCoopers (PwC) Singapore for over 30 years, including as its Executive Chairman for Singapore, and in various leadership positions within the firm in India and the Asia-Pacific region. Mr Banerjee retired from PwC Singapore on 31 December 2012. Apart from his executive role in Blackstone, he serves as Chairman of raiSE, and is a Board Member of Singapore Telecommunications Limited and GIC Private Limited. He was the Chairman of the Listings Advisory Committee of the Singapore Exchange, and served on the Boards of The Indian Hotels Company Limited, Piramal Enterprises Limited, India, Singapore Business Federation Council, Corporate Governance Council of the Monetary Authority of Singapore, Companies Act Reform Steering Committee, and the Economic Strategies Committee chaired by the Finance Minister of Singapore from 2009 to 2010. Mr Banerjee was a Nominated Member of Parliament in Singapore between 2007 and 2009. In 2014, Mr Banerjee was awarded the Public Service Medal by the Singapore government and an Honorary Doctor of Laws by the University of Warwick, England.

BOARD OF DIRECTORS

SIMON CHEONG SAE PENG
Director

Mr Cheong is the Founder and Chairman of SC Global Developments Pte Ltd, a leading luxury high-end residential developer in Singapore. He has more than 40 years of experience in real estate, banking, and international finance. Mr Cheong established SC Global in 1996 as a real estate and hotel advisory and direct investment group, specialising in structuring large and complex transactions worldwide. He is also the Chairman and majority shareholder of AVJennings Limited. He was with Citibank (Singapore) as Head of Real Estate Finance for Singapore and with Credit Suisse First Boston as Regional Real Estate Head for Asia. Mr Cheong previously served as a Board Member of Republic Polytechnic and was also a Council Member of the Singapore Business Federation. He served two terms as President of the Real Estate Developers' Association of Singapore.

DAVID JOHN GLEDHILL
Director

Mr Gledhill was the Group Chief Information Officer as well as Head of Group Technology & Operations at DBS Bank Ltd, before his retirement from the bank in August 2019 after 11 years of service. Prior to joining DBS, he was with JP Morgan for more than 20 years, holding senior regional positions in Technology & Operations in Singapore, Tokyo, and London. Before joining JP Morgan, Mr Gledhill was with British Telecom in the UK, holding various roles in software and hardware design. Mr Gledhill is a Board Member of National University of Singapore Institute of Systems Science and Quark Consulting Ltd. He was a Director of Singapore Clearing House Pte Ltd and served as Advisor to a number of organisations in Singapore and overseas. In 2017, Mr Gledhill was the recipient of the *Massachusetts Institute of Technology Sloan CIO Leadership Award*, becoming the first CIO from an Asian company to have won.

GOH SWEE CHEN
Director

Ms Goh is the former Chairperson of the Shell group of companies in Singapore. She retired from Shell in January 2019 after 16 years of service. She held senior roles with Shell since 2003 and had worked in Singapore, China and the Netherlands. Prior to joining Shell, Ms Goh was with Procter & Gamble for 14 years and was assigned to Malaysia, Japan, and Singapore, and before that with IBM Australia and USA. A Justice of the Peace, Ms Goh is the Chairperson of the Institute for Human Resource Professionals, the National Arts Council, Nanyang Technological University, and President of Global Compact Network Singapore. She was previously a board member of listed companies, CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.) and CapitaLand Investment Limited. Ms Goh was conferred the *Chicago Booth Distinguished Alumni Award* in 2018 from the University of Chicago Booth School of Business.

DOMINIC HO CHIU FAI
Director

Mr Ho is the Chairman of DBS Bank (China) Limited. He began his career as an auditor with KPMG in 1975 in the US city of Houston, covering a wide range of industries. He retired in 2007 as Co-Chairman of KPMG, China, and Hong Kong. During his career with KPMG, Mr Ho was regarded as its China business specialist. He advised on China's offshore oil industry, participated in the formation of China's taxation system, was involved in initial public offerings (IPOs) of Chinese companies, and assisted foreign companies with their investments in China. Mr Ho is currently a Director of DBS Bank (Hong Kong) Limited and Hang Lung Properties Limited. He is also a past Member of the Corruption Prevention Advisory Committee of Hong Kong's Independent Commission Against Corruption, and a past Member of Hong Kong's Insurance Advisory Committee.

HSIEH TSUN-YAN
Director

Mr Hsieh is the Chairman and Lead Counselor of LinHart Group, a leadership solutions firm founded by Mr Hsieh in 2008. Mr Hsieh has extensive experience in business strategy, leadership development and corporate transformation. He was with management consulting firm, McKinsey & Company, for 28 years, and held posts in Singapore, Toronto and Copenhagen. He holds a joint appointment as Professor (Practice) at the National University of Singapore Business School and the Lee Kuan Yew School of Public Policy. His past Board roles include Bharti Airtel Limited, India; Sony Corporation, Japan; the Singapore International Foundation; Duke-NUS Medical School, Singapore; the Singapore Symphony Orchestra; Covenant House Canada; and the University Health Network Foundation in Toronto.

LEE KIM SHIN
Director

Mr Lee is a lawyer and a Counsel of Allen & Gledhill LLP, after having retired as one of its Partners. He has been with Allen & Gledhill for more than 30 years, with six years spent as its Managing Partner. Mr Lee was appointed Senior Counsel in January 2015. He is a Member of the Governing Board of Duke-NUS Medical School Singapore, and a Member of the main committee of the Yellow Ribbon Fund. Mr Lee is a Director of Epimetheus Limited, Singapore Power Limited, Singapore Institute of Legal Education, and Goh Foundation Limited.

JEANETTE WONG KAI YUAN
Director

Ms Wong has over 35 years of experience in financial services. Until her retirement from DBS Bank in March 2019, Ms Wong was DBS Bank's Group Executive responsible for the Institutional Banking Group, which encompassed Corporate Banking, Global Transaction Services, Strategic Advisory, and Mergers and Acquisitions. Prior to that, she served as Chief Financial Officer of DBS Group between 2003 to 2008. Ms Wong's career began in 1982 at Banque Paribas. She moved to Citibank in 1984 before joining JP Morgan in 1986. She was at JP Morgan for 16 years. During her tenure at JP Morgan, she had regional responsibilities for the Global Markets and Emerging Markets Sales and Trading business in Asia, and was also JP Morgan's head for Singapore between 1997 to 2002. Ms Wong is currently the Chairperson of the CareShield Life Council, a member of the Securities Industry Council, and a Board Director of UBS Group AG, Prudential plc, PSA International Pte Ltd and JTC Corporation.

YEOH OON JIN
Director

Mr Yeoh was the Executive Chairman of PricewaterhouseCoopers LLP (PwC) Singapore before his retirement in June 2021, following a 38-year career with PwC. He was a key member of the firm's Leadership Team for more than 15 years, and has led the firm through key growth milestones. Mr Yeoh has also chaired several of the firm's regional joint ventures such as PwC SEA Consulting and PwC SEA Corporate Finance. He was a member of the PwC Executive Board for the CaTSH firm, which comprises the PwC firms in Singapore, China, Hong Kong, and Taiwan, and was also a member of the PwC Strategy Council, which comprises leaders from the largest 21 firms in the PwC global network. Mr Yeoh serves as the Chairman of Singapore Land Authority, and is currently the Vice Chairman of Singapore Business Federation. He is also a member of the Board of Singapore Exchange Limited, and the Corporate Governance Advisory Committee, which was set up by the Monetary Authority of Singapore. Mr Yeoh was previously a board member of Singapore Press Holdings Limited, JTC Corporation, Accounting & Corporate Regulatory Authority, National Arts Council, and council member of Singapore Institute of International Affairs.

OPERATING REVIEW

THE YEAR IN REVIEW

> "The Group's second three-year Transformation programme that began in FY2020/21 continues to make good progress in revenue and cost initiatives, as well as in the areas of innovation and digital transformation."

The Singapore Airlines (SIA) Group reported a net loss of $962 million for the 2021/22 financial year, an improvement of $3,309 million (+77.5%) from the year before.

This was primarily driven by better operating performance (+$1,903 million) and lower non-cash impairment charges (+$1,894 million), and partially offset by a $532 million reduction in tax credit due to the lower net loss.

Group revenue rose $3,799 million (+99.6%) year-on-year to $7,615 million, as the Group carried 3.9 million passengers in FY2021/22, up six-fold from a year before, with international air travel recovering in the last six months with the easing of global border restrictions. Cargo flown revenue also reached a record $4,339 million (+60.2%), driven by strong demand amid continued capacity constraints for both sea freight and air freight.

Group expenditure grew to $8,225 million. The increase consisted of a $1,173 million increase in net fuel costs, a $1,015 million increase in non-fuel expenditure, and a $292 million offset from the year-on-year impact of the fuel hedging ineffectiveness recorded last year, as well as fair value changes on fuel derivatives. Net fuel cost rose to $2,189 million, mainly due to higher fuel prices and an increase in volume uplifted, which was partially offset by a swing from a fuel hedging loss to a gain.

OPERATING PERFORMANCE

During the year in review, the Group saw a seven-fold increase in passenger traffic (in revenue passenger-kilometres). This can be attributed to Singapore's launch and subsequent expansion of the Vaccinated Travel Lane scheme, which facilitated quarantine-free mass travel into Singapore for the first time since the Covid-19 pandemic began, and significantly boosted the demand for flights to and through Singapore. The Group ramped up passenger capacity (measured in available seat-kilometres) in a calibrated manner, growing from 24% of pre-Covid levels in April 2021 to 51% by the end of FY2021/22 in March 2022.

Passenger carriage rose significantly across the Group's carriers. SIA and SilkAir carried 3.39 million passengers, up from 514,000 passengers. Scoot's passenger carriage rose five-fold from 82,000 to 502,000. The passenger load factor at SIA and SilkAir climbed 18.9 percentage points to 32.6%, while Scoot's passenger load factor saw a 5.2 percentage points increase to 15.1%.

Cargo's robust performance continued into FY2021/22 as it recorded a 44.5% increase in loads carried (in load tonne-kilometres), and a 10.8% increase in yields.

Singapore further relaxed border restrictions in April 2022, removing the need for quarantine and Covid-19 tests for fully vaccinated travellers. Key markets around the world further eased travel restrictions, supporting a strong recovery in air travel demand across all cabin classes. The Group will closely monitor demand, remain nimble and alert to all opportunities that may arise, and adjust its capacity and services accordingly.

Cargo demand is expected to experience near-term volatility as a result of the Russia-Ukraine conflict, as well as the knock-on effects of pandemic controls in China on the global supply chain. Cargo yields, however, are likely to remain healthy due to the continued industry capacity crunch on key trade lanes.

Inflationary pressures, in particular on fuel prices, remain a concern. In comparison to the average jet fuel price of US$90.31 per barrel (before hedging) for FY2021/22, spot prices have moved up by more than 50% and were close to US$150 per barrel, as of early May 2022. The Group will maintain appropriate cost discipline, even as operations expand in line with demand.

The Group's second three-year Transformation programme that began in FY2020/21 continues to make good progress in revenue and cost initiatives, as well as in the areas of innovation and digital transformation. The SIA Group will remain agile and leverage opportunities to reinforce its leadership position in the airline industry.

The Group is grateful for the continued strong support from its shareholders, lenders, investors, and the Singapore government, to raise capital, provide liquidity, and to manage costs. We are also thankful to our customers who continue to support us, and to our staff for their resilience and hard work.

In view of the significant losses incurred and the need to conserve cash, the Board of Directors is not proposing a final dividend for the financial year ended 31 March 2022.

OPERATING REVIEW

NETWORK

As international borders began to reopen through FY2021/22, the SIA Group restored passenger services and its network in a calibrated manner, in tandem with the easing of travel restrictions around the world.

In September 2021, the Singapore government introduced quarantine-free Vaccinated Travel Lanes (VTLs)[1] with selected countries, marking a significant first step towards reviving international air travel for the country. The VTLs allowed fully vaccinated travellers from selected countries to enter Singapore on designated flights for any purpose, including leisure, without having to undergo quarantine on arrival.

The SIA Group first operated designated VTL flights from Brunei and Germany in September 2021, and subsequently expanded its VTL network to 68 cities in 27 countries and territories by 31 March 2022. The VTLs, coupled with robust demand for bellyhold cargo space, enabled the Group to accelerate its network recovery from 32% of pre-Covid levels[2] in September 2021 to 51% of by March 2022.

On 1 April 2022, Singapore opened its borders to all fully vaccinated travellers and simplified travel protocols for entry into the country. This enabled the SIA Group to open the entire SIA and Scoot network to all eligible customers. As a result, the Group restored its network to serve 93 cities in 36 countries and territories (including Singapore) – 68% of its pre-Covid network[2] – by 1 April 2022.

SIA launched flight services to new destinations such as Vancouver (via Seattle) and added a new daily non-stop service to New York (John F. Kennedy International Airport), while Scoot added Davao, Miri, and London (Gatwick) to its network.

With the integration of SilkAir into Singapore Airlines, the latter began services to Phuket on 23 November 2021. This was expanded to other SilkAir points, with all 52 SilkAir routes transferred to the SIA and Scoot network in September 2021.

By the end of FY2021/22, Singapore Airlines operated 669 weekly services to 69 destinations, including Singapore. Scoot operated 243 weekly frequencies to 43 destinations, including Singapore, with routes mainly in the North Asia and South East Asia regions.

1 *Following the launch of the Vaccinated Travel Framework by the Singapore government, which simplified travel protocols for entry in Singapore, Singapore Airlines and Scoot no longer designated VTL flights from 1 April 2022.*

2 *This figure compares to January 2020, before the onset of the Covid-19 outbreak.*

NUMBER OF PASSENGER DESTINATIONS AS AT 31 MARCH 2022

Singapore Airlines	Scoot	SIA Group
69 cities	43 cities	93 cities

AIRLINE / DESTINATIONS

SINGAPORE AIRLINES

THE AMERICAS
Houston
Los Angeles
New York (EWR)
New York (JFK)
San Francisco
Seattle
Vancouver

EUROPE
Amsterdam
Barcelona
Copenhagen
Frankfurt
Istanbul
London (Heathrow)
Manchester
Milan
Munich
Paris
Rome
Zurich

NORTH ASIA
Chongqing
Fukuoka
Hong Kong SAR
Nagoya
Osaka
Seoul
Shanghai
Taipei
Tokyo (Haneda)
Tokyo (Narita)

SOUTH EAST ASIA
Bandar Seri Begawan
Bangkok
Da Nang
Denpasar
Hanoi
Ho Chi Minh City
Jakarta
Kuala Lumpur
Manila
Penang
Phnom Penh
Phuket
Siem Reap
Surabaya
Yangon

SOUTH WEST PACIFIC
Adelaide
Auckland
Brisbane
Cairns
Christchurch
Darwin
Melbourne
Perth
Sydney

WEST ASIA AND AFRICA
Ahmedabad
Bengaluru
Cape Town
Chennai
Colombo
Dhaka
Delhi
Dubai
Hyderabad
Johannesburg
Kathmandu
Kochi
Kolkata
Male
Mumbai

scoot

EUROPE
Athens
Berlin
London (Gatwick)

NORTH ASIA
Guangzhou
Hong Kong SAR
Macao SAR
Taipei
Tianjin
Tokyo (Narita)
Seoul

SOUTH EAST ASIA
Angeles/Mabalacat
Bangkok
Chiang Mai
Cebu
Davao
Denpasar
Hanoi
Ho Chi Minh City
Ipoh
Jakarta
Kuala Lumpur
Kuching
Krabi
Langkawi
Manado
Manila
Miri
Penang
Phuket
Surabaya
Vientiane

SOUTH WEST PACIFIC
Gold Coast
Melbourne
Perth
Sydney

WEST ASIA AND AFRICA
Amritsar
Coimbatore
Hyderabad
Jeddah
Tiruchirapalli
Thiruvananthapuram
Visakhapatnam

LEGEND

- Singapore Airlines Destinations
- Scoot Destinations
- Singapore Airlines Route Map
- Scoot Route Map

OPERATING REVIEW

FLEET MANAGEMENT

Singapore Airlines (SIA) is committed to operating a modern and fuel-efficient fleet.

In FY2021/22, following a review of the SIA Group's longer-term network due to the impact of the Covid-19 pandemic on the business, two SIA Boeing 737-800 NG aircraft were deemed surplus to requirements.

During the year in review, SIA took delivery of three Airbus A350-900 and seven Boeing 737-8 aircraft. Scoot took delivery of nine Airbus A321neos. SilkAir's integration with SIA was completed during the year, and its fleet was transferred to SIA. Following the lifting of restrictions on 737-8 operations by the Civil Aviation Authority of Singapore, the aircraft returned to service with SIA in November 2021.

The SIA passenger aircraft operating fleet, as of 31 March 2022, comprised 123 aircraft with an average age of five years and seven months. This comprised 58 A350-900s, 12 A380-800s, 15 787-10s, 23 777-300ERs, eight 737-8s, and seven 737-800s.

In addition, five 737-8s have been delivered and are undergoing preparation to enter into service. SIA has 75 passenger aircraft on order comprising seven A350-900s, 13 787-10s, 31 777-9s, and 24 737-8s.

The SIA freighter aircraft operating fleet comprised seven Boeing 747-400F freighters with an average age of 18 years and four months. The Covid-19 pandemic has highlighted the importance of investing in the cargo business and bolstering the Group's diverse revenue streams. In February 2022, the Group firmed up an order for seven Airbus A350F freighters to replace the 747-400F fleet.

The agreement with Airbus includes a swap with 15 A320neos and two A350-900 passenger aircraft, allowing the Group to prudently manage its capital expenditure while proceeding with a vital freighter fleet renewal programme. The reduction in the Group's passenger order book also provides flexibility to navigate uncertainties in the recovery trajectory.

On 10 March 2022, SIA also entered into a crew and maintenance agreement with DHL Express to operate five 777F freighters. The first two freighters are scheduled for delivery in the third quarter of 2022, and the remaining three in 2023.

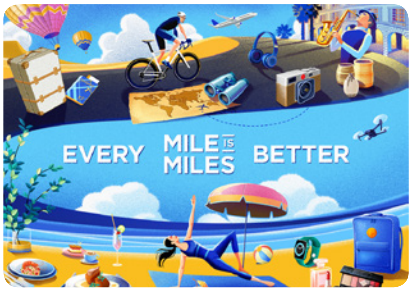
Scoot's operating fleet as of 31 March 2022 had an average age of six years and one month. This comprised 53 aircraft including 21 A320ceos, five A320neos, seven A321neos, 10 787-8s, and 10 787-9s. In addition, two A321neos that were delivered are undergoing preparation to enter into service. Scoot has 26 aircraft on order, comprising 13 A320neos, six A321neos, three 787-8s, and four 787-9s.

The average age of the SIA Group fleet is six years and three months as at 31 March 2022.

AS AT 31 MARCH 2022	FLEET AGE (AVERAGE AGE)		AIRCRAFT IN ONGOING OPERATING FLEET
SINGAPORE AIRLINES	5 Years	7 Months	123
scoot	6 Years	1 Month	53
SINGAPORE AIRLINES CARGO	18 Years	4 Months	7
COMBINED TOTAL	6 Years	3 Months	183

PRODUCTS AND SERVICES

KrisFlyer



KrisFlyer, the SIA Group's loyalty programme, continued to expand its global membership base and the breadth of KrisFlyer partners in FY2021/22. This came as it accelerated its transformation into a leading lifestyle rewards programme. KrisFlyer's membership increased by 9% from the previous year, reaching more than 5.19 million members worldwide as of 31 March 2022. The total number of brands offering KrisFlyer privileges, as well as the earning and redemption of miles, increased by over 420 merchants in 15 countries. Notable partners include AIA, CapitaStar, Commonwealth Bank of Australia, and Razer, among others.

With the progressive reopening of borders around the world, and the launch of quarantine-free travel via the Vaccinated Travel Lane scheme into Singapore from September 2021, flight redemptions on Singapore Airlines and Scoot improved year-on-year by ten-fold. Member transactions on KrisShop, Kris+, KrisFlyer Experiences, and Pelago also increased by 30% year-on-year, as a wider range of products, services, and experiences available gained traction with members.

Programme enhancements that added value to members continued to be introduced during the year in review. KrisFlyer also introduced more ways for members to be rewarded when they spend with partners within the SIA Group. Besides earning and redeeming miles with Singapore Airlines, members could unlock more rewards whenever they spend with Kris+, KrisShop, Pelago, and Scoot.

The KrisFlyer logo was updated to reflect KrisFlyer's new brand positioning as the SIA Group's loyalty programme. KrisFlyer also launched a year-long *Unlock Status Credits Without Flying* global campaign, which incentivised members to earn status credits to count towards membership upgrade or their subsequent membership tier renewal with their everyday spend and activities.

In January 2022, SIA launched two new KrisFlyer Milestone Rewards, which can be enjoyed by members flying on Scoot who have earned 1,000 and 2,500 Elite miles. This enhancement expands the pool of eligible KrisFlyer members who can enjoy the KrisFlyer Milestone Rewards at more frequent milestone junctures, whether they fly with Singapore Airlines or Scoot.

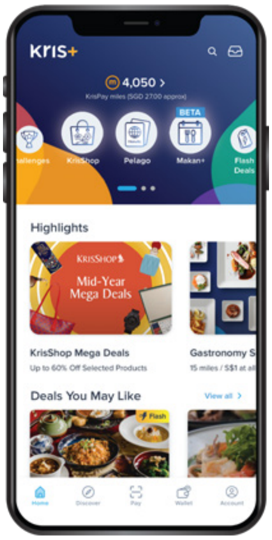
More than
5.19 million
KrisFlyer members globally

Launched
@KrisFlyer.Official
on Facebook and Instagram

Over
600
Kris+ partners with
2,500
outlets across SIA's global network

OPERATING REVIEW

PRODUCTS AND SERVICES (CONTINUED)



KrisFlyer for Families was launched during the year in review to provide KrisFlyer members with the opportunity to sign their child up for an account to earn miles.

To further strengthen Scoot's offerings as part of the SIA Group's rewards programme, KrisFlyer members can earn 2.5 Elite miles for every KrisFlyer mile earned from flying on Scoot, up from 1 Elite mile for every KrisFlyer mile earned. This makes it easier for members to renew or upgrade their membership statuses.

Additional benefits were introduced for KrisFlyer Elite members, allowing them to enjoy an accelerated earn rate of 25% bonus KrisFlyer miles, priority boarding, complimentary seat selection, and an additional 5kg baggage allowance with any baggage purchase when travelling on Scoot.

KrisFlyer for Families was also launched, providing the opportunity for KrisFlyer members to sign their child up for an account to earn miles. The flexibility of linking the parent and child accounts allows members to redeem award tickets for their next family holiday faster.

In recognition of our members' loyalty, KrisFlyer extended all PPS Club and KrisFlyer Elite statuses, rolled over Elite miles, and paused the expiry of miles in 2022. This supports KrisFlyer members who were unable to fly as before due to the Covid-19 pandemic.

@KrisFlyer.Official was launched on Facebook and Instagram in September 2021, as part of the programme's way of expanding its communications and engagement channels with members and fans. Through a dedicated social media account, KrisFlyer members and fans can keep abreast of KrisFlyer's programme offerings, news, and promotions.

Kris+, the SIA Group's lifestyle rewards mobile application, also launched a slew of new features. These include in-app payment options via Apple Pay and Google Pay, e-voucher and promotional code sales to facilitate new sales channels, and gamification features to encourage daily user engagement. CapitaStar and Citibank were also added as rewards conversion partners in the financial year, allowing app users to seamlessly convert their points in the partner's account to miles.

In December 2021, KrisShop was added as a feature in the Kris+ app, enabling members to seamlessly purchase KrisShop items via the mobile app. In addition, an all-new dining reservations feature, Makan+, was launched in March 2022. Users will be rewarded with miles whenever they successfully complete their dining reservations made at Singapore restaurants via the app.

Kris+ continues to expand its presence in Singapore, adding new partners every month. Apart from Singapore, Kris+ has expanded its offerings in key markets such as Australia, India, Malaysia, South Korea, and Thailand. As of 31 March 2022, there are more than 600 Kris+ partners with over 2,500 outlets across SIA's global network.

KrisFlyer constantly strives to enhance its offerings as the SIA Group's loyalty programme, and remains committed to introduce additional ways to provide members with more options to enjoy their KrisFlyer membership beyond travel.

Airport Operations

Enabling Seamless Travel

The Covid-19 pandemic significantly disrupted the travel experience. Over the course of the year, SIA introduced several digital initiatives to help our customers better prepare for their flights and smoothen their check-in process.

SIA introduced a travel advisory widget on its website and mobile app that allows customers to retrieve the latest entry and transit requirements, based on their destination and nationality. The widget was further enhanced with improved user interface and complemented with other relevant health-related information, such as Covid-19 testing and vaccination requirements.

Self-service check-in kiosk at Singapore Changi Airport Terminal 3.

The verification of these digital health certificates was also automated to further simplify the pre-flight check-in process. In July 2021, the Airline implemented an in-house digital solution, HealthCert Service Layer, which enables our customers to scan or upload their digital health certificates as part of their self-service check in on the website, the SingaporeAir mobile app or the self-service kiosks at Singapore Changi Airport. Eligible customers flying to selected destinations could skip airport queues and manual checks after generating their digital or mobile boarding passes, and verifying their health credentials online.

Gearing Up for Traffic Recovery

With the introduction of Singapore's Vaccinated Travel Lane (VTL) arrangements, SIA saw a steady uptick in passengers from September 2021. However, onerous and varied travel requirements meant that more time is required for additional health document and travel eligibility checks. To manage this, SIA's Singapore Hub team worked closely with our partners such as SATS Ltd to streamline the processes and ramp up resources to efficiently manage the passenger volume at check-in counters.

OPERATING REVIEW

PRODUCTS AND SERVICES (CONTINUED)

One key change was the introduction of a triage concept in November 2021. This ensured that customers travelling with non-digital travel documents could verify them before being directed to either the self-service check-in kiosks or the manual check-in counters. This helped reduce the overall queueing and transaction time for customers.

Volunteers from the Cabin Crew Division and Airport Operations department, as well as staff from SATS Ltd, also pitched in to manage the surge in passenger volume during this time. Their efforts include assisting customers who were unfamiliar with the self-service procedures at the airport. Colleagues from other business functions across the Company similarly rose to the occasion, volunteering their time after office hours to ensure customers experience a smooth start to their travel journey.

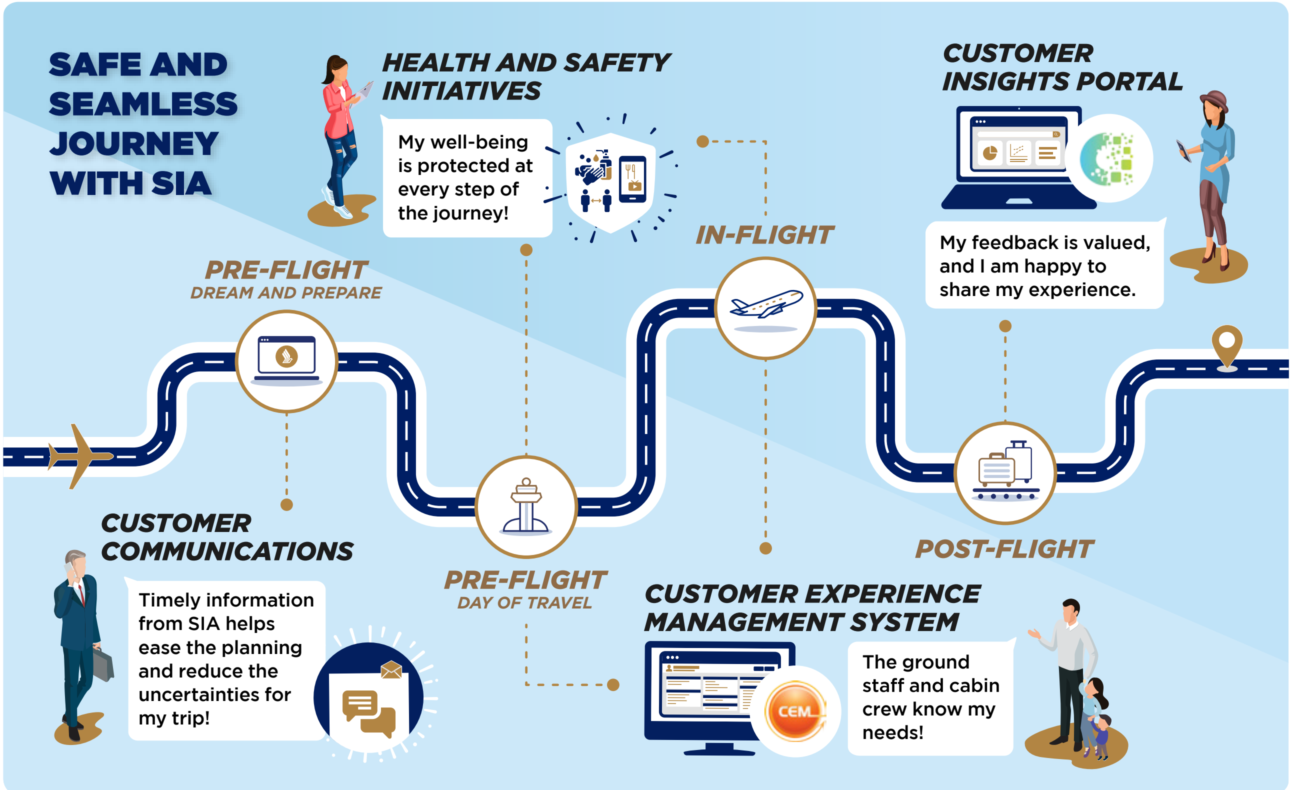
In Singapore, the Business Class SilverKris Lounge reopened in November 2021, featuring newly revamped facilities in a larger space. The rest of the lounges, including The Private Room, First Class SilverKris Lounge, as well as the KrisFlyer Gold Lounge, were officially unveiled in May 2022.

At overseas airports, our station staff faced a myriad of challenges such as manpower shortages, infrastructure constraints, and staff contracting Covid-19. Some stations were also given a very short lead time to prepare for a significant step up in operations. Stations developed a detailed checklist with a focus on critical areas to ensure a smooth and safe return to service.

With the increase in passenger volumes, the SilverKris Lounges in Brisbane, London, Melbourne, and Sydney reopened during the year in review. The remaining overseas SilverKris lounges in the network are also gearing up to resume operations as passenger traffic continues to rise.

SilverKris Lounge (Business Class)

Customer Experience



The journey to transforming the SIA customer experience.

During the year in review, the Customer Experience (CEx) department envisioned the end-to-end customer journey, and developed strategies to improve the SIA customer experience.

The CEx department continued to enhance the Customer Insights Portal (CIP) to analyse customer feedback. Besides importing the complete Voice of the Customer dataset, the CEx department consolidated other types of feedback, including the unsolicited compliments and complaints administered by the Customer Affairs department. CIP's artificial intelligence was also refined to more accurately label comments by topic, empowering business units (BUs) to extract feedback analysis expeditiously and easily. The real-time availability of these insights, coupled with complementary analytics efforts by the team, was pivotal in helping BUs respond quickly to evolving customer needs during the pandemic. CIP's growing user base and adoption at various forums are a testament to the platform's value to enhance the SIA customer experience.

The Customer Experience department also supported the restart of travel through their Customer Experience Management (CEM) system, which provided an enriched 360-degree view of our customers. The CEx department took advantage of the travel lull in the first half of the year to engage SIA's frontliners on how they could leverage CEM to deliver a more personalised service. This included giving overseas ground staff refreshers on CEM, automating some of the manual efforts, and introducing new features that enable our frontliners to delight our customers by proactively adding personalised touches to the ground experience. Virtual focus groups conducted with SIA's cabin crew in April 2021 also led to empowering crew to validate customer preferences in CEM. Refining personalisation this way was particularly valuable since many customers had not flown during the pandemic and their preferences could have changed.

With border uncertainties still prevalent during the year in review, communication was vital in helping to relieve the stress and hassle of flying. The Customer Experience department, working together with other business units across the SIA Group, helped to coordinate communications to ensure that customers were updated on the latest travel advisories, as well as product and service changes in a clear, accurate, timely, and consistent manner. To ease pre-trip planning, relevant SIA content including travel

OPERATING REVIEW

PRODUCTS AND SERVICES (CONTINUED)

advisories is readily available on the Airline's website and mobile app. These are continually refreshed to ensure customers are aware of the latest travel requirements and disseminated to customers during the booking and check-in processes.

The CEx department also coordinated cross-departmental communications when Singapore's Vaccinated Travel Lane (VTL) arrangements began in September 2021. VTLs enabled quarantine-free travel into Singapore for fully vaccinated travellers on selected flights. The coordinated approach helped to ensure that customers could easily find VTL flights, round-trip quarantine-free options, and acquire continual updates on the changes through various channels such as the dedicated VTL page on SIA's website.

Working with stakeholders, the CEx department also helped to reimagine the First Class customer experience when First Class services resumed in June 2021. To ensure a safe and seamless journey for our customers, several initiatives were launched to restore travel confidence and delight our customers. These include proactively informing potential First Class customers about the resumption of the service, updating those with upcoming flights on travel advisories as well as product and service changes, and implementing various measures to ensure our customers' health and safety.

At the height of the Covid-19 pandemic, customers had heightened concerns about coming into contact with surfaces and other people. The CEx department teamed up with SIA's ground and in-flight BUs to review more than 100 customer touchpoints across the end-to-end journey, and enhanced the health and safety measures. Leveraging the health and safety framework that was developed in October 2020, various other initiatives were launched. For instance, the Ground Experience Development (GED) team launched the digital health verification solution in August 2021 to enable customers travelling to selected destinations to verify their health certificates when they check in via our website, mobile app, or the self-service kiosk at Singapore Changi Airport. E-shopping has also been progressively rolled out on our in-flight entertainment system, and customers can now view in-flight digital menus on their personal devices to minimise contact between our cabin crew and customers.

SIA and Scoot were awarded the highest 5-Star rating in Skytrax's Covid-19 Airline Safety Audit in August 2021, in recognition of our industry-leading response to enhance the health and safety of customers and staff. Scoot was also the first low-cost carrier to receive the rating from Skytrax. For SIA, the audit evaluated over 190 health and safety procedures, as well as hygiene protocols such as cleanliness, social distancing measures, usage of face masks and hand sanitisers, digital solutions, and other hygiene improvement systems. These were implemented at Singapore Changi Airport touchpoints, from check-in to boarding, at our SilverKris Lounge, on board our aircraft, on arrival, and at the baggage claim. This award reflects our unwavering commitment to safeguard our customers' health and safety throughout their travel journey – an integral part of our brand promise as we welcome customers back on board our flights.

Reviewing over
100
customer touchpoints

SIA and Scoot were awarded the
5-Star rating
in Skytrax's Covid-19 Airline Safety Audit

In-flight Services

Enhancing the Customer Experience – Elevating the Five Senses

During the year in review, Singapore Airlines embarked on multiple initiatives to enhance the customer experience, both on the ground and in the air. With a focus on delighting our customers' five senses, these helped to ensure that SIA was ready to welcome our customers on board once again with its world-class products and services.

The Singapore Showcase

The Singapore Showcase was launched in August 2021 to offer unique on-ground and in-flight experiences for SIA's global customer base, in collaboration with leading Singaporean brands.

Under the initiative, SIA worked with renowned Singapore-based hawker brands to enhance the Airline's popular local fare options by presenting their distinctive dishes to customers travelling in First Class and Business Class on selected flights departing from Singapore. These include Boon Tong Kee chicken rice, Song Fa *bak kut teh*, Qiu Lian *ban mian*. As a result, the Airline will be able to offer an even wider range of Singapore's iconic hawker cuisine. This is also a celebration of Singapore's Hawker Culture, which was added to the UNESCO Representative List of the Intangible Cultural Heritage of Humanity in 2020.

For festival offerings, rice dumplings from Joo Chiat Kim Choo, mooncakes from Old Seng Choong, and *bak kwa* from Bee Cheng Hiang were featured during Dragonboat Festival, Mid-Autumn Festival, and Lunar New Year respectively.

Working with local media production and distribution companies such as Encore Inflight, MediaCorp, and MM2 Entertainment, SIA now offers even more locally-produced content in *KrisWorld*, its in-flight entertainment system.

SIA expanded its in-flight offerings with a wide selection of Singaporean dishes and locally produced movies.

OPERATING REVIEW

PRODUCTS AND SERVICES (CONTINUED)

Batik Flora by Singapore Airlines

SIA developed the Airline's signature scent, Batik Flora, together with Scent by SIX, a Singapore-based artisanal perfume label. The scent is inspired by SIA's new batik motif, and includes notes of six flowers native to Singapore - Aquatic Ginger, Common Dianella, Seashore Purslane, Simpoh Lak, Utania Nervosa, and White Kopsia.

The Batik Flora scent has been introduced at several customer-facing locations such as the ION Orchard Service Centre and the SilverKris Lounge in Singapore Changi Airport Terminal 3. It is also available in the form of reed diffusers, pillow mist and Eau de toilette, and on sale exclusively at KrisShop.

The Batik Flora reed diffuser is available for purchase at KrisShop.

Enhanced Customer Wellness on World's Longest Flights in Partnership With Golden Door

In October 2021, we introduced our new wellness partner, Golden Door, a world-renowned health and wellness retreat based in California. Golden Door experts, including top chefs, nutritionists, and personal trainers, have developed a broad range of menus, as well as exercise and stretching programmes, designed specifically for our customers. This will enable travellers to enjoy improved nutrition, sleep, relaxation, and energy levels on board the world's longest non-stop flights that can extend to nearly 19 hours.

The first menus from the partnership have been available on the direct service from Los Angeles to Singapore since January 2022. The programme was later introduced on the direct flights from New York to Singapore, and will be progressively extended to SIA's non-stop services from San Francisco, and Seattle to Singapore.

Customers can download wellness content from SIA's e-Library prior to their flight.



The upcycled products include accessories by [in]trigue, tote bags and placemats by PhotoPhactory, pouches by Toscano, and dishware by Supermama.

The Upcycling Project

SIA launched The Upcycling Project, through which the Airline will provide parts and materials from retired commercial aircraft to various Singapore-based organisations and selected global retail brands. These parts will be upcycled and repurposed to create unique retail products and art pieces, and will also be used to support educational institutions, artists, and persons with disabilities. Customers, fans, and aviation enthusiasts will have the rare opportunity to own art pieces, as well as the exclusive items that SIA's retail partners create.


Flavours of the World

Flavours of the World was launched in November 2021. From its inception to March 2022, Singapore Airlines partnered with International Culinary Panel Chef Yoshihiro Murata to bring in specially curated fresh produce from Japan for sale to PPS Club and KrisFlyer members. This included exclusive Moritaya A5 Wagyu Beef from Kyoto, Princess Nina Earl's Muskmelon from Kochi, and an extensive selection of Japanese sake. This helped to meet the demand for food items that were not readily available in Singapore, and leveraged SIA's extensive cargo network, ecosystem of logistics partners, local expertise at its overseas stations, as well as KrisShop as the e-commerce platform.



OPERATING REVIEW

PRODUCTS AND SERVICES (CONTINUED)

Cellars in the Sky

SIA was awarded the coveted *Best Overall Cellar* at the *Cellars in the Sky* awards in 2021. It is the third time SIA has been awarded the prestigious gold medal for *Best Overall Cellar*, having previously been bestowed the honour in 2015 and 2018.

The Airline scooped a total of 12 awards at the ceremony, our biggest win in history. This included six gold medals for *Best Overall Cellar, Best First Class White, Best First Class Red, Best First Class Cellar, Best Business White*, and *Best Business Class Cellar*.

SIA is well regarded for its extensive wine programme, and is the first carrier in the world to have a dedicated wine panel selecting its wines. First introduced in 1989, SIA's wine experts include Jeannie Cho Lee from Hong Kong, Michael Hill Smith from Australia, and Oz Clarke from the United Kingdom. Together they taste over 1,000 New World, Old World, white, and red wines, as well as champanges and ports for the Airline each year before making a recommendation on what wines should be served on board each cabin class.

Award-winning Amenity Kit

During the year in review, SIA's First Class and Business Class Penhaligon's amenity kit was awarded the *Best Onboard Amenity Kits in First/Business Class* by Onboard Hospitality in 2021. It contains a hand lotion, facial mist and lip balm in one of Penhaligon's iconic scents, *Quercus*.

Resuming In-flight Dining Services

At the height of the pandemic, SIA pared back its dining services in line with regulatory requirements to reduce the risk of Covid-19 infection within the aircraft cabin. Working closely with the authorities, the Airline gradually began to reintroduce services as passenger traffic grew, in tandem with the easing of community measures in Singapore.

The course-by-course meal service was reintroduced as Vaccinated Travel Lane flights began in September 2021, allowing customers to once again enjoy the full in-flight dining experience. SIA is progressively resuming the full range of its signature Authentically Asian cuisine options such as *Hansik, Shahi Thali, Ruchi Thali, Kyo Kaiseki*, and *Hanakoireki*, as well as its *Book the Cook* and International Culinary Panel menus. This allows customers to enjoy a wider selection of cuisine to satisfy their palates on board.

As part of SIA's sustainability efforts, the Airline stepped up efforts to minimise food wastage and introduced an option for customers to opt out of their meals before they board the flight. SIA is also looking to expand its network of eco-friendly farms around the globe, enabling the Airline to offer the freshest produce to our customers on board.

CARGO

The demand for air cargo remained strong on the back of robust general cargo demand due to inventory restocking, and as global economic activity picked up. Segments such as e-commerce and pharmaceuticals continued to benefit from pandemic-fuelled demand. SIA Cargo spared no effort in capturing revenue opportunities, against the backdrop of a protracted industry capacity crunch for both air freight and ocean freight. It achieved a record revenue of $4.3 billion, an increase of 60.2% vis-a-vis the prior financial year.

Capacity Expansion and Fleet Renewal

Even as SIA maximises the utilisation of its freighters, bellyhold capacity continues to grow through the further resumption of passenger flights after Singapore launched more Vaccinated Travel Lanes (VTLs), and subsequently eased border restrictions significantly from 1 April 2022. Cargo capacity is augmented by cargo-only passenger flights, mainly on routes between China and Singapore.

In February 2022, SIA firmed up an order for seven Airbus A350F freighters, with options for another five aircraft, as part of its freighter fleet renewal efforts. Deliveries are scheduled to begin in the fourth quarter of 2025, and SIA will be the first to fly these new generation freighters.

In line with the SIA Group's long-term decarbonisation goals, the A350F consumes up to 40% less fuel on similar routes operated by the existing Boeing 747-400F aircraft, and is expected to reduce SIA's carbon emissions by around 400,000 tonnes annually.

The A350F has a similar payload-carrying capacity as the Boeing 747-400F freighters, and is designed to carry various types of special cargo such as outsized cargo, temperature-sensitive cargo, and live animals. The longer flying range of the A350F will also provide SIA with greater flexibility in its freighter deployment.

Growing Key Verticals

In March 2022, SIA entered into a crew and maintenance agreement with DHL Express. SIA will operate five Boeing 777 freighters on behalf of DHL Express as part of an initial four-year agreement. The first 777F is scheduled for delivery in the third quarter of 2022, with the second aircraft slated for delivery in the fourth quarter. The remaining three aircraft are planned for delivery in 2023.

The freighters, which will be based at Singapore Changi Airport and serve DHL's South Asia Hub, will sport a dual DHL-SIA livery, and be operated by SIA pilots. SIA will also oversee the maintenance of these aircraft.

This groundbreaking partnership will further reinforce Singapore's position as a key air cargo and e-commerce logistics hub.

To meet the growing demand for cross-border e-commerce deliveries by leveraging access to the SIA Group's extensive flight network, e-retailers

OPERATING REVIEW

CARGO (CONTINUED)

DHL Express and Singapore Airlines expand partnership (From left to right: Travis Cobb, Executive Vice President Global Network Operations & Aviation, DHL Express; Ken Lee, CEO, DHL Express Asia Pacific; Lee Lik Hsin, Executive Vice Present Commercial, Singapore Airlines).

can now integrate directly with SIA's blockchain-based e-commerce logistics platform, Parxl. The platform provides a convenient and seamless cross-border shipping experience to e-retailers for their consumers. Parxl has achieved continuous growth since its launch in 2021, and has extended its presence to e-retailers located in Australia, Hong Kong, South Korea, and the United States of America.

During the year in review, SIA Cargo enhanced its capabilities in the transportation of time- and temperature-sensitive pharmaceutical cargo by adding Envirotainer's new temperature controlled Releye® RLP container to its suite of THRUCOOL offerings. These containers, which have been approved for use on SIA's freighter and passenger aircraft, provide customers with live monitoring access, volume optimisation for cost efficiency, and enhanced temperature stability.

SIA Cargo continued to support the safe and reliable delivery of Covid-19 vaccines to various parts of the world. In addition to shipping vaccines to Singapore, SIA Cargo has transported vaccine shipments such as AstraZeneca, Johnson & Johnson, Moderna, Novavax, Pfizer-BioNTech, SinoPharm, Sinovac, and Wantai. It has also been transporting shipments of Pfizer's Paxlovid antiviral pills, which are used to treat Covid-19 patients.

Strengthening Capabilities

On digital capabilities, IBS Software's fully integrated SaaS-based cargo management solution, iCargo, is targeted for implementation in the first half of FY2022/23. This will support end-to-end business functions such as cargo sales, reservations, import and export operations, air mail handling, and revenue accounting.

In December 2021, SIA Cargo partnered WiseTech Global, provider of the logistics solutions platform CargoWise, to provide a direct exchange of electronic bookings. Through API connections between CargoWise and SIA Cargo's systems, freight forwarders that use the CargoWise platform have direct access to SIA Cargo to book shipments and can modify bookings in real time.

In February 2022, SIA Cargo and cargo.one signed a global partnership to bring the Airline's quality cargo services to the latter's real time digital booking platform. Through this tie-up, freight forwarders are able to search, book, amend, and track SIA Cargo bookings in real time through cargo.one, and seamlessly collaborate with colleagues on bookings - all in one place.

SIA's Cargo Digital Checklist has been deployed across more than 60 stations as of March 2022. This digital tool enables staff to record cargo handling discrepancies on the ground in real time, thereby improving productivity and strengthening focus on day-to-day ground issues.

Delivery of essential medical supplies and humanitarian items to various parts of the world.

Photo credit: Airbus

Christian Scherer (centre right), Airbus CCO and Head of Airbus International, presenting an A350F aircraft model to Goh Choon Phong (centre left), SIA CEO, at the signing of the agreement to firm up SIA's purchase of seven A350F freighters, held at the Singapore Airshow 2022 on 16 February 2022.

Photo credit to Changi Airport Group

Members of the Singapore aviation community donating donating oxygen concentrators to Indonesia.

From left to right: Alex Hungate, former SATS CEO, Lee Seow Hiang, Changi Airport Group CEO, His Excellency Suryo Pratomo, Ambassador of the Republic of Indonesia to Singapore, and Goh Choon Phong, SIA CEO.

Moving forward, the checklist will be rolled out to stations as they resume operations.

A Force for Good

SIA renewed its partnership with Temasek Foundation and the United Nations World Food Programme (WFP) in July 2021 to support the global fight against Covid-19.

This was achieved by transporting essential medical supplies, as well as other health and humanitarian items, by air to points of need within Asia. SIA operated 16 flights and delivered over 300 tonnes of WFP shipments to India, Indonesia, Myanmar, Nepal, and the Philippines from July to August 2021.

In addition, SIA partnered the Changi Foundation and other members of the Singapore aviation community to donate oxygen concentrators to Indonesia. SIA supported this effort by providing air transportation for the oxygen concentrators from Singapore to Jakarta. A total for 1,000 oxygen concentrators, as well as cannulas and connectors, were delivered in August 2021.

SIA Cargo continues to support Covid-19 vaccine distribution for COVAX through UNICEF's Humanitarian Airfreight Initiative. Through this, it has transported vaccines bound for various locations in the Asia-Pacific region, including Bhutan, Laos, Papua New Guinea, the Philippines, the Solomon Islands, and Timor-Leste.

In June 2021, the SIA Group introduced a voluntary carbon offset programme, which enables its customers to offset their own carbon emissions via dedicated microsites. Since July 2021, this option has been open to SIA's cargo customers. Shippers and freight forwarders can purchase carbon credits to offset the carbon footprint attributable to their shipments. These contributions will go towards protecting forests in Indonesia, supporting renewable solar energy projects in India, and providing efficient, clean burning cookstoves for rural families in Nepal.

OPERATING REVIEW

PEOPLE DEVELOPMENT

We are a dynamic organisation with resilient people. We endeavour to harness the full potential of our people by equipping them with future skills and ensuring that they lead fulfilling careers. We continue to evolve our culture and work processes to embrace the future of work.

EVOLVE OUR WORKPLACE AND PROCESSES

While the pandemic had a significant impact on the way we live and work, it also brought opportunities for us to leverage on and implement hybrid working arrangements for our people.

Flexible Work Arrangements

To enable work-life harmony, we implemented hybrid arrangements that allow staff to work from home two days per week where operationally viable. We also cater for staggered work reporting times, giving our staff flexibility in their work schedules.

Safe Management Measures

We set up a Safe Management Office (SMO) in June 2020, at the height of the pandemic, to ensure that our office procedures are aligned with Singapore government regulations. During the year in review, the SMO rolled out several measures to safeguard the health and safety of our staff. These include drawing up on-board safety protocols for flight crew, implementing regular Covid-19 tests for operational staff, enforcing safe distancing measures, staggering lunch timings, driving staff Covid-19 vaccination efforts, as well as regular enhanced cleaning of offices and common work areas.

Global Human Resources System

During the year in review, SIA began our multi-year journey towards the implementation of a new global Human Resources (HR) system – myHR. This aims to elevate the employee experience, enable seamless access, and facilitate talent development and human capital insights. To enhance the employee experience, design thinking workshops were conducted to simplify and redesign more than 300 HR processes, incorporating insights gleaned from focus group engagements with employees.

New Learning Management System

The first module of myHR, the new Learning Management System (LMS), was launched in August 2021. LMS provides an improved employee learning experience. Since going live, an average of 42,000 non-unique courses have been delivered each month, with positive feedback from staff who enjoyed the improved learning experience.

Total Reward Philosophy

To attract new talent and retain our highly capable pool of staff, SIA advocates a Total Reward philosophy. This encompasses a competitive salary and benefits package, a collaborative work environment, as well as continuous learning and development opportunities. A salary benchmarking exercise for our ground staff was conducted in November 2021, and their pay scales have been adjusted to ensure the competitiveness of their salary and benefits package.

UPSKILL FOR THE FUTURE

To ensure that our employees are future ready, SIA launched UPLIFT, a two-year upskilling programme in April 2021. This includes courses to build competencies in the areas of Digital and Innovation, Solutioning Mindset, Resilience and Change Management, as well as Leadership and Collaboration. As of March 2022, 70% of staff have completed the UPLIFT programme.

Alongside UPLIFT, the Company continued to equip its people with the relevant functional skill sets that will prepare them for business recovery.

For example, we commenced training for the new iCargo system, a unified digital platform for air cargo management that enables greater oversight and a seamless flow of data across operations. About 900 staff worldwide will be trained to use iCargo in the coming financial year.

On the customer service front, a new Leading Service as ONE programme was launched. Focusing on the key roles that frontliners play, and incorporating future-proof capabilities in collaborative leadership, service coaching, and human-centred design, the programme seeks to build a pipeline of new service leaders for the Company. As of March 2022, 164 frontline personnel worldwide have benefitted from this training.

SIA also facilitated the upskilling of our staff through a hybrid of internal and external training courses, supported by SkillsFuture Singapore and the Civil Aviation Authority of Singapore. These support our ongoing efforts to position the Company for business recovery, and help to sustain our competitive edge in the industry. As of 31 March 2022, our staff have attended over 54,600 training programmes.

Learning and Innovation for Everyone (LIFE)

The biennial Learning and Innovation for Everyone (LIFE) event was held in April 2021 to drive upskilling and engagement among staff. Over 3,700 staff participated in the wide array of activities including virtual talks, workshops, and game shows, during the three-day event. It was also the first SIA Group-wide event held since the onset of the Covid-19 pandemic.

Singapore Airlines Academy

The SIA Academy was launched in November 2020, offering external organisations training in service excellence, operational excellence, innovation, and digital transformation. It has supported clients from a diverse range of organisations from the public and private sectors, including those from the healthcare, finance, retail, infrastructure, and transportation industries.

The Academy has received high ratings from clients for both standard and bespoke programmes and continue to see strong interest from local and global companies.

With over 50 trainers who are seasoned practitioners in their own field, the Academy has been able to offer engaging and insightful training programmes in various formats within the first year of operations, with high satisfaction scores.

OPERATING REVIEW

PEOPLE DEVELOPMENT (CONTINUED)

HARNESS THE SIA SPIRIT

The SIA spirit embodies our organisational core values and shapes the way we work and collaborate with others. We engage our staff through various platforms and programmes to inculcate and reinforce these values.

A revamped onboarding programme, *Welcome to the SIA Family*, was implemented to seamlessly integrate new joiners into the organisation. It aims to instil a sense of purpose by sharing the Company's mission, values, the nature of our operations and business, the roles they play, and includes team-building activities to foster a sense of belonging to the organisation.

The voice of our staff matters. To this end, the Company conducted an Organisational Climate Survey over four weeks in February 2022. The goal was to help SIA's management gain insights on staff engagement, identify strengths, look into areas of improvement for a more positive work experience, and address changes that have occurred due to the pandemic.

The Transformation Office launched a *Lead the New World* video series to further increase staff engagement during a year of hybrid working arrangements. These videos featured senior management representatives answering a series of personal and work-related questions. They helped to highlight key initiatives that the Company has undertaken, showcased what various teams have been working on, and the lessons learnt from the pandemic.

Corporate Social Responsibility Day

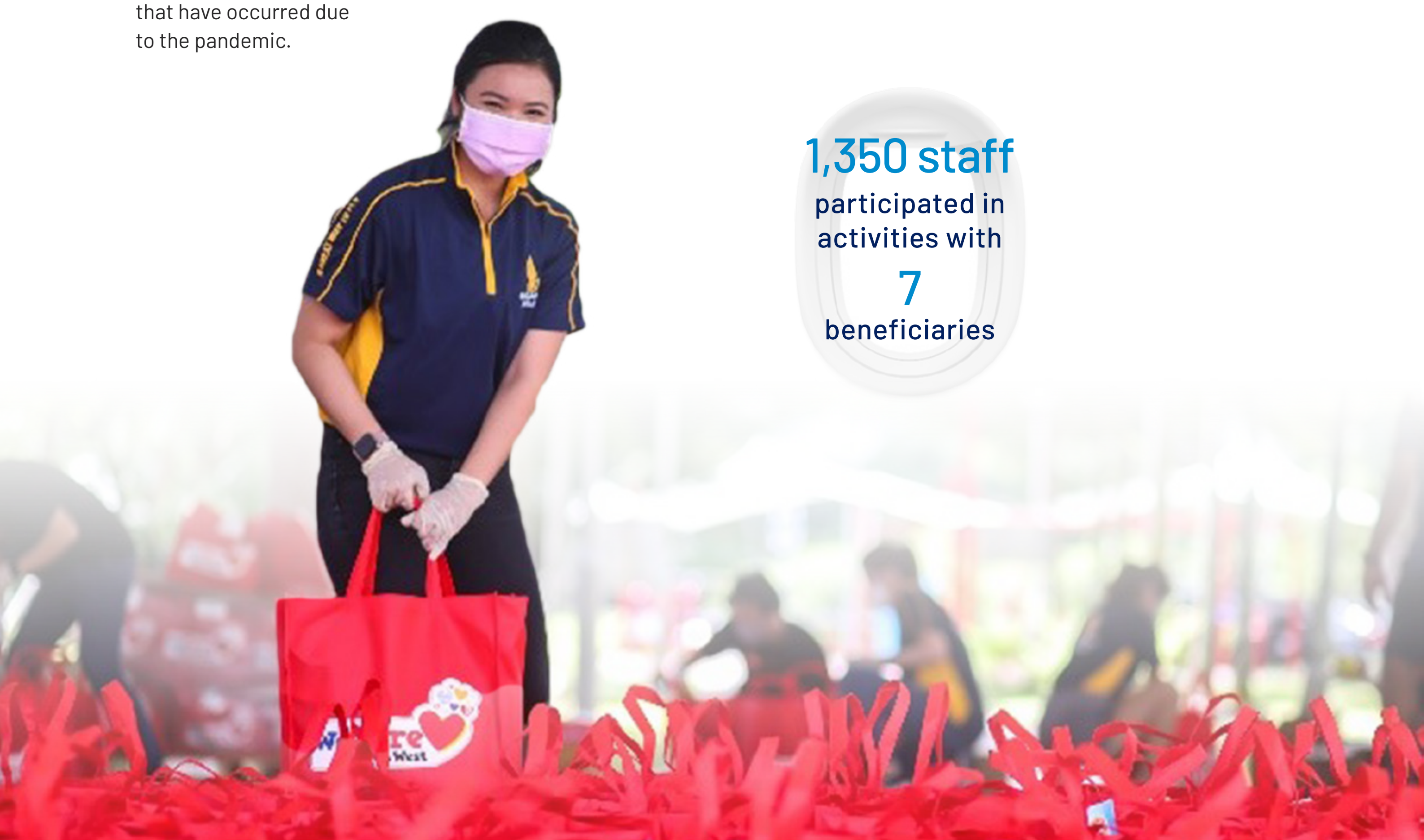
In FY2021/22, SIA launched a Corporate Social Responsibility (CSR) Day, where employees can participate in community engagement activities organised by the Company or on their own personal basis. Under this programme, staff may opt to utilise their allocated CSR Day per year to contribute to the community.

In the first month, 150 staff across the company signed up to participate in the various activities. These included

packing ready-to-eat meals for low-income families, volunteering as study buddies to students from disadvantaged backgrounds, and taking part in home improvement projects for seniors who live alone.

An online CSR portal was developed to coordinate ovur efforts across the Company. The portal provided staff with information on the monthly activities available, as well as opportunities to register for upcoming volunteering sessions.

1,350 staff participated in activities with **7** beneficiaries



SUSTAINABILITY

Sustainability is at the heart of our journey, and we continue to focus on our decarbonisation, waste management, and community engagement goals despite the impact of the pandemic on our business. In 2021, we made a commitment to achieve net zero carbon emissions by 2050, and will leverage multiple levers to achieve this goal. These include investing in new generation aircraft, achieving higher operational efficiency, adopting low-carbon technology such as sustainable aviation fuels, and sourcing for high quality carbon offsets. SIA also taps on renewable energy to meet its electricity requirements. We are committed to conserve Earth's finite resources and reduce our ecological footprint via the five Rs (Refuse, Reduce, Reuse, Repurpose, and Recycle) and the use of sustainable alternatives. Creating positive impact on our society and collaborating with like-minded stakeholders are key pillars to achieving our goals. More details of our sustainability efforts can be found in the SIA FY2021/22 Sustainability Report.

2050 Net Zero Carbon Emissions Ambition

In May 2021, SIA committed to achieve net zero carbon emissions by 2050. This reinforces our long-standing strategy of working towards decarbonisation and environmental sustainability across our operations.

Today, the most effective way for an airline to materially lower its carbon emissions is by operating a young fleet of aircraft with greater fuel efficiency.

The SIA Group's aircraft fleet is one of the youngest in the industry with an average age of six years and three months and it continues to invest in new generation aircraft. The Group's order book comprises aircraft such as Airbus' A320neo Family, A350-900, as well as Boeing's 737-8s, 777-9s, and 787 Family. These new generation models are up to 25% more fuel efficient and emit lower carbon emissions as compared to the aircraft that they will replace in the SIA Group fleet.

In February 2022, SIA firmed up an order for Airbus A350F freighters to replace its Boeing 747-400F freighters. The Airline will be the first carrier to operate this new generation widebody freighter aircraft when deliveries begin in the fourth quarter of 2025. The A350F uses up to 40% less fuel on similar missions compared to the 747-400F, reducing SIA's carbon emissions by around 400,000 tonnes annually.

SIA will be the first carrier to operate the new generation A350F freighter, which uses up to 40% less fuel on similar missions compared to the 747-400F, reducing SIA's carbon emissions by around 400,000 tonnes annually.

There is also a relentless focus on increasing fuel efficiency through improvements in operational procedures. For example, the SIA Group has invested in engineering improvement packages for airframes and engines, helping to reduce drag and improve engine efficiency. The Group's airlines continuously aim to improve fuel productivity through initiatives such as reducing fuel usage through aircraft weight management, and the optimisation of flight routes. Innovations in technology and data analytics will also pave the way for significant improvements, and the Group will continue to engage research institutions to develop long-term strategies for its operations.

Singapore Airlines has been an active member of the Sustainable Aviation Fuel Users Group (SAFUG) since 2011. In 2017, SIA launched a series of green package flights from San Francisco to Singapore that incorporated sustainable aviation fuels, fuel-efficient aircraft and optimised air traffic management measures. In 2020, SIA worked with Stockholm's Swedavia Airport to uplift sustainable aviation fuels on flights departing from the city. These activities have helped to improve the Group's understanding of the logistics and procurement of renewable fuels.

OPERATING REVIEW

SUSTAINABILITY (CONTINUED)

(From left) Lee Wen Fen, SIA Senior Vice President Corporate Planning, Sabine Klauke, Airbus Chief Technical Officer, Grazia Vittadini, Roll-Royce Chief Technology and Strategy Officer, and Eric Dalbiès, Safran Chief Technology Officer, at the signing of the global SAF Declaration at the Singapore Airshow 2022.

Sustainable Aviation Fuels (SAF) are a key decarbonisation lever, and a critical pathway for the success of the SIA Group's commitment to achieve net zero carbon emissions by 2050. SIA, with support from CAAS and Temasek, have embarked on a SAF pilot in Singapore to better understand the operational requirements for the greater deployment of sustainable fuels in Singapore. Under this pilot, SIA will purchase blended SAF from ExxonMobil, which comprises 1.25 million litres of neat SAF (sustainable fuels that are unmixed or undiluted). This will be supplied by Neste and is derived from used cooking oil and animal fat waste, blended with refined jet fuel at ExxonMobil's refinery in Singapore, before being uplifted on Singapore Airlines and Scoot flights. The use of the SAF over the one-year pilot is expected to reduce about 2,500 tonnes of carbon dioxide emissions.

At the 2022 Singapore Airshow, Airbus, Rolls-Royce, Safran, and Singapore Airlines signed the Global SAF Declaration, committing to promote the acceleration of the development, production, and consumption of SAF. The Global SAF Declaration reaffirms SIA's commitment to reducing carbon emissions and calls on industry partners from the aerospace, aviation, and fuel value chains to jointly work towards the uptake of SAF as an important part of decarbonisation in the coming years.

Beyond reducing direct emissions, carbon offsetting can play an important and complementary role. The SIA Group is a participant in the International Civil Aviation Organization's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which seeks to cap the industry's growth in carbon emissions from 2020.

While offsetting is important in the near to mid-term future, it is also expected to remain relevant in the long run to mitigate residual emissions. In order to secure high quality carbon offsets, the Group will continue exploring pathways through partnerships that will allow us to source for high quality carbon offsets.

In June 2021, we launched the SIA Group voluntary carbon offset programme to empower our customers by providing them with the opportunity to reduce their individual carbon footprint through the purchase of quality carbon offsets via dedicated microsites. Their contributions will support verified projects that bring about positive environmental and societal benefits to communities across Asia. These projects are independently accredited and meet rigorous standards to ensure they make a positive difference to our planet.

Collaboration with customers, governments, the airline industry, and partners such as aircraft manufacturers, technology providers, and fuel suppliers, is crucial to the success of the Group's net zero carbon emissions goal.

Energy and Water Conservation Initiatives

SIA also embarked on initiatives to reduce energy consumption at its properties and offices, primarily from the use of electricity for air-conditioning systems, lightings, and lifts. In 2020, SIA and SIAEC signed a power purchase agreement with Sembcorp Solar to install, own, and operate over 20,000 solar panels at SIA's Airline House, SIA Training Centre, TechSQ, five of SIAEC's hangars, and its Engine Test Facility in Singapore. SIA also aims to pursue a more sustainable built environment through retrofitting and renovation projects, which will facilitate a reduction in resource usage and improved performance. This includes adopting a Smart Lighting System that uses LED lights and inbuilt sensors to adjust the lighting level based on the occupancy load in our offices.

Within Singapore, access to a reliable water source has been an ongoing challenge. SIA's water management initiatives help to reduce usage through water-saving devices and the harvesting of rainwater and ground water. In FY2021/22, the Group harvested 24,039.63m^3 of groundwater and rainwater that was channelled to sanitary flushing and irrigation purposes, meeting 88% of the total demand for non-potable water at its headquarters in Singapore.

The SIA Group has set several new sustainability targets for the coming years. These include meeting the SIA Supplies Centre's (SSC) energy demand with 100% renewable energy, with at least 70% of the renewable energy generated from SSC's rooftop Solar PV System by 2025. The Group aims to reduce energy consumption in SIA buildings in Singapore by 10% from FY2019/20 levels by FY2029/30, in conjunction with the Singapore Green Plan 2030.

The Group also aims to obtain the Building and Construction Authority Green Mark certification, which is a green building rating system designed to evaluate a building's environmental impact and performance, for all SIA buildings in Singapore by 2026, starting with the SIA Training Centre and TechSQ by 2023. The certification of the buildings will align our facilities to the Singapore Green Building Masterplan.

The SIA Group launched its voluntary carbon offset programme in June 2021, which provides customers with the opportunity to reduce their individual carbon footprint through the purchase of quality carbon offsets via dedicated microsites. Their contributions will help bring about positive environmental and societal benefits to communities in Asia.

OPERATING REVIEW

SUSTAINABILITY (CONTINUED)

Positive Impact on Society

Singapore Airlines is committed to creating a positive impact on our society. We believe in giving back to society and strengthening our relationships with the communities that we serve in Singapore and around the world. While the pandemic may have dampened the demand for travel, it has provided many opportunities for staff within the SIA Group to step up and contribute to the community.

Within Singapore, SIA continues to partner stakeholders to drive various community projects. SIA collaborates with the Movement for the Intellectually Disabled of Singapore (MINDS) to provide employment opportunities for its beneficiaries, such as servicing and packing of our First Class and Economy Class headphones and earphones. Through their efforts, about 400,000 Economy Class earphones and 160,000 First Class headphones are serviced monthly. A partnership between KrisFlyer and Make-A-Wish Singapore helps to fulfil the wishes of children with life-threating illnesses.

SIA believes in nurturing strong relationships with the communities that we serve and operate in. Support is extended to community groups through corporate donations, ticket sponsorships, and staff volunteerism, among others, in the areas of education, sports excellence, the arts, and environmental stewardship. Due to the global travel restrictions imposed because of the Covid-19 pandemic in 2021, most of SIA's sponsorship values were unclaimed. SIA remains committed to our corporate beneficiaries, and will continue to support community efforts as we recover from the pandemic.

In FY2021/22, SIA launched its Corporate Social Responsibility (CSR) Day for Singapore-based employees to participate in community engagement programmes organised by the Company, or on a personal basis. Under this programme, staff may utilise one day per year to give back to the community through voluntary efforts of their choice. In addition, we introduced Enrichment Day, providing staff with one day a month to pursue learning opportunities or volunteer, in support of various beneficiary groups. Over 2,000 SIA employees volunteered their time at organisations such as Temasek Foundation, Free Food For All, Seng Kang Community Hospital, and Willing Hearts.

Globally, we work with charities in support of various initiatives and causes. Our colleagues in China partner the China-Dolls Centre for Rare Disorders, a non-governmental organisation that provides support to individuals suffering from osteogenesis imperfecta and rare diseases. In July 2021, the SIA team in China conducted a lucky bag online charity sale and raised over $12,000, with the proceeds donated to help the beneficiaries. In Taipei, SIA donated the SIA batik motif EasyCard and PreciousMoments® Singapore Girl porcelain figurines redeemed using miles under the Miles of Good campaign, and raised close to $40,000 for the Eden Social Welfare Foundation, a charity trust founded to serve persons with disabilities as well as socially marginalised groups, during the year in review.

SIA also provided support towards the global effort against the Covid-19 pandemic by ensuring the continuous flow of vaccines, essential goods, and supplies in FY2021/22.

More details can be found in the SIA FY2021/22 Sustainability Report.

SUBSIDIARIES

SIA ENGINEERING COMPANY

Business Updates

Activity levels began to increase at the SIA Engineering Company (SIAEC) in the latter half of FY2021/22, in tandem with the recovery in flights and passenger numbers. The number of flights handled at SIAEC's Line Maintenance unit in Singapore increased by 73% from a year before to 47,885 during the year in review. This represents about 29% of the SIAEC's pre-pandemic workload. This was largely supported by an increase in demand for transit services and aircraft return-to-service work. Flights handled by SIAEC further improved to 45% of pre-Covid levels in April 2022, reflecting the recovery of the aviation industry. Similar recovery trends were observed at SIAEC's overseas Line Maintenance stations.

At the Base Maintenance unit, the successful adoption of Lean practices reduced aircraft turnaround time by around 20%. The resulting additional capacity allowed SIAEC to conduct more aircraft checks during the year in review. SIAEC expects greater application of Lean practices across the company to gain traction as work volume ramps up in the coming months.

Work volume for the Fleet Management unit remained muted in the first three quarters of FY2021/22 due to low flight hours, and the retirement of older aircraft by some customers. However, the pace picked up in the fourth quarter. As of 31 March 2022, SIAEC managed a fleet of 95 aircraft for nine customers, up from 80 aircraft for the same number of customers a year before. Business activity outpaced recovery in flight activities for the Engine and Component segment, as overhaul cycles are partially time-based.

In FY2021/22, the SIAEC Group posted revenues of $566.1 million, an increase of 27.8% year-on-year. Share of profits from associated and joint venture companies nearly doubled to $79.1 million. The improvement was largely due to a one-time writeback of tax provisions by certain associated companies, compared to a one-time tax charge in FY2020/21. Contributions from the Engine and Component segment improved 80.3% year-on-year to $89.8 million, while the Airframe and Line Maintenance segment turned in a loss of $10.7 million.

Overall, the SIAEC Group recorded a net profit of $67.6 million for FY2021/22, reversing the loss of $11.2 million the year before. Excluding the government wage support, the SIAEC Group would have reported a loss of $25.9 million.

Building Capabilities

To drive sustainable growth beyond the pandemic, SIAEC took steps in FY2021/22 to strengthen its core competencies through its Transformation initiatives, as well as pursue business expansion by building capabilities and expanding its geographical presence.

SIAEC established a new Engine Services Division in April 2021 to increase its focus on the aircraft engine services business. All engine-related services were consolidated and will be developed under the new division. This will lead to a stronger engine services eco-system, with enhanced value provided to SIAEC's Original Equipment Manufacturer (OEM) partners and customers.

A 10-year agreement was signed with Safran Aircraft Engines (SAE) to provide engine test services for its CFM LEAP-1A and LEAP-1B engines in December 2021. The Company also opened a new Aircraft Engine Services facility in Singapore in February 2022 to provide engine quick turn and modification embodiment services for the CFM LEAP-1A and LEAP-1B engines. While this facility is currently dedicated to serving SAE, SIAEC intends to extend these services to the wider market as global air travel continues to recover.

SUBSIDIARIES

SIA ENGINEERING COMPANY (CONTINUED)

SIAEC further expanded its existing on-wing care capabilities to the Rolls-Royce Trent 7000 and Trent XWB engines. This came as a result of a new 10-year agreement with Rolls-Royce, which was signed in January 2022, to provide line maintenance and in-field services for Rolls-Royce Trent 7000, 1000, 900, 800, 700, 500, and XWB engines.

Another area of growth for SIAEC is the component MRO business. In December 2021, SIAEC expanded its collaboration with Iacobucci HF Aerospace (IHFA), a cabin interior OEM based in Italy. Under the agreement, SIAEC will distribute and sell spare parts required for the aftermarket activities of IHFA's galley insert products, which are found in the premium cabins in the current and next-generation aircraft in the Asia-Pacific region.

In a strategic step towards growing its component maintenance, repair, and operations (MRO) business, SIAEC acquired a 75% stake in SR Technics Malaysia (SRT Malaysia). SRT Malaysia provides component repair, testing, and overhaul services, with a focus on the Airbus A320, A330, A340, and the Boeing 737 NG aircraft in the Asia-Pacific region and beyond. With the acquisition completed in May 2022, the new subsidiary broadens the SIAEC Group's existing scope of component repair and overhaul services.

To capitalise on the anticipated upturn in the component services market, SIAEC established the Component Services Division. All existing component repair and fleet management services, including inventory technical management services, were consolidated under the Division from 1 April 2022. This allows SIAEC to focus on broadening its component repair capabilities, and provide a wider range of customised and flexible solutions to cater to the needs of airline customers and OEM partners.

Transformation

In FY2021/22, SIAEC continued to make good progress in the second phase of its Transformation programme, with Lean, Digitalisation, and Technology, as well as Innovation Culture as core thrusts.

The Lean Academy was launched in September 2021 to accelerate the adoption of Lean methodologies, driving improvement in work processes and creating greater value for SIAEC's customers, workforce, and the wider aviation community.

SIAEC successfully introduced a series of impactful Lean initiatives that generated additional capacity via shorter turnaround times, and higher task accomplishment rates across its operations. Additional investments in digital technologies, applications, and workflow, as well as infrastructure, enabled SIAEC staff to improve productivity and operational efficiency, and take on higher value work.

These initiatives were supported by activities that helped to foster a strong culture of innovation amongst staff.

SIAEC's annual Innovation Week continued to be a steady source of impactful ground-up initiatives from staff, including the design of assistive tools for physically laborious tasks. These help to reduce the manpower required to complete such tasks, improving the overall safety performance.

Pursuing Sustainability Initiatives

SIAEC is committed to supporting the aviation industry's ambition of net zero carbon emissions by 2050. In February 2022, in a trial conducted with Singapore Aero Engine Services, a joint venture company with Rolls-Royce, SIAEC's engine test facility successfully performed engine tests using blended sustainable aviation fuel that produced 32% lower carbon emissions, compared to conventional fossil jet fuel. This milestone paves the way for more engine tests to be performed using sustainable aviation fuel, and broadens SIAEC's green MRO services.

SIAEC also reduced its carbon footprint through the electrification of its fleet of vehicles in the operational environment. In addition, two of SIAEC's hangars in Singapore have been certified Green Mark (Platinum, Super Low Energy Buildings) and PUB Water Efficient Buildings.

SIA Engineering (Philippines) Corporation, SIAEC's wholly-owned subsidiary in Clark, the Philippines, is also collaborating with North American Aerospace Industries, an aircraft part-out specialist, to provide sustainable end-to-end aircraft recycling solutions.

Sustainable Growth

Given the increase in flight activities, SIAEC is ramping up manpower recruitment to manage the expected rise in business recovery.

To maintain financial resilience, a medium term note programme for the issue of Euro notes totalling S$1 billion was established.

Looking ahead, SIAEC is potentially expanding its base maintenance network to Subang, Malaysia. This follows the signing of a non-binding Memorandum of Understanding with a wholly-owned subsidiary of Malaysia's sovereign wealth fund, Khazanah Nasional Berhad, for the potential lease of two hangars. Together with its acquisition of SR Technics Malaysia, and the recently announced plan to acquire a stake in Pos Aviation Engineering Services to form a line maintenance joint venture, SIAEC's growth in Malaysia will complement the capabilities of its Singapore hub. Expansion of SIAEC's Line Maintenance International network to South Korea is also in the pipeline with the recently announced plan to form a joint venture with Air Innovation Korea.

In recognition of its market leading position, SIAEC was awarded the *Asia-Pacific MRO of the Year* award for the second consecutive year in 2022 at the Airline Economics magazine's annual Aviation 100 Awards. SIAEC was also ranked among Singapore's Top 200 Employers in 2022, as published by The Straits Times and global data firm, Statista, in April 2022. These awards are a testament to the capabilities and resilience of SIAEC and its staff during unprecedented times.

SUBSIDIARIES

SILKAIR

SilkAir, the regional wing of Singapore Airlines, had its final revenue services on 6 May 2021, with flight MI412 operating from Singapore to Kathmandu, and flight MI411 operating from Kathmandu back to Singapore.

With that, SilkAir transferred its pilots, cabin crew, and ground staff to SIA, and completed its integration into the parent airline in September 2021.

When the Civil Aviation Authority of Singapore lifted restrictions on Boeing 737-8 operations in September 2021, the six aircraft were transferred from SilkAir to SIA's operating fleet.

The newly integrated 737-8 aircraft resumed operations with SIA's newest narrowbody cabin products, which were launched in November 2021.

These include lie-flat Business Class seats, as well as seatback in-flight entertainment systems across all cabin classes. This offers customers a consistent premium product across the SIA full-service network, and sets a new standard in the short-haul segment.

Integrating SilkAir into Singapore Airlines is an important part of the SIA Group's strategy. It enables greater economies of scale, and allows it to deploy the right aircraft to meet the demand for air travel as the airline industry recovers from the pandemic.

The SilkAir flight crew who operated the airline's final passenger services on 6 May 2021.

SCOOT

FY2021/22 continued to see border restrictions in most parts of the world, especially in Scoot's core markets in Australia, East Asia, and India. Scoot continued to focus on managing the impact of the pandemic, strengthening its core business, and preparing for eventual recovery.

Building Confidence

Scoot was the first low-cost carrier (LCC) to be accorded top marks in the Covid-19 Airline Safety Rating by Skytrax in FY2021/22. In addition, Scoot was also the first low-cost carrier to attain the highest Diamond rating in the Airline Passenger Experience Association (APEX) Health Safety, powered by SimplyFlying audit of global airlines. These awards recognised Scoot's robust health and safety measures, which include enhanced cleaning and disinfection regimes, as well as its investments in low-touch and contactless platforms on the ground and in the air.

Scoot also continued to enhance its booking flexibility and refund policies to instil customer confidence, despite the volatile travel environment.

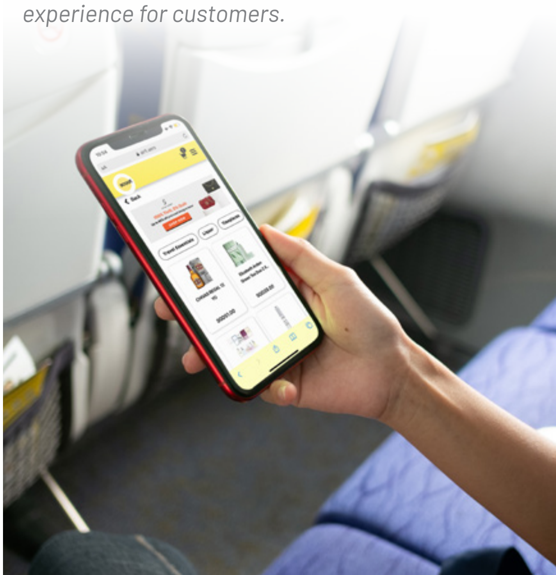
Improving Customer Experience

Scoot deployed significant enhancements to its customer chatbot M.A.R.V.I.E, adding simplified Chinese capabilities to its existing repertoire of English and traditional Chinese. Scoot also launched a Mini Program within the WeChat mobile app to provide customers in Mainland China with a one-stop platform for booking flight tickets and add-ons, managing bookings, and accessing travel information.

In addition, Scoot deployed a live chat function on its website to enable real-time interaction between customers and agents, as well as the capability to upload health certificates online, which supported an easier check-in process and an enhanced contactless flying experience. The automated systems for expedited ticket refunds, which were launched earlier in June 2020 at the height of the pandemic, were enhanced to manage a broader range of scenarios and further speed up the process for refund requests.

On board, Scoot expanded the Scoot Café in-flight menu with the addition of local hawker favourites such as *laksa*, carrot cake, and chicken congee. As part of Scoot's sustainability efforts, eco-friendly Forest Stewardship Council-certified paper was used in place of single-use plastics where possible, and plastic water bottles were replaced with Tetra Pak paper-based alternatives. These initiatives will reduce Scoot's plastic consumption by approximately 19 tonnes per year.

Scoot made various enhancements to its website and mobile app to provide a seamless and fuss-free travel experience for customers.



SUBSIDIARIES

SCOOT (CONTINUED)

Scoot and SIA further enhanced the KrisFlyer programme to accord KrisFlyer and PPS Club members new milestone rewards, greater recognition, and exclusive benefits when flying on Scoot. These include priority boarding, complimentary standard seat selection, additional check-in baggage allowance, and more mileage accrual. Scoot has also joined the SIA Group's HighFlyer corporate programme to better tap on and serve its business travellers.

Scoot was named *World's Best Long-Haul Low-Cost Airline*, and recognised as one of the world's top three low-cost airlines, by Skytrax in 2021.

Strengthening the Business

Scoot continued investing in new and enhanced digital solutions to improve efficiency, reduce unit costs, and increase yield. These include new crew rostering and flight planning systems, as well as revenue management and fare management systems with an increased focus on growing traffic via the Singapore hub, as well as building interline connectivity with SIA and key airline partners. These investments are likely to reap long-lasting benefits, which will become more evident as air travel recovers in the coming years.

Scoot also received Human Resources Director Asia's *Excellence in HR Innovation (Gold)* award for its use of intelligent automation systems.

Fleet and Network

During the year in review, Scoot continued to progressively replace its Airbus A320ceo aircraft with the new generation A320neo aircraft, which is more efficient and environmentally friendly. Scoot also took delivery of nine new A321neo aircraft. The A321neos enable Scoot to better match capacity to demand, while optimising flight frequencies. Scoot also leveraged SIA's freighter order of seven A350F freighter aircraft, and adjusted its narrowbody aircraft order, improving its flexibility to adjust its capacity to demand. As of 31 March 2022, all of Scoot's aircraft that were stored overseas have returned to Singapore, and have either resumed operations, or are in the process of being readied for a return to service. The average age of Scoot's 53-aircraft strong fleet is six years and one month.

Scoot operated to 18 destinations at the beginning of FY2021/22, and progressively restored its network to serve 44 destinations by 31 March 2022, about 65% of Scoot's pre-pandemic network. Most of the inactive services were to destinations in Mainland China, which has continued to maintain tight domestic pandemic controls. Scoot was quick to seize opportunities that arose, resuming long-haul services to points in Europe when Singapore launched its Vaccinated Travel Lane (VTL) arrangement. This was followed by the resumption of services to Australia, South East Asia, and India as border restrictions progressively eased. In addition to reinstating points in its network, several new routes were launched. These include services to Davao in the Philippines, Miri in Malaysia, as well as London Gatwick in the United Kingdom via Bangkok. These new routes allowed Scoot to test new markets amidst a disruptive landscape brought about by the Covid-19 pandemic.

Giving and Receiving

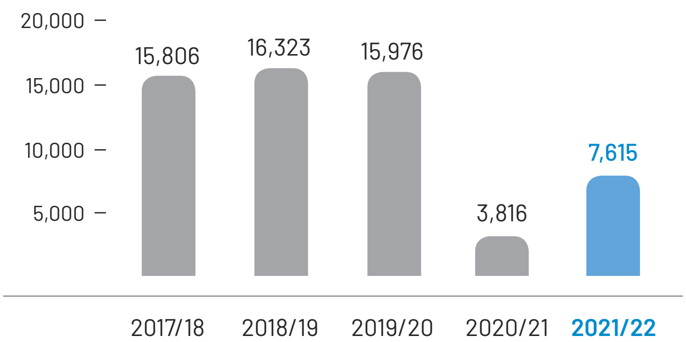
As part of its corporate social responsibility efforts, Scoot employees clocked over 2,000 volunteering hours via various initiatives ranging from meals-on-wheels for the elderly, environmental clean-ups, and events for Children's Wishing Well.

Scoot operated its inaugural VTL flight from Berlin to Singapore on 20 October 2021.

FINANCIAL REVIEW

HIGHLIGHTS OF THE GROUP'S PERFORMANCE

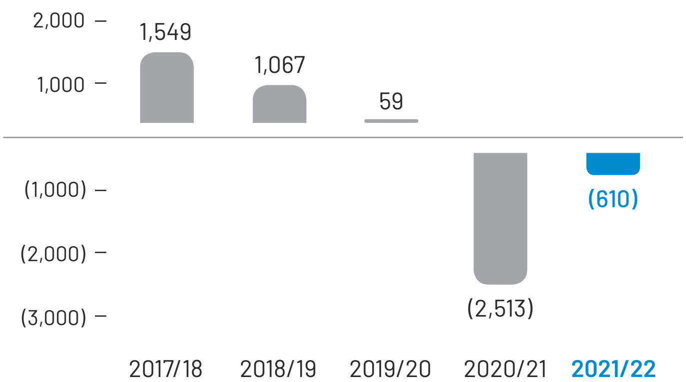
REVENUE
($ million)



TOTAL REVENUE

(+$3,799 million, +99.6%)

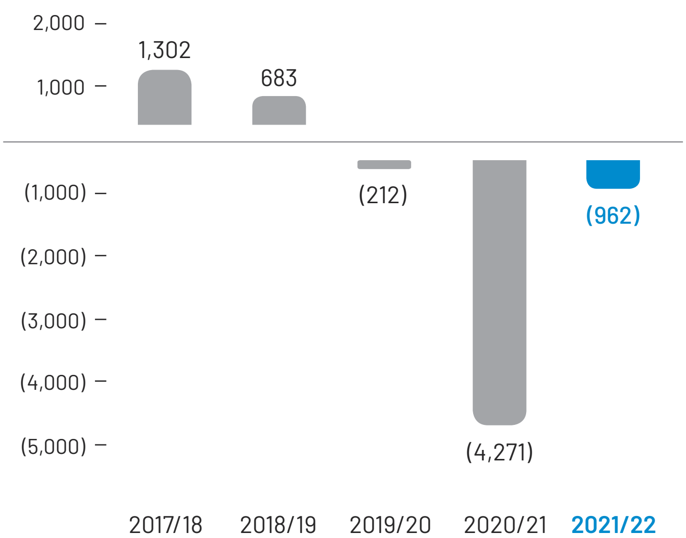
OPERATING PROFIT/(LOSS)
($ million)



OPERATING LOSS

(+$1,903 million, +75.7%)

PROFIT/(LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY
($ million)



LOSS ATTRIBUTABLE TO OWNERS OF THE COMPANY

(+$3,309 million, +77.5%)

FINANCIAL REVIEW

PERFORMANCE OF THE GROUP

KEY FINANCIAL HIGHLIGHTS

	2021/22	2020/21	% Change	
Loss For The Year ($ million)				
Revenue	7,614.8	3,815.9	+ 99.6	
Expenditure	8,224.5	6,328.4	+ 30.0	
Operating loss	(609.7)	(2,512.5)	- 75.7	
Loss attributable to owners of the Company	(962.0)	(4,270.7)	- 77.5	
Per Share Data (cents)				
Loss per share – basic	(16.2)	(102.6)	- 84.2	
Ratios (%)				
Return on equity holders' funds	(5.0)	(33.9)	+ 28.9	points
Return on total assets	(2.2)	(12.0)	+ 9.8	points

GROUP LOSS

Group operating loss for the financial year narrowed $1,903 million from last year to $610 million, predominantly attributable to a recovery in passenger flown revenue and sustained strong cargo demand amid continued global capacity constraints for both sea freight and air freight.

Group revenue rose by $3,799 million (+99.6%) year-on-year to $7,615 million. The launch of the Vaccinated Travel Lanes (VTL) scheme and its subsequent expansion facilitated quarantine-free mass travel for the first time since the pandemic began, boosting demand for air travel to and through Singapore. The Group ramped up passenger capacity (measured in available seat-kilometres) in a calibrated manner, bringing the Group's operating capacity to 51% of pre-Covid levels by the end of March 2022. As a result, passenger flown revenue grew by $2,121 million to $2,806 million, on the back of a 614.9% growth in traffic (revenue-passenger kilometres). Cargo flown revenue continued to improve, growing $1,630 million (+60.2%) year-on-year to reach a record $4,339 million as the ongoing industry capacity crunch kept cargo demand strong and yields elevated throughout the year.

	2021/22 $ million	2020/21 $ million	% Change
Passenger flown revenue	2,806.0	684.7	n.m.
Cargo flown revenue	4,339.4	2,709.0	+ 60.2
Engineering services	196.8	163.4	+ 20.4
Others	272.6	258.8	+ 5.3
Total revenue	**7,614.8**	**3,815.9**	**+ 99.6**

n.m. – not meaningful

FINANCIAL REVIEW

PERFORMANCE OF THE GROUP (CONTINUED)

GROUP LOSS (CONTINUED)

Group expenditure increased $1,896 million (+30.0%) year-on-year to $8,225 million.

Fuel cost after hedging rose by $1,173 million (+115.5%) to $2,189 million, largely from an 80.2% jump in average jet fuel prices (+$1,080 million), increase in volume uplifted (+$660 million), partially offset by fuel hedging gains against losses last year (-$553 million) and weaker US Dollar against the Singapore Dollar (-$14 million).

Non-fuel costs increased $1,015 million (+19.9%), mainly attributable to the expansion in operations, increase in bookings, easing of manpower measures and lower government grants received.

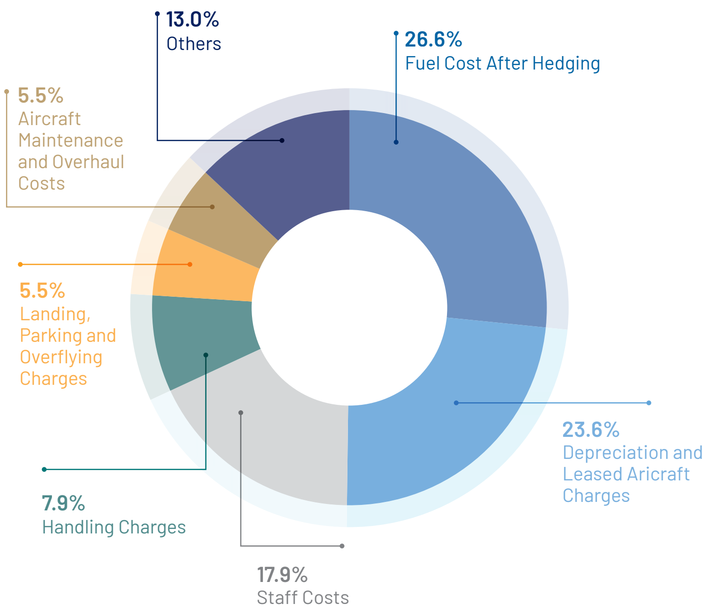
Mark-to-market gains of $78 million (+$292 million) were recognised from revaluation gains on fuel derivatives as fuel prices rose. No fuel hedges were deemed ineffective during the year.

The Group recorded an operating loss of $610 million for the financial year ended 31 March 2022, an improvement of $1,903 million from last year. The improvement was largely attributable to the narrowing of operating losses by the Group airlines as the aviation industry gradually recovers, albeit still on a reduced network compared to pre-Covid. Please refer to the review of the FSC and subsidiary companies for further details.

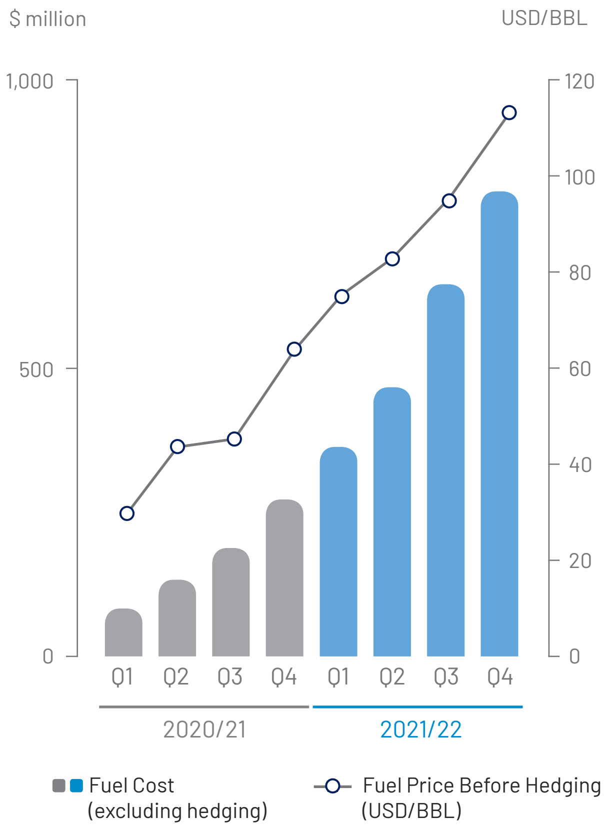
The Group's net loss for the year narrowed $3,309 million to $962 million. This was mainly driven by the better operating performance (+$1,903 million) as well as lower non-cash impairment charges (+$1,894 million), partially offset by lower tax credit (+$532 million). The impairment charges for the year amounted to $59 million, comprising:

- Impairment charge of $51 million recorded on two Boeing 737-800 NG aircraft deemed surplus to fleet requirements and further write-down of three previously impaired 777-300ER aircraft, following reviews of the network requirements and changes in aircraft trade-in plans; and
- SIA Engineering Company's further write-down of previously impaired base maintenance assets ($8 million) due to increased difficulty in selling the assets held for sale.

GROUP EXPENDITURE



QUARTERLY TREND OF GROUP FUEL PRICE AND FUEL COST (EXCLUDING HEDGING)



FINANCIAL POSITION

Equity attributable to owners of the Company increased by $6,506 million (+40.9%) to $22,412 million as at 31 March 2022, largely due to issuance of mandatory convertible bonds (MCBs) (+$6,195 million) and fair value gains on cash flow hedges (+$1,255 million), partially offset by net loss for the financial year (-$962 million). The fair value gains on cash flow hedges arose primarily from outstanding fuel hedges, driven by higher average forward fuel prices.

Total Group assets increased $11,090 million (+29.5%) to $48,671 million. The increase was mainly due to an increase in cash and bank balances (+$5,980 million), derivative assets (+$2,608 million), property, plant and equipment (+$1,087 million) and right-of-use (ROU) assets (+$894 million).

Cash and bank balances increased mainly due to net proceeds from issuance of MCBs during the financial year (+$6,195 million), net cash generated from operations (+$3,042 million), net proceeds from issuance of bonds (+$811 million), as well as proceeds from sale-and-leaseback agreements (+$761 million). These were partially offset by capital expenditure (-$3,049 million), net repayment of borrowings (-$690 million), lease payments (-$677 million) and repayment of medium-term notes (-$200 million).

The increase in derivative assets was mainly from increase in fair value gains on fuel hedging contracts due to higher average forward fuel prices.

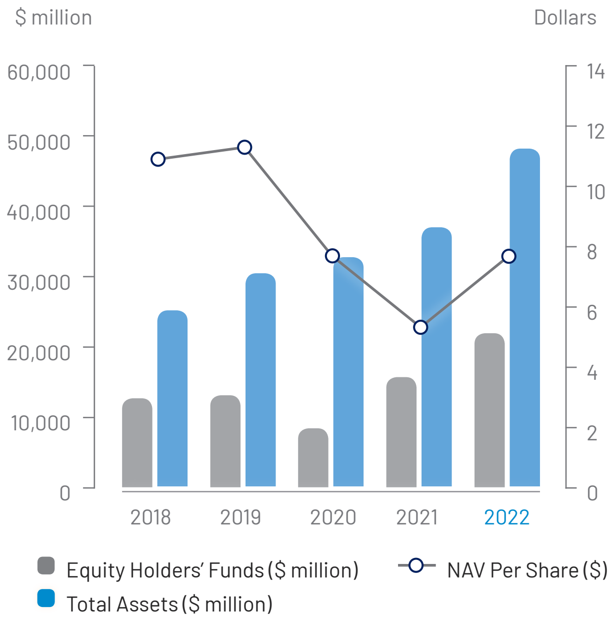
Property, plant and equipment rose largely due to asset acquisitions with the delivery of aircraft during the year as well as pre-delivery payments for aircraft on order, partially offset by depreciation and sale-and-leaseback arrangements on four aircraft.

During the financial year, the Group entered into sale-and-leaseback arrangements for three 787-10 and one A350-900 aircraft, as well as new leases for nine A321neo aircraft, contributing to the increase in ROU assets. This was partially offset by depreciation and impairment of surplus aircraft.

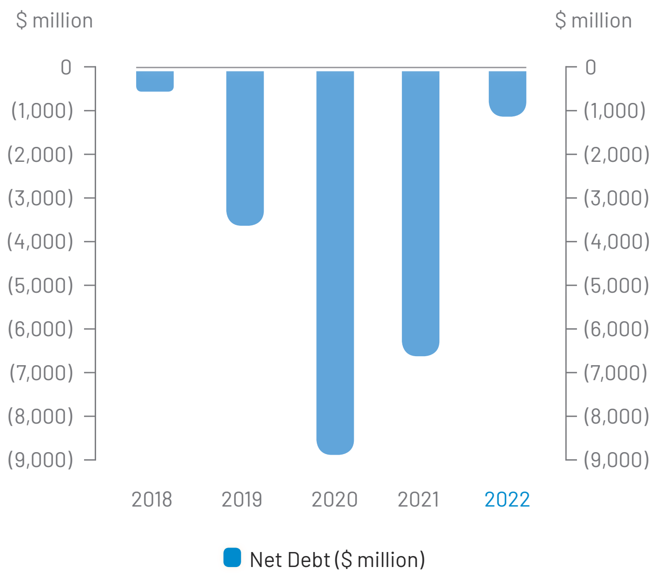
Total Group liabilities increased by $4,567 million (+21.4%) to $25,871 million as at 31 March 2022, primarily due to an increase in sales in advance of carriage (+$1,540 million), derivative liabilities (+$1,235 million), lease liabilities (+$818 million) and borrowings (+$540 million).

The Group's net debt[R1] was $1,526 million as at 31 March 2022, a decrease of $4,756 million from the prior year, primarily attributable to higher cash and bank balances (-$5,980 million), partially offset by higher lease liabilities (+$818 million) and bonds payable (+$625 million). Total debt to equity ratio decreased from 0.90 times to 0.70 times as at 31 March 2022.

GROUP EQUITY HOLDERS' FUNDS, TOTAL ASSETS AND NET ASSET VALUE (NAV) PER SHARE



GROUP NET DEBT



R1 *Net debt is defined as lease liabilities, loans and bonds issued, net of the sum of cash and bank balances and short-term investments.*

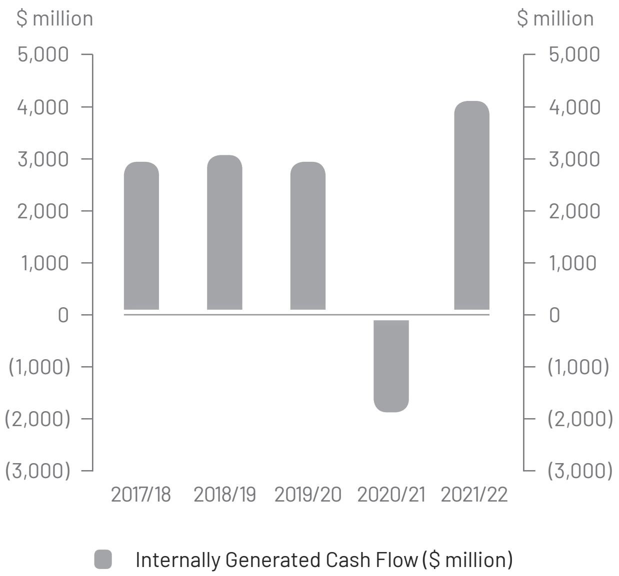
FINANCIAL REVIEW

PERFORMANCE OF THE GROUP (CONTINUED)

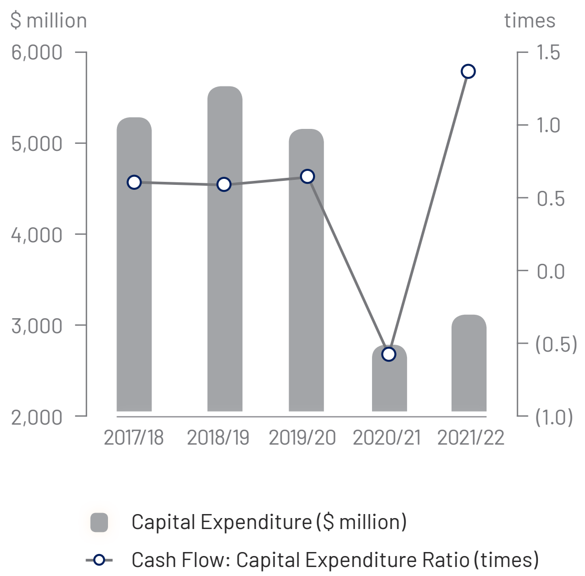
CAPITAL EXPENDITURE AND CASH FLOW OF THE GROUP

Capital expenditure was $3,049 million, 13.1% higher than last year. Approximately 99% of the capital spending was on aircraft, spares and spare engines. Internally generated cash inflow of $4,142 million, a reversal of $5,990 million from last year's cash outflow, was 1.36 times of capital expenditure. The increase in internally generated cash flow was mainly attributable to the return to cash inflow from operations, partially offset by lower total proceeds from sale and leaseback transactions, disposal of assets held for sale and aircraft, spares and spare engines and lower dividends received from associated and joint venture companies.

INTERNALLY GENERATED CASH FLOW



GROUP CAPITAL EXPENDITURE



GROUP STAFF STRENGTH AND PRODUCTIVITY

The Group's staff strength as at 31 March 2022 was as follows:

	31 March		
	2022	2021	% Change
Singapore Airlines *(and SilkAir)* [R2]	14,117	14,950	- 5.6
SIA Engineering	5,294	5,658	- 6.4
Scoot	1,747	1,976	- 11.6
Others	351	350	+ 0.3
	21,509	22,934	- 6.2

Average staff productivity was as follows:

	2021/22	2020/21	% Change
Revenue per employee ($)	342,669	149,368	+ 129.4
Value added per employee ($)	126,906	23,208	n.m.

R2 *Following the integration of SilkAir (Singapore) Private Limited (SilkAir) with the Company, the statistics for Singapore Airlines and SilkAir are consolidated and presented under "Singapore Airlines (and SilkAir)" in this section.*

STATEMENTS OF VALUE ADDED AND ITS DISTRIBUTION

Value added is a measure of wealth created. The statement below shows the Group's value added and its distribution by way of payments to employees, government, and to those who have provided capital. It also indicates the portion retained in the business for future capital requirements.

	2021/22 $ million	2020/21 $ million
Total revenue	7,614.8	3,815.9
Less: Purchase of goods and services	(4,751.3)	(3,024.2)
	2,863.5	791.7
Add:		
Interest income	45.9	35.4
Surplus/(Loss) on disposal of aircraft, spares and spare engines	85.9	(27.0)
Dividends from long-term investments	4.0	8.4
Other non-operating items	(49.5)	(127.8)
Share of profits of joint venture companies	28.2	16.6
Share of losses of associated companies	(157.9)	(104.4)
Total value added for distribution	2,820.1	592.9
Applied as follows:		
To employees:		
- Salaries and other staff cost	1,473.6	1,160.5
To government:		
- Corporation taxes	(155.5)	(648.8)
To suppliers of capital:		
- Interim and proposed dividends	-	-
- Finance charges	391.6	267.9
- Non-controlling interests	13.9	(12.7)
Retained for future capital requirements:		
- Depreciation, amortisation and impairment	2,058.5	4,096.7
- Retained loss	(962.0)	(4,270.7)
Total value added	2,820.1	592.9
Value added per $ revenue ($)	0.37	0.16
Value added per $ employment cost ($)	1.91	0.51
Value added per $ investment in property, plant and equipment ($)	0.08	0.02

FINANCIAL REVIEW

PERFORMANCE OF THE FULL-SERVICE CARRIER

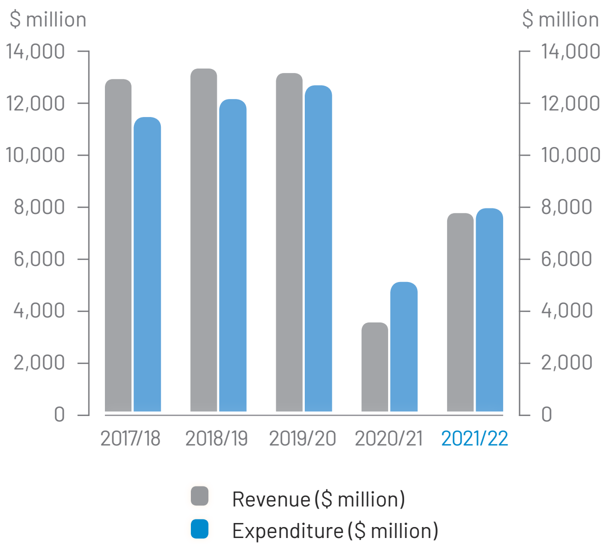
Following the completion of the integration of SilkAir with the Parent Airline Company on 31 May 2021, the financial performance for Singapore Airlines and SilkAir are consolidated and presented under the Full-Service Carrier (FSC). Prior year comparatives have been adjusted to account for the integration.

EARNINGS

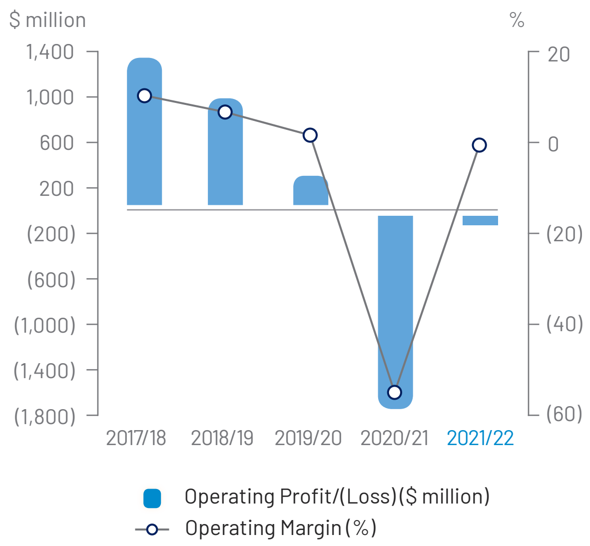
	2021/22 $ million	2020/21 $ million	% Change	
Revenue	7,068.1	3,478.0	+	103.2
Expenditure	7,180.0	5,399.0	+	33.0
Operating loss	(111.9)	(1,921.0)	-	94.2
Finance charges	(357.2)	(243.0)	+	47.0
Interest income	106.0	74.8	+	41.7
Impairment of aircraft	(50.5)	(1,663.6)	-	97.0
Surplus/(Loss) on disposal of aircraft, spares and spare engines	84.4	(24.5)		n.m.
Dividends from subsidiary and associated companies	3.0	59.9	-	95.0
Dividends from long-term investments	4.0	8.4	-	52.4
Other non-operating items	(55.2)	(68.7)	-	19.7
Loss before taxation	(377.4)	(3,777.7)	-	90.0
Taxation	63.4	594.7	-	89.3
Loss after taxation	(314.0)	(3,183.0)	-	90.1

n.m. - not meaningful

FSC REVENUE AND EXPENDITURE



OPERATING PROFIT/(LOSS) AND OPERATING MARGIN



REVENUE

	2021/22	2020/21	Change			
	$ million	$ million	$ million			%
Passenger flown revenue	2,509.8	563.8	+	1,946.0		n.m.
Cargo and mail revenue	4,339.4	2,709.0	+	1,630.4	+	60.2
Others	218.9	205.2	+	13.7	+	6.7
Total operating revenue	7,068.1	3,478.0	+	3,590.1	+	103.2

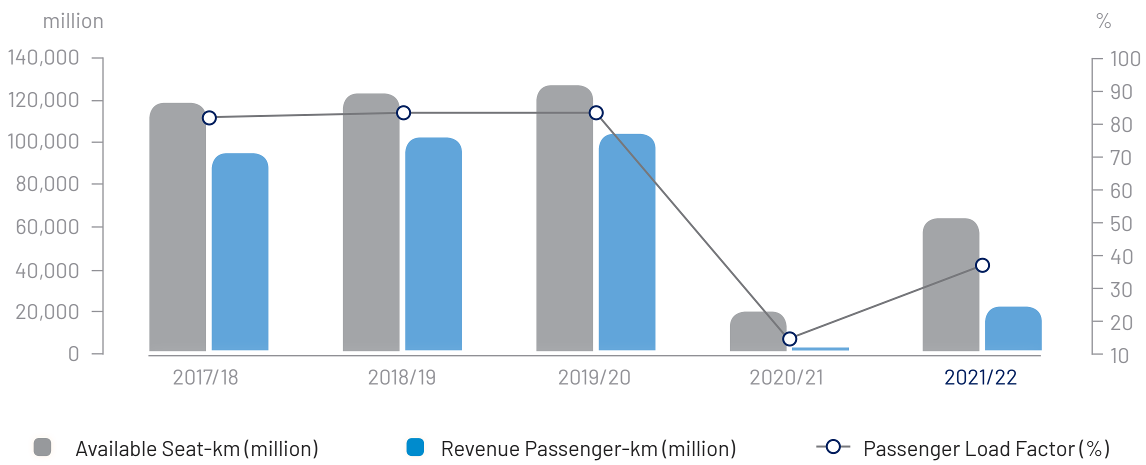
The FSC's revenue jumped 103.2% to $7,068 million, predominantly from the recovery in international air travel and strong cargo demand amid capacity constraints for both sea and air freight which drove cargo and mail revenue to a record high.

OPERATING PERFORMANCE – PASSENGER SEGMENT

	2021/22	2020/21	% Change		
Passengers carried (thousand)	3,388	514	+	559.1	
Revenue passenger-km (million)	19,177.7	2,669.0	+	618.5	
Available seat-km (million)	58,748.1	19,493.0	+	201.4	
Passenger load factor (%)	32.6	13.7	+	18.9	points
Passenger yield (cents/pkm)	13.1	21.1	-	37.9	
Revenue per available seat-km (cents/ask)	4.3	2.9	+	48.3	
Passenger unit cost (cents/ask)	8.0	12.5	-	36.0	

Strong pent-up demand for air travel was unleashed as global border restrictions eased and after Singapore's launch and subsequent expansion of the VTL scheme. As a result, the FSC's passenger carriage grew seven-fold, outpacing the 201.4% capacity injection, delivering passenger load factor of 32.6%, up 18.9% points year-on-year.

CAPACITY, PASSENGER TRAFFIC AND LOAD FACTOR



FINANCIAL REVIEW

PERFORMANCE OF THE FULL-SERVICE CARRIER (CONTINUED)

OPERATING PERFORMANCE – PASSENGER SEGMENT (CONTINUED)

A review of the FSC's passenger segment operations by route region is as follows:

	By Route Region[R3] (2021/22 against 2020/21)		
	Passengers Carried Change (thousand)	Revenue Passenger-KM % Change	Available Seat-KM % Change
East Asia	+ 1,021	+ 305.2	+ 162.8
Americas	+ 331	+ 1,351.2	+ 321.5
Europe	+ 580	+ 601.7	+ 145.3
South West Pacific	+ 452	+ 417.5	+ 211.2
West Asia and Africa	+ 490	+ 1,403.6	+ 507.6
Systemwide	+ 2,874	+ 618.5	+ 201.4

Passenger load factor by route region was as follows:

	Passenger Load Factor (%)		
	2021/22	2020/21	% points Change
East Asia	22.0	14.2	+ 7.8
Americas	43.0	12.5	+ 30.5
Europe	36.2	12.6	+ 23.6
South West Pacific	25.7	15.4	+ 10.3
West Asia and Africa	38.5	15.6	+ 22.9
Systemwide	32.6	13.7	+ 18.9

The FSC's passenger flown revenue increased in 2021/22, as a result of:

	$ million	$ million
618.5% increase in passenger traffic		+ 3,487.1
37.9% decrease in passenger yield:		
Local currency yields	- 1,705.5	
Change in passenger mix	+ 164.4	- 1,541.1
Increase in passenger flown revenue		+ 1,946.0

The sensitivity of passenger flown revenue to a one percentage point change in passenger load factor and a one percentage point change in passenger yield is as follows:

	$ million
1.0%-point change in passenger load factor, if yield and capacity remain constant	77.0
1.0% change in passenger yield, if passenger traffic remains constant	25.1

[R3] *Each route region comprises routes originating from Singapore to final destinations in countries and territories within the region concerned and vice versa. Due to Covid-19, the carrier operated a reduced network during the year. East Asia covers Brunei, Cambodia, Hong Kong SAR, Indonesia, Japan, South Korea, Malaysia, People's Republic of China, Myanmar, the Philippines, Thailand, Taiwan and Vietnam. Americas denotes USA. Europe consists of Denmark, England, France, Germany, Italy, Russia, Spain, Switzerland, the Netherlands, and Turkey. South West Pacific covers Australia and New Zealand. West Asia and Africa are made up of Bangladesh, India, the Maldives, Nepal, South Africa, Sri Lanka, and United Arab Emirates.*

OPERATING PERFORMANCE – PASSENGER SEGMENT (CONTINUED)

A breakdown of passenger revenue by route region and area of original sale is shown below:

	By Route Region ($ million)				By Area of Original Sale[R4] ($ million)			
	2021/22	2020/21	%	Change	2021/22	2020/21	%	Change
East Asia	457.8	155.8	+	302.0	1,247.8	311.3	+	936.5
Americas	536.6	73.4	+	463.2	478.3	35.1	+	443.2
Europe	810.1	176.9	+	633.2	375.9	106.4	+	269.5
South West Pacific	458.6	135.5	+	323.1	243.2	91.3	+	151.9
West Asia and Africa	246.7	22.2	+	224.5	164.6	19.7	+	144.9
Systemwide	2,509.8	563.8	+	1,946.0	2,509.8	563.8	+	1,946.0

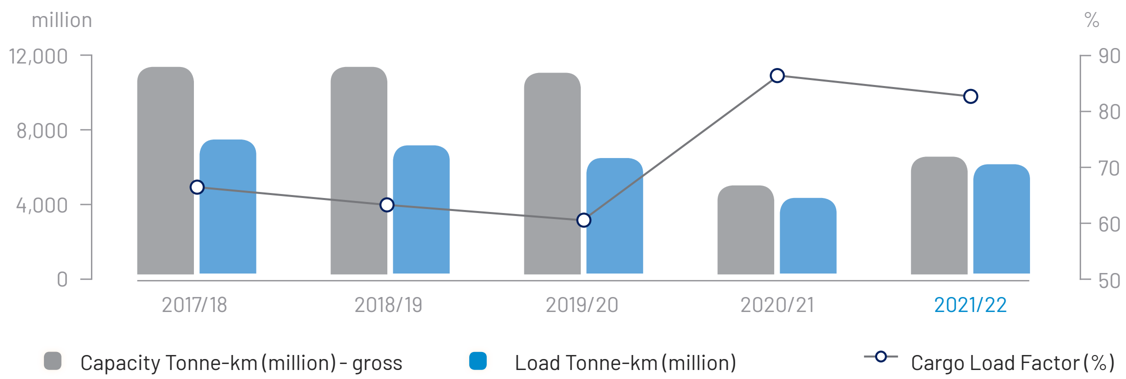
OPERATING PERFORMANCE – CARGO SEGMENT

	2021/22	2020/21	% Change		
Cargo and mail carried (million kg)	1,046.0	734.0	+	42.5	
Cargo load tonne-km (million)	5,941.0	4,111.9	+	44.5	
Cargo capacity tonne-km (million) - gross	7,195.3	4,795.1	+	50.1	
Cargo load factor (%)	82.6	85.8	-	3.2	points
Cargo yield (cents/ltk)	73.0	65.9	+	10.8	
Cargo unit cost (cents/ask)	27.2	32.3	-	15.8	

Cargo loads carried grew 44.5% as cargo demand kept strong amid the continued capacity constraints for both sea freight and air freight. Yields remained elevated throughout the year due to ongoing industry capacity crunch and supply chain disruptions during the year.

Cargo load factor slipped 3.2% points year-on-year, as the 44.5% increase in loads carried trailed behind the 50.1% expansion in capacity. This was largely due to a decrease in bellyhold cargo carriage as improving passenger loads limited the amount of cargo that could be carried. This was partially offset by an uptick in freighter loads compared to last year.

CAPACITY, LOADS CARRIED AND LOAD FACTOR



[R4] *Each area of original sale comprises countries and territories within a region from which the sale is made.*

FINANCIAL REVIEW

PERFORMANCE OF THE FULL-SERVICE CARRIER (CONTINUED)

OPERATING PERFORMANCE – CARGO SEGMENT (CONTINUED)

A review of the cargo segment's operating performance by route region is as follows:

	By Route Region (2021/22 against 2020/21)		
	Loads Carried KG Change (million)	Load Tonne-KM % Change	Capacity Tonne-KM % Change
East Asia	+ 125.2	+ 29.2	+ 28.6
Americas	+ 29.8	+ 46.9	+ 45.7
Europe	+ 60.8	+ 56.5	+ 71.5
South West Pacific	+ 55.2	+ 41.8	+ 49.0
West Asia and Africa	+ 41.0	+ 51.6	+ 59.3
Systemwide	+ 312.0	+ 44.5	+ 50.1

Cargo load factor[R5] by route region was as follows:

	Cargo Load Factor (%)		
	2021/22	2020/21	% points Change
East Asia	91.5	91.1	+ 0.4
Americas	80.1	79.5	+ 0.6
Europe	82.4	90.2	- 7.8
South West Pacific	71.2	74.8	- 3.6
West Asia and Africa	98.4	103.4	- 5.0
Systemwide	82.6	85.8	- 3.2

The FSC's cargo and mail revenue increased in 2021/22, as a result of:

	$ million	$ million
44.5% increase in loads carried		+ 1,204.9
10.8% increase in cargo yield:		
Local currency yields	+ 428.3	
Foreign exchange	- 2.8	+ 425.5
Increase in cargo and mail revenue		+ 1,630.4

The sensitivity of cargo and mail revenue to a one percentage point change in cargo load factor and a one percentage point change in cargo yield is as follows:

	$ million
1.0%-point change in cargo load factor, if yield and capacity remain constant	52.5
1.0% change in cargo yield, if loads carried remains constant	43.4

[R5] *Cargo capacity for passenger aircraft is based on the payload that is typically set aside for cargo carriage. However, when a passenger aircraft operates with low passenger loads or on a pure cargo mission, the cargo carried could be in excess of such capacity.*

OPERATING PERFORMANCE – CARGO SEGMENT (CONTINUED)

A breakdown of cargo and mail revenue by route region and area of original sale is shown below:

	By Route Region ($ million)				By Area of Original Sale[R6] ($ million)			
	2021/22	2020/21	%	Change	2021/22	2020/21	%	Change
East Asia	1,217.1	882.8	+	334.3	2,952.4	1,824.6	+	1,127.8
Americas	783.7	379.7	+	404.0	181.2	85.5	+	95.7
Europe	1,056.7	632.2	+	424.5	657.8	422.9	+	234.9
South West Pacific	899.0	583.8	+	315.2	286.6	209.0	+	77.6
West Asia and Africa	382.9	230.5	+	152.4	261.4	167.0	+	94.4
Systemwide	4,339.4	2,709.0	+	1,630.4	4,339.4	2,709.0	+	1,630.4

EXPENDITURE

The FSC's expenditure climbed 33.0% to $7,180.0 million in 2021/22.

	2021/22		2020/21		%	
	$ million	%	$ million	%	Change	
Fuel costs	2,039.8	28.4	966.6	17.9	+	111.0
Fuel hedging ineffectiveness	(60.9)	(0.9)	135.3	2.5		n.m.
Staff costs	1,086.5	15.1	872.8	16.2	+	24.5
Depreciation	1,658.3	23.1	1,808.3	33.5	-	8.3
Handling charges	732.3	10.2	464.9	8.6	+	57.5
Aircraft maintenance and overhaul costs	372.6	5.2	335.1	6.2	+	11.2
In-flight meals and other passenger costs	142.7	2.0	39.3	0.7		n.m.
Airport and overflying charges	414.3	5.8	205.7	3.8	+	101.4
Sales costs	205.4	2.9	(20.3)	(0.4)		n.m.
Communications and information technology costs	119.4	1.7	122.4	2.3	-	2.5
Other costs	469.6	6.5	468.9	8.7	+	0.1
Total	7,180.0	100.0	5,399.0	100.0	+	33.0

n.m. - not meaningful

A breakdown of fuel costs is shown below:

	2021/22 $ million	2020/21 $ million	Change $ million	
Fuel costs (before hedging)	2,236.1	655.5	+	1,580.6
Fuel hedging (gain)/loss	(196.3)	311.1	-	507.4
	2,039.8	966.6	+	1,073.2

Expenditure on fuel before hedging was $1,581 million higher because of:

		$ million
80.0% increase in weighted average fuel price from 50.1 USD/BBL to 90.2 USD/BBL	+	1,001.4
91.7% increase in volume uplifted from 9.6 million BBL to 18.4 million BBL	+	591.7
Weaker USD against SGD	-	12.5
	+	1,580.6

[R6] *Each area of original sale comprises countries and territories within a region from which the sale is made.*

FINANCIAL REVIEW

PERFORMANCE OF THE FULL-SERVICE CARRIER (CONTINUED)

Mark-to-market gains on fuel derivative contracts of $61 million were recognised for the year, an improvement of $196 million against last year, as fuel prices trended up throughout the financial year. In addition, the FSC's fuel hedge book was recalibrated closer to a neutral posture, through using sell swaps to close out some of the prior hedge positions, hence reducing the fuel derivatives' mark-to-market volatility.

Staff costs were $214 million (+24.5%) higher year-on-year, largely attributable to higher crew allowances from the increase in flight activities, lower government grants and easing of manpower measures.

Non-fuel variable costs rose in line with the expansion in operations by the FSC. The main variable cost items included handling charges (+$267 million, +57.5%), sales costs (+$226 million, n.m.), airport and overflying charges (+$209 million, +101.4%), and in-flight meals and other passenger costs (+$103 million, n.m.).

FUEL PRODUCTIVITY AND SENSITIVITY ANALYSIS

Fuel productivity of the passenger fleet, measured by load tonne-km per barrel (ltk/BBL), increased 4.0% from 349ltk/BBL to 363ltk/BBL, mainly due to the increase in load factor as air travel demand recovers from the Covid-19 outbreak last year.

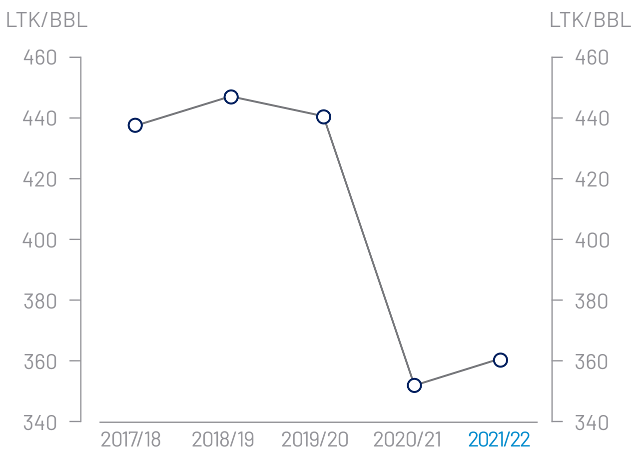
A change in fuel productivity of 1.0% would have an impact on the FSC's annual fuel costs before hedging by about $16 million, before accounting for changes in fuel price, USD exchange rate and flying operations.

A change in the price of fuel before hedging of one US dollar per barrel affects the FSC's annual fuel cost for passenger fleet by about $18 million, before accounting for USD exchange rate movements, and changes in volume of fuel consumed.

NET FINANCE CHARGES

Net finance charges rose $83 million, mainly due to additional borrowings to finance operating and capital expenditure, partially offset by higher interest income from the increase in bank balances and higher deposit rates.

FUEL PRODUCTIVITY OF PASSENGER FLEET



IMPAIRMENT OF AIRCRAFT

During the financial year, a review of the SIA Group's network and fleet requirements was carried out based on the latest expected recovery profile. Pursuant to the review, impairment charges of $51 million were recorded for two 737-800 NGs deemed surplus to requirements, together with a further write-down to three previously impaired 777-300ERs due to a change in aircraft trade-in plans.

DISPOSAL OF AIRCRAFT, SPARES AND SPARE ENGINES

The gain on disposal of $84 million was primarily attributable to net gain on the sale of eight 737-800 NGs during the year.

DIVIDENDS FROM SUBSIDIARY AND ASSOCIATED COMPANIES

Dividends from subsidiary and associated companies were $57 million lower than last year mainly due to lower dividends from SIA Engineering Company and Ritz-Carlton, Millenia Singapore.

TAXATION

Tax credit fell by $531 million to $63 million, due to a lower loss before taxation this year.

STAFF STRENGTH AND PRODUCTIVITY

The FSC's staff strength as at 31 March 2022 was 14,117, a decline of 833 over the previous year. The distribution of employee strength by category and location is as follows:

	31 March			
	2022	2021	% Change	
Category				
Senior staff (executives and higher-ranking officers)	1,967	1,961	+	0.3
Technical crew	2,386	2,494	-	4.3
Cabin crew	6,661	7,177	-	7.2
Other ground staff	3,103	3,318	-	6.5
	14,117	14,950	-	5.6
Location				
Singapore	11,866	12,524	-	5.3
East Asia	1,019	1,115	-	8.6
Europe	449	475	-	5.5
South West Pacific	321	338	-	5.0
West Asia and Africa	322	349	-	7.7
Americas	140	149	-	6.0
	14,117	14,950	-	5.6

The FSC's average staff productivity ratios[R7] are shown below:

	2021/22	2020/21	% Change	
Capacity per employee (tonne-km)	914,731	406,688	+	124.9
Revenue per employee ($)	486,315	207,369	+	134.5
Value added per employee ($)	190,938	48,307	+	295.3

[R7] *The FSC's staff productivity ratios were computed based on average staff strength of 14,534 in FY2021/22 (FY2020/21: 16,772).*

FINANCIAL REVIEW

PERFORMANCE OF THE SUBSIDIARY COMPANIES

The major subsidiary companies are SIA Engineering and Scoot. The following performance review includes intra-group transactions.

SIA ENGINEERING

	2021/22 $ million	2020/21 $ million	% Change
Total revenue	566.1	443.0	+ 27.8
Total expenditure	588.0	462.0	+ 27.3
Operating loss	(21.9)	(19.0)	- 15.3
Net profit/(loss)	67.6	(11.2)	n.m.

The SIAEC Group posted a revenue of $566 million for the financial year ended 31 March 2022, an increase of 27.8% year-on-year. This increase was largely driven by a higher number of flights handled as flight activities continued to recover during the year. Expenditure grew by 27.3%, mainly due to lower government wage support and increase in payroll costs as manpower management measures were progressively rolled back. Consequently, the SIAEC Group incurred an operating loss of $22 million, a slight deterioration from last year's loss of $19 million.

Share of profits from associated and joint venture companies improved $39 million (+97.5%) year-on-year to $79 million. The improvement was largely due to a one-time write-back of tax provisions by certain associated companies compared to a one-time tax charge last year, coupled with the improvement in performance resulting from the increase in flying activity and aircraft maintenance frequency.

Net profit for the financial year was $68.0 million, a turnaround from the loss of $11 million last year (+$79 million). This was mainly due to higher share of profits from associated and joint venture companies (+$39 million), lower impairment of base maintenance assets (+29 million) and absence of impairment of an investment in an engine programme (+$11 million) recorded in the previous year.

Basic earnings per share was 6.02 cent for the current financial year.

SCOOT

	2021/22 $ million	2020/21 $ million	% Change
Total revenue	432.9	212.3	+ 103.9
Total expenditure	886.5	782.0	+ 13.4
Operating loss	(453.6)	(569.7)	+ 20.4
Loss after taxation	(477.5)	(676.9)	+ 29.5

Scoot's operating loss narrowed $116 million to $454 million, led by the doubling of revenue (+103.9%), partly offset by higher expenditure to support the expanded operations (+13.4%).

Revenue growth of $220 million for the year was primarily due to a six-fold jump in passenger carriage, as travel restrictions eased in several key markets. For the year, passenger load factor for the carrier was 15.1%, a 5.2%-point increase from last year.

Expenditure rose $104 million (+13.4%), mainly due to higher variable costs from the restoration of capacity (+340.8%). Fixed costs grew marginally as higher depreciation from newly leased aircraft was partially offset by lower staff costs from the reduction in headcount. Government support packages continued to help defray additional costs as well.

Scoot's loss after tax was $478 million, $199 million lower than last year, primarily due to the better operating performance (+$116 million) and absence of last year's impairment charge on surplus aircraft (+$71 million).

AWARDS

Q1
(APR TO JUN)

MAY 2021

Business Traveller Middle East Awards 2021
- Best Asian Airline Serving the Middle East (20th consecutive year)
- Airline with the Best Premium Economy Class (2nd consecutive year)

Q2
(JUL TO SEP)

AUG 2021

Skytrax Covid-19 Airline Safety Audit 2021
- 5-Star Health and Safety Rating

YouGov Recommended Rankings 2021 (Singapore and Australia)
- Top 10 Most Recommended Brand

SEP 2021

Travel + Leisure Magazine (USA)
- World's Best International Airline (26th consecutive year)

2021 Onboard Hospitality Awards
- Best Onboard Amenity Kits in First/ Business Class - Penhaligon's for Singapore Airlines

Newsweek Future of Travel Awards 2021
- Winner, International Airline

Skytrax World Airline Awards 2021 (UK)
- World's Best Airline Cabin Staff
- Best Airline in Asia
- World's Best First Class
- World's Best First Class Seat
- Best Economy Class Onboard Catering

Q3
(OCT TO DEC)

OCT 2021

Business Traveller (Asia-Pacific) 2021
- Best Airline (30th consecutive year)
- Best Asia-Pacific Airline
- Best Airline First Class
- Best Airline Business Class
- Best Airline Premium Economy Class
- Best Airline Economy Class

Condé Nast Traveler (USA) 2021 Readers' Choice Awards
- Best Airline in the World (32nd time)

NOV 2021

Travel + Leisure (India)
- Best International Airline Award

Condé Nast Traveller (India) India Readers' Travel Awards 2021
- Favourite International Airline

Business Traveler USA 2021
- Best Overall Airline in the World
- Best Airline in Asia
- Best Overall Inflight Experience
- Best Airline First Class
- Best Business Class to Asia
- Best Airline Business Class
- Best Airline Cuisine in Business Class
- Best Airline Premium Economy Class

DEC 2021

Business Traveller (UK based) 2021
- Best Airline
- Best First Class
- Best Cabin Staff
- Best Asian Airline

APEX World Class 2022 Airline Awards
- World Class Rating

Q4
(JAN TO MAR)

JAN 2022

Hurun Report 2022 (China) "Best of the Best" Ranking
- Best International First & Business Class Award (10th consecutive year)

FEB 2022

Business Traveller's Cellars in the Sky Awards 2021
- Gold - Best Overall Cellar
- Gold - Best First Class Cellar
- Gold - Best First Class White
- Gold - Best First Class Red
- Gold - Best Business Class Cellar
- Gold - Best Business White
- Silver - Best First Class Sparkling
- Silver - Best First Class Fortified
- Silver - Best Business Class Red
- Silver - Best Business Class Fortified

Fortune Magazine (USA)
- Top 50 World's Most Admired Companies (Ranked 32)
- Ranked 1st in the Airline category

MAR 2022

DestinAsian (Asia) Readers' Choice Awards 2022
- Best Airline (Overall)
- Best Airline (Premium Class)
- Best Airline (Economy Class)
- Best In-flight Entertainment
- Frequent-Flier Program

STATEMENT ON RISK MANAGEMENT

1. SIA GROUP ENTERPRISE RISK MANAGEMENT FRAMEWORK

Since 2002, a formalised Risk Management Framework, which encompasses a governance and reporting structure, risk assessment process, as well as a set of risk management principles, policies and guidelines, has been implemented across the SIA Group. This framework is complemented with activities that run throughout the year, involving all levels of staff to ensure that a sound system is in place to manage risks on a coordinated and integrated basis, where controls are implemented, and regularly reviewed and tested to validate their effectiveness and relevance in the prevailing operating environment. Details of the key elements of this Framework can be found on SIA's website[1].

2. RISK APPETITE

The Board has approved Risk Appetite Statements for the SIA Group under the following key areas.

(i) Strategic

The Group pursues diversified network growth between its Singapore hub and key markets for both the full-service and low-cost passenger segments, as well as for the air cargo business, to avoid over-reliance on any single market. The Group strives to maintain a balanced portfolio of aircraft and engine types to mitigate technology risks, while meeting network needs.

To complement growth in the Singapore hub, the Group pursues opportunities that are deemed value-accretive, which include investments in airlines outside of Singapore and in new businesses, and adopts a prudent approach in managing the associated risks.

The Group is committed to offering the best experience for our customers, optimising operations, broadening revenue sources and creating a digital-savvy workforce through training and skillset development.

(ii) Safety

Safety is our top priority and the core of the Group's operations and success. The Group treats all safety breaches and lapses seriously. All incidents are investigated. We constantly work to inculcate a strong safety mindset and culture among all staff, which includes ensuring an environment that encourages active reporting of safety matters, and continuous learning and improvement. External and internal audits are conducted regularly, providing independent oversight.

(iii) Operational

The Group is committed to ensuring resilience on all operational fronts, as we strive to consistently deliver a quality experience to our customers, while enhancing operational efficiency through innovation and regular process reviews, with safety and security being the top priority at all times.

(iv) Information Technology

We recognise the strategic importance of technology in maintaining the Group's leadership position in the industry. The Group is committed to ensuring availability, reliability and security of our systems, as well as the integrity and protection of our data, and compliance with applicable regulations.

(v) Financial

The Group's airline operations carry certain financial risks, including the effects of changes in jet fuel prices, foreign currency exchange rates, interest rates and the market value of our financial investments, as well as credit risks. 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. In terms of liquidity risk, the Group's approach is to ensure access to diverse sources of funding and instruments at all times.

(vi) Sustainability

The Group strives to provide air transportation services of the highest quality by ensuring that key environmental, social and governance (ESG) risks are regularly reviewed, considered and addressed throughout our business operations and in all strategic decisions. Various programmes are in place to drive and implement sustainable practices across the company. We continue to deepen our efforts to mitigate climate change risks, ensure responsible business practices, build a diverse and inclusive workforce, and give back to people and the communities we operate in.

(vii) Regulatory

The Group is committed to complying with applicable laws and regulatory requirements and conducting business with integrity, transparency and honesty.

[1] https://www.singaporeair.com/saar5/pdf/corporate-info/riskmanagementframework.pdf

3. HIGHLIGHTS OF KEY RISK MANAGEMENT ACTIVITIES

The following were the key risk management activities carried out for the financial year under review:

(a) Review of the Risk Landscape and Ongoing Risk Reviews

Business units (BUs) are required by policy to apply risk management principles and processes, which include reviewing risks and risk controls in their respective areas of operations on an ongoing basis. As part of ongoing risk reviews, presentations by risk owners of selected key risks were also scheduled throughout the year for more in-depth review by the various Risk Committees at Company, Group and Board levels. In addition, the group-wide Annual Risk Management Review Exercise was carried out and included a review of the Group's strategic risks. Key risks and corresponding controls were reviewed by the Board Safety and Risk Committee (BSRC) and surfaced to the SIA Board. Where risks cut across various functions and are interdependent, the BSRC also coordinated the review of these risks and the distribution of relevant risks to other Board Committees for oversight. The SIA Group Risk and Compliance Management Committee (GRCMC) supported the BSRC in ensuring that risks were effectively surfaced and reviewed, and that risk responses across the Group were coordinated and integrated. Correspondingly, company Risk Management Committees ensured that risks were surfaced by their various business divisions, for the GRCMC and BSRC's review.

While it was inevitable that the management of risks included aspects of reactive responses at the onset of the Covid-19 outbreak as a result of the unprecedented impact that the global pandemic had on commercial aviation, the SIA Group took this opportunity to enhance and update existing risk response strategies to ensure that the Group emerges from a position of strength to tackle any similar crisis in future. Through the Group's Enterprise Risk Management framework, risk management efforts on this front were particularly evident in the past year across all levels of employees, including vendors of key outsourced functions, through coordinated reviews and alignment of risk responses and controls. While there are positive signs towards recovery with the launch of Vaccinated Travel Lanes (VTLs), and subsequently the reopening of Singapore's borders, that have been received positively, the risk landscape remains fluid and alludes the threat of new virus variants emerging. Furthermore, with geopolitical conflicts and tensions, as well as cyber threats continuing to be a menace, the Group recognises the importance of staying vigilant and continues to exercise prudence in the management of applicable risks and adapt to the evolving risk landscape.

Sustainability has also been an area that is rapidly gaining ground amongst customers, investors and regulators worldwide, and with new sustainability related regulations expected to be introduced moving forward and heightened concerns over the impact of climate change, the Group is committed to ensuring the continual integration of sustainability into all aspects of the business and associated risks are reviewed and managed.

(b) Review of and Simulation Tests on Crisis Management and Business Continuity Plans

Ongoing reviews of and simulation test exercises on business continuity plans and other integrated response plans were conducted throughout the year. The test exercises were independently verified to ensure the efficacy of the Group's resilience towards business disruptions from unplanned events. Internally, taskforces for specific scenarios are in place and convene annually to assess the Group's preparedness in managing potential large-scale disruptions. As a means to step up third-party risk management, where relevant, vendors and outsourced agents have also been actively involved in the Group's test exercises. Integrated tests of business continuity plans were also conducted to facilitate scenario-driven approaches and to harness synergies, responsibilities, coordination and communication across various functions.

(c) Review of Cybersecurity Risks

With an increased frequency of cybersecurity incidents and breaches, regular reviews on cybersecurity risk exposures and close monitoring of trends were carried out to ensure the Group's nimbleness in adapting and strengthening controls to address the evolving IT security threats and organised cybercrimes. To assess the Group's response readiness to a cyber-attack and the recovery capabilities for critical IT systems, regular cyber incident and disaster recovery drills were conducted. In addition, continuous monitoring tools are adopted by SIA Information Security to assess potential vulnerabilities and identify areas to further strengthen the Group's cybersecurity infrastructure.

(d) Review of Enterprise Risk Management Framework and Programme

The SIA Group Enterprise Risk Management Framework is continually reviewed to ensure the Group's risk governance and risk management practices remain relevant and effective, while these meet applicable corporate governance requirements at the same time. Aside from ensuring process efficiency and effectiveness, a key area of focus in enhancing risk management for the Group is inculcating a risk-aware culture, where risks are reviewed proactively and on an ongoing basis, with robust processes in place to ensure they are managed effectively and through collaborative efforts. To achieve this, a comprehensive plan is in place to reach out to all employees through targeted communications and engagements activities. An interactive web-based training mandatory for all employees is also in place, as continual training is another key element to equip our employees with the relevant knowledge and the right mindset to manage risks. Risk management resources, including manuals and guidelines that are regularly updated to ensure their relevance and effectiveness, are also readily available to all employees to encourage independent and proactive management of risks in day-to-day operations.

(e) Assurances on Risk Management Processes

For the financial year under review, assurances were provided by the CEO and the Executive Vice President Finance & Strategy, based on written assurances by Business Unit Heads, that the Group's risk management system and internal controls are adequate and effective in addressing risks, which the Group considers relevant and material to its operations.

CORPORATE GOVERNANCE REPORT

The Board and Management are committed to continually enhancing long term shareholder value by maintaining high standards of corporate governance, professionalism, integrity and commitment at all levels, underpinned by strong internal controls and risk management systems.

This Report sets out the Company's corporate governance processes, practices and activities with specific reference to the principles and provisions of the revised Code of Corporate Governance issued by the Ministry of Finance in Singapore in August 2018 (the "Code"), which is applicable to this report. The Company's corporate governance processes and activities have complied in all material aspects with the principles and provisions of the Code.

BOARD MATTERS
THE BOARD'S CONDUCT OF AFFAIRS (PRINCIPLE 1)

Board's Role

The Board oversees the business performance and affairs of the Company and provides guidance to Management for the long-term success of the Group. The Board's principal functions include charting the Group's strategic direction, guiding Management on the Transformation journey (including digitalisation, technology and innovation), reviewing and approving annual budgets and financial plans, monitoring the Group's performance, approving major transactions (including acquisitions and disposals) and fund-raising exercises, and reviewing sustainability and material issues.

The Board actively engages Management, constructively challenges them and holds them accountable for the Company's performance. Material items which require Board approval include the first quarter and third quarter business updates, the half-year and full-year financial results, the general remuneration framework for Relevant Key Management Personnel[1], etc.

Board Directors lead Management by example, regarding themselves as fiduciaries who act objectively in the best interests of the Company, thereby setting the appropriate tone-from-the-top and desired organisational culture. In this regard, the Board's duties include reviewing the appropriateness of the risk management and compliance framework as part of ensuring compliance with laws and industry standards material to the business, and approving the risk appetite statements in relation to various key areas concerning the Company and the Group. Where there is an actual or potential conflict of interest facing a Director, he or she recuses himself or herself, or abstains from voting.

Delegation by the Board

In the discharge of its functions, the Board is supported by six committees to which it delegates specific areas of responsibilities for reviewing and/or decision making. The Board committees play an important role in ensuring good corporate governance. All six Board committees assist the Board in the discharge of its oversight function and are actively engaged, with the Chairmen of each committee reporting significant matters discussed and/or approved by the committee regularly to the Board.

The Group has established financial authorisation and approval limits for operating and capital expenditures, procurement of goods and services, and acquisition and disposal of investments. The Board approves transactions that exceed the applicable materiality thresholds, while delegating authority for transactions below such threshold limits to the Board Executive Committee and/or Management to optimise operational efficiency.

Board Meetings

During the financial year, the Board held four scheduled meetings. It will hold ad hoc meetings as and when warranted by particular circumstances. The Board also holds separate Strategy Sessions to further guide Management in developing its plans and strategies for the future. An off-site Board Strategy Session was held in the financial year.

Schedules of Board Meetings and Strategy Sessions are circulated to the Directors prior to the start of the financial year to allow Directors to plan ahead for their attendance at these events. Board and board committee meeting attendance via telephone and video conferencing is allowed under the Company's Constitution.

A record of the Directors' attendance at Board and Board committee meetings during the financial year is set out on page 90. Directors who are unable to attend a Board meeting or Board committee meeting are provided with the agenda and papers in advance, and can discuss issues relating to the matters to be raised at the meeting with other Board members and/or Management.

[1] *Relevant Key Management Personnel are employees holding the rank of Executive Vice President and above. For FY2021/22, they comprised the CEO and three Executive Vice Presidents.*

Access to Information

Board Directors are provided with papers in advance of each Board Meeting and Strategy Session, to enable them to be properly informed of matters to be discussed and/or approved. Board and board committees papers are provided electronically and can be accessed via tablet devices. Board papers contain both regular items such as reports on the Company and its subsidiaries and associated companies, updates on business development, monthly management accounts, and productivity and performance indicators, as well as matters for the decision or information of the Board.

Board Directors have separate and independent access to Senior Management[2] and the Company Secretary at all times. The Company Secretary attends the Board meetings and prepares minutes of the Board proceedings. He assists with the proper functioning of the Board, including compliance with the Company's Constitution, the Companies Act, the Securities and Futures Act and the SGX-ST Listing Manual. He ensures that all material information is provided to the Board in a timely manner. The Company Secretary is legally trained and experienced in company secretarial practices. The appointment and removal of the Company Secretary is subject to the Board's approval.

Directors can seek independent professional advice if required. The cost of such advice will be borne by the Company.

Newly Appointed Directors

Management briefs newly appointed Board Directors on the Company's business and strategic directions, as well as governance practices. The Company conducts orientation programmes for new Board Directors, including site visits to the Company's main centres of operations such as the aircraft hangars and training facilities for cabin crew and pilots. New Board Directors are also updated on new laws and regulations, as well as changing commercial risks and industry developments, as deemed appropriate. Formal letters are issued to new Board Directors upon their appointment, including details of their duties and obligations as Directors. The Board Directors, including newly appointed Directors, are subject to the requirements of the Code.

BOARD COMPOSITION AND GUIDANCE (PRINCIPLE 2)

Board Size and Composition

The Board currently comprises 11 Directors as follows:

Name of Director	Position held on the Board	Date of first appointment to the Board	Date of last re-election as Director	Nature of Appointment
Peter Seah Lim Huat	Chairman	1 September 2015	29 July 2019	Non-executive/Independent
Goh Choon Phong	Director	1 October 2010	27 July 2020	Executive/Non-Independent
Gautam Banerjee	Director	1 January 2013	29 July 2021	Non-executive/Non-Independent
Hsieh Tsun-yan	Director	1 September 2012	27 July 2020	Non-executive/Non-Independent
Lee Kim Shin	Director	1 September 2016	29 July 2021	Non-executive/Independent
Dominic Ho Chiu Fai	Director	1 May 2017	29 July 2021	Non-executive/Independent
Simon Cheong Sae Peng	Director	1 June 2017	27 July 2020	Non-executive/Independent
David John Gledhill	Director	1 September 2018	29 July 2019	Non-executive/Independent
Goh Swee Chen	Director	1 January 2019	29 July 2019	Non-executive/Independent
Jeanette Wong Kai Yuan	Director	1 June 2021	29 July 2021	Non-executive/Independent
Yeoh Oon Jin	Director	1 August 2021	-	Non-executive/Independent

The size and composition of the Board are reviewed by the Nominating Committee from time to time, taking into account the scope of the business and nature of operations of the Company. In its review, the Nominating Committee seeks to ensure that the size of the Board is adequate to provide for a diversity of views and to facilitate effective decision-making, and that the Board has an appropriate balance of executive, independent and non-independent Directors.

[2] *Senior Management are employees holding the rank of Senior Vice President and above. For FY2021/22, they comprised the CEO, three Executive Vice Presidents and 12 Senior Vice Presidents.*

CORPORATE GOVERNANCE REPORT

Board Diversity Policy

The Board is committed towards building diversity amongst its members, taking initiatives to select and appoint suitably qualified persons as Directors regardless of gender, age, ethnicity, religion or other dimensions of diversity. The Directors come from diverse backgrounds with varied expertise in finance, legal, technology, business, marketing and management fields. Their profiles are found on pages 19 to 21 and 91 to 96. The main objective of the Board's stance on diversity is to continue to maintain the appropriate balance of perspectives, experience and expertise on the Board to support the long term success of Singapore Airlines.

To ensure that the Board continues to provide the necessary range of perspectives, experience and expertise for the Company, the Nominating Committee considers diversity criteria, amongst other relevant criteria as part of its director candidate selection and nomination. Specifically in support of gender diversity, the Nominating Committee ensures that appropriate efforts are made to include suitably qualified women in the list of director candidates, when reviewing the optimum composition and balance of the Board. Further, the Board has appointed a female Director to the Nominating Committee as part of its diversity initiatives. The Board will continue to build on the element of diversity, recognising the importance of having an effective and diverse Board.

Board Independence

The Board, taking into account the views of the Nominating Committee, assesses the independence of each Director annually in accordance with the principles of the Code. There is a strong independent element in the Board, with the Board considering eight out of 11 Directors to be independent from Management and the Company's substantial shareholders, namely Temasek Holdings (Private) Limited and its wholly-owned subsidiaries, Napier Investments Pte. Ltd. and Tembusu Capital Pte. Ltd. (together, "Temasek"). The three non-independent Directors are Mr Goh Choon Phong, who is the Chief Executive Officer ("CEO") of the Company, Mr Hsieh Tsun-yan and Mr Gautam Banerjee.

Mr Hsieh Tsun-yan and Mr Gautam Banerjee have each served for more than nine years on the Board as at 1 September 2021 and 1 January 2022 respectively, and are therefore regarded as non-independent Directors with effect from 1 January 2022 by the automatic operation of the "9-year rule" under Rule 210(5)(d)(iii) of the SGX-ST Listing Manual (which took effect from 1 January 2022). The Board believes that the continued appointment of Mr Hsieh and Mr Banerjee (who have both, over time, gained valuable insights into the Company and accumulated vast institutional knowledge) as non-independent Directors is especially critical for continuity in the current COVID-19 situation as the Company continues to navigate its way through the pandemic.

The non-executive Directors set aside time, at least once a year, to meet without the presence of Management to review the latter's performance in meeting goals and objectives, or to discuss any other relevant matters. Feedback is also provided by each Director in a formal Board Evaluation Questionnaire conducted annually. The feedback is compiled in a report to the Nominating Committee and the Board for review. All Directors have demonstrated objectivity in their deliberations in the best interests of the Company.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER (PRINCIPLE 3)

The Chairman, Mr Peter Seah, and the CEO, Mr Goh Choon Phong, are not related to each other. There is an appropriate division of responsibilities between the Chairman and the CEO, which ensures a balance of power within the Company. It also increases accountability and greater capacity of the Board for independent decision-making.

The Chairman leads the Board and is responsible for its workings and proceedings. He plays a crucial role in fostering constructive dialogue amongst shareholders, the Board and Management. The Chairman leads the Company's drive to achieve and maintain a high standard of corporate governance with the full support of the Directors, Management and Company Secretary.

The CEO, assisted by the Management Committee, makes strategic proposals to the Board and oversees the execution of the Board's decisions. He also oversees the execution of the Company's corporate and business strategies and policies, and the conduct of its business.

BOARD MEMBERSHIP (PRINCIPLE 4)
BOARD PERFORMANCE (PRINCIPLE 5)

Board Committees

The six Board committees formed to assist the Board in the execution of its responsibilities are:

- the Board Executive Committee,
- the Board Audit Committee,
- the Board Compensation and Industrial Relations Committee,
- the Board Nominating Committee,
- the Board Safety and Risk Committee and
- the Customer Experience, Technology and Sustainability Committee.

Each Board committee has been constituted with its own clear written terms of reference (the "Charter"). The Charter sets out the relevant Board committee's compositions, authorities, duties and operating procedures, including reporting back to the Board. The Charters are reviewed periodically. These Charters and the committees' work thereunder are described briefly below.

(A) Board Executive Committee ("ExCo")

The members of the ExCo are Mr Peter Seah (Chairman), Mr Goh Choon Phong, Mr Gautam Banerjee and Mr Hsieh Tsun-yan. Under its Charter, the ExCo's main responsibility is overseeing the execution by Management of the overall strategy, policies, directions and guidelines set by the Board for the SIA Group. The ExCo's duties also include reviewing and making recommendations to the Board on proposed transactions above a certain materiality threshold and matters relating to the Group's wholly-owned subsidiaries. The ExCo is authorised to approve transactions up to a designated materiality threshold and to make decisions on routine financial, operational and administrative matters. The ExCo also functions as the Share Buy Back Committee of the Company.

(B) Board Audit Committee ("AC")

The AC comprises Mr Yeoh Oon Jin (Chairman with effect from 1 January 2022, member with effect from 1 August 2021), Mr Gautam Banerjee (Chairman up to and including 31 December 2021, member with effect from 1 January 2022), Mr Hsieh Tsun-yan, Mr Dominic Ho, Ms Goh Swee Chen and Ms Jeanette Wong (with effect from 1 June 2021). Four out of six members of the AC are independent Directors. All the AC members are non-executive Directors. The role and responsibilities of the AC under its Charter are described in the section on "Audit Committee" (Principle 10) as shown on pages 86 to 88.

(C) Board Safety and Risk Committee ("BSRC")

The members of the BSRC are Mr Dominic Ho (Chairman), Mr Peter Seah, Mr Lee Kim Shin and Mr David Gledhill. All members of the BSRC are independent non-executive Directors. Under its Charter, the functions of the BSRC include ensuring that systems and programmes in the Group comply with regulatory requirements and are in accordance with the best practices of the aviation industry; reviewing regular reports on safety performances; reviewing accident investigation findings and recommendations; and advising Management and reporting to the Board on safety issues.

The BSRC also oversees the risk governance framework and risk management system, including reviewing key risks and controls put in place by Management. This is further described in the section on "Risk Management and Internal Controls" (Principle 9) as shown on pages 85 to 86.

CORPORATE GOVERNANCE REPORT

(D) Board Nominating Committee ("NC")

The members of the NC are Mr Peter Seah (Chairman), Mr Lee Kim Shin and Ms Goh Swee Chen. All members of the NC are independent non-executive Directors.

(D1) Appointment and Re-election of Directors

Under its Charter, the NC's responsibilities and duties include considering and making recommendations to the Board concerning the appointment and re-election of Directors, and determining the independence of the Directors. The NC's recommendations are based on a review of the range of expertise, skills and attributes of current Board members and the needs of the Board, taking into account the Company's future business direction, the tenure of service, as well as the contribution and commitment of each Board member. Board rejuvenation is a guiding principle in determining the need for new appointees to the Board.

With regard to the selection of new Directors, the NC evaluates the balance of skills, knowledge and experience on the Board and, arising from such evaluation, determines the role and the desirable competencies for a particular appointment to enhance the existing Board composition, taking into account diversity criteria. At least one member of the NC meets with the short-listed Board candidates in person or via video/audio-only call to assess their suitability and availability. The NC then makes recommendations to the Board for approval.

Newly appointed Directors serve an initial term of three years, after which they may be considered for nomination for re-election for another term(s). Their nominations are subject to the recommendations of the NC.

The Company's Constitution provides that at each Annual General Meeting of the Company, one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third are required to retire from office and are eligible for re-election. Retiring Directors are selected on the basis of those who have been longest in office since their last re-election, failing which they shall be selected by agreement. The CEO, in his capacity as a Board Director, is also subject to retirement and re-election in accordance with the Constitution of the Company.

New Directors appointed in the year are subject to retirement and re-election by shareholders at the next Annual General Meeting after their appointment. All new appointments and re-elections require the approval of the Special Member, the Minister for Finance.

(D2) Evaluation of Board Performance

For FY2021/22, the NC had commissioned a formal evaluation of the Board and its board committees. The process involved sending questionnaires for feedback from the Directors. The evaluation confirmed that the Board and its board committees were generally functioning effectively and performing well, within a highly competitive and challenging environment. The performance of individual Directors was reviewed by the Chairman and the NC, while the Chairman's performance was reviewed by the rest of the Board.

(D3) Directors' Commitment

The NC has reviewed the contribution by the Directors individually, taking into account their listed company board representations and other principal commitments. The NC and the Board are of the view that setting a maximum number of listed company board representations a Director should have, is not meaningful, as the contribution of each Director would depend on the Director's individual circumstances, including whether he or she has a full time vocation or other responsibilities. Notwithstanding the number of listed company board representations and other principal commitments which the Directors held, the NC was of the view that they were able to devote sufficient time and attention to the affairs of the Company.

(D4) Directors' Training

Under its Charter, the NC's responsibilities include reviewing the training and professional development programmes for the Board, whether for new or existing Directors. Board Directors understand the Company's business and their directorship duties (including their roles as executive, non-executive, independent and non-independent Directors). They are provided with opportunities to develop and maintain their skills and knowledge at the Company's expense.

Board meetings may include presentations by senior executives, external experts and industry leaders on strategic issues relating to specific business areas. For FY2021/22, Board members attended briefings on the Singapore Aviation Ecosystem, future aviation technologies, challenges facing the airline industry and its recovery trajectory in the light of the COVID-19 pandemic, the Group's transformation strategy (including digitalisation efforts, business development opportunities, etc.) as well as other related topics. Guest speakers included a senior Airbus executive.

A Director without prior experience as a director of an issuer listed on SGX-ST is also required to attend training programmes conducted by the Singapore Institute of Directors on the roles and responsibilities of directors, as prescribed by SGX-ST.

(E) Board Compensation and Industrial Relations Committee ("BCIRC")

The BCIRC is chaired by Mr Peter Seah, and comprises Mr Hsieh Tsun-yan, Mr Simon Cheong and Ms Jeanette Wong (with effect from 29 July 2021). All members of the BCIRC are independent non-executive Directors, except Mr Hsieh Tsun-yan.

In accordance with its responsibilities and duties under its Charter, the BCIRC reviews and recommends for the Board's approval the general framework of remuneration for the Board and Relevant Key Management Personnel. The BCIRC also recommends the specific remuneration packages for each Director and Relevant Key Management Personnel and administers the Company's Profit Sharing Bonus ("PSB"), EVA-based Incentive Plan ("EBIP"), Performance Share Plan ("PSP"), Restricted Share Plan ("RSP") and Strategic Share Award ("SSA") for Senior Management. The award of shares to Senior Management is based on organisational and individual performance. The BCIRC retains and may exercise discretion when determining the link amongst remuneration, performance and value creation. Professional advice is sought by the BCIRC, as it deems necessary, in the development and execution of the remuneration plan for the Company's Senior Management. For FY2021/22, Carrots Consulting Pte Ltd was engaged as a remuneration consultant to provide professional advice on human resource matters. The principal consultant providing such services was Mr Johan Grundlingh. Carrots Consulting only provides remuneration consulting services to the Company, and has no other relationship with the Company.

Leadership development and succession planning in the Company remain a key focus for the BCIRC. The Company has in place an annual review of high potential executives, to ensure an adequate pipeline for succession planning in key management positions. Such high potential executives will be given exposure to key jobs in the organisation, as part of their career development.

The Company continues to put much emphasis on maintaining harmonious industrial relations and in this regard, the BCIRC plays an important role in providing appropriate guidance to Management. The Company's three unions, namely AESU representing the Executives, ALPA-S representing the Pilots, and SIASU representing the Associates and Cabin Crew, hold regular meetings with Management and Chairman of BCIRC.

(F) Customer Experience, Technology and Sustainability Committee ("CETSC")

The members of the CETSC are Mr Simon Cheong (Chairman), Mr David Gledhill, Ms Goh Swee Chen and Mr Goh Choon Phong. With the exception of Mr Goh, all the members of the CETSC are non-executive Directors.

The CETSC, formerly known as the Customer Experience and Technology Committee, was formed in January 2019 to provide more focus on enhancing the Company's customer experience. Subsequently in February 2020, this committee was renamed as the Customer Experience, Technology and Sustainability Committee. This reflects the committee's expanded role in overseeing sustainability matters, as delegated by the Board.

Under its Charter, the CETSC provides advice and guidance to enhance the customer experience of the business by focusing on the development of products, policies, processes and people skills. Digitalisation, technology and innovation may also be explored to drive the customer experience enhancement. Further, under its Charter, the CETSC exercises oversight as well as provides advice and guidance on the overall strategic roadmap for sustainability.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS
PROCEDURES FOR DEVELOPING REMUNERATION POLICIES (PRINCIPLE 6)
LEVEL AND MIX OF REMUNERATION (PRINCIPLE 7)

Remuneration Philosophy and Principles

SIA's Remuneration Policies for Senior Management are based on the following principles:

Philosophy	Principles
Shareholder and Business Alignment	• Build sustainable value creation and unlock wealth creation to align with shareholder interests • Enhance retention of Senior Management • Provide sound and structured funding to ensure affordability and cost-effectiveness of compensation system in line with value-added and wealth-added goals
Motivate Right Behaviours	• Pay for performance – align, differentiate and balance rewards according to multiple dimensions of performance • Strengthen line-of-sight linking rewards and performance goals • Robust target setting taking into account shareholder expectations over foreseeable performance horizon and commensurate with reward levels • Motivating for right level of risk taking and executive behaviour in age of disruptive technology and business transformation
Fair and Appropriate	• Ensure remuneration is competitive relative to the appropriate talent markets • Manage internal equity so that remuneration system is perceived as fair across the Group • Balance interests of both internal and external stakeholders • Provide for BCIRC and Board discretion to reward reasonably (both up and down) in the event of unintended outcomes
Effective Implementation	• Maintain rigorous corporate governance standards • Exercise appropriate flexibility to meet strategic business needs and practical implementation considerations • Facilitate employee understanding to maximise the value of the remuneration programs
Support Sustainability Agenda	• Align performance-related remuneration with the interests of shareholders and other stakeholders • Promote the long-term success of the Company • Disclose relationships amongst remuneration, performance and value creation for shareholders and other stakeholders

In the event of any misstatement of financial results or of misconduct resulting in financial loss to the Company as deemed by the BCIRC, the BCIRC may, in its absolute discretion, reclaim unvested incentive components of remuneration from Senior Management.

Relationship Amongst Remuneration, Performance and Value Creation for Shareholders and Other Stakeholders

The relationship amongst remuneration, performance and value creation at SIA is shown below:

VALUE CREATION PROCESS AT SIA

1 — 6 Capital Inputs[1]
Using all forms of capital in the company to produce value

2 — Value Drivers
Identifying key value drivers, performance measures and targets

3 — Value Creation for Stakeholders
Defining value creation outcomes, performance measures and targets

Inputs → **Key Value Drivers (KPIs)** → **Value Creation (Outcomes)**

Inputs

- Financial Capital
- Human Capital
- Social & Relationship Capital
- Intellectual Capital
- Natural Capital
- Manufactured Capital

Key Value Drivers (KPIs)

Financials
SIA Group's Return on Shareholders' Funds, Operating Expenditure, Aircraft and Non-Aircraft Related CAPEX, Liquidity, Cargo Revenue

Non-Financials/ESG
Network Deployment, Operational Readiness, Net Promoter Score (NPS), PPS/KF Engagement, High Severity Incidents, Employee Engagement

Value Creation (Outcomes)

FOR SHAREHOLDERS

Achieving **Economic Value Added (EVA)*** by generating operating profit which meets the Cost of Invested Capital over the long term and successful transformation. Suspended and replaced with Group NOPAT for COVID recovery period until end FY2022/23

Shareholders' wealth creation (based on absolute and relative Total Shareholder Return[2] (TSR))

FOR OTHER STAKEHOLDERS

Sustainable value creation for other stakeholders (employees, customers, suppliers, communities)

ALIGNMENT WITH SIA SENIOR MANAGEMENT COMPENSATION

Supported by SIA Senior Management Total Compensation Philosophy

- Stakeholders & Business Alignment
- Motivate Right Behaviours
- Fair, Appropriate & Market Competitive
- Effective Implementation
- Supports Sustainability Agenda
- Reflect SIA's business strategies and core values

Senior Management Incentive Pay Programmes • PSB • EBIP • RSP • PSP • SSA

By selecting performance targets based on a balance of drivers and outcomes, the Board ensures that SIA Senior Management are paid **not only for value already created (i.e. outcomes)** but **for performance in generating/creating future value (i.e. drivers).**

[1] *As per the International Integrated Reporting <IR> Framework*
[2] *Includes share price change and dividend yields*
* *To be suspended until firm COVID recovery occurs*

CORPORATE GOVERNANCE REPORT

Remuneration Mix

SIA's remuneration mix for Senior Management comprises salary, variable components and benefits. Variable components comprise short term and long term incentives, which are dependent on Group, Company and individual performance. The remuneration mix aims to provide a good balance between competitiveness with the market, as well as rewards for short term and long term objectives.

Fixed Component for Senior Management ("Salary")

The fixed component comprises Base Salary and the Annual Wage Supplement ("AWS"). The fixed components are benchmarked to comparable positions in the market, and reflect the market worth of the positions.

In line with the Company's measures to mitigate the impact of COVID-19 on the international aviation industry, Base Salary cuts were implemented for Senior Management. Base Salary cuts of 30% for CEO, 25% for Executive Vice Presidents ("EVPs") and 20% for Senior Vice Presidents ("SVPs") were implemented from 1 April 2020, and subsequently adjusted to 35% for CEO, 30% for EVPs, and 25% for SVPs from 1 August 2020.

As of 1 August 2021, there was a Company-wide restoration of 10% in respect of the Monthly Variable Component ("MVC") for all employees, including Senior Management. The remaining pay cuts are to be restored in FY2022/23 subject to ongoing COVID recovery.

Variable Components for Senior Management

(A) Cash Incentive Plans ("Bonuses")

This comprises the following components:

(A1) Profit-Sharing Bonus ("PSB")

The PSB targets are designed to achieve a good balance of both Group financial objectives and the Company's operating performance. Payment of the variable bonus is based on the Group and the Company achieving the target levels set for each of the Key Performance Indicators ("KPIs") stated below and taking into account individual performance:

- SIA Group's Return on Shareholders' Funds
- SIA Company's Operating Profit Margin
- SIA Company's Passenger Load Factor

Individual performance objectives aligned to the overall strategic, financial and operational goals of the Company are set at the beginning of each financial year and are cascaded down to a select group of key Senior Management staff using Individual Performance Scorecards, creating alignment between the performance of the Group, Company and the individual. While these performance objectives and weightages are different for each executive, they are assessed on the same principles across the following four broad categories of targets:

- Financial and Business
- Customer and Operations
- People and Organisational Development
- Transformation and Strategic Projects

For FY2020/21 and onwards, the Individual Performance Scorecard categories include COVID recovery cost management and operational initiatives with Transformation and Strategic Projects weighing 50% and the remaining categories weighing 50% subject to BCIRC discretion at the end of the financial year. ESG metrics are also included in the Individual Performance Scorecards.

The PSB Payout is capped at three times of monthly base salary based on SIA Group and Company Performance in respect of the CEO and Senior Management. After the assessment of the Individual Performance Scorecards at the end of a performance year, an Individual Performance Rating is determined and is subsequently used to modify the PSB Payout within the range of 0% to 150%.

For FY2021/22 there is NIL PSB payout due to COVID impact.

(A2) Economic Value Added ("EVA")-based Incentive Plan ("EBIP")

The EBIP rewards for sustainable shareholder value creation over the medium term achieved by growing profits, deploying capital efficiently and managing the risk profile and risk time horizon of an airline business. A portion of the annual performance-related bonus of key Senior Management is tied to the EVA achieved by the Group. Under the plan, one-third of the accumulated EBIP, comprising the EBIP declared in respect of the financial year and the balance of such bonus brought forward from preceding years (which comprises multiple years of incentive dollars retained in the EBIP Bank Balance), is paid out in cash each year. The remaining two-thirds are carried forward in the individual executive's EBIP Bank Balance. Amounts in the EBIP Bank Balance are at risk because any negative EBIP declared will result in an offset against the current EBIP Bank Balance. This mechanism encourages key Senior Management to work for sustainable EVA and to adopt strategies that are aligned with the long term interests of the Group.

In determining the final EBIP payouts, the BCIRC considers overall Group performance and relevant market remuneration benchmarks.

The rules of the EBIP are subject to review by the BCIRC, which has the discretion, under the authority of the Board, to amend the rules where appropriate and relevant to the business conditions.

The BCIRC had recommended and the Board approved the suspension of new EBIP funding for FY2020/21 to FY2022/23 due to the impact of the Covid-19 pandemic on the airline industry.

(A3) Value Creation Recovery Plan ("VCRP")

VCRP is an interim incentive for FY2021/22 to FY2022/23 subject to the Board's discretion to motivate Senior Management to restore the company to profitability. Under the plan, a percentage of positive Group NOPAT will be shared with the Senior Management subject to a funding cap. Payout will be made after the end of each financial year.

For FY2021/22, there was no VCRP payout due to the COVID impact.

(B) Share Incentive Plans

This comprises the following three components:

(B1) The SIA Performance Share Plan 2014 ("PSP 2014")

The PSP 2014 is a share-based incentive scheme established with the objective of rewarding, motivating, and retaining a select group of key Senior Management staff who shoulder the responsibility for the Group's performance and who are able to drive the growth of the Group through innovation, creativity and superior performance. Awards under the PSP 2014 are performance-based, with stretched targets.

Under the PSP 2014, an initial award is made in the form of rights to shares, provided performance targets are met. Annual awards are made based on individual performance of Senior Management staff. The final award, which can vary between 0% to 200% of the initial award, depends on stretched value-aligned performance targets. The targets are based on absolute and relative Total Shareholder Return ("TSR") targets to be met over the performance period of three financial years (with equal weightage). The absolute TSR is based on outperformance against Cost of Equity. The relative TSR is based on outperformance of a selected peer group of leading full service carriers as decided by the BCIRC. The above performance measures are selected as key measurements of wealth creation for shareholders.

The final award will cliff vest after completion of the performance period.

An initial award of FY2021/22 PSP was granted during the financial year under consideration in July 2021.

Due to the impact of COVID-19, the Group has attained an achievement factor which is reflective of partially meeting the pre-determined target performance level for the FY2019/20 PSP awards granted based on the performance period from FY2019/20 to FY2021/22 and shares will cliff vest accordingly.

CORPORATE GOVERNANCE REPORT

(B2) The SIA Restricted Share Plan 2014 ("RSP 2014")

The RSP 2014 is targeted at a broader base of selected employees and enhances the Company's ability to recruit and retain talented employees, as well as to reward for Group, Company and individual performance. To retain these employees, an extended vesting period of a further two years is imposed beyond the initial one-year performance period.

Under the RSP 2014, an initial award is made in the form of rights to shares, provided performance conditions are met in future. Annual grants are made based on position level and individual performance of the key executives selected to participate in the RSP 2014. Final awards may vary between 0% to 150% of the initial award based on the newly designed Company Operational Performance Scorecard ("COPS") for FY2021/22. The performance measures are selected as they are aligned with annual COVID recovery initiatives focused on cost management and operational metrics. The final award is subject to extended vesting, with one-third of the final award vesting at the end of the one-year performance period, and the balance to be vested equally over the next two years.

An initial award of FY2021/22 RSP was granted during the financial year under consideration in July 2021.

Due to the ongoing COVID recovery, the Group has attained an achievement factor which is reflective of exceeding the pre-determined target performance level for the FY2021/22 RSP awards granted based on the performance period of FY2021/22 only and shares will commence vesting accordingly. Previous final awards of RSP continued to vest during the financial year.

(B3) Strategic Share Award ("SSA")

To motivate and reward for COVID response and recovery, the Strategic Share Award under the RSP 2014 has been implemented. It is established with the objective of rewarding, motivating and retaining a select group of key Senior Management staff throughout the COVID recovery period.

Under the 2nd SSA, an initial award was granted in July 2021 in the form of rights to shares taking into account Senior Management's efforts with regards to COVID recovery and mitigation as assessed by the BCIRC.

The 3rd SSA supports the three financial year strategic plan for continuing COVID recovery and will be granted in July 2022.

Under the SSA, 50% of the final award vests upon grant and the balance vests in equal tranches over the next two years. An additional 20% equity kicker is awarded upon final vesting for retention purposes.

Under the PSP 2014 and RSP 2014, the total number of shares which may be delivered (whether in the form of shares or cash in lieu of shares) is subject to a maximum limit of 5% of the total number of issued shares (excluding treasury shares). In addition, the total number of shares under awards to be granted under the PSP 2014 and RSP 2014 from the forthcoming Annual General Meeting to the next Annual General Meeting (the "Relevant Year") shall not exceed 0.5% of the total number of issued shares (excluding treasury shares) from time to time (the "Yearly Limit"). However, if the Yearly Limit is not fully utilised during the Relevant Year, any unutilised portion of the Yearly Limit can be used for grants of awards in subsequent years.

The SIA Employee Share Option Plan ("ESOP") expired in 2010. Details of the PSP 2014 and RSP 2014 can be found on pages 102 to 105 of the Directors' Statement.

Share Ownership Guideline for Senior Management

Senior Management are required to hold a portion of the shares released to them under a share ownership guideline which requires them to maintain a beneficial ownership stake in the Company, thus further aligning their interests with shareholders.

Compensation Risk Assessment

Under the Practice Guidance, the compensation system should take into account the risk policies of the Company, be symmetric with risk outcomes and be sensitive to the time horizon of risks. The BCIRC has reviewed the various compensation risks that may arise and introduced mitigating policies to better manage risk exposures identified. The BCIRC will also undertake periodic reviews of the compensation-related risks in future.

Pay-for-Performance Alignment

In performing the duties as required under its Charter, the BCIRC ensures that remuneration paid to the CEO and Relevant Key Management Personnel is strongly linked to the achievement of business and individual performance targets.

The performance targets as determined by the BCIRC are set at realistic yet stretched levels each year to motivate a high degree of business performance with emphasis on both short-term and long-term quantifiable objectives.

Due to the COVID impact on SIA, the BCIRC has suspended a review of the Pay-for-Performance Alignment study, which examines annually the adequate linkage of executive remuneration to the performance of the Company, until the airline industry stabilises.

Non-executive Directors' Fees

As approved by the shareholders at the Annual General Meeting in July 2020, Non-executive Directors will receive approximately 70% of the total directors' fees in cash and approximately 30% of the total directors' fees in the form of restricted shares which are governed by the terms of RSP 2014.

As the restricted shares are granted in lieu of directors' remuneration in cash, the shares will be granted outright as fully paid shares with no performance conditions attached and no vesting periods imposed. To encourage the alignment of interests with the interests of shareholders, Non-executive Directors would eventually be required to hold shares (including shares obtained by other means) worth a minimum of the annual basic retainer fees (currently $90,000) as the shares, paid out to them as part of their remuneration in lieu of cash, accumulate over time.

A Non-executive Director who steps down before the date of payment of his share component will receive all Directors' fees (calculated on a pro-rated basis, where applicable) in cash. A Non-executive Director who steps down from the Board may sell all SIA shares one year after leaving the Board.

The Non-executive Directors maintained a voluntary 30% fee reduction for FY2021/22 given the COVID impact.

The Non-excecutive Directors' total fees in respect of FY2021/22 amounted to $1,561,961 [FY2020/21: $1,365,700] and were based on the following rates before the application of the 30% fee reduction:

		Rates($)
Board Retainers	Board Member	90,000
	Chairman's all-in-fee	750,000
Committee Retainers	Chairman of Executive Committee and Audit Committee	60,000
	Chairman of Safety and Risk Committee and Compensation and Industrial Relations Committee	45,000
	Member of Executive Committee and Audit Committee and Chairman of Nominating Committee and Customer Experience, Technology and Sustainability Committee	35,000
	Member of Safety and Risk Committee and Compensation and Industrial Relations Committee	25,000
	Member of Nominating Committee and Customer Experience, Technology and Sustainability Committee	20,000
Attendance Fees	Home – City	5,000
	In – Region	10,000
	Out – Region	20,000
	Teleconference – normal hours	1,000
	Teleconference – odd hours	2,000

Individual Non-executive Director total fees will be computed based on the above, with a 30% fee reduction applying and will be settled in approximately 70% cash and 30% outright share awards.

CORPORATE GOVERNANCE REPORT

DISCLOSURE ON REMUNERATION (PRINCIPLE 8)

Disclosure on Directors' Remuneration

The Company reports cash incentives for CEO and Key Management Personnel based on funding arising or allocated to individuals in respect of the reporting financial year under consideration (i.e. "Declared Basis").

The following table shows the composition of the remuneration of the Directors for FY2021/22.

	Fees							
Directors	**Cash Component $**	**Share Component $**	**Total Fees $**	**Salary $**	**Bonuses $**	**Shares $**	**Benefits[4] $**	**Total $**
Peter Seah Lim Huat	367,500	157,500	525,000	-	-	-	49,220	574,220
Gautam Banerjee	97,878	41,947	139,825	-	-	-	672	140,497
Simon Cheong Sae Peng	85,750	36,750	122,500	-	-	-	624	123,124
Dominic Ho Chiu Fai	97,020	41,580	138,600	-	-	-	-	138,600
Hsieh Tsun-yan	86,730	37,170	123,900	-	-	-	2,110	126,010
Lee Kim Shin	76,930	32,970	109,900	-	-	-	-	109,900
David John Gledhill	79,870	34,230	114,100	-	-	-	-	114,100
Goh Swee Chen	81,340	34,860	116,200	-	-	-	1,884	118,084
Jeanette Wong Kai Yuan (wef 1 June 2021)	69,110	29,618	98,728	-	-	-	336	99,064
Yeoh Oon Jin (wef 1 August 2021)	51,246	21,962	73,208	-	-	-	672	73,880
Goh Choon Phong[5] Declared Basis	-	-	-	1,000,450[1]	0[2]	2,432,000[3]	153,591	3,586,041

1 *Refers to Base Salary with 35% cut (from 1 April 2021) and 25% cut (from 1 August 2021) as part of Company-wide COVID-19 cost-cutting measures, and Annual Wage Supplement for FY2021/22.*

2 *The PSB is NIL and the EBIP funding is suspended.*

3 *Based on the Accounting Fair Values of RSP ($4.890), PSP ($6.670) and SSA ($4.890) granted on a contingent basis in FY2021/22.*

4 *Includes transport allowance, travel benefits and employer CPF contributions where relevant.*

5 *As Chief Executive Officer, Mr Goh Choon Phong does not receive any Director's fees.*

Disclosure on Relevant Key Management Personnel's Remuneration

The following table shows the composition of the remuneration of the Relevant Key Management Personnel (who are not the CEO and hold the rank of Executive Vice President and above) for FY2021/22.

Relevant Key Management Personnel		Fee %	Salary[1] %	Bonuses[2] %	Shares[3] %	Benefits[4] %	Total %
Between $1,500,000 and $1,750,000							
Mak Swee Wah[5]	Declared Basis	0	32	0	63	5	100
Between $1,250,000 and $1,500,000							
Lee Lik Hsin[5]	Declared Basis	0	32	0	61	7	100
Tan Kai Ping[5]	Declared Basis	0	32	0	61	7	100

1 *Refers to Base Salary with 30% cut (from 1 April 2021) and 20% cut (from 1 August 2021) as part of Company-wide COVID-19 cost-cutting measures, and Annual Wage Supplement for FY2021/22.*

2 *The PSB is NIL and the EBIP funding is suspended.*

3 *Based on the Accounting Fair Values of RSP ($4.890), PSP ($6.670) and SSA ($4.890) granted on a contingent basis in FY2021/22.*

4 *Includes transport allowance, travel benefits and employer CPF contributions where relevant.*

5 *The above table reflects the remuneration of the employees who hold the rank of Executive Vice President and above, who are the Relevant Key Management Personnel of the Company.*

For FY2021/22, the aggregate total remuneration paid to the Relevant Key Management Personnel (who are not the CEO) amounted to $4,417,549.

For FY2021/22, there were no termination, retirement or post-employment benefits granted to Directors, the CEO and Relevant Key Management Personnel other than the standard contractual notice period termination payment in lieu of service, and the industry standard post-retirement travel benefits for the CEO and Relevant Key Management Personnel.

There were no employees who were substantial shareholders of the Company, or were immediate family members of a Director, the CEO or a substantial shareholder of the Company and whose remuneration exceeded $100,000, during FY2021/22.

ACCOUNTABILITY AND AUDIT
RISK MANAGEMENT AND INTERNAL CONTROLS (PRINCIPLE 9)

The Board, through its announcements of first quarter and third quarter business updates, as well as half-year and full-year results, aims to provide shareholders with a balanced and understandable assessment of the Company's performance and prospects. Management provides the Board with monthly management accounts for the Board's review.

The Company has clear policies and guidelines for dealings in securities by Directors and employees. The Company imposes a trading embargo on its Directors and employees from trading in its securities for the period of two weeks before the announcement of first-quarter and third-quarter financial results/business updates; and a period of one month before the announcement of half-year and full-year financial results. In addition, Directors and employees are cautioned to observe the insider trading laws at all times; and to avoid dealing in the Company's securities for short-term considerations.

CORPORATE GOVERNANCE REPORT

Risk Management and Internal Controls

The Board has overall responsibility for the governance of risk. To assist the Board in discharging its responsibility, the BSRC oversees the risk governance framework and risk management system, including reviewing key risks and controls put in place by Management. The AC also provides oversight of the financial reporting risk and the adequacy and effectiveness of the Group's internal control systems.

To support the BSRC, a dedicated Risk Management Department looks into and oversees the Group's risk management framework. In addition, the Legal, Compliance and Secretariat Department manages certain key regulatory compliance policies. The Statement on Risk Management can be found on pages 70 to 71.

Annually, a report is submitted by the Risk Management Department to the Board, which provides a comprehensive review of the risks faced by the Group. The review includes the identification of risks overseen by the main Board and its various Board committees, as well as the current assessment and outlook of the various risk factors. The Department also performs risk prioritisation and ensures risk mitigation plans are reviewed by Management.

The Board had received assurance from the CEO and Executive Vice President Finance & Strategy that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances.

The Board had also received assurance from the CEO and Executive Vice President Finance & Strategy (who, in turn, received assurance from the members of the Group Management Committee) that the Group's risk management and internal control systems were adequate and effective to address financial, operational, information technology and compliance risks, which the Group considers relevant and material to its operations.

Having reviewed the risk management practices and activities of Singapore Airlines, the Board, with the concurrence of the BSRC, is of the opinion that the Group's risk management system was adequate and effective as at 31 March 2022.

Based on the internal controls established and maintained by the Group, work performed by the internal and external auditors, and reviews performed by Management and various Board Committees, the Board with the concurrence of the AC, is of the opinion that the Group's internal controls and risk management systems were adequate and effective as at 31 March 2022 to address financial, operational, information technology and compliance risks, which the Group considers relevant and material to its operations.

The Board notes that the system of internal controls and risk management provides reasonable, but not absolute, assurance that the Group will not be affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. In this regard, the Board also notes that no system can provide absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, fraud or other irregularities.

AUDIT COMMITTEE (PRINCIPLE 10)

The AC's activities for FY2021/22, in accordance with its responsibilities and duties under its Charter, included the matters set out below. To discharge its responsibilities and duties, the AC has full access to, and the co-operation of, Management. The AC also has full discretion to invite any Director or executive officer to attend its meetings, and has been given adequate resources to discharge its functions. The AC meets with the internal and external auditors without the presence of non-audit Management every quarter.

(A) Financial Reporting

The AC reviewed the quarterly business updates, as well as the half-year and annual financial statements, and financial announcements required by SGX-ST for recommendation to the Board for approval. The review focused on changes in accounting policies and practices, major judgemental and risk areas, significant adjustments resulting from the audit, the going concern assumption, compliance with accounting standards, compliance with SGX-ST and other legal requirements. The AC keeps itself apprised of changes in accounting policies and guidelines through scheduled regular updates by the external auditors, of such, in meeting agendas.

(B) Financial Matters

In the review of the financial statements for FY2021/22, the following significant matters impacting the financial statements were reviewed by the AC and discussed with Management and the external auditors:

Significant Matters	How the AC Reviewed These Matters
Accounting for carrying values of aircraft and related assets	The AC reviewed and is satisfied with the reasonableness of Management's judgement and assumptions used in identifying surplus aircraft and determining their resultant fair values, and forming the accounting estimates underpinning the assessment of the recoverable amount of the full service and cargo operations ("FSC") and low cost airlines ("LCC") cash generating units ("CGUs"). The AC is satisfied with the resultant carrying values of the aircraft and related assets.
Accounting for passenger and cargo revenue	The AC considered and is satisfied with the processes and controls in place for recording revenue within passenger and cargo revenue systems. The AC considered and is satisfied that the accounting for passenger and cargo revenue was appropriate.

(C) External Audit

The AC discussed with the external auditors the audit plan, and the report on the audit of the year-end financial statements; reviewed the external auditor's management letter and Management's responses thereto; and reviewed the external auditor's objectivity and independence from Management and the Company. In assessing independence, the AC reviewed the fees and expenses paid to the external auditors, including fees paid for non-audit services during the year. The AC is of the opinion that the auditor's independence has not been compromised.

The AC considered the information provided by the external auditors under the Audit Quality Indicators Disclosure Framework issued by the Accounting and Corporate Regulatory Authority in evaluating the performance and effectiveness of the external auditors.

The AC has also received communication from the external auditors that they have nothing significant to report with reference to the other financial or non-financial information in the Annual Report as defined in the Singapore Standard of Auditing 720.

The Company has complied with Rules 712 and 715 of the SGX-ST Listing Manual in relation to the appointment of its auditors.

(D) Risk Management

The AC reviewed the adequacy and effectiveness of the Group's material internal controls (including financial, compliance, operational and information technology controls) and risk management framework, to safeguard the interests of the Group and its shareholders.

The Risk Management processes adopted are also audited periodically by the Internal Audit Division and their adequacy and effectiveness reported to the AC accordingly.

(E) Interested Person Transactions

The AC reviewed interested person transactions to ensure compliance with the SGX-ST Listing Manual and the Shareholders' Mandate obtained at the last Annual General Meeting.

(F) Whistle-blowing

The AC reviewed and is satisfied with the adequacy of the whistle-blowing programme instituted by the Group through which concerns about possible improprieties in financial reporting or other matters may be safely raised, independently investigated and followed up in a timely and appropriate manner. Under the whistle-blower programme, all staff including Management are responsible for reporting any suspected wrongdoing. In addition, they are required to comply with the Staff Regulations, which set out the code of conduct and discipline expected of them. This includes upholding professional integrity, maintaining confidentiality, reporting any conflict of interest, and whistle-blowing. The Group is committed to ensure protection of the whistle-blower against detrimental or unfair treatment. All information received is treated confidentially to protect the identity of whistle-blowers. Anonymous disclosures are accepted. Employees who reported in good faith will be protected from reprisal. All whistle-blower reports are reviewed by the AC at its quarterly meetings to ensure independent assessment, investigation and adequate resolution.

CORPORATE GOVERNANCE REPORT

(G) Internal Audit

The Internal Audit function is designed to provide reasonable assurance about the adequacy, effectiveness and efficiency of operations controls; the reliability of the financial information processes; compliance with applicable laws and regulations; and compliance with policies and procedures of the Group.

The Internal Audit Division is an independent division that reports directly to the AC. The division adopts a systemic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes by conducting risk-based audits and information technology audits across the Group. SIA's Internal Audit Division also performs analyses of data and transactions periodically on selected areas that are more susceptible to fraud risk.

Annually, the AC evaluates the adequacy of the internal audit resources and effectiveness of the Internal Audit function. SIA's Internal Audit is provided unfettered access to all the Group's documents, records, properties and personnel, including access to the AC. It is free from any undue influence that would impair its ability to discharge its responsibilities objectively and has appropriate standing within the Group. All significant audit findings and recommendations made by Internal Audit are reported to the Audit Committee. Significant issues are discussed during the AC meetings. Internal Audit follows up on all recommendations to ensure that Management has implemented the recommendations in a timely manner, and reports the results to the AC every quarter.

SIA's Internal Audit is a member of the Singapore Chapter of the Institute of Internal Auditors ("IIA") and meets the Standards for the Professional Practice of Internal Auditing set by the IIA. SIA's Internal Audit Division is staffed by persons with relevant qualifications and experience. Information Technology audits are managed by internal auditors who are Certified Information System Auditors. The professional competence of SIA's Internal Audit is maintained or upgraded through training programmes, conferences and seminars that provide updates on auditing techniques and regulations. Quality assessment reviews are carried out at least once in five years by external qualified professionals. The last review was completed in FY2019/20. The quality assessment review concluded that the Internal Audit function generally conforms with the IIA standards.

(H) Control Self-Assessment

The Control Self-Assessment ("CSA") Programme established since FY2003/04 provides a framework for Management to obtain assurance on the state of internal controls. The CSA Programme requires operating departments' management to review and report annually on the adequacy of their respective units' control environment to the AC. The Internal Audit Division performed independent and random reviews during the year to validate the results of these self-assessments.

SHAREHOLDER RIGHTS AND ENGAGEMENT
SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS (PRINCIPLE 11)
ENGAGEMENT WITH SHAREHOLDERS (PRINCIPLE 12)

Singapore Airlines is committed to continually strengthen its relationship with the investing community and believes in timely and consistent disclosure of pertinent, price-sensitive and/or trade-sensitive information to enable a transparent assessment of the Company's value. The Company holds analyst and media briefings when announcing half-year and full-year results.

As a result of meeting restrictions imposed during the COVID-19 outbreak, the Company organised conference calls instead of physical briefings for analysts and media in May 2021 (for the FY2020/21 results) and in November 2021 (for the first half of FY2021/22 results), and subsequently uploaded the audio recordings on the Company's website under the Investor Relations section. The Company published the transcripts of the Question and Answer segment on SGXNet and the Analyst Briefing webpage.

All financial results, as well as price-sensitive and trade-sensitive information, are released in a timely manner through various media, including disclosures via SGXNet and press releases posted on the Company's website. The Company's website is an important source of information for shareholders and the investing community. Quarterly business updates, half-year and full-year results announcements, news releases, presentation slides, monthly operating statistics, annual reports, sustainability reports and other key facts and figures about the Company are available on the Investor Relations website.

The Company values dialogue with the investing community, and the Investor Relations Department frequently engages with analysts and investors through conference calls and emails. The team also actively participates in investor conferences to keep the investing community abreast of relevant developments. A dedicated investor relations email address (investor_relations@singaporeair.com.sg) is maintained for shareholders or investors to reach out to the Company for queries.

Since the onset of the COVID-19 pandemic, SIA has taken proactive steps to secure financial sustainability in the face of an unprecedented crisis in the aviation industry. The Company actively shored up liquidity in response to the impact of COVID-19 on SIA's operations by undertaking a Rights Issue of new ordinary shares and the first tranche of the mandatory convertible bonds in May 2020. A year later, the Company undertook the issuance of the second tranche of the mandatory convertible bonds. Information and documents pertaining to the Rights Issue (2020 and 2021) can be found on the SIA Rights Issue webpage.

When the Company undertook the Rights Issue in 2020, many shareholders faced challenges subscribing to the Rights Issue in the middle of Singapore's circuit breaker period. To enable an alternative mode of subscription during such period, the Company teamed up with DBS Bank to roll out a digital portal that allowed shareholders to make payments for share subscriptions from the safety of their homes using their mobile banking app or internet banking. This initiative was recognised with the award for the Best Crisis Management Solution at Treasury Today Asia's Adam Smith Awards Asia 2021.

The Company's commitment to corporate transparency and investor relations was also recognised in 2020 when Singapore Airlines received the 2019 ASEAN Corporate Governance Scorecard Award for the ASEAN Asset Class PLCs (Singapore) category.

Conduct of General Meetings

All Board members attend the shareholders' meetings of the Company, whether in person or virtually. To foster deeper engagement with shareholders, the CEO presents an overview of the key strategies of the Company and other related matters at the start of shareholders' meetings, regardless whether such meetings are held physically or virtually. This enables shareholders to develop more informed views on matters affecting the Company. Shareholders are given the opportunity to raise questions prior to, and at, the meetings. Shareholders are also informed of the voting procedures in advance. The minutes of the last shareholders' meeting are made available on the Company's website within one month of the date of such meeting.

(A) Virtual Meetings

Due to the COVID-19 pandemic in Singapore, the annual general meetings for the financial years ended 31 March 2020 and 31 March 2021, and the extraordinary general meeting held on 30 April 2020 in relation to the proposed Renounceable Rights Issue and the Proposed Issuance of Additional Mandatory Convertible Bonds, were convened and held fully by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.

Shareholders participated in the virtual meetings by observing and/or listening to the proceedings of the meeting via "live" audio-visual webcast or "live" audio-only stream. Shareholders submitted questions to the Chairman of the Meeting in advance of, or "live" at, the meeting; and voted by appointing the Chairman of the Meeting as proxy to vote on their behalf. The poll voting results were reviewed by the independent scrutineer engaged by the Company.

Answers to the shareholders' questions were posted on the Company's website and SGXNet before the shareholders' meeting. In addition, the minutes record substantial and relevant queries received from shareholders "live" at the meeting and responses given thereto by the Chairman, Board members and/or Management.

(B) Physical Meetings

Prior to the COVID-19 pandemic in Singapore, Board members together with Key Management Personnel were present in person at physical general meetings. To enhance transparency in the voting process, the Company has, since FY2008/09, implemented full poll voting for all the resolutions tabled at its shareholders' meetings. Singapore Airlines appoints an independent external party as scrutineer for the electronic poll voting process. Prior to the shareholders' meeting, the scrutineer reviews the proxies and electronic poll voting system, and attends the proxy verification process. This ensures that the proxy and poll voting information are compiled correctly.

The poll voting results, including the number and percentage of votes cast for and against each of the resolutions tabled at the shareholders' meeting, are presented to the shareholders. The poll voting results are filed with SGX on the same day as the meeting.

MANAGING STAKEHOLDER RELATIONSHIPS
ENGAGEMENT WITH STAKEHOLDERS (PRINCIPLE 13)

The Company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationship with such groups. These arrangements as well as strategies and key areas of focus in relation to the management of stakeholder relationships are set out in the Company's Sustainability Report. In particular for the key supplier stakeholder group, SIA meets the SATS Group periodically to develop stronger business relationships.

The Company maintains a corporate website to communicate and engage with external stakeholders such as customers, shareholders and investors, and an intranet for employee stakeholder engagement. Various other channels such as mobile applications are also employed to communicate and engage with relevant stakeholder groups.

Other Matters

Lenders to SIA are to note that all bank transactions undertaken by any Group Company must be properly authorised, including the opening of new bank accounts and any proposed credit facilities. Each Group Company has its own approval limits and procedures for every banking transaction, having regard to the nature of the transaction concerned. These approval limits and procedures are updated from time to time and are available on request. The bankers of each Group Company should always verify, in accordance with the verification process set out in the applicable procedures, that the transaction is properly authorised.

MEMBERSHIP AND ATTENDANCE OF SINGAPORE AIRLINES LIMITED BOARD OF DIRECTORS AND BOARD COMMITTEE MEMBERS

FOR THE PERIOD FROM 1 APRIL 2021 TO 31 MARCH 2022

Name of Directors	Board		Board Executive Committee		Board Audit Committee		Board Compensation and Industrial Relations Committee		Board Safety and Risk Committee		Board Nominating Committee		Customer Experience, Technology and Sustainability Committee	
	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended
Peter Seah Lim Huat	4	4	7	7	-	-	3	3	4	4	4	4	-	-
Goh Choon Phong	4	4	7	7	-	-	-	-	-	-	-	-	4	4
Gautam Banerjee	4	4	7	7	4	4	-	-	-	-	-	-	-	-
Simon Cheong Sae Peng	4	4	-	-	-	-	3	3	-	-	-	-	4	4
Dominic Ho Chiu Fai	4	4	-	-	4	4	-	-	4	4	-	-	-	-
Hsieh Tsun-yan	4	4	7	7	4	4	3	3	-	-	-	-	-	-
Lee Kim Shin	4	4	-	-	-	-	-	-	4	4	4	4	-	-
David John Gledhill	4	4	-	-	-	-	-	-	4	4	-	-	4	4
Goh Swee Chen	4	4	-	-	4	4	-	-	-	-	4	4	4	4
Jeanette Wong Kai Yuan[1]	3	3	-	-	3	3	2	2	-	-	-	-	-	-
Yeoh Oon Jin[2]	2	2	-	-	2	2	-	-	-	-	-	-	-	-

1 *Ms Jeanette Wong Kai Yuan joined the Board and Board Audit Committee on 1 June 2021, and the Board Compensation and Industrial Relations Committee on 29 July 2021.*

2 *Mr Yeoh Oon Jin joined the Board and Board Audit Committee on 1 August 2021.*

FURTHER INFORMATION ON BOARD OF DIRECTORS

PETER SEAH LIM HUAT, aged 75

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Business Administration (Honours),
University of Singapore

Date of first appointment as a director:
1 September 2015
Date of appointment as Chairman:
1 January 2017
Date of last re-election as a director:
29 July 2019

Board Committee(s) Served on:

Board Executive Committee	Chairman
Board Compensation and Industrial Relations Committee	Chairman
Board Nominating Committee	Chairman
Board Safety and Risk Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. DBS Group Holdings Ltd	Chairman

Other Principal Commitments

Organisation/Company	Title
1. DBS Bank Ltd	Chairman
2. DBS Bank (Hong Kong) Limited	Chairman
3. LaSalle College of the Arts Limited	Chairman
4. STT Communications Ltd	Deputy Chairman
5. Fullerton Financial Holdings Pte Ltd	Deputy Chairman
6. Asia Mobile Holdings Pte Ltd	Director
7. GIC Private Limited	Director
8. Council of Presidential Advisers	Member

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Singapore Health Services Pte Ltd	Chairman
2. Level 3 Communications Inc*	Director
3. StarHub Ltd*	Director

GOH CHOON PHONG, aged 58

Executive and non-independent Director

Academic and Professional Qualifications:
Master of Science in Electrical Engineering and Computer Science
Bachelor of Science in Computer Science & Engineering
Bachelor of Science in Management Science
Bachelor of Science in Cognitive Science
Massachusetts Institute of Technology, United States of America

Date of first appointment as a director:
1 October 2010
Date of last re-election as a director:
27 July 2020

Board Committee(s) Served on:

Board Executive Committee	Member
Customer Experience, Technology and Sustainability Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. Mastercard Incorporated	Director
2. SIA Engineering Company Limited	Director

Other Principal Commitments

Organisation/Company	Title
1. Budget Aviation Holdings Pte. Ltd.	Chairman
2. Association of Asia Pacific Airlines	Vice Chairman and Board Executive Committee Member
3. International Air Transport Association	Member, Board of Governors
4. National University of Singapore	Member, Board of Trustees
5. Massachusetts Institute of Technology Presidential CEO Advisory Board	Member

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. International Air Transport Association	Chairman, Board of Governors

** Listed Company*

FURTHER INFORMATION ON BOARD OF DIRECTORS

GAUTAM BANERJEE, aged 67

Non-executive and non-independent Director

Academic and Professional Qualifications:

Bachelor of Science in Accounting and Financial Analysis, *University of Warwick, United Kingdom*
Fellow of the Institute of Chartered Accountants, *England and Wales*
Fellow of the Institute of Chartered Accountants, *Singapore*

Date of first appointment as a director:
1 January 2013
Date of last re-election as a director:
29 July 2021

Board Committee(s) Served on:

Board Audit Committee	Member (as Chairman until 31 December 2021)
Board Executive Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. Singapore Telecommunications Limited	Director

Other Principal Commitments

Organisation/Company	Title
1. Blackstone Group	Senior Managing Director
2. Blackstone Singapore Pte Ltd	Chairman
3. Singapore Institute of International Affairs	Advisor
4. GIC Private Limited	Director
5. Singapore Centre for Social Enterprise Ltd (raiSE)	Chairman
6. The Conference Board (Singapore) Ltd	Chair, Asia Advisory Board
7. Blackstone Treasury Asia Pte Limited	Director
8. BTO LT Hold Pty Ltd	Director
9. Defence Science and Technology Agency	Director
10. Blackstone Advisors India Private Limited	Director
11. MAS Financial Centre Advisory Panel	Member
12. National University of Singapore	Pro-Chancellor
13. Singapore Indian Development Association	Term Trustee, Board of Trustees
14. The Friends of the University of Warwick, Singapore	Trustee
15. The Stephen A. Schwarzman Scholars Trust	Trustee

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Listings Advisory Committee, Singapore Exchange	Chairman
2. Singapore Business Federation	Vice Chairman
3. EDBI Pte Ltd	Director
4. Piramal Enterprises Limited, India*	Director
5. The Indian Hotels Company Limited*	Director
6. Singapore Legal Service Commission	Director
7. Nanyang Business School	Member, Advisory Board
8. Yale-NUS College	Member, Governing Board
9. Council of the Board for the Teaching and Testing of South Asian Languages	Member

** Listed Company*

SIMON CHEONG SAE PENG, aged 65

Non-executive and independent Director

Academic and Professional Qualifications:

Master of Business Administration in Finance and Investments, *George Washington University, United States of America*

Bachelor of Science in Civil Engineering, *University of Washington, United States of America*

Date of first appointment as a director:
1 June 2017

Date of last re-election as a director:
27 July 2020

Board Committee(s) Served on:

Customer Experience, Technology and Sustainability Committee	Chairman
Board Compensation and Industrial Relations Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. AVJennings Limited	Chairman

Other Principal Commitments

Organisation/Company	Title
1. SC Global Developments Pte. Ltd.	Founder and Chairman
2. Cheong SP Holdings Pte Ltd	Director
3. MYK Holdings Pte. Ltd.	Director

DAVID JOHN GLEDHILL, aged 60

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Science in Computing and Electronics,
University of Durham, United Kingdom

Date of first appointment as a director:
1 September 2018
Date of last re-election as a director:
29 July 2019

Board Committee(s) Served on:

Board Safety and Risk Committee	Member
Customer Experience, Technology and Sustainability Committee	Member

Principal Commitments

Organisation/Company	Title
1. Sygnum Bank AG	Technology Advisor
2. National University of Singapore Institute of Systems Science	Board Member
3. Quark Consulting Ltd	Director
4. Singapore Ministry of Finance ICT Advisory Panel	Advisory Committee Member

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. DBS Bank Ltd	Group Chief Information Officer and Head of Group Technology & Operations
2. Lloyds Banking Group	Group Chief Operating Officer
3. McKinsey & Company	Senior Advisor
4. ANZ Bank	Board Advisor
5. Singapore Management University School of Information Systems	Board Advisor
6. Bank of Ireland	Technology Advisor
7. Bank of New Zealand	Technology Advisor
8. Singapore Clearing House Pte Ltd	Director
9. IBM Board of Advisors	Member
10. National Super Computing Centre Steering Committee	Member
11. National University of Singapore School of Computing	Advisory Committee Member
12. Singapore Clearing House Association	Committee Member

GOH SWEE CHEN, aged 61

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Science in Information Science,
Victoria University of Wellington, New Zealand
Master of Business Administration,
University of Chicago, United States of America

Date of first appointment as a director:
1 January 2019
Date of last re-election as a director:
29 July 2019

Board Committee(s) Served on:

Board Audit Committee	Member
Customer Experience, Technology and Sustainability Committee	Member
Board Nominating Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. Woodside Petroleum Ltd	Director

Other Principal Commitments

Organisation/Company	Title
1. Institute for Human Resource Professionals Limited	Chairperson
2. National Arts Council	Chairperson
3. Nanyang Technological University	Chairperson
4. Global Compact Network Singapore	President
5. Carbon Solutions Holdings Pte Ltd	Director
6. Carbon Solutions Investments Pte Ltd	Director
7. Carbon Solutions Platform Pte Ltd	Director
8. Carbon Solutions Services Pte Ltd	Director
9. JTC Corporation	Director
10. Resilience Collective Ltd	Director
11. Singapore Power Limited	Director
12. Legal Service Commission	Member
13. Singapore Research, Innovation and Enterprise Council	Member
14. Centre for Liveable Cities Advisory Panel	Member

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Shell group of companies in Singapore	Chairperson
2. Singapore National Employers Federation	Vice President
3. CapitaLand Investment Limited*	Director
4. CapitaLand Limited** (now known as CapitaLand Group Pte. Ltd.)	Director
5. Singapore International Chamber of Commerce	Director
6. Human Capital Leadership Institute Pte Ltd	Director
7. Centre for Liveable Cities Limited	Director
8. Singapore University of Technology & Design	Trustee

** Listed Company*

*** Delisted from the official list of the Singapore Exchange Securities Trading Limited on 21 September 2021.*

FURTHER INFORMATION ON BOARD OF DIRECTORS

DOMINIC HO CHIU FAI, aged 71

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Business Administration and Master of Science,
University of Houston, United States of America

Date of first appointment as a director:
1 May 2017
Date of last re-election as a director:
29 July 2021

Board Committee(s) Served on:

Board Safety and Risk Committee	Chairman
Board Audit Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. Hang Lung Properties Limited	Director

Other Principal Commitments

Organisation/Company	Title
1. DBS Bank (China) Limited	Chairman
2. DBS Bank (Hong Kong) Limited	Director

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Underwriters Laboratories Inc.	Director

HSIEH TSUN-YAN, aged 69

Non-executive and non-independent Director

Academic and Professional Qualifications:
Master of Business Administration,
Harvard University, United States of America
Bachelor of Science in Mechanical Engineering,
University of Alberta, Canada

Date of first appointment as a director:
1 September 2012
Date of last re-election as a director:
27 July 2020

Board Committee(s) Served on:

Board Audit Committee	Member
Board Compensation and Industrial Relations Committee	Member
Board Executive Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. Manulife Financial Corporation, Canada	Director

Other Principal Commitments

Organisation/Company	Title
1. LinHart Group Pte Ltd	Chairman
2. Manulife US Real Estate Management Pte Ltd	Chairman
3. Dyson Holdings Pte. Ltd.	Director
4. Lee Kuan Yew School of Public Policy, Singapore	Professor (Practice)
5. National University of Singapore Business School	Professor (Practice) And Member, Management Advisory Board
6. Singapore Institute of Management Group Limited	Vice Chairman and Director
7. Singapore Health Services Pte Ltd	Director
8. The Manufacturers Life Insurance Company	Director

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Singapore Institute of Management Holdings Pte Ltd	Director
2. Duke-NUS Medical School Singapore	Member, Governing Board
3. Institute of Policy Studies Academic Panel, Singapore	Member

LEE KIM SHIN, aged 61

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Laws (Honours),
National University of Singapore

Date of first appointment as a director:
1 September 2016
Date of last re-election as a director:
29 July 2021

Board Committee(s) Served on:

Board Nominating Committee	Member
Board Safety and Risk Committee	Member

Principal Commitments

Organisation/Company	Title
1. Allen & Gledhill LLP	Counsel
2. Epimetheus Limited	Director
3. Goh Foundation Limited	Director
4. Singapore Institute of Legal Education	Director
5. Singapore Power Limited	Director
6. Duke-NUS Medical School Singapore	Member, Governing Board
7. Yellow Ribbon Fund	Member

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. Singapore Institute of Directors	Member, Governing Council
2. Allen & Gledhill Regulatory & Compliance Pte Ltd	Chairman
3. Eastern Development Holdings Pte. Ltd.	Director
4. Eastern Development Private Limited	Director

JEANETTE WONG KAI YUAN, aged 62

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Business Administration,
National University of Singapore
Master of Business Administration,
University of Chicago, United States of America

Date of first appointment as a director:
1 June 2021
Date of last re-election as a director:
29 July 2021

Board Committee(s) Served on:

Board Audit Committee	Member
Board Compensation and Industrial Relations Committee	Member

Current Directorships in Other Listed Companies

Organisation/Company	Title
1. UBS Group AG	Director
2. Prudential plc	Director

Other Principal Commitments

Organisation/Company	Title
1. UBS AG	Director
2. PSA International Pte Ltd	Director
3. JTC Corporation	Director
4. NUS Business School	Chairperson, Management Advisory Board
5. National University of Singapore	Member, Board of Trustees
6. Securities Industry Council	Member
7. CareShield Life Council	Chairperson

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

Organisation/Company	Title
1. EssilorLuxottica, France*	Director
2. FFMC Holdings Pte. Ltd.	Director
3. Fullerton Fund Management Company Ltd	Director
4. University of Chicago Booth School of Business	Advisory Member, Asia Cabinet of the Global Advisory Board

** Listed Company*

FURTHER INFORMATION ON BOARD OF DIRECTORS

YEOH OON JIN, aged 61

Non-executive and independent Director

Academic and Professional Qualifications:
Bachelor of Commerce (Accounting),
University of Birmingham, United Kingdom
Fellow of the Institute of Chartered Accountants,
England and Wales
Fellow of the Institute of Chartered Accountants,
Singapore

Date of first appointment as a director:
1 August 2021
Date of last re-election as a director:
Not applicable

Board Committee(s) Served on:

Board Audit Committee	Chairman

Past Directorships/Principal Commitments Held Over the Preceding 5 Years

	Organisation/Company	Title
1.	Singapore Press Holdings Limited*	Director
2.	JTC Corporation	Director
3.	PricewaterhouseCoopers LLP	Executive Chairman and Partner
4.	PricewaterhouseCoopers Services LLP	Partner
5.	PricewaterhouseCoopers Singapore Pte Ltd	Director
6.	PricewaterhouseCoopers GHRS Pte Ltd	Director
7.	PricewaterhouseCoopers Nominees Pte Ltd	Director
8.	PricewaterhouseCoopers CM Services Pte Ltd	Director
9.	PricewaterhouseCoopers Business Advisory Services Pte Ltd	Director
10.	PricewaterhouseCoopers Holdings Singapore No. 1 Pte. Ltd.	Director
11.	PricewaterhouseCoopers Holdings Singapore No. 2 Pte. Ltd.	Director
12.	PwC International Assignment Services Holdings Pte Ltd	Director
13.	PricewaterhouseCoopers WMS Holdings Pte Ltd	Director
14.	PricewaterhouseCoopers WMS Pte Ltd	Director
15.	PricewaterhouseCoopers Consulting Holdings (S) Pte Ltd	Director
16.	PricewaterhouseCoopers Consulting (Singapore) Pte Ltd	Director
17.	PricewaterhouseCoopers Consulting (Myanmar) Pte Ltd	Director
18.	PwC Consulting Services (M) Sdn Bhd	Director
19.	PwC Consulting Associates (M) Sdn Bhd	Director
20.	PwC Consulting Myanmar Co. Limited	Director
21.	PT PricewaterhouseCoopers Consulting Indonesia	Director
22.	PricewaterhouseCoopers Consulting (Thailand) Ltd	Director
23.	PricewaterhouseCoopers Consulting (Vietnam) Limited	Director
24.	PricewaterhouseCoopers ASEANZ Pty Limited	Director
25.	Shared Services for Charities Ltd	Director
26.	Singapore Institute of International Affairs	Council Member

Current Directorships in Other Listed Companies

	Organisation/Company	Title
1.	Singapore Exchange Limited	Director

Other Principal Commitments

	Organisation/Company	Title
1.	Singapore Land Authority	Chairman
2.	Singapore Business Federation	Vice Chairman
3.	Singapore Health Services Pte Ltd	Director
4.	Trust Bank Singapore Limited	Director
5.	Kidney Dialysis Foundation	Director
6.	Lien Foundation	Independent Governor
7.	Monetary Authority of Singapore - Corporate Governance Advisory Committee	Member

** Delisted from the official list of the Singapore Exchange Securities Trading Limited on 13 May 2022.*

FINANCIAL REPORT

FINANCIAL CONTENT

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 2022.

In our opinion:

(a) the financial statements set out on pages 113 to 214 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 2022, 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 (Independent)
Goh Choon Phong	Chief Executive Officer
Gautam Banerjee	(Non-Independent)
Simon Cheong Sae Peng	(Independent)
David John Gledhill	(Independent)
Goh Swee Chen	(Independent)
Dominic Ho Chiu Fai	(Independent)
Hsieh Tsun-yan	(Non-Independent)
Lee Kim Shin	(Independent)
Jeanette Wong Kai Yuan	(Independent) (Appointed on 1 June 2021)
Yeoh Oon Jin	(Independent) (Appointed on 1 August 2021)

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..

	Direct interest		Deemed interest	
Name of Director	**1 April 2021 or at date of appointment**	**31 March 2022**	**1 April 2021 or at date of appointment**	**31 March 2022**
Interest in Singapore Airlines Limited				
<u>Ordinary shares</u>				
Peter Seah Lim Huat	126,200	157,200	–	–
Goh Choon Phong	3,074,209	3,408,955	–	–
Gautam Banerjee	36,550	44,850	–	–
Simon Cheong Sae Peng	32,975	40,175	–	–
David John Gledhill	20,400	26,400	–	–
Goh Swee Chen	18,550	25,350	–	–
Dominic Ho Chiu Fai	31,900	39,300	–	–
Hsieh Tsun-yan	31,850	39,250	–	–
Lee Kim Shin	19,800	26,000	–	–
Jeanette Wong Kai Yuan	–	–	16,500+	16,500+

DIRECTORS' STATEMENT

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

	Direct interest		Deemed interest	
Name of Director	**1 April 2021 or at date of appointment**	**31 March 2022**	**1 April 2021 or at date of appointment**	**31 March 2022**
Interest in Singapore Airlines Limited (continued)				
Conditional award of restricted shares (note 1)				
Goh Choon Phong – Base Awards	106,000	102,850	–	–
– Final Awards (Pending Release)	51,669	77,792	–	–
Conditional award of performance shares (note 2)				
Goh Choon Phong – Base Awards	386,927	424,110	–	–
Conditional award of deferred restricted shares (note 3)				
Goh Choon Phong – Base Awards	33,113	–	–	–
Conditional award of transformation restricted shares (note 4)				
Goh Choon Phong – Final Awards	29,451	–	–	–
Conditional award of strategic restricted shares (note 5)				
Goh Choon Phong – Final Awards (Pending Release)	93,350	123,225	–	–
Singapore Airlines 2020 Mandatory Convertible Bond due 2030				
Goh Swee Chen	$3,835	$3,835	–	–
Jeanette Wong Kai Yuan	–	–	$19,470[+]	$19,470[+]
Singapore Airlines 2021 Mandatory Convertible Bond due 2030				
Peter Seah Lim Huat	–	$150,000	–	–
Goh Choon Phong	–	$500,000	–	–
Goh Swee Chen	–	$38,769	–	–
Lee Kim Shin	–	$41,382	–	–
Simon Cheong Sae Peng	–	$68,917	–	–
Jeanette Wong Kai Yuan	–	–	–	$34,485[+]
Singapore Airlines $430 million 3.13% Notes due 2026				
Yeoh Oon Jin	$250,000	$250,000	–	–
Interest in Ascendas India Trust				
Units				
Gautam Banerjee	120,000	120,000	–	–
Interest in Ascendas Real Estate Investment Trust				
Units				
Gautam Banerjee	20,000	20,000	–	–
David John Gledhill	–	39,000	–	–
Jeanette Wong Kai Yuan	–	–	350,000[+]	150,000[+]
Interest in CapitaLand Integrated Commercial Trust				
Units				
Peter Seah Lim Huat	189,976	250,751	–	–
Goh Choon Phong	4,824	10,237	–	–
Gautam Banerjee	120,000	120,000	–	–
Goh Swee Chen	–	6,451	–	773[*]
Jeanette Wong Kai Yuan	–	–	–	2,320[+]

DIRECTORS' STATEMENT

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

	Direct interest		Deemed interest	
Name of Director	**1 April 2021 or at date of appointment**	**31 March 2022**	**1 April 2021 or at date of appointment**	**31 March 2022**
Interest in CapitaLand Investment Limited^				
Ordinary shares				
Peter Seah Lim Huat	–	392,928^	–	–
Goh Choon Phong	–	35,000^	–	–
Goh Swee Chen	–	41,709^	–	5,000*^
Jeanette Wong Kai Yuan	–	–	–	15,000+^
Interest in CapitaLand Limited^ (now known as CapitaLand Group Pte. Ltd.)				
Ordinary shares				
Peter Seah Lim Huat	392,928^	–	–	–
Goh Choon Phong	35,000^	–	–	–
Goh Swee Chen	29,592^	–	5,000*^	–
Jeanette Wong Kai Yuan	–	–	15,000+^	–
Interest in CapitaLand Retail China Trust				
Units				
Peter Seah Lim Huat	106,872	106,872	–	–
Simon Cheong Sae Peng	–	–	245,000#	245,000#
Jeanette Wong Kai Yuan	–	–	225,000+	225,000+
Interest in CapitaLand Treasury Limited				
$500 million 3.08% Notes due 2027				
Yeoh Oon Jin	$250,000	$250,000	–	–
Interest in Olam International Limited				
$400 million 4.00% Notes due 2026				
Yeoh Oon Jin	$250,000	$250,000	–	–
Interest in Mapletree Industrial Trust				
Units				
Simon Cheong Sae Peng	–	–	90,000#	91,252#
Jeanette Wong Kai Yuan	–	–	34,800+	–
Interest in Mapletree North Asia Commercial Trust				
Units				
Simon Cheong Sae Peng	–	–	295,000#	805,494**
Interest in Mapletree Global Student Accommodation Private Trust				
Units in Class A (USD)				
Goh Choon Phong	4,823	4,823	–	–
Units in Class B (GBP)				
Goh Choon Phong	4,823	4,823	–	–
Interest in SembCorp Marine Limited@				
Ordinary shares				
Peter Seah Lim Huat	–@	6,001,792	–	–
Interest in Singapore Technologies Engineering Limited				
Ordinary shares				
Peter Seah Lim Huat	545,325	545,325	–	–
Goh Choon Phong	6,000	6,000	–	–

DIRECTORS' STATEMENT

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

Name of Director	Direct interest 1 April 2021 or at date of appointment	Direct interest 31 March 2022	Deemed interest 1 April 2021 or at date of appointment	Deemed interest 31 March 2022
Interest in Singapore Telecommunications Limited				
Ordinary shares				
Peter Seah Lim Huat	1,667	1,667	1,550*	1,550*
Goh Choon Phong	1,610	1,610	–	–
Goh Swee Chen	–	–	5,000*	5,000*
Hsieh Tsun-yan	–	–	47,000*	47,000*
Lee Kim Shin	190	190	–	–
Jeanette Wong Kai Yuan	17,821	17,821	–	–
Interest in StarHub Limited				
Ordinary shares				
Peter Seah Lim Huat	308,992	308,992	300,000*	300,000*
Interest in Telechoice International Limited				
Ordinary shares				
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.*

\# *Directors' deemed interests arise from holdings held by corporations in which the Director has a controlling interest.*

** *Director's deemed interests arise from 500,000 units held by his spouse and 305,494 units held by a corporation in which the Director has a controlling interest.*

@ *Sembcorp Marine Limited became a related corporation effective from 11 November 2021.*

^ *Under the scheme of arrangement between CapitaLand Limited ("CL") (now known as CapitaLand Group Pte. Ltd.) and CLA Real Estate Holdings Pte. Ltd. ("CLA") which became effective on 15 September 2021, all CL shares held by the eligible shareholders of CL were transferred to CLA and, for each CL share held by such eligible shareholder of CL as at the record date, he/she/it received one issued and paid-up ordinary share in the capital of CapitaLand Investment Limited ("CIL"), 0.154672686 units in CapitaLand Integrated Commercial Trust and $0.951 in cash. CIL was listed on the SGX-ST by introduction on 20 September 2021 and CL was subsequently delisted from the SGX-ST on 21 September 2021.*

Notes:

1. 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.

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 at the end of three years from the date of the grant of the award. At the end of the vesting period, an additional number of shares equivalent to the Base Award multiplied by the accumulated dividend yield (based on the sum of SIA share dividend yields declared with ex-dividend dates occurring during the vesting period) will vest.

4. The Awards of fully paid ordinary shares will partially vest after a one-year performance period commencing from the date of the grant of the award. The actual number of Final Awards will range from 0% to 200% of the Base Awards and will vest over three years with 50% vesting after the end of the first year, 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.

5. 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.

DIRECTORS' STATEMENT

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

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 date of appointment if later, or at the end of the financial year.

Changes in the above-mentioned interests between the end of the financial year and 21 April 2022 are as follows:

	Direct interest		Deemed interest	
Name of Director	**1 April 2022**	**21 April 2022**	**1 April 2022**	**21 April 2022**
Interest in CapitaLand Investment Limited				
<u>$400 million 3.33% Fixed Rate Senior Notes due 2027</u>				
Goh Choon Phong	–	$250,000	–	–
Interest in CapitaLand Retail China Trust				
<u>Units</u>				
Peter Seah Lim Huat	106,872	110,181	–	–

4 Equity Compensation Plans of the Company

The Company has in place the SIA Restricted Share Plan ("RSP") and the SIA Performance Share Plan ("PSP").

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

Peter Seah Lim Huat	Chairman (Independent)
Simon Cheong Sae Peng	(Independent)
Hsieh Tsun-yan	(Non-Independent)
Jeanette Wong Kai Yuan	(Independent) (Appointed on 29 July 2021)

<u>RSP and PSP</u>

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

At the Extraordinary General Meeting held on 30 July 2014, shareholders approved the adoption of the RSP and PSP. The duration of the RSP and PSP is 10 years each, commencing 30 July 2014. At the Annual General Meeting held on 27 July 2018, shareholders approved alterations to the RSP to enable non-executive Directors of the Company and/or its subsidiaries to participate in the RSP (in addition to employees, including executive Directors of the Company and/or its subsidiaries).

Under the RSP, 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 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.

Under the PSP, 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 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 and PSP.

One-third of the RSP Final Awards of fully paid ordinary shares will be released to the participants upon vesting. The balance will be released equally over the subsequent two years with fulfilment of service requirements. For the transformation awards of restricted shares granted in July 2018 under the RSP, half of the Final Awards of fully paid ordinary shares will be released to the participants upon vesting. 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.

DIRECTORS' STATEMENT

4 Equity Compensation Plans of the Company (continued)

RSP and PSP (continued)

For the strategic awards of restricted shares granted in July 2020 and July 2021 under the RSP, 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 Final Awards of fully paid ordinary shares will be released to the participants at the end of the three-year performance period. For the financial year under review, all RSP and PSP Final Awards released 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 and PSP.

No participant has received 5% or more of the total number of awards granted under the RSP and PSP.

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

1. RSP Share Awards Granted to Non-Executive Directors

During the financial year, an aggregate of 80,300 shares were delivered pursuant to awards granted under the RSP to certain Non-Executive Directors as part of their Directors' Fees for the period 1 April 2020 to 31 March 2021 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 2022	Aggregate share awards granted since commencement of the RSP to end of the financial year under review
Peter Seah Lim Huat	31,000	–	120,000
Gautam Banerjee	8,300	–	34,200
Simon Cheong Sae Peng	7,200	–	28,000
David John Gledhill	6,000	–	26,400
Goh Swee Chen	6,800	–	23,400
Dominic Ho Chiu Fai	7,400	–	39,300
Hsieh Tsun-yan	7,400	–	30,100
Lee Kim Shin	6,200	–	26,000

2. RSP Base Awards

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of RSP to end of financial year under review
Goh Choon Phong	106,000	102,850	106,000	102,850	537,298

DIRECTORS' STATEMENT

4 Equity Compensation Plans of the Company (continued)

3. RSP Final Awards (Pending Release)[R1]

Name of participant	Balance as at 1 April 2021	Final Awards granted during the financial year[#]	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of RSP to end of financial year under review
Goh Choon Phong	51,669	96,460	70,337	77,792	323,126

4. PSP Base Awards[R2]

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of PSP to end of financial year under review	Aggregate ordinary shares released to participant since commencement of PSP to end of financial year under review
Goh Choon Phong	386,927	154,276	117,093	424,110	788,168	99,680

5. Deferred RSP ("DSA")

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

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

Name of participant	Balance as at 1 April 2021	Adjustments^	Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of DSA to end of financial year under review	Aggregate ordinary shares released to participant since commencement of DSA to end of financial year under review
Goh Choon Phong	33,113	1,310	34,423	–	108,902	116,622

6. Transformation RSP ("TSA")[R3]

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

Details of the shares awarded under the transformation RSP to a Director of the Company are as follows:

Name of participant	Balance as at 1 April 2021	Adjustments*	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of TSA to end of financial year under review	Aggregate ordinary shares released to participant since commencement of TSA to end of financial year under review
Goh Choon Phong	29,451	18,760	48,211	–	180,046	119,162

DIRECTORS' STATEMENT

4 Equity Compensation Plans of the Company (continued)

7. Strategic RSP ("SSA")

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

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

(a) SSA Base Awards

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of SSA to end of financial year under review
Goh Choon Phong	–	153,100	153,100	–	339,800

(b) SSA Final Awards (Pending Release) R4

Name of participant	Balance as at 1 April 2021	Final Awards granted during the financial year#	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of SSA to end of financial year under review
Goh Choon Phong	93,350	153,100	123,225	123,225	216,575

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 TSA 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 one-year performance periods relating to the relevant awards.*

R4 *The actual number of SSA 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 accumulated dividend yield 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").

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

DIRECTORS' STATEMENT

6 Audit Committee

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

Yeoh Oon Jin	Independent (Appointed on 1 August 2021 and appointed Chairman on 1 January 2022)
Gautam Banerjee	Non-Independent (Chairman up to 31 December 2021)
Dominic Ho Chiu Fai	Independent
Hsieh Tsun-yan	Non-Independent
Goh Swee Chen	Independent
Jeanette Wong Kai Yuan	Independent (Appointed on 1 June 2021)

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 Board's comments on the adequacy and effectiveness of the Group's internal control systems, and whether it concurs with the Board's 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 Executive Vice President Finance & Strategy 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.

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 and 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 our auditors for the Company, subsidiaries and significant associated companies, we have complied with Rules 712 and 715 of the SGX-ST Listing Manual.

DIRECTORS' STATEMENT

7 Auditors

The external auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board,

PETER SEAH LIM HUAT
Chairman

GOH CHOON PHONG
Chief Executive Officer

Dated this 18th day of May 2022

INDEPENDENT AUDITORS' REPORT

To The Members Of 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 2022, the consolidated profit and loss account, consolidated statements of comprehensive income, changes in equity and 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 a summary of significant accounting policies, as set out on pages 113 to 214.

In our opinion, the accompanying consolidated financial statements of the Group and the statements of financial position and changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act, Chapter 50 ("the Act"), Singapore Financial Reporting Standards (International) ("SFRS(I)s") and International Financial Reporting Standards ("IFRSs") 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 2022 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.

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") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have 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.

INDEPENDENT AUDITORS' REPORT

To The Members Of Singapore Airlines Limited

Accounting for the carrying values of aircraft and related assets

Refer to note 2(h) "Property, plant and equipment", note 2(f)(iv) "Intangible assets – goodwill", note 3(a) "Impairment of property, plant and equipment – aircraft fleet" and note 3(b) "Depreciation of property, plant and equipment – aircraft fleet" for the relevant accounting policy and a discussion of significant accounting estimates.

The key audit matter	How the matter was addressed in our audit
The accounting for the carrying value of aircraft and related assets has a material impact on the Group due to the significant cumulative value of the aircraft and long-lived nature of these assets. The Group regularly reviews its fleet of aircraft to determine if any aircraft are surplus to requirements. If identified as surplus, the aircraft are removed from the Cash Generating Unit ("CGU") and impaired to their respective fair values. The remaining aircraft within the two Cash Generating Units ("CGUs") – the low cost airline ("LCC") and full service and cargo operations ("FSC") were assessed for impairment based on their respective values-in-use. There is inherent uncertainty involved in forecasting and discounting future cashflows. The continued effects of Covid-19 on the openness of international borders, albeit easing as compared to the prior year in Singapore, as well as the associated economic impacts creates additional estimation uncertainty in the value-in-use calculations. The significant estimates and assumptions include future revenues (yield), growth rates, projected aircraft usage, and discount rates for each of the two CGUs. As a result of the high degree of estimation uncertainty and significant judgement involved, this is a key area of focus for our audit.	We held discussions with senior management to understand the rationale and assumptions underpinning the longer-term fleet plan and consider if they were reflected in the value-in-use calculations prepared by Management. We assessed the appropriateness of management's allocation of aircraft and related assets to the FSC and LCC CGUs and the identified surplus aircraft. We held discussions with senior management to understand the significant assumptions used in forming the estimates underpinning the assessment of the recoverable amount of the FSC and LCC CGUs. These significant assumptions include yield, growth rates, projected aircraft usage, and discount rates. We challenged these estimates based on our knowledge of the business, the aviation industry and our understanding of the different possible recovery scenarios of global passenger demand. We corroborated our knowledge and understanding by reading publicly available aviation industry reports relating to the impact that the Covid-19 pandemic is expected to have on global passenger demand, where relevant to the Group, to understand the possible recovery scenarios. We performed sensitivity analyses for both CGUs over certain significant inputs, being yield, long term growth rates and discount rates used in assessing the recoverable amount of the CGUs. We also evaluated the historical accuracy of the assumptions over yield and projected aircraft usage by comparing the forecasts at the end of the previous financial year with the actual outcomes in the current year. We checked the arithmetical accuracy of the computations used in assessing the recoverable amounts of the FSC and LCC CGUs.

Findings

The allocation of aircraft and related assets to the two CGUs are consistent with how Management intended to utilise these assets. Key inputs including yield, growth rates, projected aircraft usage and discount rates used in assessing the recoverable amounts of the FSC and LCC CGUs are subject to significant amounts of volatility and uncertainty. Nevertheless, we found these key inputs underpinning the cashflow projections involved in the computation of the recoverable amount of the FSC and LCC CGUs, to be reasonable in the context of currently available relevant information.

INDEPENDENT AUDITORS' REPORT

To The Members Of Singapore Airlines Limited

Accuracy of passenger and cargo revenues

Refer to note 2(t) 'Revenue' and note 3(c) 'Passenger revenue recognition' for the relevant accounting policy and a discussion of significant accounting estimates.

The key audit matter	How the matter was addressed in our audit
Passenger and cargo sales are not recognised as revenue immediately but are deferred to be recorded at a later time as revenue in the profit and loss account when the related transportation service is provided. Such deferred revenue is presented on the statement of financial position as sales in advance of carriage and is measured based on the sales price to the customer, net of discounts and rebates. With the easing of the Covid-19 imposed travel restrictions, the Group has been able to significantly increase passenger revenue through the increase in passenger numbers and capacity primarily through the launch of Vaccinated Travel Lane ("VTL") arrangements which have been in place from September 2021 to 31 March 2022. Cargo revenues have also increased with increasing cargo capacity deployed and higher yields as compared to pre-pandemic levels. Passenger and cargo revenues are made up of a high volume of individually low value transactions. The amount of revenue to be recognised for each flight as it is flown relies on complex internal IT systems that handle large volumes of transaction data and includes the exchange of information with industry systems and partner airlines. As a result of these complexities, this is a key focus area in our audit.	To check the accuracy of the revenue recorded by the passenger and cargo revenue systems, we tested the relevant IT system controls, including the user access, program change controls and application controls over internal passenger and cargo revenue systems. Our tests of these controls were designed to determine whether these relevant IT systems controls operated as they were designed, and whether they were protected from tampering of data or software logic that would result in inaccurate accounting information relating to passenger and cargo revenues. In addition, relevant IT system controls were tested relating to the completeness of transfers of data between systems, validation checks to identify data errors and the proration of prices to each flight. For passenger revenue, relevant manual controls were also tested to assess the appropriateness of the treatment applied to exceptions and reconciliations of the Group's records with the outputs from shared industry systems and partner airlines. We obtained direct assistance from the Group's internal auditors to test the effectiveness of relevant controls in the passenger revenue accounting process at various overseas stations. Procedures we performed included planning the work to be performed by the Group's internal auditors, identifying the controls to be tested, and reviewing the work of the Group's internal auditors. We checked a sample of passenger and cargo revenue transactions to underlying records including evidence of payment and flight records to assess the accuracy of the revenue recognised. We performed analytical procedures on sales in advance of carriage by developing an expectation using the yearly operating statistics and comparing such expectations with recorded sales in advance of carriage.

Findings

Our testing performed on relevant IT and manual controls over the passenger and cargo revenues systems, the checking of selected revenue transactions to their underlying records, as well as our analytical procedures performed over sales in advance of carriage, did not identify any significant exceptions.

INDEPENDENT AUDITORS' REPORT

To The Members Of Singapore Airlines Limited

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 all other information prior to the date of this auditors' report except for the SIA Group Portfolio, Recovery, Our Transformation Journey, Chairman's Letter to Shareholders, The Year in Review, Environment, Community Engagement, Subsidiaries, Financial Review, Awards, Membership and Attendance of Singapore Airlines Limited, Information on Shareholdings, Additional Information Required by the Singapore Exchange Securities, Network, SIA Cargo, People Development, Corporate Governance Report, and Our Strategy for the Future which are expected to be made available to us after that date.

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

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

If, based on the work we have performed on the other information that we obtained prior to the date of this 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 IFRSs, 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.

INDEPENDENT AUDITORS' REPORT

To The Members Of Singapore Airlines Limited

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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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.

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 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.

KPMG LLP
Public Accountants and
Chartered Accountants

Dated this 18th day of May 2022
Singapore

CONSOLIDATED PROFIT AND LOSS ACCOUNT

For The Financial Year Ended 31 March 2022 (in $ million)

		The Group	
	Notes	FY2021/22	FY2020/21
REVENUE	4	**7,614.8**	3,815.9
EXPENDITURE			
Staff costs	5	**1,473.6**	1,160.5
Fuel costs		**2,189.3**	1,015.5
Fuel hedging ineffectiveness	41(a)	**(78.2)**	214.0
Depreciation	21, 22	**1,927.6**	2,075.9
Impairment of property, plant and equipment	21	**–**	2.0
Amortisation of intangible assets	23	**72.0**	65.8
Aircraft maintenance and overhaul costs		**453.4**	446.4
Commission and incentives		**117.8**	(13.6)
Landing, parking and overflying charges		**451.9**	219.0
Handling charges		**646.8**	394.1
Rentals on leased aircraft		**16.9**	9.8
In-flight meals		**89.5**	10.7
Advertising and sales costs		**120.9**	12.6
Company accommodation and utilities		**35.4**	35.7
Other passenger costs		**56.6**	31.1
Crew expenses		**56.1**	15.0
Impairment of amount owing by a joint venture company		**–**	12.6
Other operating expenses		**594.9**	621.3
		8,224.5	6,328.4
OPERATING LOSS	6	**(609.7)**	(2,512.5)
Finance charges	7	**(391.6)**	(267.9)
Interest income	8	**45.9**	35.4
Impairment of aircraft	21, 22	**(50.5)**	(1,734.3)
Impairment of base maintenance assets	21	**(8.4)**	(36.9)
Impairment of goodwill	23	**–**	(170.4)
Impairment of intangible assets	23	**–**	(11.4)
Surplus/(Loss) on disposal of aircraft, spares and spare engines		**85.9**	(27.0)
Dividends from long-term investments		**4.0**	8.4
Other non-operating items	9	**(49.5)**	(127.8)
Share of profits of joint venture companies		**29.8**	14.0
Share of losses of associated companies		**(145.9)**	(126.8)
LOSS BEFORE TAXATION		**(1,090.0)**	(4,957.2)
TAXATION	10	**141.9**	673.8
LOSS FOR THE FINANCIAL YEAR		**(948.1)**	(4,283.4)
(LOSS)/PROFIT ATTRIBUTABLE TO:			
OWNERS OF THE COMPANY		**(962.0)**	(4,270.7)
NON-CONTROLLING INTERESTS		**13.9**	(12.7)
		(948.1)	(4,283.4)
LOSS PER SHARE (CENTS)	11	**(16.2)**	(102.6)
DILUTED LOSS PER SHARE (CENTS)	11	**(16.2)**	(102.6)

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 2022 (in $ million)

	The Group	
	FY2021/22	**FY2020/21**
LOSS FOR THE FINANCIAL YEAR	**(948.1)**	(4,283.4)
OTHER COMPREHENSIVE INCOME:		
Items that are or may be reclassified subsequently to profit or loss:		
Currency translation differences	**1.7**	(47.5)
Net fair value changes on cash flow hedges	**1,253.3**	1,964.7
Share of other comprehensive income of associated and joint venture companies	**3.1**	6.6
Realisation of reserves on disposal of an associated company	**–**	25.0
Items that will not be reclassified subsequently to profit or loss:		
Actuarial gain/(loss) on revaluation of defined benefit plans	**0.2**	(4.9)
OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR, NET OF TAX	**1,258.3**	1,943.9
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR	**310.2**	(2,339.5)
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:		
OWNERS OF THE COMPANY	**294.9**	(2,317.8)
NON-CONTROLLING INTERESTS	**15.3**	(21.7)
	310.2	(2,339.5)

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

STATEMENTS OF FINANCIAL POSITION

As At 31 March 2022 (in $ million)

	Notes	The Group 31 March 2022	The Group 31 March 2021	The Company 31 March 2022	The Company 31 March 2021
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY					
Share capital	13	**7,180.2**	7,180.2	**7,180.2**	7,180.2
Mandatory convertible bonds	14	**9,691.2**	3,496.1	**9,691.2**	3,496.1
Treasury shares	15	**(106.5)**	(133.2)	**(106.5)**	(133.2)
Other reserves	16	**5,647.0**	5,362.8	**6,730.3**	5,968.8
		22,411.9	15,905.9	**23,495.2**	16,511.9
NON-CONTROLLING INTERESTS		**388.5**	372.2	**–**	–
TOTAL EQUITY		**22,800.4**	16,278.1	**23,495.2**	16,511.9
DEFERRED ACCOUNT		**95.4**	41.0	**95.4**	41.0
DEFERRED TAXATION	17	**1,064.3**	1,032.5	**1,082.8**	1,018.9
LONG-TERM LEASE LIABILITIES		**3,114.8**	2,373.6	**2,387.4**	1,976.1
BORROWINGS	18	**11,405.5**	10,564.8	**11,155.5**	10,264.3
OTHER LONG-TERM LIABILITIES	19	**1,077.7**	506.4	**1,077.7**	496.3
PROVISIONS	20	**1,144.4**	965.1	**503.1**	387.1
DEFINED BENEFIT PLANS		**99.9**	106.6	**99.9**	106.1
		40,802.4	31,868.1	**39,897.0**	30,801.7
Represented by:					
PROPERTY, PLANT AND EQUIPMENT	21	**24,570.6**	23,483.3	**20,642.7**	19,048.1
RIGHT-OF-USE ASSETS	22	**3,290.1**	2,395.7	**2,458.5**	1,983.7
INTANGIBLE ASSETS	23	**303.2**	301.1	**231.0**	229.1
SUBSIDIARY COMPANIES	24	**–**	–	**5,539.6**	5,880.6
ASSOCIATED COMPANIES	25	**805.8**	833.1	**485.2**	332.3
JOINT VENTURE COMPANIES	26	**233.4**	200.2	**32.3**	32.3
LONG-TERM INVESTMENTS	27	**42.6**	49.9	**39.9**	46.6
OTHER LONG-TERM ASSETS	28	**1,737.2**	646.0	**1,615.8**	495.9
CURRENT ASSETS					
Derivative assets	41	**1,402.0**	156.8	**1,402.0**	156.8
Inventories	29	**187.4**	194.9	**142.0**	145.3
Trade debtors	30	**1,566.4**	939.5	**1,407.2**	753.9
Amounts owing by subsidiary companies	30	**–**	–	**0.2**	12.5
Deposits and other debtors	31	**202.5**	117.3	**164.0**	68.5
Prepayments		**93.2**	80.7	**72.9**	61.5
Other short-term assets		**30.4**	29.4	**21.6**	20.9
Investments	32	**406.4**	271.8	**352.5**	216.5
Cash and bank balances	33	**13,762.7**	7,783.0	**13,557.9**	7,512.1
Assets held for sale	21	**37.1**	98.6	**4.4**	25.2
		17,688.1	9,672.0	**17,124.7**	8,973.2
Less: **CURRENT LIABILITIES**					
Borrowings	18	**606.8**	907.1	**539.2**	842.8
Lease liabilities		**567.7**	491.4	**350.1**	315.0
Current tax payable		**153.3**	95.4	**38.8**	76.8
Trade and other creditors	34	**2,733.3**	2,117.2	**2,068.9**	1,511.3
Amounts owing to subsidiary companies	34	**–**	–	**1,629.8**	1,530.7
Sales in advance of carriage	35	**2,107.8**	568.1	**1,997.0**	504.4
Deferred revenue	35	**925.7**	957.8	**925.7**	957.8
Deferred account		**15.9**	16.9	**15.1**	13.8
Derivative liabilities	41	**574.7**	130.4	**571.1**	124.0
Provisions	20	**183.4**	428.9	**137.0**	343.5
		7,868.6	5,713.2	**8,272.7**	6,220.1
NET CURRENT ASSETS		**9,819.5**	3,958.8	**8,852.0**	2,753.1
		40,802.4	31,868.1	**39,897.0**	30,801.7

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 2022 (in $ million)

The Group

	Notes	Share capital	Mandatory convertible bonds	Treasury shares
Balance at 1 April 2021		7,180.2	3,496.1	(133.2)
Comprehensive income				
Currency translation differences	16(b)	–	–	–
Net fair value changes on cash flow hedges	16(d)	–	–	–
Actuarial gain on revaluation of defined benefit plans		–	–	–
Share of other comprehensive income of associated and joint venture companies		–	–	–
Other comprehensive income for the financial year, net of tax		–	–	–
(Loss)/Profit for the financial year		–	–	–
Total comprehensive income for the financial year		–	–	–
Transactions with owners, recorded directly in equity Contributions by and distributions to owners				
Issue of mandatory convertible bonds		–	6,195.1	–
Changes in ownership interest without loss of control		–	–	–
Share-based compensation expense	5	–	–	–
Treasury shares reissued pursuant to equity compensation plans	15	–	–	26.7
Dividends	12	–	–	–
Total transactions with owners		–	6,195.1	26.7
Balance at 31 March 2022		7,180.2	9,691.2	(106.5)

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

	Attributable to owners of the Company							
	Capital reserve	Foreign currency translation reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total	Non-controlling interests	Total equity
	(96.8)	(16.9)	20.8	(178.6)	5,634.3	15,905.9	372.2	16,278.1
	–	0.7	–	–	–	0.7	1.0	1.7
	–	–	–	1,253.3	–	1,253.3	–	1,253.3
	–	–	–	–	0.2	0.2	–	0.2
	1.2	–	–	1.5	–	2.7	0.4	3.1
	1.2	0.7	–	1,254.8	0.2	1,256.9	1.4	1,258.3
	–	–	–	–	(962.0)	(962.0)	13.9	(948.1)
	1.2	0.7	–	1,254.8	(961.8)	294.9	15.3	310.2
	–	–	–	–	–	6,195.1	–	6,195.1
	–	–	(2.5)	–	1.1	(1.4)	2.4	1.0
	–	–	17.0	–	–	17.0	–	17.0
	(11.7)	–	(14.6)	–	–	0.4	–	0.4
	–	–	–	–	–	–	(1.4)	(1.4)
	(11.7)	–	(0.1)	–	1.1	6,211.1	1.0	6,212.1
	(107.3)	(16.2)	20.7	1,076.2	4,673.6	22,411.9	388.5	22,800.4

STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 March 2022 (in $ million)

The Group

	Notes	Share capital	Mandatory convertible bonds	Treasury shares
Balance at 1 April 2020		1,856.1	–	(156.0)
Comprehensive income				
Currency translation differences	16(b)	–	–	–
Net fair value changes on cash flow hedges	16(d)	–	–	–
Actuarial loss on revaluation of defined benefit plans		–	–	–
Realisation of reserves from disposal of interest in an associated company		–	–	–
Share of other comprehensive income of associated and joint venture companies		–	–	–
Other comprehensive income for the financial year, net of tax		–	–	–
Loss for the financial year		–	–	–
Total comprehensive income for the financial year		–	–	–
Transactions with owners, recorded directly in equity Contributions by and distributions to owners				
Issue of ordinary shares		5,324.1	–	–
Issue of mandatory convertible bonds		–	3,496.1	–
Issue of convertible bonds		–	–	–
Realisation of reserves from disposal of interest in an associated company		–	–	–
Changes in ownership interest without loss of control		–	–	–
Share-based compensation expense	5	–	–	–
Share awards lapsed		–	–	–
Treasury shares reissued pursuant to equity compensation plans	15	–	–	22.8
Dividends	12	–	–	–
Total contributions by and distributions to owners		5,324.1	3,496.1	22.8
Changes in ownership interests in subsidiary companies				
Acquisition of non-controlling interests without change in control		–	–	–
Disposal of a subsidiary company with non-controlling interests		–	–	–
Total transactions with owners		5,324.1	3,496.1	22.8
Balance at 31 March 2021		7,180.2	3,496.1	(133.2)

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

Attributable to owners of the Company							
Capital reserve	Foreign currency translation reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total	Non-controlling interests	Total equity
(112.7)	(5.3)	25.7	(2,150.9)	9,857.2	9,314.1	418.6	9,732.7
–	(37.4)	–	–	–	(37.4)	(10.1)	(47.5)
–	–	–	1,965.8	–	1,965.8	(1.1)	1,964.7
–	–	–	–	(4.9)	(4.9)	–	(4.9)
–	25.6	–	(0.6)	–	25.0	–	25.0
(2.9)	0.2	–	7.1	–	4.4	2.2	6.6
(2.9)	(11.6)	–	1,972.3	(4.9)	1,952.9	(9.0)	1,943.9
–	–	–	–	(4,270.7)	(4,270.7)	(12.7)	(4,283.4)
(2.9)	(11.6)	–	1,972.3	(4,275.6)	(2,317.8)	(21.7)	(2,339.5)
–	–	–	–	–	5,324.1	–	5,324.1
–	–	–	–	–	3,496.1	–	3,496.1
74.3	–	–	–	–	74.3	–	74.3
(48.3)	–	1.4	–	46.9	–	–	–
–	–	(4.3)	–	3.7	(0.6)	0.3	(0.3)
–	–	13.2	–	–	13.2	0.7	13.9
–	–	(2.1)	–	2.1	–	–	–
(9.0)	–	(13.1)	–	–	0.7	–	0.7
–	–	–	–	–	–	(14.3)	(14.3)
17.0	–	(4.9)	–	52.7	8,907.8	(13.3)	8,894.5
1.8	–	–	–	–	1.8	(5.9)	(4.1)
–	–	–	–	–	–	(5.5)	(5.5)
18.8	–	(4.9)	–	52.7	8,909.6	(24.7)	8,884.9
(96.8)	(16.9)	20.8	(178.6)	5,634.3	15,905.9	372.2	16,278.1

STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 March 2022 (in $ million)

The Company

	Notes	Share capital	Mandatory convertible bonds	Treasury shares	Capital reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total
Balance at 1 April 2021		7,180.2	3,496.1	(133.2)	(871.4)	17.1	(136.6)	6,959.7	16,511.9
Comprehensive income									
Net fair value changes on cash flow hedges	16(d)	–	–	–	–	–	1,076.1	–	1,076.1
Actuarial gain on revaluation of defined benefit plans		–	–	–	–	–	–	0.2	0.2
Effects of integration of SilkAir (Singapore) Private Limited ("SilkAir")		–	–	–	1.5	–	–	–	1.5
Other comprehensive income for the financial year, net of tax		–	–	–	1.5	–	1,076.1	0.2	1,077.8
Loss for the financial year		–	–	–	–	–	–	(304.2)	(304.2)
Total comprehensive income for the financial year		–	–	–	1.5	–	1,076.1	(304.0)	773.6
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners									
Issue of mandatory convertible bonds		–	6,195.1	–	–	–	–	–	6,195.1
Share-based compensation expense		–	–	–	–	14.2	–	–	14.2
Treasury shares reissued pursuant to equity compensation plans	15	–	–	26.7	(11.7)	(14.6)	–	–	0.4
Total transactions with owners		–	6,195.1	26.7	(11.7)	(0.4)	–	–	6,209.7
Balance at 31 March 2022		7,180.2	9,691.2	(106.5)	(881.6)	16.7	939.5	6,655.7	23,495.2

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 2022 (in $ million)

The Company

	Notes	Share capital	Mandatory convertible bonds	Treasury shares	Capital reserve	Share-based compensation reserve	Fair value reserve	General reserve	Total
Balance at 1 April 2020		1,856.1	–	(156.0)	(928.8)	22.1	(1,734.3)	9,803.6	8,862.7
Effects of integration of SilkAir	17, 22	–	–	–	(7.9)	–	–	–	(7.9)
Comprehensive income									
Net fair value changes on cash flow hedges	16(d)	–	–	–	–	–	1,597.7	–	1,597.7
Actuarial loss on revaluation of defined benefit plans		–	–	–	–	–	–	(4.9)	(4.9)
Other comprehensive income for the financial year, net of tax		–	–	–	–	–	1,597.7	(4.9)	1,592.8
Loss for the financial year		–	–	–	–	–	–	(2,841.1)	(2,841.1)
Total comprehensive income for the financial year		–	–	–	–	–	1,597.7	(2,846.0)	(1,248.3)
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners									
Issue of ordinary shares		5,324.1	–	–	–	–	–	–	5,324.1
Issue of mandatory convertible bonds		–	3,496.1	–	–	–	–	–	3,496.1
Issue of convertible bonds		–	–	–	74.3	–	–	–	74.3
Share-based compensation expense		–	–	–	–	10.2	–	–	10.2
Share awards lapsed		–	–	–	–	(2.1)	–	2.1	–
Treasury shares reissued pursuant to equity compensation plans	15	–	–	22.8	(9.0)	(13.1)	–	–	0.7
Total transactions with owners		5,324.1	3,496.1	22.8	65.3	(5.0)	–	2.1	8,905.4
Balance at 31 March 2021		7,180.2	3,496.1	(133.2)	(871.4)	17.1	(136.6)	6,959.7	16,511.9

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 2022 (in $ million)

		The Group	
	Notes	**FY2021/22**	**FY2020/21**
CASH FLOW FROM OPERATING ACTIVITIES			
Loss before taxation		**(1,090.0)**	(4,957.2)
Adjustments for:			
Depreciation	21, 22	**1,927.6**	2,075.9
Impairment of aircraft	21	**50.5**	1,734.3
Impairment of base maintenance assets	21	**8.4**	36.9
Impairment of property, plant and equipment		**–**	2.0
Impairment of goodwill	23	**–**	170.4
Impairment of intangible assets	23	**–**	11.4
Amortisation of intangible assets	23	**72.0**	65.8
Impairment of trade debtors	6	**4.4**	4.6
Impairment of amount owing by a joint venture company		**–**	12.6
Writedown of inventories	6	**7.0**	12.4
Income from short-term investments	6	**(1.2)**	(1.2)
Provisions	20	**213.5**	207.0
Share-based compensation expense	5	**17.0**	13.2
Exchange differences		**(22.9)**	45.5
Gain on lease remeasurement		**(2.2)**	–
Net loss/(gain) on financial assets mandatorily measured at fair value through profit or loss ("FVTPL")	6	**3.8**	(2.6)
Fuel hedging ineffectiveness		**(78.2)**	214.0
Foreign currency hedging ineffectiveness	6	**–**	12.6
Finance charges	7	**391.6**	267.9
Interest income	8	**(45.9)**	(35.4)
(Surplus)/Loss on disposal of aircraft, spares and spare engines		**(85.9)**	27.0
Dividends from long-term investments		**(4.0)**	(8.4)
Other non-operating items	9	**49.5**	127.8
Share of profits of joint venture companies		**(29.8)**	(14.0)
Share of losses of associated companies		**145.9**	126.8
Operating cash flow before working capital changes		**1,531.1**	149.3
Increase/(Decrease) in trade and other creditors		**485.3**	(2,621.5)
Increase/(Decrease) in sales in advance of carriage		**1,539.7**	(1,473.3)
(Increase)/Decrease in trade debtors		**(385.3)**	225.8
(Increase)/Decrease in deposits and other debtors		**(76.9)**	215.6
(Increase)/Decrease in prepayments		**(12.5)**	40.4
Decrease/(Increase) in inventories		**0.5**	(13.1)
(Decrease)/Increase in deferred revenue		**(32.1)**	202.0
Cash generated from/(used in) operations		**3,049.8**	(3,274.8)
Income taxes paid		**(8.3)**	(17.6)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES		**3,041.5**	(3,292.4)

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 2022 (in $ million)

	Notes	The Group FY2021/22	The Group FY2020/21
CASH FLOW FROM INVESTING ACTIVITIES			
Capital expenditure	36	**(3,048.7)**	(2,695.5)
Purchase of intangible assets		**(74.4)**	(74.1)
Proceeds from disposal of aircraft and other property, plant and equipment		**22.9**	156.4
Proceeds from disposal of assets held for sale		**277.0**	–
Proceeds from sale and leaseback transactions		**760.8**	1,230.5
Proceeds from disposal of long-term investments		**21.0**	30.3
Purchase of short-term investments		**(200.6)**	(584.6)
Proceeds from disposal of short-term investments		**66.1**	739.7
Dividends received from associated and joint venture companies		**31.9**	39.5
Dividends received from investments		**4.0**	8.4
Interest received from investments and deposits		**33.5**	33.7
Proceeds from finance leases		**9.0**	8.1
Investments in an associated company		**(152.9)**	(212.0)
Proceeds from disposal of an associated company		**3.8**	–
Proceeds from disposal of interest in a subsidiary company, net of cash disposed		**–**	5.3
NET CASH USED IN INVESTING ACTIVITIES		**(2,246.6)**	(1,314.3)
CASH FLOW FROM FINANCING ACTIVITIES			
Dividends paid by subsidiary companies to non-controlling interests	12	**(1.4)**	(14.3)
Acquisition of non-controlling interests without a change in control		**–**	(4.1)
Interest paid		**(277.0)**	(232.4)
Proceeds from issuance of shares and mandatory convertible bonds		**6,196.8**	8,829.2
Payment of transaction costs related to shares issued and mandatory convertible bonds		**(1.7)**	(9.0)
Repayment of bonds		**(200.0)**	(500.0)
Proceeds from issuance of bonds		**813.1**	2,013.0
Payment of transaction costs from issuance of bonds		**(1.8)**	(10.9)
Proceeds from borrowings		**8.0**	4,579.0
Repayment of borrowings		**(697.8)**	(4,344.1)
Repayment of lease liabilities		**(677.4)**	(551.6)
Payment of transaction costs related to borrowings		**(1.1)**	(17.8)
NET CASH PROVIDED BY FINANCING ACTIVITIES		**5,159.7**	9,737.0
NET CASH INFLOW		**5,954.6**	5,130.3
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		**7,783.0**	2,685.3
Effect of exchange rate changes		**25.1**	(32.6)
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR		**13,762.7**	7,783.0
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Fixed deposits	33	**11,259.3**	5,701.9
Cash and bank balances	33	**2,503.4**	2,081.1
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR		**13,762.7**	7,783.0

Significant non-cash transactions

During the financial period, the Group made pre-delivery payments for certain aircraft amounting to $652.2 million through financing from a third-party financier.

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 2022

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 2022 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, 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 2022 were authorised for issue in accordance with a resolution of the Board of Directors on 18 May 2022.

2 Summary of Significant 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.

Going concern

The financial statements have been prepared on a going concern basis, which assumes that the Group and the Company will be able to meet its liabilities as and when they fall due. The Group has generated a loss before taxation of $1,090.0 million (FY2020/21: $4,957.2 million) during the year ended 31 March 2022, however, the Group is in a net current assets position of $9,819.5 million (FY2020/21: net current assets of $3,958.8 million). The Company has access to $2,111.8 million (2021: $2,128.0 million) of committed undrawn facilities as at 31 March 2022. Together with other measures detailed in note 41(e), the Group and the Company has taken steps to build up its liquidity so that it is able to continue its operations as a going concern and to meet its liabilities as and when they fall due.

(b) Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 April 2021, the Group adopted 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 2021. 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.

The Group applied the Interest Rate Benchmark Reform – Phase 2 amendments (amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4, IFRS 16) retrospectively. However, in accordance with the exceptions permitted in the Phase 2 amendments, the Group has elected not to restate comparatives for the prior periods to reflect the application of these amendments. Since the Group had no transactions for which the benchmark rate had been replaced with an alternative benchmark rate as at 31 March 2021, there is no impact on opening equity balances as a result of retrospective application.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(b) Changes in accounting policies (continued)

Specific policies applicable from 1 April 2021 for interest rate benchmark reform

The Phase 2 amendments provide practical relief from certain requirements in the financial reporting standards. These reliefs relate to modifications of financial instruments and lease contracts or hedging relationships triggered by a replacement of a benchmark interest rate in a contract with a new alternative benchmark rate.

If the basis for determining the contractual cash flows of a financial asset or financial liability measured at amortised cost changes as a result of interest rate benchmark reform, then the Group updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by the reform. A change in the basis for determining the contractual cash flows is required by interest rate benchmark reform if the following conditions are met:

– the change is necessary as a direct consequence of the reform; and

– the new basis for determining the contractual cash flows is economically equivalent to the previous basis – i.e. the basis immediately before the change.

If changes are made to a financial asset or financial liability in addition to changes to the basis for determining the contractual cash flows required by interest rate benchmark reform, then the Group first updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by interest rate benchmark reform. Subsequently, the Group applies the policies on accounting for modifications to the additional changes.

Finally, the Phase 2 amendments provide a series of temporary exceptions from certain hedge accounting requirements when a change required by interest rate benchmark reform occurs to a hedged item and/or hedging instrument that permit the hedge relationship to be continued without interruption. The Group applies the following reliefs as and when uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cash flows of the hedged item or hedging instrument:

– the Group amends the designation of a hedging relationship to reflect changes that are required by the reform without discontinuing the hedging relationship; and

– when a hedged item in a cash flow hedge is amended to reflect the changes that are required by the reform, the amount accumulated in the cash flow hedge reserve is deemed to be based on the alternative benchmark rate on which the hedged future cash flows are determined.

Where uncertainty persists in the timing or amount of the interest rate benchmark-based cash flows of the hedged item or hedging instrument, the Group continues to apply the existing accounting policies disclosed in note 2(k)(vi). See also note 41 for related disclosures about risks, financial assets and financial liabilities indexed to interbank offered rates ("IBORs") and hedge accounting.

(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 2023 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
IFRS 17 Insurance Contracts	1 April 2023
Classification of Liabilities as Current or Non-current (Amendments to IAS 1)	1 April 2023
Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)	1 April 2023
Definition of Accounting Estimates (Amendments to IAS 8)	1 April 2023
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)	1 April 2023

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(d) Basis of consolidation

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

Any excess of the total of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable net assets is recorded as goodwill. The accounting policy for goodwill is set out in note 2(f)(iv). When the amount is negative, a bargain purchase gain is recognised immediately in the profit and loss account.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the profit and loss account.

Any contingent consideration will be recognised at fair value at the acquisition date and included in the consideration amount. If the contingent consideration is classified as equity, it is not remeasured and settled within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in the profit and loss account.

The Group elects for each separate business combination, whether the non-controlling interest in the acquiree (if any) is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Changes in the Company's ownership interest in a subsidiary company that do not result in a loss of control are accounted for as equity transactions and therefore no adjustments are made to goodwill and no gain or loss is recognised in the profit and loss account. In such circumstances, adjustments are based on a proportionate amount of the net assets of the subsidiary companies.

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in the consolidated financial statements. Unrealised gains arising from transactions with associated and joint venture companies are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(e) Subsidiary, associated and joint venture companies

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

A subsidiary company is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The financial statements of subsidiary companies are included in the consolidated financial statements from the date the control commences until the date the control ceases.

The accounting policies of subsidiary companies have been changed when necessary to align them with policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary company are allocated to the non-controlling interests even if doing so causes the non-controlling interest to have a deficit balance.

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.

A joint venture company is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

The Group accounts for its investments in associated and joint venture companies using the equity method, initially at cost, 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 and joint venture companies, until the date on which significant influence or joint control ceases. Dividends reduce the carrying amounts of the investments.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(e) Subsidiary, associated and joint venture companies (continued)

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

The most recently available audited financial statements of the associated and joint venture companies are used by the Group in applying the equity method. Where the dates of the audited 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 associate or joint venture. 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.

Upon the loss of significant influence or joint control over the associated or joint venture company, the Group measures the retained interest at fair value. Any difference between the fair value of the aggregate of the retained interest and proceeds from disposal and the carrying amount of the investment at the date the equity method was discontinued is recognised in profit or loss.

(f) Intangible assets

(i) Computer software

Acquired computer software is stated at cost less accumulated amortisation and accumulated impairment losses.

(ii) Deferred engine development cost

The Group's share of engine development payments, made in connection with its participation in aircraft engine development projects with other companies, is measured at cost less accumulated amortisation and accumulated impairment losses.

(iii) Brand and trademarks

The brand and trademarks were acquired in business combinations. The useful life of the brand is indefinite and is measured at cost less accumulated impairment losses. When the brand is no longer in use and the Group has no intention to sell the brand, the entire carrying amount is considered impaired. Trademarks which have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

(iv) Goodwill

Goodwill acquired in a business combination is included in intangible assets. For the measurement of goodwill at initial recognition, refer to note 2(d). Following initial recognition, goodwill is measured at cost less accumulated impairment losses.

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.

(v) Other intangible assets

Purchased landing slots are measured at cost less accumulated impairment losses.

Licences acquired in business combinations are initially measured at fair value and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

(vi) Carbon credits

Carbon credits are initially measured at cost. Subsequent to initial recognition, the carbon credits are measured at cost less any accumulated impairment losses. The cost of carbon credits is based on the first-in, first-out allocation method.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(f) Intangible assets (continued)

(vii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

(viii) Amortisation

Amortisation is calculated based on the cost of the asset, less its residual value.

Amortisation is recognised in the profit and loss account on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill and carbon credits, from the date they are available for use. The estimated useful lives are as follows:

- Computer software 1 – 10 years

For deferred engine development cost, amortisation begins when the aircraft engines are available for sale. These deferred engine development costs are amortised on a straight-line basis over the period of expected sales of the aircraft engines, which is estimated to be over a period of 39 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.

(g) 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.

Goodwill and fair value adjustments arising from the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations, and translated into SGD at the closing rate at the end of the reporting period.

Foreign currency differences are recognised in other comprehensive income, and presented in the foreign currency translation reserve in equity, except to the extent that the foreign currency differences are allocated to non-controlling interests. When a foreign operation is disposed of, such that control, significant influence or joint control is lost, the cumulative amount in the foreign currency translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary company while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associated or a joint venture company while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(h) 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.

When assets are sold or retired, their costs, accumulated depreciation and accumulated impairment losses, if any, are removed from the financial statements and any gain or loss resulting from their disposal is included in the profit and loss account.

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
Aircraft, spares and spare engines		
Passenger aircraft, spares and spare engines	12 – 20 years	0% to 10% of cost; or market value estimates
Embedded engine overhaul costs	4 – 8 years	Nil
Freighter aircraft	20 – 23 years	Market value estimates
Major inspection costs relating to landing gear overhauls and heavy maintenance visits	4 – 12 years	Nil
Training aircraft	5 – 15 years	10% of cost
Flight simulators	10 years	Nil
Leasehold land and buildings		
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
Others		
Plant and equipment, office and computer equipment	1 to 15 years	Nil

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(i) Leases

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(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(h). 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 10 years).

Lease liability

The initial measurement of lease liability is measured at the present value of the unpaid lease payments discounted using the implicit rate in the lease, or if the rate cannot be easily determined, the Group shall use its incremental borrowing rate. The Group determines its incremental borrowing rate by obtaining the interest rate from various external sources and makes certain adjustments to reflect the terms of the lease and type of asset leased.

Lease payments include the following:

- Fixed payments, including in-substance fixed payments, less any incentives receivables;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate or if there is a change in the Group's estimate of the residual value guarantees, extension or termination options, or there is a revision to an in-substance fixed payment. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the ROU asset, or is recorded in profit or loss if the carrying amount of the ROU asset has been reduced to zero.

For contracts that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease components for property and training aircraft leases and account for these as one single lease component.

Interest expense arising from lease liabilities are included in repayment of leases under cash flow from financing activities in the consolidated statement of cash flows.

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(i) Leases (continued)

(ii) As a Lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the ROU asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies IFRS 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease (refer to note 2(k)).

(j) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost 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. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs necessary to make the sale.

(k) 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.

(ii) Classification and subsequent measurement

<u>Financial assets</u>

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.

a) Amortised cost: A non-equity financial asset can be measured at amortised cost if it meets both of the following conditions:

- The asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and

- The contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(ii) Classification and subsequent measurement (continued)

Financial assets (continued)

b) FVOCI: A non-equity financial asset can be measured at FVOCI only if it meets both of the following conditions:

- The asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

- The contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

c) FVTPL: All other financial assets are classified as measured at FVTPL. Financial assets that are held for trading or are managed, and whose performance is evaluated on a fair value basis, are measured at FVTPL.

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. The information considered includes:

- The stated policies and objectives for the portfolio and the operation of those policies in practice;

- How the performance of the portfolio is evaluated and reported to the Group's Management;

- The risks that affect the performance of the business model and how those risks are managed;

- How managers of the portfolio are compensated; and

- The frequency, volume and timing of disposals in prior periods, the reasons for such disposals and its expectations about future activity.

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

For assessment purposes, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin.

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.

Reclassifications

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Group changes its business model for managing those financial assets.

Financial liabilities

The Group classifies its financial liabilities, other than financial guarantees and loan commitments, as measured at amortised cost or FVTPL.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(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.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised), and the sum of the (i) consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that has been recognised in other comprehensive income, is recognised in profit or loss.

Any cumulative gain/loss recognised in other comprehensive income, in respect of equity investment securities designated as at FVOCI, is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition, that is created or retained by the Group, is recognised as a separate asset or liability.

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 statement 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.

(v) Impairment

Expected credit loss

The Group recognises loss allowances for expected credit loss (“ECL”) on non-equity financial instruments that are not measured at FVTPL.

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.

12-month ECL is the portion of lifetime ECL that results from the default events on a financial instrument that are possible within the 12 months after the reporting date. The lifetime ECL is the expected credit loss over the term of the financial instrument, and is the shortfall of the probability weighted net present value of cash flows as compared to the carrying value of the non-equity financial asset.

The Group considers a financial guarantee contract provided on behalf of a counterparty to be in default when the counterparty is unlikely to pay its credit obligations to the creditor or the Group in full.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(v) Impairment (continued)

Credit-impaired financial assets

At each reporting date, the Group assesses whether non-equity financial assets that are carried at amortised cost or FVOCI are credit-impaired. A financial asset is "credit-impaired" when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

(vi) Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments such as forward currency contracts, foreign currency option 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).

Designation of a risk component of a hedged item is permitted when it is a separable identifiable component of the item, and the changes in the cash flows or the fair value of the item attributable to changes in the risk component is reliably measurable.

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.

The hedge effectiveness assessment is an assessment of the economic relationship between the hedged item and the hedging instrument, and is therefore only forward looking. There is no prescribed quantitative hedge effectiveness threshold. Hedge effectiveness is the extent to which the fair value of the hedging instrument offsets changes in the fair value of the hedged item.

The time value of an option is excluded from the designation of a financial instrument and is accounted for as a cost of hedging. The fair value changes related to time value are recognised in other comprehensive income and, depending on the nature of the hedged item, will either be transferred to profit and loss account in the same period that the underlying transaction affects profit or loss, or be capitalised into the initial carrying value of a hedged item.

For a cash flow hedge of a forecast transaction, the Group assumes that the benchmark interest rate will not be altered as a result of interbank offered rates reform for the purpose of asserting that the forecast transaction is highly probable and presents an exposure to variations in cash flows that could ultimately affect profit or loss. The Group will no longer apply the amendments to its highly probable assessment of the hedged item when the uncertainty arising from interest rate benchmark reform with respect to the timing and amount of the interest rate benchmark-based future cash flows of the hedged item is no longer present, or when the hedging relationship is discontinued. To determine whether the designated forecast transaction is no longer expected to occur, the Group assumes that the interest rate benchmark cash flows designated as a hedge will not be altered as a result of interest rate benchmark reform.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(vi) Derivative financial instruments and hedge accounting (continued)

Designation of hedges (continued)

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.

Hedges directly affected by interest rate benchmark reform - Phase 1 amendments: Prior to interest rate benchmark reform – when there is uncertainty arising from Interest rate benchmark reform

For the purpose of evaluating whether there is an economic relationship between the hedged item(s) and the hedging instrument(s), the Group assumes that the benchmark interest rate is not altered as a result of interest rate benchmark reform.

For a cash flow hedge of a forecast transaction, the Group assumes that the benchmark interest rate will not be altered as a result of interest rate benchmark reform for the purpose of assessing whether the forecast transaction is highly probable and presents an exposure to variations in cash flows that could ultimately affect profit or loss. In determining whether a previously designated forecast transaction in a discontinued cash flow hedge is still expected to occur, the Group assumes that the interest rate benchmark cash flows designated as a hedge will not be altered as a result of interest rate benchmark reform.

The Group will cease to apply the specific policy for assessing the economic relationship between the hedged item and the hedging instrument (i) to a hedged item or hedging instrument when the uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the contractual cash flows of the respective item or instrument or (ii) when the hedging relationship is discontinued. For its highly probable assessment of the hedged item, the Group will no longer apply the specific policy when the uncertainty arising from interest rate benchmark reform about the timing and the amount of the interest rate benchmark-based future cash flows of the hedged item is no longer present, or when the hedging relationship is discontinued.

Hedges directly affected by interest rate benchmark reform - Phase 2 amendments: Replacement of benchmark interest rates – when there is no longer uncertainty arising from interest rate benchmark reform

When the basis for determining the contractual cash flows of the hedged item or the hedging instrument changes as a result of interest rate benchmark reform and therefore there is no longer uncertainty arising about the cash flows of the hedged item or the hedging instrument, the Group amends the hedge documentation of that hedging relationship to reflect the change(s) required by interest rate benchmark reform. A change in the basis for determining the contractual cash flows is required by interest rate benchmark reform if the following conditions are met:

- the change is necessary as a direct consequence of the reform; and
- the new basis for determining the contractual cash flows is economically equivalent to the previous basis – i.e. the basis immediately before the change.

For this purpose, the hedge designation is amended only to make one or more of the following changes:

- designating an alternative benchmark rate as the hedged risk;
- updating the description of hedged item, including the description of the designated portion of the cash flows or fair value being hedged; or
- updating the description of the hedging instrument.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(vi) Derivative financial instruments and hedge accounting (continued)

Hedges directly affected by interest rate benchmark reform - Phase 2 amendments: Replacement of benchmark interest rates – when there is no longer uncertainty arising from interest rate benchmark reform (continued)

The Group amends the description of the hedging instrument only if the following conditions are met:

- it makes a change required by interest rate benchmark reform by changing the basis for determining the contractual cash flows of the hedging instrument or using another approach that is economically equivalent to changing the basis for determining the contractual cash flows of the original hedging instrument; and

- the original hedging instrument is not derecognised.

The Group amends the formal hedge documentation by the end of the reporting period during which a change required by interest rate benchmark reform is made to the hedged risk, hedged item or hedging instrument. These amendments in the formal hedge documentation do not constitute the discontinuation of the hedging relationship or the designation of a new hedging relationship.

If changes are made in addition to those changes required by interest rate benchmark reform described above, then the Group first considers whether those additional changes result in the discontinuation of the hedge accounting relationship. If the additional changes do not result in discontinuation of the hedge accounting relationship, then the Group amends the formal hedge documentation for changes required by interest rate benchmark reform as mentioned above.

When the interest rate benchmark on which the hedged future cash flows had been based is changed as required by interest rate benchmark reform, for the purpose of determining whether the hedged future cash flows are expected to occur, the Group deems that the hedging reserve recognised in other comprehensive income for that hedging relationship is based on the alternative benchmark rate on which the hedged future cash flows will be based.

Cash flow hedges

When a derivative is designated in a cash flow hedge, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and presented in the fair value reserve. Any ineffective portion of changes in the fair value of the derivative (i.e. the extent to which changes in the fair value of the hedge instrument do not match the changes in fair value of the hedged item) is recognised immediately in profit or loss.

The amount accumulated in equity is retained in other comprehensive income, and depending on the nature of the hedged item, will either be transferred to the profit or loss in the same period that the underlying transaction affects the profit and loss account or be capitalised in the initial carrying amount of a hedged item.

Fair value hedges

Changes in the fair value of derivative financial instruments that are designated and qualify as fair value hedges are recorded in profit or loss, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

(vii) Compound financial instruments

Compound financial instruments issued by the Group comprise convertible bonds denominated in Singapore dollars that can be converted to ordinary shares at the option of the holder, where the number of shares to be issued is fixed and does not vary with changes in fair value.

The liability component of a compound financial instrument is initially recognised at the fair value of a similar liability that does not have an equity conversion option. The equity component is initially recognised at the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(k) Financial instruments (continued)

(vii) Compound financial instruments (continued)

Subsequent to initial recognition, the liability component of a compound financial instrument is measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not remeasured.

Interest related to the financial liability is recognised in profit or loss. On conversion at maturity, the financial liability is reclassified to equity and no gain or loss is recognised.

(l) 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.

(m) 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.

Gains and losses are recognised in the profit and loss account when the liabilities are derecognised, as well as through the amortisation process.

(n) Trade and other creditors

Trade and other creditors and amounts owing to subsidiary, associated and joint venture companies are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

(o) Provisions

Provisions are recognised when, as a result of a past event, the Group has a present obligation (legal or constructive) that can be estimated reliably, and it is probable that an outflow of economic resources will be required to settle the obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(o) Provisions (continued)

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.

Other provisions include provisions for warranty claims, upgrade costs and end-of-lease liabilities. Provision for warranty claims is made for engine overhauls, repairs and maintenance of aircraft (excluding line maintenance), based on past experience of repairs.

(p) Share capital and share issuance expenses

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital, net of any tax effect.

(q) Mandatory convertible bonds ("MCBs")

The test on the classification of MCBs as equity or as liability is based on the substance of the contractual arrangement. If there is no obligation on the Group to pay cash to the holders or to settle the MCBs with a variable number of the Company's ordinary shares, they are classified as equity. In all other cases, the instrument is accounted for as a liability. Upon issuance, the MCBs are measured at the transaction price including qualifying issuance costs. MCBs accounted for as equity instruments are subsequently not remeasured. Liabilities are subsequently accounted for at amortised cost using the effective interest rate. Upon settlement of equity classified MCBs by issuance of ordinary shares upon conversion or by early redemption at the option of the Company, all amounts are also directly recognised in equity.

The MCBs issued by the Company are convertible at maturity only into a fixed number of ordinary shares of the Company. The holders have no right to demand repayment of the MCBs from the Company. The Company has the right to redeem the MCBs at its sole discretion for cash amounts stipulated in the contractual terms for each redemption date that includes an imputed return on investment. The MCBs are denominated in Singapore dollars.

The net proceeds of the MCBs issued (including any directly attributable transaction costs) are classified entirely as an equity component.

If the MCBs are being redeemed before its maturity date, the difference between any redemption consideration and the carrying amount of the MCBs are directly recognised in equity at the date of transaction.

(r) Treasury shares

When shares are reacquired by the Company, the amount of consideration paid which includes directly attributable costs, net of any tax effect, is recognised directly in equity. Reacquired shares are classified as treasury shares and presented as a deduction from total equity. When treasury shares are subsequently sold or reissued, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on sale or reissue, net of any directly attributable incremental transaction costs, is recognised in the capital reserve. Voting rights related to treasury shares are nullified and no dividends are allocated to them.

(s) 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 and 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(s) 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.

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.

(t) 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. Where historical trends and experience are not appropriate, the value of unutilised tickets one year after expiry is recognised as revenue. 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(t) Revenue (continued)

(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 also 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.

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.

(u) Government grants

Government grants are recognised in profit or loss. To the extent they relate to expenses incurred by the Group, they are recognised as a deduction against expenses on a systematic basis in the same periods in which the expenses are incurred.

(v) Income from investments

Dividend income from investments is recognised when the Group's right to receive the payment is established.

Interest income from investments and fixed deposits is recognised using the effective interest method.

(w) Employee benefits

(i) Equity compensation plans

The fair value determined at the grant date of the equity-settled share-based payment awards is recognised on a straight-line basis over the vesting period. In valuing the share awards, no account is taken of any performance conditions, other than conditions linked to the price of the shares of the Company and non-vesting performance conditions.

Non-market vesting performance conditions are included in the estimation of the number of shares that are expected to be awarded on the vesting date. At the end of each reporting period, the Group revises its estimates of the number of shares that are expected to be awarded on the vesting date and recognises the impact of the revision of the estimates in the profit and loss account, with a corresponding adjustment to the share-based compensation reserve, over the remaining vesting period.

No expense is recognised for awards that do not ultimately vest, except for awards where vesting is conditional upon a market condition, which are treated as vested irrespective of whether or not the market condition is satisfied, provided that all other performance and/or service conditions are satisfied.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(w) Employee benefits (continued)

(i) Equity compensation plans (continued)

The share-based compensation reserve is transferred to general reserve upon cancellation or expiry of the vested awards. When the awards are released, the share-based compensation reserve is transferred to share capital if new shares are issued, or to treasury shares if the awards are satisfied by the reissuance of treasury shares.

(ii) Defined benefit plans

The net defined benefit liability is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets.

The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method.

Remeasurements comprising actuarial gains and losses, and the return on plan assets are recognised immediately in other comprehensive income in the period in which they arise. All expenses related to the defined benefit plans are recognised as an expense in profit or loss. Remeasurements are recognised in retained earnings within equity and are not reclassified to profit or loss in subsequent periods.

Plan assets are assets that are held by long-term employee benefit funds or qualifying insurance policies. Plan assets are not available to the creditors of the Group, nor can they be paid directly to the Group.

(iii) Defined contribution plans

As required by law, the companies in Singapore make contributions to the Central Provident Fund scheme in Singapore, a defined contribution scheme. Certain of the Group's subsidiary companies and overseas stations outside Singapore make contributions to their respective countries' defined contribution pension schemes. Such contributions are recognised as an expense in the period in which the related service is performed.

(iv) Short term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

(x) 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.

(y) 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

2 Summary of Significant Accounting Policies (continued)

(z) 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. 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.

(aa) Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to owners of the Company by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held and MCBs. Diluted earnings per share is determined by adjusting the profit or loss attributable to owners of the Company and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise convertible bonds and share awards granted to employees.

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.

(a) Impairment of property, plant and equipment – aircraft fleet

Impairment is recognised when events and circumstances indicate that the aircraft may be impaired and the carrying amounts of the aircraft exceed the recoverable amounts. Recoverable amount is defined as the higher of an aircraft's or CGU's fair value less costs to sell and its value-in-use. When value-in-use calculations are undertaken, the Group uses discounted cash flow projections based on financial budgets approved by the Management covering a specified period. Information about the Group's key underlying assumptions used in the value-in-use calculations and the related sensitivity analysis is disclosed in note 21.

(b) Depreciation of property, plant and equipment – aircraft fleet

Aircraft are depreciated on a straight-line basis at rates which are calculated to write down their cost to their estimated residual values at the end of their useful lives. Certain estimates regarding the useful lives and residual values of the fleet are made by the Group based on past experience and these are in line with the industry. The useful lives and residual values are reviewed on an annual basis. The carrying amount of the Group's and the Company's aircraft fleet at 31 March 2022 was $15,712.8 million (2021: $16,702.3 million) and $13,294.2 million (2021: $13,698.5 million) respectively.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

3 Significant Accounting Estimates and Critical Judgements (continued)

(c) Passenger revenue recognition

Passenger sales are recognised as operating revenue when the transportation is provided. The value of unused tickets is included as sales in advance of carriage on the statement of financial position. Passenger revenues are made up of a high volume of individually low value transactions. The amount of revenue to be recognised for each flight as it is flown relies on complex internal IT systems that handle large volumes of transaction data and includes the exchange of information with industry systems and partner airlines.

The carrying amount of the Group's and the Company's sales in advance of carriage at 31 March 2022 was $2,107.8 million (2021: $568.1 million) and $1,997.0 million (2021: $504.4 million) respectively.

(d) Frequent flyer programme

The Company's KrisFlyer programme 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 also 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.

The carrying amount of the Group's and the Company's deferred revenue at 31 March 2022 was $925.7 million (2021: $957.8 million).

(e) Aircraft maintenance and overhaul expenditure under power-by-hour agreements

The Group has entered into several power-by-hour ("PBH") engine maintenance agreements with original equipment manufacturers of aircraft engines. The monthly payments are based on the number of flying hours flown. A portion of the cost is expensed at a fixed rate per hour during the term of the PBH agreement. The remaining payments made are recorded as an advance payment, to the extent that it is to be utilised through future maintenance activities, if any, or capitalised upon completion of an overhaul.

The proportion of the amount to be expensed off and capitalised is determined based on the best estimate of the proportion of day-to-day maintenance compared to maintenance which extends the useful lives of the engine. The carrying amount of the advance payment relating to PBH agreements for the Group and the Company at 31 March 2022 was $1,022.8 million (2021: $984.5 million) and $712.9 million (2021: $647.4 million) respectively. The maintenance and repair costs covered by PBH agreements which were expensed off during the year amounted to $81.8 million (FY2020/21: $40.0 million) for the Group and $29.6 million (FY2020/21: $29.6 million) for the Company.

(f) 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 2022 was $1,220.4 million (2021: $1,223.6 million) and $535.7 million (2021: $564.0 million) respectively.

4 Segment Information (in $ million)

Following the integration of SilkAir with the Company, 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 serving short and long haul markets.

(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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

4 Segment Information (in $ million) (continued)

Other services provided by the Group, such as tour activities 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 FY2021/22 or FY2020/21.

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.

Business segments

The Group's business is organised and managed separately according to the nature of the services provided. The following table presents revenue and profit information regarding business segments for the financial years ended 31 March 2022 and 2021 and certain assets and liabilities information of the business segments as at those dates.

FY2021/22	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
TOTAL REVENUE							
External revenue	7,041.1	298.4	196.8	78.5	7,614.8	–	7,614.8
Inter-segment revenue	27.0	134.4	369.3	41.3	572.0	(572.0)	–
	7,068.1	432.8	566.1	119.8	8,186.8	(572.0)	7,614.8
RESULTS							
Segment result	(111.9)	(453.6)	(21.9)	(17.1)	(604.5)	(5.2)	(609.7)
Finance charges	(357.2)	(95.0)	(2.6)	(0.6)	(455.4)	63.8	(391.6)
Interest income	106.0	0.9	1.8	0.4	109.1	(63.2)	45.9
Impairment of aircraft	(50.5)	–	–	–	(50.5)	–	(50.5)
Impairment of base maintenance assets	–	–	(8.4)	–	(8.4)	–	(8.4)
Surplus on disposal of aircraft, spares and spare engines	84.4	0.4	–	1.1	85.9	–	85.9
Dividends from long-term investments	4.0	–	–	–	4.0	–	4.0
Other non-operating items	(58.7)	8.0	1.2	–	(49.5)	–	(49.5)
Share of profits of joint venture companies	0.4	–	29.4	–	29.8	–	29.8
Share of (losses)/profits of associated companies	(182.8)	–	49.7	–	(133.1)	(12.8)	(145.9)
Taxation	63.4	61.8	18.6	(1.9)	141.9	–	141.9
(Loss)/Profit for the financial year	(502.9)	(477.5)	67.8	(18.1)	(930.7)	(17.4)	(948.1)
Attributable to:							
Owners of the Company							(962.0)
Non-controlling interests							13.9
							(948.1)

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

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

4 Segment Information (in $ million) (continued)

Business segments (continued)

FY2020/21 (RESTATED)	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
TOTAL REVENUE							
External revenue	3,452.2	125.7	163.4	74.6	3,815.9	–	3,815.9
Inter-segment revenue	25.8	86.6	279.6	53.6	445.6	(445.6)	–
	3,478.0	212.3	443.0	128.2	4,261.5	(445.6)	3,815.9
RESULTS							
Segment result	(1,921.0)	(569.7)	(19.0)	(3.9)	(2,513.6)	1.1	(2,512.5)
Finance charges	(243.0)	(68.2)	(2.9)	(0.5)	(314.6)	46.7	(267.9)
Interest income	74.8	1.6	3.9	0.8	81.1	(45.7)	35.4
Impairment of aircraft	(1,663.6)	(70.7)	–	–	(1,734.3)	–	(1,734.3)
Impairment of goodwill	–	(170.4)	–	–	(170.4)	–	(170.4)
Impairment of base maintenance assets	–	–	(36.9)	–	(36.9)	–	(36.9)
Impairment of intangible assets	–	–	(11.4)	–	(11.4)	–	(11.4)
Loss on disposal of aircraft, spares and spare engines	(24.6)	(2.4)	–	–	(27.0)	–	(27.0)
Dividends from long-term investments	8.4	–	–	–	8.4	–	8.4
Other non-operating items	(78.9)	(32.7)	(9.2)	(7.0)	(127.8)	–	(127.8)
Share of (losses)/profits of joint venture companies	(0.2)	–	14.2	–	14.0	–	14.0
Share of (losses)/profits of associated companies	(155.4)	(0.1)	25.7	–	(129.8)	3.0	(126.8)
Taxation	594.7	65.6	16.0	(2.5)	673.8	–	673.8
Loss for the financial period	(3,408.8)	(847.0)	(19.6)	(13.1)	(4,288.5)	5.1	(4,283.4)
Attributable to:							
Owners of the Company							(4,270.7)
Non-controlling interests							(12.7)
							(4,283.4)

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

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

4 Segment Information (in $ million) (continued)

Business segments (continued)

	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
AS AT 31 MARCH 2022							
Segment assets	42,074.9	5,217.5	1,169.4	286.5	48,748.3	(1,159.1)	47,589.2
Investments in associated and joint venture companies	388.0	–	651.2	–	1,039.2	–	1,039.2
Long-term investments	39.9	–	–	2.7	42.6	–	42.6
Total assets	42,502.8	5,217.5	1,820.6	289.2	49,830.1	(1,159.1)	48,671.0
Segment liabilities	6,784.2	732.4	139.1	97.0	7,752.7	(1,299.9)	6,452.8
Lease liabilities	2,737.5	886.0	66.9	10.5	3,700.9	(18.4)	3,682.5
Long-term liabilities	1,077.7	–	–	–	1,077.7	–	1,077.7
Provisions	642.5	682.3	3.0	–	1,327.8	–	1,327.8
Defined benefit plans	99.9	–	–	–	99.9	–	99.9
Borrowings	11,694.7	298.0	2.8	16.8	12,012.3	–	12,012.3
Tax liabilities	1,226.4	0.2	(12.6)	3.6	1,217.6	–	1,217.6
Total liabilities	24,262.9	2,598.9	199.2	127.9	27,188.9	(1,318.3)	25,870.6
Capital expenditure	2,747.6	281.7	18.4	1.0	3,048.7	–	3,048.7
Purchase of intangible assets	60.7	4.4	4.9	4.4	74.4	–	74.4
Depreciation	1,599.4	282.0	59.8	3.3	1,944.5	(16.9)	1,927.6
Impairment of aircraft	50.5	–	–	–	50.5	–	50.5
Impairment of base maintenance assets	–	–	8.4	–	8.4	–	8.4
Amortisation of intangible assets	58.9	3.2	3.5	6.4	72.0	–	72.0
Non-cash items other than depreciation, impairment of property, plant and equipment and amortisation of intangible assets	11.4	4.0	6.5	1.1	23.0	–	23.0

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

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

4 Segment Information (in $ million) (continued)

Business segments (continued)

	FSC	LCC	Engineering services	Others	Total of segments	Elimination*	Consolidated
AS AT 31 MARCH 2021 (RESTATED)							
Segment assets	31,428.0	4,520.8	1,207.8	289.4	37,446.0	(947.9)	36,498.1
Investments in associated and joint venture companies	431.3	–	602.0	–	1,033.3	–	1,033.3
Long-term investments	47.2	–	–	2.7	49.9	–	49.9
Total assets	31,906.5	4,520.8	1,809.8	292.1	38,529.2	(947.9)	37,581.3
Segment liabilities	3,996.5	736.6	169.3	93.2	4,995.6	(1,164.2)	3,831.4
Lease liabilities	2,346.8	466.6	74.2	11.4	2,899.0	(34.0)	2,865.0
Long-term liabilities	496.3	10.1	–	–	506.4	–	506.4
Provisions	802.3	590.3	1.4	–	1,394.0	–	1,394.0
Defined benefit plans	106.6	–	–	–	106.6	–	106.6
Borrowings	11,107.1	345.6	9.9	9.3	11,471.9	–	11,471.9
Tax liabilities	1,120.7	(7.5)	10.8	3.9	1,127.9	–	1,127.9
Total liabilities	19,976.3	2,141.7	265.6	117.8	22,501.4	(1,198.2)	21,303.2
Capital expenditure	2,222.4	457.2	15.2	0.7	2,695.5	–	2,695.5
Purchase of intangible assets	64.6	2.0	5.2	2.3	74.1	–	74.1
Depreciation	1,752.2	269.6	67.8	3.3	2,092.9	(17.0)	2,075.9
Impairment of property, plant and equipment	2.0	–	–	–	2.0	–	2.0
Impairment of aircraft	1,663.6	70.7	–	–	1,734.3	–	1,734.3
Impairment of goodwill	–	170.4	–	–	170.4	–	170.4
Impairment of base maintenance assets	–	–	36.9	–	36.9	–	36.9
Impairment of intangible assets	–	–	11.4	–	11.4	–	11.4
Amortisation of intangible assets	53.6	3.2	3.4	5.6	65.8	–	65.8
Non-cash items other than depreciation, impairment of property, plant and equipment and amortisation of intangible assets	(37.4)	(7.2)	7.5	1.6	(35.5)	–	(35.5)

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

Geographical segments

The following table presents revenue information on airline operations by geographical areas for the financial years ended 31 March 2022 and 2021.

	By area of original sale	
	FY2021/22	FY2020/21
East Asia	**4,447.6**	2,253.5
Europe	**1,158.2**	530.1
South West Pacific	**677.3**	302.5
Americas	**427.2**	120.7
West Asia and Africa	**435.9**	187.6
Systemwide	**7,146.2**	3,394.4
Non-scheduled services and incidental revenue	**354.7**	295.9
	7,500.9	3,690.3

No single customer contributed to more than 10% of the Group's revenue during the financial years ended 31 March 2022 and 2021.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

5 Staff Costs (in $ million)

	The Group	
	FY2021/22	**FY2020/21**
Salary, bonuses and other costs	**1,275.8**	978.8
CPF, other defined contributions and defined benefit expense	**180.8**	168.5
Share-based compensation expense	**17.0**	13.2
	1,473.6	1,160.5

The Group contributes to several post-employment defined benefit plans for employees at several overseas locations. Employees may contribute in some of these plans and these contributions are matched in varying amounts by the Group. Defined benefit expense for the Group was $7.8 million for FY2021/22 (FY2020/21: $9.0 million). As this is not material to the total staff costs of the Group for FY2021/22 and FY2020/21, additional disclosures of the defined benefit plans are not shown.

Included in staff costs for FY2021/22 is wage support of $383.4 million (FY2020/21: $528.6 million) from the Singapore Government.

Share-based compensation arrangements

As at 31 March 2022, the Group has the following share-based compensation arrangements:

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

The SIA Restricted Share Plan 2014 (“RSP”) and the SIA Performance Share Plan 2014 (“PSP”) are share-based incentive plans for senior executives and key Senior Management, which were approved by the shareholders of the Company at the Extraordinary General Meeting held on 30 July 2014.

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

In respect of FY2021/22 Strategic Share Award (“SSA”) under the RSP, the award made in July 2021 to Senior Management (Senior Vice Presidents and above) was based on BCIRC assessment of SIA Management’s Covid-19 response and recovery for FY2020/21.

The FY2021/22 RSP award was made in July 2021 on a contingent performance basis to Senior Management and other key executives (Vice Presidents and Divisional Vice Presidents).

The PSP 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 corporate objectives. The FY2021/22 PSP award was made in July 2021 on a contingent performance basis to Senior Management.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

5 Staff Costs (in $ million) (continued)

Share-based compensation arrangements (continued)

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

Key terms and conditions related to the grants made during FY2021/22 under these programmes are as follows:

Plans	Vesting Conditions	Performance conditions^	Payout
RSP	• 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.	• Company Operational Performance Scorecard ("COPS") with operational focus dealing with Covid-19 response and recovery	0% - 150%*
PSP	• Based on meeting stated performance conditions over a three-year performance period.	• Absolute Total Shareholder Return ("TSR") outperform Cost of Equity • Relative TSR against selected airline peer index companies	0% - 200%*
SSA	• The award was based on BCIRC assessment of Covid-19 response • 50% of the award vests upon grant in July 2021 • Balance vests equally over the subsequent two years with fulfilment of service requirements. • Additional 20% equity kicker of final award upon final vesting.	• 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.*

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

	Number of Share Awards				
Date of grant	**Balance at 1 April 2021/ date of grant**	**Adjustment**	**Cancelled**	**Vested**	**Balance at 31 March 2022**
RSP					
19.07.2018	342,348	–	–	(342,348)	–
19.07.2019	398,966	–	(1,586)	(217,430)	179,950
16.07.2020	1,661,658	(165,388)[#]	(22,578)	(580,616)	893,076
15.07.2021	1,658,723	–	(17,998)	–	1,640,725
	4,061,695	(165,388)	(42,162)	(1,140,394)	2,713,751
PSP					
19.07.2018	405,920	(210,700)[#]	–	(195,220)	–
19.07.2019	608,880	–	–	–	608,880
16.07.2020	605,600	–	–	–	605,600
15.07.2021	717,293	–	–	–	717,293
	2,337,693	(210,700)	–	(195,220)	1,931,773
Deferred Share Award ("DSA")					
11.09.2018	169,022	6,000[^]	–	(175,022)	–
	169,022	6,000	–	(175,022)	–
Transformation Share Award ("TSA")					
19.07.2018	141,857	106,420[*]	–	(248,277)	–
19.07.2019	27,000	–	–	(13,500)	13,500
	168,857	106,420	–	(261,777)	13,500
SSA					
16.07.2020	478,000	–	–	(239,000)	239,000
05.02.2021	39,300	–	–	(19,650)	19,650
15.07.2021	820,300	–	–	(410,150)	410,150
	1,337,600	–	–	(668,800)	668,800

[#] *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 accumulated dividend yield during the financial year.*

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

Since the commencement of the RSP and PSP plans in July 2014, 13,501,841 awards have been granted.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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:

	FY2021/22		
	RSP	PSP	SSA
Valuation Method	Monte Carlo Simulation		
Expected dividend paid yield (%)	Management's forecast in line with dividend policy		
Expected volatility (%)	28.70 - 33.98	28.70	32.36 - 33.98
Risk-free interest rate (%)	0.34 - 0.56	0.56	0.34 - 0.41
Expected term (years)	0.96 - 2.96	2.96	0.96 - 1.96
Share price at date of grant ($)	4.89	4.89	4.89
Estimated fair value ($)	4.89	6.67	4.89

	FY2020/21		
	RSP	PSP	SSA
Valuation Method	Monte Carlo Simulation		
Expected dividend paid yield (%)	Management's forecast in line with dividend policy		
Expected volatility (%)	23.74 - 34.91	23.74	26.47 - 34.91
Risk-free interest rate (%)	0.26 - 0.32	0.32	0.26 - 0.27
Expected term (years)	0.96 - 2.96	2.96	0.96 - 1.96
Share price at date of grant ($)	3.72	3.72	3.72
Estimated fair value ($)	3.58 - 3.71	3.20	3.68 - 3.72

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

6 Operating Loss (in $ million)

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

	The Group	
	FY2021/22	FY2020/21
Interest income from short-term investments	**(1.0)**	(1.1)
Dividend income from short-term investments	**(0.2)**	(0.1)
Income from operating lease of aircraft	**–**	(19.2)
Surplus on disposal of short-term investments	**(0.6)**	(2.1)
Remuneration for auditors of the Company		
Audit fees	**1.6**	1.7
Audit-related fees	**0.9**	0.5
Non-audit fees	**0.1**	0.4
Bad debts written off	**0.3**	7.5
Impairment of trade debtors	**4.4**	4.6
Writedown of inventories	**7.0**	12.4
Exchange (gain)/loss, net	**(0.9)**	12.2
Currency hedging loss	**–**	6.2
Foreign currency hedging ineffectiveness	**–**	12.6
Fuel hedging (gain)/loss recognised in "Fuel costs"	**(219.2)**	334.2
Gain on lease remeasurement	**(2.2)**	(0.2)
Net loss/(gain) on financial assets mandatorily measured at FVTPL	**3.8**	(2.6)
Expenses relating to short-term leases	**15.6**	8.7
Expenses relating to low value leases	**3.8**	3.6

7 Finance Charges (in $ million)

	The Group	
	FY2021/22	FY2020/21
Notes payable	**187.7**	145.2
Bank loans	**99.8**	109.5
Lease liabilities	**136.7**	63.4
Amortisation of transaction costs related to borrowings	**6.5**	5.4
Commitment fees	**4.8**	3.2
Interest paid and capitalised on qualifying assets	**(43.9)**	(58.8)
	391.6	267.9

Borrowing costs on qualifying assets are capitalised using an average interest rate of 2.5% (FY2020/21: 2.5%) per annum.

8 Interest Income (in $ million)

	The Group	
	FY2021/22	FY2020/21
Interest income from fixed deposits and investments	**45.3**	34.5
Interest income from sub-leasing of ROU assets	**0.6**	0.9
	45.9	35.4

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

9 Other Non-Operating Items (in $ million)

	The Group	
	FY2021/22	**FY2020/21**
Provision for onerous contract	**(38.9)**	–
Impairment of long term investments	**(5.2)**	–
Provision for expected credit losses on investments and loans and guarantee to a joint venture company	**(5.1)**	(1.2)
Provision for expected credit losses on other debtors	**(4.7)**	–
Loss on sale and leaseback transactions	**(3.9)**	(6.8)
Impairment of investment in an associated company	**(2.1)**	(0.2)
Refleeting and restructuring costs	**(1.1)**	(30.3)
Surplus on disposal of intangible assets	**8.0**	–
Gain/(Loss) on disposal of an associated company	**2.6**	(25.0)
Headcount rationalisation costs	**0.5**	(44.7)
Surplus/(Loss) on disposal of other property, plant and equipment	**0.4**	(4.9)
Provision for liquidation costs relating to NokScoot	**–**	(13.1)
Net loss on financial assets mandatorily measured at FVTPL	**–**	(4.9)
Impairment of investment in a joint venture company	**–**	(0.1)
Gain on sale of a subsidiary company	**–**	2.0
Write-back of provision for early lease termination	**–**	1.4
	(49.5)	(127.8)

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 2022 and 2021 are:

	The Group	
	FY2021/22	**FY2020/21**
Current taxation		
Provision for the year	**80.0**	9.3
(Over)/Under provision in respect of prior years	**(13.8)**	36.2
	66.2	45.5
Deferred taxation (refer to note 17)		
Movement in temporary differences	**(185.1)**	(692.0)
Over provision in respect of prior years	**(23.0)**	(27.3)
	(208.1)	(719.3)
	(141.9)	(673.8)

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

10 Taxation (in $ million) (continued)

Deferred taxation related to other comprehensive income:

	The Group	
	FY2021/22	**FY2020/21**
Cash flow hedges	**237.6**	418.1
Actuarial loss on revaluation of defined benefit plans	**–**	(1.0)
	237.6	417.1

The Group has tax losses and deductible temporary differences (for which no deferred tax asset has been recognised) of approximately $980.4 million (2021: $558.2 million) and $3.7 million (2021: $5.1 million) respectively that are available for offset against future taxable profits of the companies. This is due to the uncertainty of the recoverability of the deferred tax asset.

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

	The Group	
	FY2021/22	**FY2020/21**
Loss before taxation	**(1,090.0)**	(4,957.2)
Add: Share of losses of associated and joint venture companies	**116.1**	112.8
	(973.9)	(4,844.4)
Taxation at statutory corporate tax rate of 17.0%	**(165.6)**	(823.5)
Adjustments for:		
Income not subject to tax	**(48.5)**	(75.4)
Expenses not deductible for tax purposes	**30.0**	136.3
Higher effective tax rates of other countries	**1.0**	2.2
(Over)/Under provision in respect of prior years, net	**(36.8)**	8.9
Tax benefits not recognised	**70.9**	77.2
Others	**7.1**	0.5
Taxation	**(141.9)**	(673.8)

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

11 Loss Per Share

	The Group			
	FY2021/22		FY2020/21	
	Basic	**Diluted**	**Basic**	**Diluted**
Loss attributable to owners of the Company (in $ million)	**(962.0)**	**(962.0)**	(4,270.7)	(4,270.7)
Adjustment for the potential dilution from share-based incentive plans of subsidiary companies (in $ million)	**–**	**(0.2)**	–	–
Adjusted net loss attributable to owners of the Company (in $ million)	**(962.0)**	**(962.2)**	(4,270.7)	(4,270.7)
Weighted average number of ordinary shares in issue (in million)	**5,945.0**	**5,945.0**	4,161.8	4,161.8
Adjustment for dilutive potential ordinary shares (in million)	**–**	**–**	–	–
Weighted average number of ordinary shares in issue used for computing loss per share (in million)	**5,945.0**	**5,945.0**	4,161.8	4,161.8
Loss per share (cents)	**(16.2)**	**(16.2)**	(102.6)	(102.6)

Basic loss per share is calculated by dividing the loss attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year, and assuming the conversion of all MCBs.

For purposes of calculating diluted loss per share, the loss attributable to owners of the Company is adjusted to take into account the potential dilution from share-based incentive plans of subsidiary companies and the weighted average number of ordinary shares of the Company in issue is adjusted to take into account effects of dilutive share-based incentive plans of the Company.

The average market value of the Company's shares for purposes of calculating the potential dilution from share-based incentive plans was based on quoted market prices for the period.

With the completion of the issuance of MCBs on 24 June 2021, prior year comparatives for loss per share were restated through retrospective application of a bonus factor to the average weighted number of shares. The bonus factor is derived from the division of fair value per share immediately before the exercise of rights by the theoretical ex-rights fair value.

12 Dividends Paid and Proposed (in $ million)

No dividends were declared, paid or proposed by the Group and the Company to the owners of the Company for the financial year ended 31 March 2022 (FY2020/21: nil).

During the financial year, total dividends of $1.4 million (FY2020/21: $14.3 million) were paid to non-controlling interests.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

13 Share Capital (in $ million)

	The Group and the Company			
	Number of shares		Amount	
	2022	2021	2022	2021
Issued and fully paid share capital				
Ordinary shares				
Balance at 1 April	**2,977,543,504**	1,199,851,018	**7,180.2**	1,856.1
Shares issued pursuant to rights issue	**–**	1,777,692,486	**–**	5,324.1
Balance at 31 March	**2,977,543,504**	2,977,543,504	**7,180.2**	7,180.2
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.

During the previous financial year, the Company issued 1,777,692,486 new shares pursuant to the rights issue, raising capital of $5,324.1 million. The equity raised strengthened the Company's balance sheet and built liquidity during a period of significant uncertainty.

No shares were issued (FY2020/21: nil) upon vesting of share-based incentive plans during the year.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

14 Mandatory Convertible Bonds (in $ million)

	The Group and the Company 31 March	
	2022	**2021**
Balance as at 1 April	**3,496.1**	–
Issued during the year	**6,196.8**	3,496.1
Transaction costs	**(1.7)**	–
Balance as at 31 March	**9,691.2**	3,496.1

In the previous financial year, as part of the Company's efforts in proactively building liquidity and strengthening its balance sheet during the period of uncertainty, the Company issued $3,496.1 million of MCBs which are classified as equity. The Group's intent was to not burden the balance sheet with additional debt which may restrict the Group's ability to raise financing in the future. MCBs have been elected as the most appropriate instrument due to their financial flexibility, as it allows the Group to repay MCB holders in the future when the Group's situation improves and to avoid dilution of existing shareholders while being able to immediately strengthen the capital stock.

The MCBs were issued in the denomination of $1.00 for each MCB, on the basis of 295 MCBs for every 100 existing ordinary shares held by shareholders on 8 June 2020. They will mandatorily convert into ordinary shares of the Company on 8 June 2030. The MCBs shall be convertible on the conversion date only. At the end of the 10-year tenure of the MCBs, 1,304,626,600 ordinary shares will be issued upon mandatory conversion of the MCBs, subject to any prior redemption of the MCBs. The MCBs may be redeemable at the option of the Company in whole or in part on every six-month anniversary of the issue date at fixed amounts.

During the current financial year, the Company issued $6,196.8 million of additional MCBs ("Rights 2021 MCBs").

The Rights 2021 MCBs were issued in the denomination of $1.00 for each MCB, on the basis of 209 MCBs for every 100 existing ordinary shares held by shareholders on 28 May 2021. They will mandatorily convert into ordinary shares of the Company on 8 June 2030. The MCBs shall be convertible on the conversion date only. At the end of the 10-year tenure of the MCBs, 2,173,960,638 ordinary shares will be issued upon mandatory conversion of the Rights 2021 MCBs, subject to any prior redemption of the MCBs. The MCBs may be redeemable at the option of the Company in whole or in part on every six-month anniversary of the issue date at fixed amounts.

The total number of ordinary shares to be issued on 8 June 2030, the end of the 10-year tenure of the MCBs is 3,478,587,238.

15 Treasury Shares (in $ million)

	The Group and the Company 31 March	
	2022	**2021**
Balance at 1 April	**(133.2)**	(156.0)
Treasury shares reissued pursuant to equity compensation plans:		
- Transferred from share-based compensation reserve	**26.7**	22.8
Balance at 31 March	**(106.5)**	(133.2)

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

During the financial year, the Company did not purchase any treasury shares (FY2020/21: nil).

The Company reissued 2,441,413 (FY2020/21: 1,965,965) treasury shares pursuant to share-based incentive plans and 80,300 (FY2020/21: 186,200) treasury shares on payment of Directors' remuneration. The number of treasury shares as at 31 March 2022 was 10,048,816 (2021: 12,570,529).

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

16 Other Reserves (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Capital reserve	**(107.3)**	(96.8)	**(881.6)**	(871.4)
Foreign currency translation reserve	**(16.2)**	(16.9)	**–**	–
Share-based compensation reserve	**20.7**	20.8	**16.7**	17.1
Fair value reserve	**1,076.2**	(178.6)	**939.5**	(136.6)
General reserve	**4,673.6**	5,634.3	**6,655.7**	6,959.7
	5,647.0	5,362.8	**6,730.3**	5,968.8

(a) Capital reserve

Capital reserve for the Group mainly arose from the loss on the acquisition of non-controlling interests in a subsidiary company, revaluation of land and buildings owned by Ritz-Carlton Millenia Properties Private Limited, an associated company, gains or losses on the reissuance of treasury shares and the equity component on convertible bonds.

Capital reserve for the Company mainly arose from the re-integration of Singapore Airlines Cargo Pte Ltd ("SIA Cargo") in FY2018/19, gains or losses on the reissuance of treasury shares and the equity component on convertible bonds.

(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.

Breakdown of the fair value reserves is as follows:

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Derivative financial instruments designated as hedging instruments	**1,076.2**	(178.6)	**939.5**	(136.6)

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

16 Other Reserves (in $ million) (continued)

(d) Fair value reserve (continued)

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

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Gain on fair value changes	**1,429.1**	1,301.7	**1,233.0**	1,112.6
Discontinued fuel hedges reclassified to profit or loss, recognised in "Fuel hedging ineffectiveness"	**–**	412.8	**–**	259.4
Discontinued foreign currency hedges reclassified to profit or loss, recognised in "Other operating expenses"	**–**	(4.4)	**–**	(2.8)
Recognised in the carrying values of non-financial assets on occurrence of capital expenditure commitments	**5.1**	(32.3)	**5.1**	(32.3)
Recognised in the profit and loss account on occurrence of:				
Fuel hedging contracts recognised in "Fuel costs"	**(181.9)**	277.4	**(163.0)**	251.0
Foreign currency contracts recognised in "Other operating expenses"	**1.0**	10.6	**1.0**	9.8
	1,253.3	1,965.8	**1,076.1**	1,597.7

(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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

17 Deferred Taxation (in $ million)

	The Group				The Company	
	Statement of financial position 31 March		Profit and loss		Statement of financial position 31 March	
	2022	**2021**	**FY2021/22**	**FY2020/21**	**2022**	**2021**
The deferred taxation arises as a result of:						
Deferred tax liabilities						
Differences in depreciation	**1,657.8**	1,871.2	**(213.4)**	(420.9)	**1,382.6**	1,566.2
Revaluation to fair value						
- fuel hedging contracts	**398.2**	34.2	**–**	–	**398.2**	34.2
- currency hedging contracts	**–**	0.6	**–**	–	**–**	0.5
- cross currency swap contracts	**–**	2.3	**–**	–	**–**	2.3
- interest rate swap contracts	**27.9**	18.0	**–**	–	**27.9**	18.0
Other temporary differences	**32.7**	25.5	**7.2**	3.8	**25.3**	17.8
Gross deferred tax liabilities	**2,116.6**	1,951.8	**(206.2)**	(417.1)	**1,834.0**	1,639.0
Deferred tax assets						
Unabsorbed capital allowances and tax losses	**(64.0)**	(206.0)	**142.0**	(127.4)	**–**	(113.3)
Lease liabilities	**(622.2)**	(484.8)	**(137.4)**	(169.4)	**(468.7)**	(392.9)
Revaluation to fair value						
- fuel hedging contracts	**(213.0)**	(63.1)	**–**	–	**(240.3)**	(59.3)
- currency hedging contracts	**–**	(0.5)	**–**	–	**–**	(0.5)
- cross currency swap contracts	**–**	(0.1)	**–**	–	**–**	(0.1)
- interest rate swap contracts	**(2.5)**	(18.4)	**–**	–	**(2.2)**	(15.6)
Other temporary differences	**(150.6)**	(146.4)	**(6.5)**	(5.4)	**(40.0)**	(38.4)
Gross deferred tax assets	**(1,052.3)**	(919.3)	**(1.9)**	(302.2)	**(751.2)**	(620.1)
Net deferred tax liabilities	**1,064.3**	1,032.5			**1,082.8**	1,018.9
Deferred tax charged to profit and loss			**(208.1)**	(719.3)		
Deferred tax charged to equity	**237.6**	416.5			**201.4**	315.1

At the end of the reporting period, there was no deferred tax liability (2021: nil) recognised for taxes that would be payable on the undistributed earnings of one of the Group's overseas subsidiary companies.

For the other subsidiary companies of the Group, no deferred tax liability has been recognised as the Group has determined that undistributed earnings of these subsidiary companies will not be distributed in the foreseeable future. Such temporary differences for which no deferred tax liability has been recognised aggregate to $16.7 million (2021: $13.9 million). The deferred tax liability is estimated to be $5.0 million (2021: $4.2 million).

During the financial year, the Company recognised deferred tax assets of $2.7 million (FY2020/21: $20.2 million) arising from the integration of SilkAir.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

18 Borrowings (in $ million)

	The Group		The Company	
	31 March		31 March	
	2022	2021	2022	2021
Current Liabilities - Borrowings				
Notes payable	–	200.0	–	200.0
Loans	**606.8**	707.1	**539.2**	642.8
	606.8	907.1	**539.2**	842.8
Non-current Liabilities - Borrowings				
Notes payable	**5,655.7**	4,845.7	**5,655.7**	4,845.7
Loans	**4,966.7**	4,951.4	**4,716.7**	4,650.9
Convertible bonds	**783.1**	767.7	**783.1**	767.7
	11,405.5	10,564.8	**11,155.5**	10,264.3

Notes payable

Notes payable as at 31 March 2022 comprised unsecured notes issued by the Company. The details are set out below.

				31 March 2022		31 March 2021	
Series	Currency	Fixed interest rate per annum	Year of maturity	Face value	Carrying value	Face value	Carrying value
SGD10 Billion Multicurrency Medium Term Note Programme							
002	SGD	3.145%	2021	–	–	200.0	200.0
003	SGD	3.75%	2024	**300.0**	**300.0**	300.0	300.0
004	SGD	3.13%	2026	**630.0***	**631.5**	630.0*	631.8
005	SGD	3.035%	2025	**700.0**	**699.5**	700.0	699.3
006	SGD	3.13%	2027	**700.0**	**699.2**	700.0	699.1
007	SGD	3.16%	2023	**600.0**	**599.7**	600.0	599.5
008	SGD	3.50%	2030	**500.0**	**499.1**	500.0	499.0
009	SGD	3.00%	2026	**676.7**	**673.2**	672.6	668.5
010	USD	3.375%	2029	**812.0**	**804.5**	–	–
SGD2 Billion Medium Term Bond Programme							
001	SGD	3.03%	2024	**750.0**	**749.0**	750.0	748.5
				5,668.7	**5,655.7**	5,052.6	5,045.7

* 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

18 Borrowings (in $ million) (continued)

Loans

The Group

Type	Currency	Interest rate per annum	Year of maturity	31 March 2022 Face value	31 March 2022 Carrying value	31 March 2021 Face value	31 March 2021 Carrying value
Fixed Rate							
Secured bank loan	SGD	2.86%	2028	**613.6**	**612.7**	698.3	697.0
Secured bank loan	SGD	2.92%	2028	**300.0**	**297.9**	348.0	345.7
Secured bank loan	SGD	2.62%	2029	**654.2**	**653.1**	738.3	736.8
Secured bank loan	SGD	0.34%	2029	**116.3**	**116.0**	131.3	131.0
Secured bank loan	SGD	0.35%	2029	**119.0**	**118.8**	133.0	132.8
Secured bank loan	SGD	2.10%	2030	**300.0**	**297.9**	300.0	299.0
Secured bank loan	SGD	2.19%	2030	**271.2**	**269.6**	300.0	298.1
Secured bank loan	SGD	2.15%	2032	**269.1**	**267.1**	291.7	289.3
Secured bank loan	SGD	2.14%	2030	**135.6**	**134.4**	150.0	148.6
Secured bank loan	SGD	2.15%	2032	**263.0**	**260.6**	300.0	297.1
Secured bank loan	SGD	1.92%	2030	**258.6**	**256.0**	286.3	283.4
Secured bank loan	SGD	1.98%	2030	**135.5**	**134.6**	150.0	148.9
Secured bank loan	SGD	2.07%	2030	**142.8**	**142.1**	150.0	149.1
Secured bank loan	SGD	2.24%	2031	**142.9**	**142.0**	150.0	149.0
Secured bank loan	EUR	0.46%	2029	**117.5**	**117.2**	138.5	138.2
Secured bank loan	EUR	0.65% - 0.68%	2029 - 2030	**717.4**	**716.0**	843.7	841.8
Secured bank loan	JPY	0.41%	2029	**198.9**	**198.5**	245.2	244.5
Unsecured bank loan	SGD	1.14% - 1.19%	2021	**–**	**–**	150.0	150.0
Third-party financing	SGD	4.90%	2023 - 2024	**819.3**	**819.3**	159.1	159.1
Floating rate							
Unsecured bank loan	USD	1.44%	2022	**–**	**–**	9.2	9.2
Revolving credit facility	USD	2.38%	2022	**2.8**	**2.8**	–	–
Revolving credit facility	USD	2.70%	2021	**–**	**–**	0.7	0.7
Revolving credit facility	SGD	1.63%	2022	**3.0**	**3.0**	–	–
Revolving credit facility	SGD	2.68%	2022	**8.0**	**8.0**	–	–
Revolving credit facility	SGD	1.41%	2021	**–**	**–**	3.0	3.0
Trust receipt	SGD	1.39%	2022	**5.9**	**5.9**	–	–
Trust receipt	SGD	1.17%	2021	**–**	**–**	6.2	6.2
				5,594.6	**5,573.5**	5,682.5	5,658.5

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

18 Borrowings (in $ million) (continued)

Loans (continued)

The Company

				31 March 2022		31 March 2021	
Type	**Currency**	**Interest rate per annum**	**Year of maturity**	**Face value**	**Carrying value**	**Face value**	**Carrying value**
Fixed Rate (Post interest rate and cross currency swaps)							
Secured bank loan	SGD	2.86%	2028	**613.6**	**612.7**	698.3	697.0
Secured bank loan	SGD	2.62%	2029	**654.2**	**653.1**	738.3	736.8
Secured bank loan	SGD	0.34%	2029	**116.3**	**116.0**	131.3	131.0
Secured bank loan	SGD	0.35%	2029	**119.0**	**118.8**	133.0	132.8
Secured bank loan	SGD	2.10%	2030	**300.0**	**297.9**	300.0	299.0
Secured bank loan	SGD	2.19%	2030	**271.2**	**269.6**	300.0	298.1
Secured bank loan	SGD	2.15%	2032	**269.1**	**267.1**	291.7	289.3
Secured bank loan	SGD	2.14%	2030	**135.6**	**134.4**	150.0	148.6
Secured bank loan	SGD	2.15%	2032	**263.0**	**260.6**	300.0	297.1
Secured bank loan	SGD	1.92%	2030	**258.6**	**256.0**	286.3	283.4
Secured bank loan	SGD	1.98%	2030	**135.5**	**134.6**	150.0	148.9
Secured bank loan	SGD	2.07%	2030	**142.8**	**142.1**	150.0	149.1
Secured bank loan	SGD	2.24%	2031	**142.9**	**142.0**	150.0	149.0
Fixed rate							
Secured bank loan	EUR	0.46%	2029	**117.5**	**117.2**	138.5	138.2
Secured bank loan	EUR	0.65% - 0.68%	2029 – 2030	**717.4**	**716.0**	843.7	841.8
Secured bank loan	JPY	0.41%	2029	**198.9**	**198.5**	245.2	244.5
Unsecured bank loan	SGD	1.14% - 1.19%	2021	**–**	**–**	150.0	150.0
Third-party financing	SGD	4.90%	2023 – 2024	**819.3**	**819.3**	159.1	159.1
				5,274.9	**5,255.9**	5,315.4	5,293.7

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 2022, the Group and Company had floating rate loans with nominal amounts of $4,426.8 million (2021: $4,976.3 million) and $4,126.8 million (2021: $4,628.3 million) which are hedged with interest rate swaps (refer to note 41(c)).

The third-party financing pertained to an arrangement with a third-party financier to finance the pre-delivery payments for certain aircraft. Under this arrangement, the Company will make periodic payments to the financier.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

18 Borrowings (in $ million) (continued)

Convertible bonds

	The Group and the Company	
	2022	**2021**
Balance at 1 April	**767.1**	–
Proceeds from issue of convertible bonds	**–**	850.0
Transaction costs	**–**	(8.5)
Net proceeds	**–**	841.5
Amount classified as equity	**–**	(74.3)
Amortised bond principal	**13.8**	–
Amortised transaction costs	**1.6**	0.5
Balance at 31 March	**783.1**	767.7

During the prior year, the Company issued $850.0 million in principal amount of convertible bonds due 2025. These convertible bonds bear interest at 1.625% per annum, payable semi-annually in arrears. The initial conversion price is $5.743 and is subject to adjustments under certain events set out in the Trust Deed for the convertible bonds. The bonds are convertible at the option of the holder, at the prevailing conversion price from 13 January 2021 to 24 November 2025 (both dates inclusive).

The equity conversion component on initial recognition of the convertible bonds is $74.3 million.

19 Other Long-term Liabilities (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Maintenance reserve	**1.8**	1.8	**1.8**	1.8
Promissory notes	**–**	219.8	**–**	219.8
Derivative liabilities (refer to note 41)	**1,075.9**	284.8	**1,075.9**	274.7
	1,077.7	506.4	**1,077.7**	496.3

The promissory notes bear interest of 1.75% (FY2020/21: 1.75%) per annum with maturity dates ranging from April to July 2022 and are denominated in USD. As at 31 March 2022, all promissory notes were classified as current liabilities.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

20 Provisions (in $ million)

Included are provisions for return costs for leased aircraft, warranty claims and crew gratuity. It is expected that the return costs will be incurred by the end of the lease terms.

An analysis of the provisions is as follows:

	The Group		
	Return costs for leased aircraft	Others	Total
Balance at 1 April 2020	1,309.4	45.3	1,354.7
Provision during the year	196.3	188.8	385.1
Provision written back during the year	(39.5)	(1.4)	(40.9)
Provision utilised during the year	(242.6)	(62.3)	(304.9)
Balance at 31 March 2021	1,223.6	170.4	1,394.0
Current	277.6	151.3	428.9
Non-current	946.0	19.1	965.1
	1,223.6	170.4	1,394.0
Balance at 1 April 2021	1,223.6	170.4	1,394.0
Provision during the year	211.3	55.6	266.9
Provision written back during the year	(11.7)	(19.7)	(31.4)
Provision utilised during the year	(202.8)	(98.9)	(301.7)
Balance at 31 March 2022	1,220.4	107.4	1,327.8
Current	130.5	52.9	183.4
Non-current	1,089.9	54.5	1,144.4
	1,220.4	107.4	1,327.8

	The Company		
	Return costs for leased aircraft	Others	Total
Balance at 1 April 2020	578.6	36.2	614.8
Provision during the year	94.0	186.3	280.3
Provision utilised during the year	(201.7)	(55.9)	(257.6)
Effects of integration of SilkAir	93.1	–	93.1
Balance at 31 March 2021	564.0	166.6	730.6
Current	196.0	147.5	343.5
Non-current	368.0	19.1	387.1
	564.0	166.6	730.6
Balance at 1 April 2021	564.0	166.6	730.6
Provision during the year	131.9	53.4	185.3
Provision written back during the year	–	(19.7)	(19.7)
Provision utilised during the year	(171.1)	(95.9)	(267.0)
Effects of integration of SilkAir	10.9	–	10.9
Balance at 31 March 2022	535.7	104.4	640.1
Current	87.1	49.9	137.0
Non-current	448.6	54.5	503.1
	535.7	104.4	640.1

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

21 Property, Plant and Equipment (in $ million)

The Group

	Aircraft	Aircraft spares	Aircraft spare engines
Cost			
At 1 April 2020	23,574.5	551.0	321.2
Additions	132.9	11.2	–
Transfers	1,743.7	0.6	11.3
Transfer to assets held for sale	(525.2)	9.5	–
Disposals	(1,716.5)	(10.5)	–
Disposal of a subsidiary company	–	–	–
Write-off	(5.5)	–	–
Exchange differences	(47.2)	(0.3)	–
At 31 March 2021	23,156.7	561.5	332.5
Additions	80.7	11.9	–
Transfers	1,348.5	0.7	12.8
Transfer to assets held for sale	(365.3)	–	(52.5)
Disposals	(1,513.7)	(12.4)	–
Write-off	(2.6)	–	–
Exchange differences	10.6	–	–
At 31 March 2022	22,714.9	561.7	292.8
Accumulated depreciation and impairment losses			
At 1 April 2020	4,594.6	328.3	138.9
Depreciation	1,572.5	19.0	23.8
Impairment losses	976.4	12.5	25.5
Transfers	(8.7)	–	8.7
Transfer to assets held for sale	(435.6)	6.7	–
Disposals	(239.3)	(5.3)	–
Disposal of a subsidiary company	–	–	–
Write-off	(5.5)	–	–
Exchange differences	–	(0.3)	–
At 31 March 2021	6,454.4	360.9	196.9
Depreciation	1,343.1	17.0	19.4
Impairment losses	38.0	–	–
Transfers	(1.5)	–	1.5
Transfer to assets held for sale	(231.6)	–	(46.7)
Disposals	(597.7)	(11.0)	–
Write-off	(2.6)	–	–
Exchange differences	–	–	–
At 31 March 2022	7,002.1	366.9	171.1
Net book value			
At 31 March 2021	16,702.3	200.6	135.6
At 31 March 2022	15,712.8	194.8	121.7

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

Freehold land	Freehold buildings	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Advance and progress payments	Total
15.7	135.4	633.8	728.7	347.1	5,680.9	31,988.3
–	–	0.4	12.5	4.5	2,693.5	2,855.0
–	–	–	69.6	18.0	(1,843.2)	–
–	–	–	–	–	–	(515.7)
–	–	(0.3)	(32.7)	(5.3)	–	(1,765.3)
–	–	(0.5)	(14.1)	(2.3)	–	(16.9)
–	–	–	–	(2.4)	(75.5)	(83.4)
–	–	(2.7)	(2.2)	0.2	–	(52.2)
15.7	135.4	630.7	761.8	359.8	6,455.7	32,409.8
–	–	0.1	5.8	11.5	3,527.1	3,637.1
–	–	4.2	3.9	1.2	(1,371.3)	–
–	–	–	–	–	–	(417.8)
–	–	–	(8.3)	(5.9)	–	(1,540.3)
–	–	–	–	–	–	(2.6)
–	–	0.2	0.2	–	–	11.0
15.7	135.4	635.2	763.4	366.6	8,611.5	34,097.2
–	127.4	499.7	521.5	292.1	–	6,502.5
–	2.9	10.8	65.6	22.6	–	1,717.2
–	–	22.3	17.1	–	388.2	1,442.0
–	–	–	–	–	–	–
–	–	–	–	–	–	(428.9)
–	–	(0.2)	(32.5)	(5.1)	–	(282.4)
–	–	(0.3)	(11.3)	(2.0)	–	(13.6)
–	–	–	–	(2.3)	–	(7.8)
–	–	(0.7)	(1.7)	0.2	–	(2.5)
–	130.3	531.6	558.7	305.5	388.2	8,926.5
–	2.9	9.8	53.2	18.7	–	1,464.1
–	–	–	1.0	–	–	39.0
–	–	–	1.1	(1.1)	–	–
–	–	–	–	–	–	(278.3)
–	–	–	(8.0)	(5.6)	–	(622.3)
–	–	–	–	–	–	(2.6)
–	–	0.1	0.1	–	–	0.2
–	133.2	541.5	606.1	317.5	388.2	9,526.6
15.7	5.1	99.1	203.1	54.3	6,067.5	23,483.3
15.7	2.2	93.7	157.3	49.1	8,223.3	24,570.6

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

21 Property, Plant and Equipment (in $ million) (continued)

The Company

	Aircraft	Aircraft spares	Aircraft spare engines
Cost			
At 1 April 2020	18,954.5	422.0	110.6
Additions	132.7	7.9	–
Transfers	1,582.2	–	–
Transfer to assets held for sale	(282.1)	–	–
Effects of integration of SilkAir	53.9	–	–
Disposals	(1,605.2)	(8.8)	–
Exchange differences	(26.8)	–	–
At 31 March 2021	18,809.2	421.1	110.6
Additions	80.7	9.3	–
Transfers	1,318.0	–	2.2
Transfer to assets held for sale	(32.2)	–	–
Effects of integration of SilkAir	393.1	14.2	56.7
Disposals	(1,427.2)	(2.3)	–
Exchange differences	8.8	–	–
At 31 March 2022	19,150.4	442.3	169.5
Accumulated depreciation and impairment losses			
At 1 April 2020	3,404.2	241.3	31.8
Depreciation	1,335.4	11.8	15.6
Impairment losses	752.6	10.4	16.6
Transfer to assets held for sale	(256.9)	–	–
Effects of integration of SilkAir	21.8	–	–
Disposals	(146.4)	(3.8)	–
At 31 March 2021	5,110.7	259.7	64.0
Depreciation	1,172.1	11.8	15.4
Impairment losses	38.0	–	–
Transfers	(1.5)	–	1.5
Transfer to assets held for sale	(14.9)	–	–
Effects of integration of SilkAir	63.4	4.1	15.2
Disposals	(511.6)	(1.0)	–
At 31 March 2022	5,856.2	274.6	96.1
Net book value			
At 31 March 2021	13,698.5	161.4	46.6
At 31 March 2022	13,294.2	167.7	73.4

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

Freehold land	Freehold buildings	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Advance and progress payments	Total
15.7	135.4	330.1	378.8	255.1	4,295.4	24,897.6
–	–	–	3.5	3.4	2,253.7	2,401.2
–	–	–	68.6	13.2	(1,664.0)	–
–	–	–	–	–	–	(282.1)
–	–	–	–	–	482.4	536.3
–	–	–	(25.6)	(3.7)	(67.5)	(1,710.8)
–	–	–	–	–	–	(26.8)
15.7	135.4	330.1	425.3	268.0	5,300.0	25,815.4
–	–	–	2.4	10.0	3,267.0	3,369.4
–	–	–	–	0.3	(1,320.5)	–
–	–	–	–	–	–	(32.2)
–	–	–	1.8	1.4	63.2	530.4
–	–	–	(1.6)	(5.1)	–	(1,436.2)
–	–	–	–	–	–	8.8
15.7	135.4	330.1	427.9	274.6	7,309.7	28,255.6
–	127.4	319.6	239.2	218.5	–	4,582.0
–	2.9	1.8	45.8	14.4	–	1,427.7
–	–	–	4.5	–	388.2	1,172.3
–	–	–	–	–	–	(256.9)
–	–	–	–	–	–	21.8
–	–	–	(25.7)	(3.7)	–	(179.6)
–	130.3	321.4	263.8	229.2	388.2	6,767.3
–	2.9	1.8	38.2	12.4	–	1,254.6
–	–	–	1.0	–	–	39.0
–	–	–	–	–	–	–
–	–	–	–	–	–	(14.9)
–	–	–	1.6	1.4	–	85.7
–	–	–	(1.5)	(4.7)	–	(518.8)
–	133.2	323.2	303.1	238.3	388.2	7,612.9
15.7	5.1	8.7	161.5	38.8	4,911.8	19,048.1
15.7	2.2	6.9	124.8	36.3	6,921.5	20,642.7

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

21 Property, Plant and Equipment (in $ million) (continued)

Assets held as security

The Company's aircraft with carrying amount of $5,219.5 million (2021: $5,510.8 million) are pledged as security to the banks.

Scoot Tigerair Pte. Ltd.'s aircraft with carrying amount of $408.0 million (2021: $432.2 million) are pledged as security to the banks.

Impairment of aircraft

During FY2021/22, a review of the Group's network and fleet requirements was carried out based on the latest expected recovery profile. Pursuant to the review, impairment charges of $57.2 million on two leased 737-800NGs identified as surplus to requirements (refer to note 22) and further write-down to three previously impaired 777-300ERs due to changes in trade-in plans were recorded. There was a further impairment of $11.6 million of two held-for-sale 777-200 aircraft due to changes in market values. In addition, a write-back of $18.3 million was recorded on previously impaired aircraft with updates in estimated provisions required.

During the previous financial year, the Group reviewed the potential shape and size of its overall network to determine the resultant fleet size and mix needed for future operations. As a result, the Group removed 45 surplus older generation aircraft from the operating fleet of FSC and LCC CGUs and recorded an impairment loss of $1,734.3 million to write down the aircraft to their estimated recoverable values. Included as part of the amount are the impairments related to owned and leased aircraft, spare engines, spares and inventories, write-off of advanced progress payments for engine overhauls, and additional delease costs and other related costs which arose from the impairment review exercise.

Impairment of aircraft spares

During the previous financial year, the carrying amounts of the aircraft spares exceeded the recoverable amounts and the Group recognised an impairment loss of $2.0 million on its aircraft spares.

Impairment of base maintenance assets

The pandemic has contributed to the early retirement of specific aircraft types, leading to a surplus in the supply of related aircraft rotable spares available in the market. With increasing difficulty in selling certain aircraft rotable spares that were classified as "assets held for sale" since the previous years, the Group further wrote down the value of the assets held for sale to expected scrap value. As a result, the Group recognised an impairment loss on base maintenance assets of $8.4 million.

During the previous financial year, demand for hangar checks declined significantly due to low flight hours and grounding of aircraft, and was expected to remain weak in the short to medium term. As a result, the Group recognised an impairment loss on base maintenance assets of $36.9 million, comprising $35.0 million in property, plant and equipment and $1.9 million of assets held for sale.

Impairment test

The Covid-19 pandemic and its detrimental effect on the travel industry caused by global travel restrictions and border controls continues to have an adverse impact on profits and cash flows. Management has determined that this event is an indicator that the Property, Plant and Equipment and Intangible Assets may be impaired. Management's impairment test included the following CGUs:

FSC CGU

The recoverable amount of the FSC CGU has been determined based on value-in-use calculations using cash flow projections from financial forecasts approved by Management covering a five-year period (2021: five-year period). The financial forecasts which were approved include Management's planned recovery from Covid-19 related global travel restrictions and border controls. The post-tax discount rate applied to cash flow projections is 7.0% (2021: 7.0%) and the forecast long-term growth rate used to extrapolate the cash flow projections beyond the five-year period (2021: five-year period) is 4.0% (2021: 4.0%).

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

21 Property, Plant and Equipment (in $ million) (continued)

Impairment test (continued)

LCC CGU

The recoverable amount of the LCC CGU has been determined based on value-in-use calculations using cash flow projections from financial forecasts approved by Management covering a five-year period (2021: five-year period). The financial forecasts which were approved include Management's planned recovery from Covid-19 related global travel restrictions and border controls. The post-tax discount rate applied to cash flow projections is 7.0% (2021: 7.0%) and the forecast long-term growth rate used to extrapolate the cash flow projections beyond the five-year period (2021: five-year period) is 5.0% (2021: 5.1%).

Sensitivity Analysis

The calculations of value-in-use for the FSC and LCC CGUs are most sensitive to the following assumptions:

Yield – The forecast yield is set with regards to the CGU's historical performance, operation plans and expected economic and market conditions. The forecast yield does not exceed historical yield achieved.

Growth rate – The forecast long-term growth rate is based on published industry research and does not exceed the long-term average growth rate for the industry.

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.

Assets held for sale

Following the review of the Group's fleet plan and cessation of certain inventory management contracts, certain aircraft and aircraft spares were classified as held for sale as the Group had decided to sell the aircraft and aircraft spares. The sale of the aircraft and spares is expected to be completed within one year.

	The Group	The Company
Balance as at 1 April 2020	14.2	–
Reclassification from property, plant and equipment	86.8	25.2
Impairment losses	(1.9)	–
Disposal during the year	(0.5)	–
Balance as at 31 March 2021	98.6	25.2
Reclassification from property, plant and equipment	139.5	17.3
Effects of integration of SilkAir	–	154.3
Impairment losses	(20.0)	(11.6)
Disposal during the year	(184.5)	(184.3)
Exchange differences	3.5	3.5
Balance as at 31 March 2022	37.1	4.4

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

22 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 2020	1,277.6	17.5	179.8	2.6	0.2	1,477.7
Additions	1,156.5	275.0	27.7	0.5	–	1,459.7
Reassessment and modifications	(8.7)	(11.1)	(13.2)	(0.1)	–	(33.1)
Disposal of a subsidary company	–	–	(0.1)	–	–	(0.1)
Depreciation	(290.5)	(7.3)	(59.7)	(1.1)	(0.1)	(358.7)
Impairment	(149.8)	–	–	–	–	(149.8)
At 31 March 2021	1,985.1	274.1	134.5	1.9	0.1	2,395.7
Additions	1,319.8	–	47.8	0.5	1.0	1,369.1
Reassessment and modifications	(0.4)	–	7.3	0.1	–	7.0
Depreciation	(381.8)	(27.9)	(52.6)	(1.0)	(0.2)	(463.5)
Impairment	(18.2)	–	–	–	–	(18.2)
At 31 March 2022	2,904.5	246.2	137.0	1.5	0.9	3,290.1

The Company

	Aircraft	Aircraft spare engines	Leasehold land and buildings	Plant and equipment	Office and computer equipment	Total
At 1 April 2020	607.4	16.9	121.1	0.3	–	745.7
Additions	1,156.5	275.0	21.2	0.4	–	1,453.1
Reassessment and modifications	(8.8)	(11.0)	(10.7)	–	–	(30.5)
Depreciation	(150.7)	(6.9)	(44.1)	(0.3)	–	(202.0)
Impairment	(129.7)	–	–	–	–	(129.7)
Effects of integration of SilkAir	147.1	–	–	–	–	147.1
At 31 March 2021	1,621.8	274.0	87.5	0.4	–	1,983.7
Additions	780.0	–	23.9	0.4	1.0	805.3
Reassessment and modifications	(0.1)	–	7.8	0.1	–	7.8
Effects of integration of SilkAir	23.6	–	0.9	–	–	24.5
Depreciation	(277.7)	(27.8)	(38.7)	(0.3)	(0.1)	(344.6)
Impairment	(18.2)	–	–	–	–	(18.2)
At 31 March 2022	2,129.4	246.2	81.4	0.6	0.9	2,458.5

Impairment testing of ROU assets

During the financial year, the Group recognised an impairment loss of $18.2 million (FY2020/21: $149.8 million) on its leased aircraft which are considered surplus to operations.

Please refer to note 21 for more details and the impairment assessment of the ROU assets as part of the FSC and LCC CGUs.

Effects of integration of SilkAir

During the financial year, SilkAir novated certain aircraft and property leases to the Company, as part of the integration. The lease liabilities related to these novated leases amounted to $29.3 million (FY2020/21: $175.2 million).

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

23 Intangible Assets (in $ million)

The Group

	Goodwill	Brand	Trademarks	Computer software and others	Deferred engine development cost	Advance and progress payments	Total
Cost							
At 1 April 2020	184.4	75.9	25.0	745.2	45.8	43.8	1,120.1
Additions	–	–	–	2.5	0.3	71.3	74.1
Disposals	–	–	–	(0.7)	(0.5)	(5.7)	(6.9)
Disposal of a subsidiary company	–	–	–	(0.4)	–	–	(0.4)
Transfers	–	–	–	74.6	–	(74.6)	–
Write-off	–	–	–	(13.5)	–	(0.7)	(14.2)
Exchange differences	–	–	–	(0.1)	(0.2)	–	(0.3)
At 31 March 2021	184.4	75.9	25.0	807.6	45.4	34.1	1,172.4
Additions	–	–	–	4.3	–	70.1	74.4
Disposals	–	(75.9)	–	(2.0)	(0.6)	–	(78.5)
Transfers	–	–	–	54.6	–	(54.6)	–
Exchange differences	–	–	–	–	0.3	–	0.3
At 31 March 2022	184.4	–	25.0	864.5	45.1	49.6	1,168.6
Accumulated amortisation and impairment losses							
At 1 April 2020	–	75.9	25.0	524.5	7.7	–	633.1
Amortisation	–	–	–	64.2	1.6	–	65.8
Disposals	–	–	–	(0.5)	–	–	(0.5)
Disposal of a subsidiary company	–	–	–	(0.3)	–	–	(0.3)
Impairment losses	170.4	–	–	–	11.4	–	181.8
Write-off	–	–	–	(11.1)	–	–	(11.1)
Exchange differences	–	–	–	(0.1)	2.6	–	2.5
At 31 March 2021	170.4	75.9	25.0	576.7	23.3	–	871.3
Amortisation	–	–	–	70.5	1.5	–	72.0
Disposals	–	(75.9)	–	(2.0)	(0.1)	–	(78.0)
Exchange differences	–	–	–	–	0.1	–	0.1
At 31 March 2022	170.4	–	25.0	645.2	24.8	–	865.4
Net book value							
At 31 March 2021	14.0	–	–	230.9	22.1	34.1	301.1
At 31 March 2022	14.0	–	–	219.3	20.3	49.6	303.2

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

23 Intangible Assets (in $ million) (continued)

The Company

	Computer software and others	Advance and progress payments	Total
Cost			
At 1 April 2020	619.0	31.4	650.4
Additions	–	64.1	64.1
Transfers	68.5	(68.5)	–
At 31 March 2021	687.5	27.0	714.5
Additions	–	60.8	60.8
Transfers	46.6	(46.6)	–
At 31 March 2022	734.1	41.2	775.3
Accumulated amortisation			
At 1 April 2020	433.8	–	433.8
Amortisation	51.6	–	51.6
At 31 March 2021	485.4	–	485.4
Amortisation	58.9	–	58.9
At 31 March 2022	544.3	–	544.3
Net book value			
At 31 March 2021	202.1	27.0	229.1
At 31 March 2022	189.8	41.2	231.0

Impairment testing of goodwill

The goodwill acquired through the acquisition of Tiger Airways Holdings Pte. Ltd. has an indefinite useful life and is included in the LCC CGU. In the prior year, the Group recognised an impairment loss of $170.4 million on its goodwill. Given that the airlines are operating in an environment dominated by the challenges brought about by the Covid-19 pandemic, both the pace and nature of recovery are subject to an unusual level of uncertainty. Under certain sets of financial assumptions reflecting more pessimistic future scenarios, the value of the goodwill could no longer be supported.

Please refer to note 21 for the impairment assessment of the LCC CGU.

Impairment of deferred engine development cost

During the previous financial year, the Group recorded an impairment loss of $11.4 million on the deferred engine development cost, following suspension of one of the aircraft engine development projects.

24 Subsidiary Companies (in $ million)

	The Company 31 March 2022	The Company 31 March 2021
Investment in subsidiary companies	**3,449.0**	3,426.6
Accumulated impairment losses	**(52.7)**	(52.7)
Effects of integration of SIA Cargo	**(1,405.0)**	(1,405.0)
	1,991.3	1,968.9
Long-term loans to subsidiary companies	**3,568.2**	3,655.3
Amount owing by a subsidiary company	**–**	284.0
Accumulated impairment loss	**(19.9)**	(27.6)
	5,539.6	5,880.6

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For The Financial Year Ended 31 March 2022

24 Subsidiary Companies (in $ million) (continued)

During the financial year:

1. The Company incorporated a wholly-owned subsidiary company, Kris+ Pte. Ltd. ("Kris+") on 20 May 2021. As at 31 March 2022, the Company had a total capital contribution in Kris+ of $0.2 million.

2. The Company injected approximately $22.2 million in Encounters Pte. Ltd.

3. The name of Simple Holidays Pte. Ltd. was struck off the register on 8 April 2021.

4. SIAEC invested approximately $0.3 million in Additive Flight Solutions Pte. Ltd.

(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 2022	2021
SIA Engineering Company Limited[1] and its subsidiaries	Engineering services	Singapore	**77.5**	77.6
NexGen Network (1) Holding Pte. Ltd.[1]	Investment holding	Singapore	**77.5**	77.6
NexGen Network (2) Holding Pte. Ltd.[1]	Investment holding	Singapore	**77.5**	77.6
SIAEC Global Private Limited[1]	Investment holding	Singapore	**77.5**	77.6
SIA Engineering (USA), Inc.[4]	Provide aircraft maintenance services, including technical and non-technical handling at the airport	United States of America	**77.5**	77.6
SIA Engineering Japan Corporation[4]	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Japan	**77.5**	77.6
Singapore Aero Support Services Pte. Ltd.[1]	Maintenance, repair and overhaul of aircraft and cabin components/ systems	Singapore	**77.5**	77.6
Heavy Maintenance Singapore Services Pte. Ltd.[1]	Provide airframe maintenance component overhaul services	Singapore	**77.5**	77.6
SIA Engineering (Philippines) Corporation[2]	Provide airframe maintenance component overhaul services	Philippines	**77.5**	77.6
Additive Flight Solutions Pte. Ltd.[1]*	Additive manufacturing of aircraft cabin parts and tooling for the aerospace industry	Singapore	**46.5**	46.5
Aerospace Component Engineering Services Pte. Limited[1]*	Repair and overhaul of hydro-mechanical equipment for Boeing and Airbus aircraft	Singapore	**39.5**	39.6
Budget Aviation Holdings Pte. Ltd.[1] and its subsidiaries	Investment holding	Singapore	**100.0**	100.0
Tiger Airways Holdings Pte. Ltd.[1]	Investment holding	Singapore	**100.0**	100.0
Scoot Pte. Ltd. (Previously known as Scoot Tigerair Pte. Ltd.)[1]	Air transportation	Singapore	**100.0**	100.0
Roar Aviation Pte. Ltd.[1]	Investment holding	Singapore	**100.0**	100.0
Simple Holidays Pte. Ltd.[1]	Inactive	Singapore	**–**	100.0

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

24 Subsidiary Companies (in $ million) (continued)

(a) Composition of the Group (continued)

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March 2022	2021
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
Encounters Pte. Ltd.[(1)]	Travel booking and related services through an online portal	Singapore	**100.0**	100.0
Kris+ Pte. Ltd.[(1)]	Marketing, payment and related services	Singapore	**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 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)]	Tour wholesaling	Singapore	**100.0**	100.0
KrisShop Pte. Ltd.[(1)]	Travel-related retail operations	Singapore	**70.0**	70.0

(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*

* *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 Tiger Airways 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

24 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	
	2022	**2021**
Proportion of ownership interest held by NCI	**22.5%**	22.4%
Profit/(Loss) allocated to NCI during the reporting period	**15.4**	(10.8)
Accumulated NCI at the end of reporting period	**373.0**	354.4
Dividends paid to NCI	**0.4**	12.9

(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	
	2022	**2021**
Current		
Assets	**912.8**	926.0
Liabilities	**(177.8)**	(209.1)
Net current assets	**735.0**	716.9
Non-current		
Assets	**925.4**	883.8
Liabilities	**(39.0)**	(56.5)
Net non-current assets	**886.4**	827.3
Net assets	**1,621.4**	1,544.2

Summarised statement of comprehensive income

	SIA Engineering Company Group of Companies	
	FY2021/22	**FY2020/21**
Revenue	**566.1**	443.0
Profit/(Loss) before tax	**49.2**	(35.6)
Taxation	**18.6**	16.0
Profit/(Loss) after tax	**67.8**	(19.6)
Other comprehensive income	**6.5**	(34.4)
Total comprehensive income	**74.3**	(54.0)

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

24 Subsidiary Companies (in $ million) (continued)

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

Other summarised information

	SIA Engineering Company Group of Companies	
	FY2021/22	**FY2020/21**
Net cash flow from operations	**29.2**	165.8
Acquisition of significant property, plant and equipment	**(18.4)**	(15.2)

25 Associated Companies (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Investment in associated companies	**817.5**	845.2	**926.4**	773.5
Accumulated impairment losses	**(11.7)**	(12.1)	**(441.2)**	(441.2)
	805.8	833.1	**485.2**	332.3

During the financial year:

1. The Company injected $152.9 million in TATA SIA Airlines Limited (“TATA-SIA”). There was no change in the Group’s 49% equity stake in TATA-SIA after the capital injection.

2. Ritz-Carlton, Millenia Singapore Properties Private Limited recorded a revaluation gain of $5.8 million from its annual revaluation exercise of its land and building. The Group’s share of the revaluation gain of $1.2 million as at 31 March 2022 is included under the share of post-acquisition capital reserve.

3. Boeing Asia Pacific Aviation Services Pte. Ltd. (“BAPAS”) has been loss-making and planned to enter into a business restructuring after fulfilling remaining customer contracts. As a result, SIAEC wrote down the carrying value of investment to its expected realisable value of net assets comprising predominantly monetary assets and liabilities and recorded additional impairment losses of $2.4 million during the year. In the prior year, the recoverable amount of BAPAS was premised on cash flows from remaining customer contracts and post-restructuring maintenance, repair and overhaul consultancy business and discounted at pre-tax rate of 7.0%.

4. SIAEC sold its entire shareholding in Asian Surface Technologies Pte. Ltd. to PAS Technologies B.V.. The cash consideration was approximately $3.8 million and the gain on divestment was $2.6 million.

5. Following the registration for dissolution of Line Maintenance Partnership (Thailand) Company Limited (“LMPT”) in the prior year, LMPT completed its liquidation procedure.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

25 Associated Companies (in $ million) (continued)

The associated companies are:

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March 2022	2021
Held by the Company				
TATA SIA Airlines Limited(4)	Domestic and international full service scheduled passenger airlines services	India	**49.0**	49.0
Airbus Asia Training Centre Pte. Ltd.(5)(b)	Flight training services	Singapore	**45.0**	45.0
Ritz-Carlton, Millenia Singapore Properties Private Limited(5)(b)	Hotel ownership and management	Singapore	**20.0**	20.0
Held by SIAEC				
Boeing Asia Pacific Aviation Services Pte. Ltd.(3)(b)	Provide engineering, material management and fleet support solutions	Singapore	**38.0**	38.0
Eagle Services Asia Private Limited(2)(b)	Repair and overhaul of aircraft engines	Singapore	**38.0**	38.0
Fuel Accessory Service Technologies Pte Ltd(2)(a)	Repair and overhaul of engine fuel components and accessories	Singapore	**38.0**	38.0
GE Aviation, Overhaul Services – Singapore Pte. Ltd(12)(b)	Repair and servicing of aircraft and spacecraft (including aircraft engines and other parts)	Singapore	**38.0**	38.0
Line Maintenance Partnership (Thailand) Company Limited(12)(b)	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Thailand	**–**	38.0
Moog Aircraft Services Asia Pte. Ltd.(5)	Repair and overhaul services for flight control systems	Singapore	**38.0**	38.0
PT JAS Aero-Engineering Services(8)(b)	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Indonesia	**38.0**	38.0
Southern Airports Aircraft Maintenance Services Company Limited(4)(b)	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Vietnam	**38.0**	38.0
Component Aerospace Singapore Pte. Ltd.(2)(a)	Repair and overhaul of aircraft engine combustion chambers, guides, fuel nozzles and related parts	Singapore	**36.0**	36.0
JAMCO Aero Design & Engineering Private Limited(11)	Providing turnkey solutions for aircraft interior modifications	Singapore	**34.9**	34.9
Panasonic Avionic Services Singapore Pte. Ltd.(1)	Provide line maintenance and repair services of in-flight entertainment systems	Singapore	**32.9**	33.0
Goodrich Aerostructures Service Centre-Asia Pte. Ltd.(2)(b)	Repair and overhaul of aircraft nacelles, thrust reserves and pylons	Singapore	**31.0**	31.0
Pan Asia Pacific Aviation Services Limited(7)	Provide aircraft maintenance services, including technical and non-technical handling at the airport	Hong Kong	**31.0**	31.0

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

25 Associated Companies (in $ million) (continued)

	Principal activities	Country of incorporation and place of business	Percentage of equity held by the Group 31 March 2022	2021
Held by SIAEC (continued)				
Safran Electronics & Defense Services Asia Pte. Ltd.[(9)(b)]	Provide avionics maintenance, repair and overhaul services	Singapore	**31.0**	31.0
Safran Landing Systems Services Singapore Pte. Ltd.[(9)(b)]	Repair and overhaul of Boeing and Airbus series landing gears	Singapore	**31.0**	31.0
Asian Surface Technologies Pte Ltd[(6)(b)]	Repair and overhaul of aircraft engine fan blades	Singapore	**–**	30.4
Turbine Coating Services Pte Ltd[(2)(a)*]	Repair and overhaul of aircraft engine turbine airfoils	Singapore	**19.0**	19.0
Held by Scoot				
Value Alliance Travel System Pte. Ltd. (Previously known as Air Black Box Asia Pacific Pte. Ltd.)[(10)(b)**]	Provision of support services to air transportation	Singapore	**13.0**	13.0

(1) *Audited by KPMG LLP, Singapore*

(2) *Audited by PricewaterhouseCoopers LLP, Singapore*

(3) *Audited by Deloitte & Touche, Singapore*

(4) *Audited by member firms of Deloitte & Touche*

(5) *Audited by Ernst & Young LLP, Singapore*

(6) *Audited by RSM Chio Lim, Singapore*

(7) *Audited by BDO Limited, Hong Kong*

(8) *Audited by Ernst & Young LLP, Indonesia*

(9) *Audited by Mazars LLP, Singapore*

(10) *Audited by Wong, Lee & Associates LLP*

(11) *Audited by Grant Thornton LLP, Singapore*

(12) *Not required to be audited*

(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*

** *The Group has significant influence by virtue of the board representation*

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

	The Group 31 March 2022	2021
TATA-SIA	**109.6**	137.8
Eagle Services Asia Private Limited ("ESA")	**253.5**	224.5
Other associated companies	**442.7**	470.8
	805.8	833.1

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

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For The Financial Year Ended 31 March 2022

25 Associated Companies (in $ million) (continued)

The Group has two (2021: two) associated companies that are material and a number of associated companies that are individually immaterial to the Group. The following summarises the financial information of each of the Group's material associated companies based on their respective (consolidated) financial statements prepared in accordance with IFRS, modified for fair value adjustments on acquisitions and differences in the Group's accounting policies.

Summarised statement of financial position

	TATA-SIA 31 March		ESA 31 March	
	2022	**2021**	**2022**	**2021**
Current assets	**363.0**	379.6	**703.4**	732.8
Non-current assets	**2,401.9**	2,062.0	**135.0**	148.4
Total assets	**2,764.9**	2,441.6	**838.4**	881.2
Current liabilities	**(595.1)**	(248.9)	**(303.0)**	(394.4)
Non-current liabilities	**(1,946.2)**	(1,911.5)	**(18.0)**	(28.6)
Total liabilities	**(2,541.3)**	(2,160.4)	**(321.0)**	(423.0)
Net assets	**223.6**	281.2	**517.4**	458.2
Share of net assets	**109.6**	137.8	**253.5**	224.5

Summarised statement of comprehensive income

	TATA-SIA		ESA	
	FY2021/22	**FY2020/21**	**FY2021/22**	**FY2020/21**
(Loss)/Profit after tax	**(363.7)**	(305.7)	**56.6**	18.0
Total comprehensive income	**(363.7)**	(305.7)	**56.6**	18.0

No dividends (FY2020/21: nil) were received from TATA-SIA and ESA during the financial year.

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	
	FY2021/22	**FY2020/21**
Profit after tax	**4.6**	14.2
Other comprehensive income	**1.2**	(2.9)
Total comprehensive income	**5.8**	11.3

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

26 Joint Venture Companies (in $ million)

	The Group 31 March		The Company 31 March	
	2022	2021	2022	2021
Investment in joint venture companies	**233.4**	200.2	**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 2022	2021
Held by SIAEC				
Singapore Aero Engine Services Pte Ltd[(1)]	Repair and overhaul of aircraft engines	Singapore	**38.8**	38.8
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)]	Flight training services	Singapore	**50.0**	50.0

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

(2) *Audited by Deloitte & Touche Tohmatsu Jaiyos Audit Co. Ltd, Thailand, and financial year end of 31 December. Entered into liquidation on 26 June 2020.*

(3) *Audited by PricewaterhouseCoopers LLP, Singapore, and financial year end of 31 March.*

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.

The carrying amounts of the investments are as follows:

	The Group 31 March	
	2022	2021
Singapore Aero Engine Services Pte Ltd ("SAESL")	**202.8**	170.2
Other joint venture companies	**30.6**	30.0
	233.4	200.2

The activities of SAESL are strategic to the Group's activities.

No dividends (FY2020/21: $2.9 million) were received from SAESL during the financial year.

Summarised financial information in respect of SAESL, which is material to the Group, is as follows:

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For The Financial Year Ended 31 March 2022

26 Joint Venture Companies (in $ million) (continued)

Summarised statement of financial position

	SAESL 31 March	
	2022	**2021**
Cash and short-term deposits	**94.6**	24.5
Other current assets	**1,160.2**	721.9
Total current assets	**1,254.8**	746.4
Non-current assets	**265.8**	292.4
Total assets	**1,520.6**	1,038.8
Current liabilities	**(1,025.2)**	(585.4)
Non-current liabilities	**(89.9)**	(113.0)
Total liabilities	**(1,115.1)**	(698.4)
Net assets	**405.5**	340.4

Summarised statement of comprehensive income

	SAESL	
	FY2021/22	**FY2020/21**
Revenue	**2,708.4**	1,677.9
Depreciation and amortisation	**(37.0)**	(37.6)
Interest income	**0.1**	0.1
Interest expense	**(5.3)**	(7.1)
Profit before tax	**57.8**	33.6
Taxation	**1.0**	(5.3)
Profit after tax	**58.8**	28.3
Other comprehensive income	**3.9**	18.2
Total comprehensive income	**62.7**	46.5

The summarised financial information presented is extracted from the financial statements of SAESL prepared in accordance with IFRS.

Aggregate information about the Group's investment in the other 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	
	2022	**2021**
Current assets	**5.6**	3.8
Non-current assets	**40.1**	32.2
Total assets	**45.7**	36.0
Current liabilities	**(1.4)**	(1.1)
Non-current liabilities	**(13.7)**	(4.9)
Total liabilities	**(15.1)**	(6.0)
Net assets	**30.6**	30.0

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26 Joint Venture Companies (in $ million) (continued)

Summarised statement of comprehensive income (continued)

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

	The Group	
	FY2021/22	**FY2020/21**
Profit/(Loss) after tax	**0.4**	(0.2)
Other comprehensive income	**0.2**	(2.0)
Total comprehensive income	**0.6**	(2.2)

27 Long-Term Investments (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Quoted				
Non-equity investments	**0.4**	2.5	**0.4**	2.5
Unquoted				
Equity investments	**42.2**	47.4	**39.5**	44.1
	42.6	49.9	**39.9**	46.6

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

The interest rate for quoted non-equity investments is 3.22% (FY2020/21: 3.08% to 3.22%) per annum.

28 Other Long-Term Assets (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Deposits	**112.4**	108.6	**–**	–
Prepayments	**3.9**	8.7	**–**	–
Other receivables	**83.6**	354.1	**79.8**	321.3
Derivative assets (refer to note 41)	**1,537.3**	174.6	**1,536.0**	174.6
	1,737.2	646.0	**1,615.8**	495.9

The Group's other receivables are stated at amortised cost and are expected to be received over a period of two to four years (2021: two to eight years).

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29 Inventories (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Technical stocks and stores	**150.4**	158.8	**122.8**	126.6
Catering and general stocks	**37.0**	36.1	**19.2**	18.7
Total inventories at lower of cost and net realisable value	**187.4**	194.9	**142.0**	145.3

The cost of inventories recognised as an expense amounted to $101.1 million (FY2020/21: $78.8 million).

30 Trade Debtors (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Trade debtors	**1,524.7**	901.2	**1,407.1**	753.6
Contract assets	**35.3**	33.5	**–**	–
Amounts owing by:				
- associated companies	**5.2**	3.1	**0.1**	0.3
- joint venture companies	**1.2**	1.7	**–**	–
	1,566.4	939.5	**1,407.2**	753.9
Amounts owing by:				
- subsidiary companies	**–**	–	**0.2**	12.5
	1,566.4	939.5	**1,407.4**	766.4

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 debtors are written off when Management deems the amount not to be collectible.

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

30 Trade Debtors (in $ million) (continued)

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

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Not past due and not impaired	**1,404.1**	780.9	**1,266.6**	639.0
Past due but not impaired	**152.1**	158.6	**130.6**	127.4
	1,556.2	939.5	**1,397.2**	766.4
Impaired trade debtors - collectively assessed	**21.9**	8.4	**17.6**	3.2
Less: Accumulated impairment losses	**(11.7)**	(8.4)	**(7.4)**	(3.2)
	10.2	–	**10.2**	–
Impaired trade debtors - individually assessed				
Customers in bankruptcy or other financial reorganisation	**4.0**	2.7	**0.1**	0.1
Customers who default in payment within stipulated framework of IATA Clearing House or Bank Settlement Plan	**1.0**	1.2	**1.0**	1.1
Less: Accumulated impairment losses	**(5.0)**	(3.9)	**(1.1)**	(1.2)
	–	–	**–**	–
Impaired amounts owing by associated companies - individually assessed	**–**	1.9	**–**	–
Impaired amounts owing by joint venture companies - individually assessed	**75.7**	79.1	**75.8**	75.3
Less: Accumulated impairment losses	**(75.7)**	(81.0)	**(75.8)**	(75.3)
	–	–	**–**	–
Total trade debtors, net	**1,566.4**	939.5	**1,407.4**	766.4

Included in trade and other debtors are amounts owing by related parties of $8.2 million (2021: $8.3 million) and $8.2 million (2021: $6.2 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	
	2022	**2021**	**2022**	**2021**
Balance at 1 April	**93.3**	78.1	**79.7**	64.8
Provided during the year for trade debtors	**4.4**	17.2	**4.6**	15.9
Written off during the year	**(5.3)**	(1.8)	**–**	(1.0)
Disposal of a subsidiary company	**–**	(0.2)	**–**	–
Balance at 31 March	**92.4**	93.3	**84.3**	79.7
Bad debts written off directly to profit and loss account, net of debts recovered	**0.3**	7.5	**0.2**	5.4

As at 31 March 2022, the composition of trade debtors held in foreign currencies by the Group is as follows: USD – 23.7% (2021: 30.2%), AUD – 7.5% (2021: 1.5%), EUR – 6.0% (2021: 4.2%), GBP – 5.2% (2021: 3.2%) and JPY – 1.0% (2021: 1.5%).

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For The Financial Year Ended 31 March 2022

31 Deposits and Other Debtors (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Deposits	**18.1**	20.9	**8.5**	11.2
Other debtors	**184.4**	96.4	**155.5**	57.3
	202.5	117.3	**164.0**	68.5

During the year, the Group recognised an impairment on other debtors amounting to $4.7 million (FY2020/21: nil) as non-operating expenses.

32 Investments (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Quoted				
Equity investments	**2.1**	3.7	**–**	–
Non-equity investments	**404.3**	268.1	**352.5**	216.5
	406.4	271.8	**352.5**	216.5

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

The interest rates for quoted non-equity investments range from 0% to 4.125% (FY2020/21: 0% to 5.50%) per annum.

33 Cash and Bank Balances (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Short-term deposits	**11,259.3**	5,701.9	**11,240.8**	5,681.3
Cash and bank balances	**2,503.4**	2,081.1	**2,317.1**	1,830.8
	13,762.7	7,783.0	**13,557.9**	7,512.1

As at 31 March 2022, the composition of cash and bank balances held in foreign currencies by the Group is as follows: USD – 29.6% (2021: 24.0%), EUR – 1.4% (2021: 2.1%), GBP – 0.8% (2021: 1.2%) and JPY – 0.6% (2021: 1.0%).

Cash at bank earns interest at floating rates based on daily bank deposit rates ranging from 0.23% to 1.53% (FY2020/21: 0.17% to 0.65%) 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 0.56% (FY2020/21: 0.37%) per annum.

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For The Financial Year Ended 31 March 2022

34 Trade and Other Creditors (in $ million)

	The Group 31 March		The Company 31 March	
	2022	**2021**	**2022**	**2021**
Trade creditors	**2,408.8**	1,676.4	**1,774.7**	1,101.2
Promissory notes	**221.2**	338.4	**221.2**	338.4
Accrued interest	**72.5**	71.7	**70.4**	69.3
Contract liabilities	**12.7**	11.3	**–**	–
Amounts owing to associated companies	**3.2**	4.7	**1.8**	1.8
Amounts owing to joint venture companies	**14.9**	14.7	**0.8**	0.6
	2,733.3	2,117.2	**2,068.9**	1,511.3
Funds from subsidiary companies	**–**	–	**1,104.0**	807.7
Amounts owing to subsidiary companies	**–**	–	**525.8**	723.0
	–	–	**1,629.8**	1,530.7

Trade and other creditors (other than promissory notes) are generally non-interest bearing. As at 31 March 2022, 13.7% (2021: 7.7%) 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 $247.6 million (2021: $103.9 million) and $227.4 million (2021: $97.2 million) for the Group and Company respectively.

The promissory notes bear interest of 1.75% (FY2020/21: 1.75%) per annum and are denominated in USD.

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 0.05% to 0.99% (FY2020/21: 0.05% to 0.95%) per annum for SGD funds, and 0.21% to 1.42% (FY2020/21: 0.10% to 0.75%) per annum for USD funds.

As at 31 March 2022, 9.8% (2021: 37.5%) 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	
	FY2021/22	**FY2020/21**	**FY2021/22**	**FY2020/21**
Revenue recognised that was included in the balance at the beginning of the year				
- Sales in advance of carriage	**568.1**	478.7	**504.4**	404.8
- Deferred revenue	**82.5**	77.7	**82.5**	77.7
Movements due to cash received/(refunded), excluding amounts recognised as revenue during the year				
- Sales in advance of carriage	**2,107.8**	(994.6)	**1,997.0**	(979.1)
- Deferred revenue	**50.4**	279.7	**50.4**	279.7

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For The Financial Year Ended 31 March 2022

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

Deferred revenue relates to KrisFlyer miles expected to be redeemed. The Group expects the majority of these miles to be redeemed by the end of their validity dates, which have been extended due to the Covid-19 situation.

All tickets sold at any given point of time typically have travel dates extending up to 12 months. However, certain modifications have been made to extend the validity of some tickets due to the Covid-19 situation. 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	
	FY2021/22	**FY2020/21**
Purchase of property, plant and equipment	**3,637.1**	2,855.0
Property, plant and equipment settled by/(acquired under) credit terms	**107.7**	(100.7)
Property, plant and equipment settled through financing from a third-party financier	**(652.2)**	–
Interest capitalised	**(43.9)**	(58.8)
Cash invested in capital expenditure	**3,048.7**	2,695.5

37 Capital Expenditure Commitments (in $ million)

The Group and the Company have commitments for capital expenditure. Such commitments aggregated $14,363.3 million (2021: $16,821.8 million) for the Group and $12,304.1 million (2021: $13,423.3 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 $568.2 million (2021: $644.7 million) and $11.4 million (2021: $15.3 million) respectively.

38 Leases (in $ million)

(a) As lessee

Aircraft

The Company leases three 777-300ERs, four A380-800s, seven A350-900s, four 787-10s and nine 737-800s at fixed rental rates. The leases of one A350-900 and three 787-10s were entered into during the year through sale and leaseback arrangements, recording gross proceeds of $760.8 million. The lease of one 737-800 was novated from SilkAir during the year. The original lease terms of these aircraft range from eight to thirteen years.

For flexibility in fleet planning, most leases include extension options. The extension options provide for lease renewals up to a maximum of three years. In addition, leases for the A350-900s and 787-10s 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.

As of 31 March 2022, Budget Aviation Holdings ("BAH") Group has leased 24 A320-200s, two A320neos and nine A321neo. The original lease terms on the aircraft are for 12 years. None of the lease agreements confer on BAH 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 to four months from original lease expiry.

BAH Group had entered into lease agreements for 10 A321neo aircraft. Nine of the lease agreements have commenced as of 31 March 2022. The lease terms on the aircraft are for 12 years. The remaining lease agreement has been terminated during the financial year.

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For The Financial Year Ended 31 March 2022

38 Leases (in $ million) (continued)

(a) As lessee (continued)

Spare engines

The Company has lease agreements for six Trent 1000-J engines and six Trent TXWB-84 with fixed rental rates. The original lease terms for the T1000-J and Trent TXWB-84 engines are ten years with extension options of up to 36 months.

BAH Group leases one spare engine. The lease term on the engine is 12 years. Sub-leasing is allowed under all the lease arrangements.

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 $268.6 million (2021: $245.0 million), while the exercise of the termination options would result in a decrease in lease liabilities of $19.6 million (2021: $20.9 million).

(b) As lessor

Finance lease

BAH Group sub-leased two A320-200 aircraft to an external party. The sub-lease term for the aircraft is between eight and nine years.

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

	The Group 31 March	
	2022	**2021**
Within 1 year	**9.1**	9.0
1 - 2 years	**3.8**	9.0
2 - 3 years	**–**	3.7
Total undiscounted lease receivables	**12.9**	21.7
Unearned finance income	**(0.4)**	(0.8)
Net investment in the lease	**12.5**	20.9

39 Contingent Liabilities (in $ million)

(a) Cargo: Investigations by Competition Authorities and Civil Class 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”).

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For The Financial Year Ended 31 March 2022

39 Contingent Liabilities (in $ million)

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

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. The European General Court has issued its decision, dismissing the appeal by SIA Cargo and the Company. SIA Cargo and the Company are considering next steps.

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 have filed an appeal to the Swiss Federal Administrative Tribunal seeking annulment of the decision.

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.

The plaintiffs in the South Korea proceedings withdrew their complaint in July 2011 and the proceedings were accordingly dismissed without prejudice. In January 2014, a shipper from South Korea which purportedly contracted with SIA Cargo's customers served a claim against SIA Cargo and other airlines. In December 2019, without admitting any liability, SIA Cargo entered into a settlement with the shipper, thereby resolving the claim against SIA Cargo.

In September 2016, one of SIA Cargo's customers filed a claim against SIA Cargo and the Company in the United States after opting out of SIA Cargo's and the Company's class action settlement.

In June 2017, without admitting any liability, SIA Cargo and the Company entered into a settlement of the above civil damages claim in the United States. At the same time, SIA Cargo and the Company settled the civil damages lawsuit filed in Germany, which was related to the opt-out claim in the United States.

In December 2018, without admitting any liability, SIA Cargo and the Company entered into a settlement with four out of the five claimant groups in the civil damages claim filed in England. In January 2019, the main defendant in the fifth claimant group proceedings discontinued its contribution claim against SIA Cargo and the Company. The entire civil damages claim filed in England has thus been resolved for SIA Cargo and the Company.

Without admitting any liability, SIA Cargo and the Company have settled with class and collective action plaintiffs in the United States, Australia, Canada and England, as the case may be, to resolve all liabilities of SIA Cargo and 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 settlements in 2012, 2013, 2015 and 2017 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 class actions in Canada, the United States and Australia, the opt-out claim in the United States, the lawsuit in Germany and the civil damages claims in England and South Korea, 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.

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For The Financial Year Ended 31 March 2022

39 Contingent Liabilities (in $ million) (continued)

(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.

The passenger civil class action lawsuit filed in the United States against the Company was resolved in a previous financial period.

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 principal 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.

	Carrying amount				Fair value		
31 March 2022 The Group	**Amortised cost**	**FVTPL**	**FVOCI**	**Total**	**Level 1**	**Level 2**	**Level 3**
Financial assets							
Long-term investments							
Quoted							
Non-equity investments	0.4	–	–	0.4	0.4	–	–
Unquoted							
Equity investments	–	40.9	1.3	42.2	–	–	42.2
Other long-term receivables	196.4	–	–	196.4	–	–	192.9
Derivative assets*	–	2,939.3	–	2,939.3	–	2,939.3	–
Investments							
Quoted							
Equity investments	–	2.1	–	2.1	2.1	–	–
Non-equity investments*	–	51.8	–	51.8	51.8	–	–
Non-equity investments	352.5	–	–	352.5	352.5	–	–
	549.3	3,034.1	1.3	3,584.7	406.8	2,939.3	235.1
Financial liabilities							
Derivative liabilities*	–	1,650.6	–	1,650.6	–	1,650.6	–
Notes payable	5,655.7	–	–	5,655.7	5,607.7	–	–
Convertible bonds	783.1	–	–	783.1	939.3	–	–
	6,438.8	1,650.6	–	8,089.4	6,547.0	1,650.6	–

* Mandatorily measured at FVTPL

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40 Financial Instruments (in $ million) (continued)

Classification and fair values of financial instruments (continued)

31 March 2022 The Company	Carrying amount Amortised cost	FVTPL	FVOCI	Total	Fair value Level 1	Level 2	Level 3
Financial assets							
Long-term investments							
Quoted							
Non-equity investments	0.4	–	–	0.4	0.4	–	–
Unquoted							
Equity investments	–	38.2	1.3	39.5	–	–	39.5
Other long-term receivables	79.9	–	–	79.9	–	–	79.9
Derivative assets*	–	2,938.0	–	2,938.0	–	2,938.0	–
Investments							
Quoted							
Non-equity investments	352.5	–	–	352.5	352.5	–	–
	432.8	2,976.2	1.3	3,410.3	352.9	2,938.0	119.4
Financial liabilities							
Derivative liabilities*	–	1,647.0	–	1,647.0	–	1,647.0	–
Notes payable	5,655.7	–	–	5,655.7	5,607.7	–	–
Convertible bonds	783.1	–	–	783.1	939.3	–	–
	6,438.8	1,647.0	–	8,085.8	6,547.0	1,647.0	–

31 March 2021 The Group	Carrying amount Amortised cost	FVTPL	FVOCI	Total	Fair value Level 1	Level 2	Level 3
Financial assets							
Long-term investments							
Quoted							
Non-equity investments	2.5	–	–	2.5	2.6	–	–
Unquoted							
Equity investments	–	41.0	6.4	47.4	–	–	47.4
Other long-term receivables	462.7	–	–	462.7	–	–	460.0
Derivative assets*	–	331.4	–	331.4	–	331.4	–
Investments							
Quoted							
Equity investments	–	3.7	–	3.7	3.7	–	–
Non-equity investments*	–	51.6	–	51.6	51.6	–	–
Non-equity investments	216.5	–	–	216.5	216.6	–	–
	681.7	427.7	6.4	1,115.8	274.5	331.4	507.4
Financial liabilities							
Derivative liabilities*	–	415.2	–	415.2	–	415.2	–
Notes payable	5,045.7	–	–	5,045.7	5,165.1	–	–
Convertible bonds	767.7	–	–	767.7	1,028.2	–	–
	5,813.4	415.2	–	6,228.6	6,193.3	415.2	–

* Mandatorily measured at FVTPL

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

40 Financial Instruments (in $ million) (continued)

Classification and fair values of financial instruments (continued)

31 March 2021 The Company	Carrying amount Amortised cost	FVTPL	FVOCI	Total	Fair value Level 1	Level 2	Level 3
Financial assets							
Long-term investments							
Quoted							
Non-equity investments	2.5	–	–	2.5	2.6	–	–
Unquoted							
Equity investments	–	37.7	6.4	44.1	–	–	44.1
Other long-term receivables	321.3	–	–	321.3	–	–	321.3
Derivative assets*	–	331.4	–	331.4	–	331.4	–
Investments							
Quoted							
Non-equity investments	216.5	–	–	216.5	216.6	–	–
	540.3	369.1	6.4	915.8	219.2	331.4	365.4
Financial liabilities							
Derivative liabilities*	–	398.7	–	398.7	–	398.7	–
Notes payable	5,045.7	–	–	5,045.7	5,165.1	–	–
Convertible bonds	767.7	–	–	767.7	1,028.2	–	–
	5,813.4	398.7	–	6,212.1	6,193.3	398.7	–

* Mandatorily measured at FVTPL

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

40 Financial Instruments (in $ million) (continued)

Financial instruments carried at fair value (continued)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

40 Financial Instruments (in $ million) (continued)

Master netting or similar agreements (continued)

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 2022					
Derivative assets	2,939.3	–	2,939.3	(1,606.8)	1,332.5
Trade debtors	1,568.9	(2.5)	1,566.4	–	1,566.4
	4,508.2	(2.5)	4,505.7	(1,606.8)	2,898.9
Derivative liabilities	1,650.6	–	1,650.6	(1,606.8)	43.8
Trade and other creditors	2,735.8	(2.5)	2,733.3	–	2,733.3
	4,386.4	(2.5)	4,383.9	(1,606.8)	2,777.1
31 March 2021					
Derivative assets	331.4	–	331.4	(246.8)	84.6
Trade debtors	939.9	(0.4)	939.5	–	939.5
	1,271.3	(0.4)	1,270.9	(246.8)	1,024.1
Derivative liabilities	415.2	–	415.2	(246.8)	168.4
Trade and other creditors	2,117.6	(0.4)	2,117.2	–	2,117.2
	2,532.8	(0.4)	2,532.4	(246.8)	2,285.6
The Company					
31 March 2022					
Derivative assets	2,938.0	–	2,938.0	(1,606.8)	1,331.2
Trade debtors	1,409.7	(2.5)	1,407.2	–	1,407.2
Amounts owing by subsidiary companies	589.7	(589.5)	0.2	–	0.2
	4,937.4	(592.0)	4,345.4	(1,606.8)	2,738.6
Derivative liabilities	1,647.0	–	1,647.0	(1,606.8)	40.2
Trade and other creditors	2,071.4	(2.5)	2,068.9	–	2,068.9
Amounts owing to subsidiary companies	2,219.3	(589.5)	1,629.8	–	1,629.8
	5,937.7	(592.0)	5,345.7	(1,606.8)	3,738.9
31 March 2021					
Derivative assets	331.4	–	331.4	(246.8)	84.6
Trade debtors	754.3	(0.4)	753.9	–	753.9
Amounts owing by subsidiary companies	739.0	(726.5)	12.5	–	12.5
	1,824.7	(726.9)	1,097.8	(246.8)	851.0
Derivative liabilities	398.7	–	398.7	(246.8)	151.9
Trade and other creditors	1,511.7	(0.4)	1,511.3	–	1,511.3
Amounts owing to subsidiary companies	2,257.2	(726.5)	1,530.7	–	1,530.7
	4,167.6	(726.9)	3,440.7	(246.8)	3,193.9

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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	
	2022	**2021**	**2022**	**2021**
Derivative assets				
Current				
Currency hedging contracts	**0.2**	0.6	**0.2**	0.6
Fuel hedging contracts	**675.4**	151.6	**675.4**	151.6
Fuel derivative contracts	**710.6**	–	**710.6**	–
Cross currency swap contracts	**10.3**	4.6	**10.3**	4.6
Interest rate swap contracts	**5.5**	–	**5.5**	–
	1,402.0	156.8	**1,402.0**	156.8
Non-current				
Fuel hedging contracts	**153.4**	59.5	**153.4**	59.5
Fuel derivative contracts	**1,204.4**	–	**1,204.4**	–
Cross currency swap contracts	**19.7**	9.0	**19.7**	9.0
Interest rate swap contracts	**159.8**	106.1	**158.5**	106.1
	1,537.3	174.6	**1,536.0**	174.6
	2,939.3	331.4	**2,938.0**	331.4
Derivative liabilities				
Current				
Currency hedging contracts	**–**	3.7	**–**	3.7
Fuel hedging contracts	**–**	61.0	**–**	61.0
Fuel derivative contracts	**558.5**	–	**558.5**	–
Cross currency swap contracts	**–**	0.4	**–**	0.4
Interest rate swap contracts	**16.2**	65.3	**12.6**	58.9
	574.7	130.4	**571.1**	124.0
Non-current				
Fuel hedging contracts	**–**	242.1	**–**	242.1
Fuel derivative contracts	**1,073.3**	–	**1,073.3**	–
Cross currency swap contracts	**2.4**	–	**2.4**	–
Interest rate swap contracts	**0.2**	42.7	**0.2**	32.6
	1,075.9	284.8	**1,075.9**	274.7
	1,650.6	415.2	**1,647.0**	398.7

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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 swap, option and collar contracts and hedging forward using jet fuel swap, option and collar contracts, ICE Brent swap contracts 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 $1,089.2 million (2021: loss before tax of $183.6 million), with a related deferred tax expense of $185.2 million (2021: deferred tax credit of $31.2 million), was included in the fair value reserve in respect of these contracts.

Following the outbreak of the Covid-19 pandemic, there was a significant reduction in the Group's capacity and hence fuel consumption, compared to prior planned flight schedules. Where the occurrences of these forecasted jet fuel purchases are no longer highly probable, hedge accounting has been discontinued.

For discontinued hedges, where the forecast jet fuel purchases are no longer expected to occur, no amount (FY2020/21: loss of $497.3 million) that was previously recognised in the fair value reserve was reclassified to the profit or loss. Fair value gains of all discontinued hedges subsequent to the discontinuation of hedge accounting, until the earlier of the maturity of the underlying derivatives or end of the reporting period, amounting to $78.2 million (FY2020/21: $283.3 million) were recognised in profit or loss. The cumulative impact of the gains recognised in profit or loss as described above of $78.2 million (FY2020/21: loss of $214.0 million) has been disclosed in the profit and loss account as "Fuel hedging ineffectiveness".

For discontinued hedges, a gain of $273.3 million (2021: loss of $47.4 million) previously recognised remained in the fair value reserve as at 31 March 2022.

The table below sets out the movements for fuel hedges:

	The Group		The Company	
	FY2021/22	**FY2020/21**	**FY2021/22**	**FY2020/21**
Change in fair value of hedging instrument	**1,423.0**	2,843.0	**1,423.0**	2,843.0
Change in fair value of hedged item	**(1,436.0)**	(2,820.5)	**(1,436.0)**	(2,820.5)

In view of the reduced consumption and the uncertainty that remains in the recovery profile, the Group took steps in FY2021/22 to recalibrate its fuel hedge book closer to a neutral posture, through using sell swaps to close out some of the prior hedge positions.

As at 31 March 2022, the Group had entered into Brent hedges with maturities extending up to the first quarter of FY2023/24 which cover up to approximately 40% of the Group's projected annual fuel consumption, at an average price of USD60 per barrel. Hedge positions beyond the first quarter of FY2023/24 have been closed out.

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 $26.8 million and $24.9 million (FY2020/21: $13.5 million and $12.9 million) respectively.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(a) Jet fuel price risk (continued)

The fuel hedging sensitivity analysis is based on contracts that are outstanding as at the end of the reporting period and assumes that hedge accounting has been discontinued for a portion of jet fuel, Brent and crack hedges. 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 derivative contracts:

	The Group 31 March			
	2022		2021	
	Effect on equity R1	Effect on profit before taxation R2	Effect on equity R1	Effect on profit before taxation R2
Increase in one USD per barrel	**23.3**	**–**	119.0	2.9
Decrease in one USD per barrel	**(23.3)**	**–**	(119.0)	(2.9)

	The Company 31 March			
	2022		2021	
	Effect on equity R1	Effect on profit before taxation R2	Effect on equity R1	Effect on profit before taxation R2
Increase in one USD per barrel	**19.9**	**–**	96.3	2.5
Decrease in one USD per barrel	**(19.9)**	**–**	(96.3)	(2.5)

R1 *Sensitivity analysis on outstanding fuel hedging contracts.*

R2 *Sensitivity analysis on outstanding fuel derivative contracts which have been de-designated from a hedge relationship and fuel derivative contracts.*

(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 2022, these accounted for 69.7% of total revenue (FY2020/21: 71.1%) and 48.8% of total operating expenses (FY2020/21: 37.3%). 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 24 months. The Company 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 short-term 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 2022, the carrying amounts of these hedges consisted of $0.2 million (2021: $0.6 million) derivative assets and $0.2 million (2021: $1.2 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 nil (2021: loss of $6.2 million) for the Group.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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)

The Group also held cross currency swap contracts to hedge foreign currency risk of expected future JPY and EUR surpluses until November 2029. As at 31 March 2022, a net fair value gain of $23.8 million (2021: net fair value gain of $13.2 million), with no deferred tax (2021: deferred tax credit of $0.1 million), was included in the fair value reserve with respect to these contracts.

As at 31 March 2022, the Group held EUR and JPY secured loans amounting to $1,031.8 million (2021: $1,227.4 million) where the fixed repayments are hedged against the Group's EUR and JPY surpluses. A fair value gain of $22.8 million (2021: loss of $36.5 million) was included in the fair value reserve in respect of the above cash flow hedges as at 31 March 2022.

Foreign currency hedging effectiveness

The effectiveness of the foreign currency hedges has been determined based on forecast foreign currency receipts using projections approved by Management covering a five-year period. Due to the significant capacity cuts brought about by the Covid-19 pandemic and the expected impact on the near-term forecasted foreign currency receipts, a portion of these forecasted receipts, for which hedge accounting had been applied previously, are no longer expected to occur. As a result, hedge accounting was discontinued for these hedging relationships in FY2020/21, with foreign currency gain amounting to $5.3 million and $3.3 million for the Group and the Company respectively, recognised in profit or loss.

b) Capital expenditure exposures

The Group and the Company designate cash flow hedges to manage the exposure to USD-denominated capital expenditure commitments and capital injections in an associated company. In the prior year, the total nominal amount of these cash flow hedges over the next two years was USD200.1 million with a hedged rate range of SGD/USD 1.34 – 1.40 for the Group and the Company.

As at 31 March 2022, the Group and the Company held USD312.2 million and USD304.2 million respectively, in short-term deposits to hedge against foreign currency risk for a portion of the forecast USD capital expenditure and USD capital injections in an associated company in the next 12 months.

As at 31 March 2022, a fair value loss of $2.7 million (2021: fair value loss of $2.5 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		**The Company**	
	31 March		**31 March**	
	2022	**2021**	**2022**	**2021**
Derivative Liabilities	**–**	(2.5)	**–**	(2.5)
Hedged deposits	**422.5**	–	**411.6**	–

	The Group		**The Company**	
	FY2021/22	**FY2020/21**	**FY2021/22**	**FY2020/21**
Change in fair value of hedging instrument	**(5.3)**	(42.1)	**(6.2)**	(42.1)
Change in fair value of hedged item	**5.3**	42.1	**6.2**	42.1

For the financial year ended 31 March 2022 and 31 March 2021, 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(b) Foreign currency risk (continued)

Fair value hedges

The Group entered 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	
	2022	**2021**	**2022**	**2021**
USD aircraft residual values	**1,782.1**	1,886.4	**1,481.5**	1,556.0
USD lease liabilities	**(1,782.1)**	(1,886.4)	**(1,481.5)**	(1,556.0)

	The Group		The Company	
	FY2021/22	**FY2020/21**	**FY2021/22**	**FY2020/21**
Change in fair value of hedging instrument	**(14.1)**	29.0	**(12.3)**	8.6
Change in fair value of hedged item	**14.1**	(29.0)	**12.3**	(8.6)

Foreign currency sensitivity analysis

The foreign currency risk sensitivity analysis is based on contracts that are outstanding as at the end of the reporting period and assumes that a portion of the cash flow hedges are ineffective.

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			
	2022		**2021**	
	Effect on equity R1	**Effect on profit before taxation** R2	**Effect on equity** R1	**Effect on profit before taxation** R2
AUD	**–**	**(1.3)**	–	(0.4)
EUR	**8.3**	**5.8**	10.8	7.6
GBP	**–**	**(1.6)**	–	(1.1)
JPY	**2.0**	**(0.6)**	5.9	(0.4)
CNY	**–**	**0.3**	–	0.2
USD	**(25.3)**	**(2.6)**	(1.6)	(9.8)

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(b) Foreign currency risk (continued)

Sensitivity analysis: (continued)

	The Company 31 March			
	2022		2021	
	Effect on equity [R1]	Effect on profit before taxation [R2]	Effect on equity [R1]	Effect on profit before taxation [R2]
AUD	**–**	**(1.6)**	–	(0.5)
EUR	**8.3**	**5.8**	10.8	7.7
GBP	**–**	**(1.6)**	–	(1.1)
JPY	**2.0**	**(0.6)**	5.9	(0.4)
CNY	**–**	**0.3**	–	0.2
USD	**(25.7)**	**(11.8)**	(2.0)	(14.6)

[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 and fuel derivative 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.

(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

During the financial year, the Group entered into interest rate swap contracts to hedge the interest rate exposure on underlying loans. As at 31 March 2022, the total nominal amount of these cash flow hedges was $4,426.8 million (2021: $4,976.3 million) with a hedged rate range of 0.34% to 2.92% (2021: 0.34% to 2.92%) for the Group and $4,126.8 million (2021: $4,628.3 million) with a hedged rate range of 0.34% to 2.86% (2021: 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 2022, a net fair value gain of $149.0 million (2021: net fair value loss of $1.9 million) with related deferred tax expense of $25.4 million (2021: deferred tax credit of $0.4 million) was included in the fair value reserve in respect of these contracts.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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 2022 will have the effects as set out in the table below.

Sensitivity analysis:

	The Group 31 March			
	2022		2021	
	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	**16.4**	**14.1**	22.7	8.0
Decrease in 10 basis points in market interest rates	**(16.4)**	**(14.1)**	(22.7)	(8.0)

	The Company 31 March			
	2022		2021	
	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	**15.5**	**12.8**	21.5	6.9
Decrease in 10 basis points in market interest rates	**(15.5)**	**(12.8)**	(21.5)	(6.9)

R1 *Sensitivity analysis on derivative financial instruments.*

R2 *Sensitivity analysis on variable rate assets and liabilities.*

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(c) Interest rate risk (continued)

Managing interest rate benchmark reform and associated risks

Overview

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some IBORs with alternative nearly risk-free rates (referred to as 'interest rate benchmark reform'). The Group has exposures to IBORs on its financial instruments that will be replaced or reformed as part of these market-wide initiatives.

The Group's main IBOR exposure at 31 March 2022 was indexed to Singapore Swap Offer Rate ("SOR"). In Singapore, the Steering Committee for SOR and SIBOR transition to SORA ("SC-STS") together with the Association of Banks in Singapore ("ABS") and Singapore Foreign Exchange Market Committee ("SFEMC"), has recommended the discontinuation of SOR and Singapore Interbank Offered Rate ("SIBOR") and a shift towards the use of Singapore Overnight Rate Average ("SORA") as the alternative interest rate benchmark in Singapore. The timeline for SORA to replace SOR and SIBOR is by the end of June 2023 and December 2024 respectively.

Management monitors and manages the Group's transition to alternative rates. The management evaluates the extent to which contracts reference IBOR cash flows, whether such contracts will need to be amended as a result of interest rate benchmark reform and how to manage communication about interest rate benchmark reform with counterparties.

Non-derivative financial assets

The Group has no major IBOR exposures to non-derivative financial assets as at 31 March 2022. The Company's IBOR exposures to non-derivative financial assets as at 31 March 2022 were shareholder's loans to its subsidiary which are indexed to SOR.

Non-derivative financial liabilities

The Group's IBOR exposures to non-derivative financial liabilities as at 31 March 2022 included secured bank loans indexed to SOR. The Group is still in the process of communication with the counterparties to transition all SOR indexed exposures to SORA indexed contracts.

Derivatives

The Group holds interest rate swaps for risk management purposes that are designated in cash flow hedging relationships. The interest rate swaps have floating legs that are indexed to SOR. The Group's derivative instruments are governed by contracts based on the ISDA's master agreements. The Group is still in the process of communication with the counterparties to transition all SOR indexed exposures to SORA indexed contracts.

Hedge accounting

The Group has evaluated the extent to which its cash flow hedging relationships are subject to uncertainty driven by interest rate benchmark reform as at 31 March 2022. The Group's hedged items and hedging instruments continue to be indexed to IBOR benchmark rates which are SOR. These benchmark rates are quoted each day and the IBOR cash flows are exchanged with its counterparties as usual.

The Group's SOR cash flow hedging relationships extend beyond the anticipated cessation dates of the respective rates. The Group is still in the process of communication with the counterparties for all SOR indexed exposures to transition the relevant hedging instruments and hedged items into SORA indexed. The Group has evaluated that there is uncertainty about when and how replacement may occur with respect to the relevant hedged items and hedging instruments and such uncertainty may impact the hedging relationship. The Group continues to apply the amendments to IFRS 9 issued in March 2021 (Phase 1) to those hedging relationships directly affected by interest rate benchmark reform.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(c) Interest rate risk (continued)

Managing interest rate benchmark reform and associated risks (continued)

Hedge accounting (continued)

Hedging relationships impacted by interest rate benchmark reform may experience ineffectiveness attributable to market participants’ expectations of when and how the shift from the existing IBOR benchmark rate to an alternative benchmark interest rate will occur for the relevant hedged items and hedging instruments. This transition may also occur at different times for the hedged item and hedging instrument, which may lead to hedge ineffectiveness. The Group has measured its hedging instruments indexed to Singapore-dollar SOR using available quoted market rates for SOR-based instruments of the same tenor and similar maturity and has measured the cumulative change in the present value of hedged cash flows attributable to changes in SOR on a similar basis.

Total amounts of unreformed contracts, including those with an appropriate fallback clause

The Group monitors the progress of transition from IBORs to new benchmark rates by reviewing the total amounts of contracts that have yet to transition to an alternative benchmark rate and the amounts of such contracts that include an appropriate fallback clause. The Group considers that a contract is not yet transitioned to an alternative benchmark rate when interest under the contract is indexed to a benchmark rate that is still subject to interest rate benchmark reform, even if it includes a fallback clause that deals with the cessation of the existing IBOR (referred to as an ‘unreformed contract’).

The following table shows the total amounts of unreformed contracts and those with appropriate fallback language at 31 March 2022. The amounts of financial assets and financial liabilities are shown at their carrying amounts and derivatives are shown at their nominal amounts.

	SOR	
	Total amount of unreformed contracts	Amount with appropriate fallback clause
The Group		
31 March 2022		
Financial liabilities		
Secured bank loans	1,603.1	794.6
Derivatives		
Interest rate swaps	1,608.3	797.0
The Company		
31 March 2022		
Financial liabilities		
Secured bank loans	1,305.1	795.6
Derivatives		
Interest rate swaps	1,308.3	797.0

The Group’s exposure to Singapore-dollar SOR designated in hedging relationships is $3,211.4 million nominal amount at 31 March 2022, representing both the nominal amount of the hedging interest rate swap and the principal amount of the Group’s hedged SGD-denominated secured bank loan liabilities repayable up to 2032.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(d) Market rate risk

At 31 March 2022, the Group and the Company own investments of $449.0 million (2021: $321.7 million) and $392.4 million (2021: $263.1 million) respectively, out of which $96.1 million (2021: $102.7 million) and $39.5 million (2021: $44.0 million) are subject to market risk, being the potential loss resulting from a decrease in market prices.

Market price sensitivity analysis

If prices for these investments increase or decrease by 1% with all other variables being held constant, the before tax effects on equity and effects on profit before taxation are set out in the table below.

Sensitivity analysis on investments:

	The Group 31 March			
	2022		2021	
	Effect on equity	Effect on profit before taxation	Effect on equity	Effect on profit before taxation
Increase in 1% of quoted prices	–	**0.9**	0.1	1.0
Decrease in 1% of quoted prices	–	**(0.9)**	(0.1)	(1.0)

	The Company 31 March			
	2022		2021	
	Effect on equity	Effect on profit before taxation	Effect on equity	Effect on profit before taxation
Increase in 1% of quoted prices	–	**0.4**	0.1	0.4
Decrease in 1% of quoted prices	–	**(0.4)**	(0.1)	(0.4)

(e) Liquidity risk

At 31 March 2022, the Group had at its disposal, cash and short-term deposits amounting to $13,762.7 million (2021: $7,783.0 million). In addition, the Group had committed unsecured credit facilities of about $2,111.8 million (2021: $2,128.0 million) available for utilisation as at 31 March 2022. 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 (2021: $12,000.0 million) and as of 31 March 2022, $6,331.3 million (2021: $6,947.4 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. It is expected that any shortfall would be met by bank borrowings or public market funding. 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(e) Liquidity risk (continued)

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.

31 March 2022	Within 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	More than 5 years	Total
The Group							
Notes payable	181.7	1,531.8	434.7	818.1	1,403.8	2,148.5	6,518.6
Convertible bonds	13.8	13.8	13.9	863.8	–	–	905.3
Loans	682.7	699.2	686.3	678.9	670.5	1,894.1	5,311.7
Lease liabilities	680.9	610.9	525.7	415.2	330.6	1,854.4	4,417.7
Maintenance reserve	1.8	–	–	–	–	–	1.8
Trade and other creditors	2,733.3	–	–	–	–	–	2,733.3
Derivative financial instruments:							
Fuel derivative contracts	561.8	659.1	453.8	–	–	–	1,674.7
Interest rate swap contracts (net-settled)	12.4	(38.8)	(36.8)	(31.4)	(24.8)	(41.3)	(160.7)
	4,868.4	3,476.0	2,077.6	2,744.6	2,380.1	5,855.7	21,402.4
The Company							
Notes payable	181.7	1,531.8	434.7	818.1	1,403.8	2,148.5	6,518.6
Convertible bonds	13.8	13.8	13.9	863.8	–	–	905.3
Loans	606.8	644.3	632.9	626.9	619.8	1,832.8	4,963.5
Lease liabilities	447.7	428.6	397.3	333.9	259.4	1,404.4	3,271.3
Maintenance reserve	1.8	–	–	–	–	–	1.8
Trade and other creditors	2,068.9	–	–	–	–	–	2,068.9
Amounts owing to subsidiary companies	1,629.8	–	–	–	–	–	1,629.8
Derivative financial instruments:							
Fuel derivative contracts	561.8	659.1	453.8	–	–	–	1,674.7
Interest rate swap contracts (net-settled)	8.8	(38.3)	(36.5)	(31.1)	(24.7)	(41.3)	(163.1)
	5,521.1	3,239.3	1,896.1	2,611.6	2,258.3	5,344.4	20,870.8

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(e) Liquidity risk (continued)

31 March 2021	Within 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	More than 5 years	Total
The Group							
Notes payable	356.9	153.8	1,503.8	406.8	790.2	2,652.8	5,864.3
Convertible bonds	13.8	13.8	13.8	13.8	863.8	–	919.0
Loans	742.6	638.5	647.4	658.8	671.9	2,651.1	6,010.3
Lease liabilities	581.5	525.5	463.4	380.7	275.4	1,143.5	3,370.0
Maintenance reserve	1.8	–	–	–	–	–	1.8
Trade and other creditors	2,117.2	–	–	–	–	–	2,117.2
Derivative financial instruments:							
Currency hedging contracts	3.7	–	–	–	–	–	3.7
Fuel hedging contracts	61.4	61.7	146.7	58.1	–	–	327.9
Cross currency swap contracts	0.4	–	–	–	–	3.6	4.0
Interest rate swap contracts (net-settled)	64.5	46.3	23.6	1.2	(13.9)	(117.1)	4.6
	3,943.8	1,439.6	2,798.7	1,519.4	2,587.4	6,333.9	18,622.8
The Company							
Notes payable	356.9	153.8	1,503.8	406.8	790.2	2,652.8	5,864.3
Convertible bonds	13.8	13.8	13.8	13.8	863.8	–	919.0
Loans	674.1	584.4	595.6	606.9	620.4	2,527.0	5,608.4
Lease liabilities	392.5	355.3	336.2	304.8	248.4	1,056.6	2,693.8
Maintenance reserve	1.8	–	–	–	–	–	1.8
Trade and other creditors	1,511.3	–	–	–	–	–	1,511.3
Amounts owing to subsidiary companies	1,530.7	–	–	–	–	–	1,530.7
Derivative financial instruments:							
Currency hedging contracts	3.7	–	–	–	–	–	3.7
Fuel hedging contracts	61.4	61.7	146.7	58.1	–	–	327.9
Cross currency swap contracts	0.4	–	–	–	–	3.6	4.0
Interest rate swap contracts (net-settled)	58.1	41.3	20.5	(0.3)	(14.5)	(117.1)	(12.0)
	4,604.7	1,210.3	2,616.6	1,390.1	2,508.3	6,122.9	18,452.9

(f) 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 statement 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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

(f) 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	
	2022	2021	2022	2021	2022	2021	2022	2021
Counterparty profiles								
By industry:								
Travel agencies	**666.8**	322.9	**3.5%**	3.2%	**665.2**	311.6	**3.0%**	2.4%
Airlines	**79.1**	140.3	**0.4%**	1.4%	**3,564.1**	3,988.0	**16.1%**	30.2%
Financial institutions	**16,390.8**	7,823.2	**85.6%**	78.4%	**16,176.9**	7,560.2	**73.2%**	57.3%
Others	**1,131.7**	898.8	**5.9%**	9.0%	**1,045.3**	651.6	**4.7%**	4.9%
	18,268.4	9,185.2	**95.4%**	92.0%	**21,451.5**	12,511.4	**97.0%**	94.8%
By region:								
East Asia	**6,677.7**	3,888.8	**35.0%**	38.9%	**9,985.9**	7,502.3	**45.2%**	56.9%
Europe	**8,338.2**	4,311.0	**43.5%**	43.2%	**8,252.4**	4,135.4	**37.3%**	31.3%
South West Pacific	**2,096.6**	245.3	**10.9%**	2.5%	**2,091.2**	241.6	**9.5%**	1.8%
Americas	**257.5**	170.0	**1.3%**	1.7%	**230.3**	69.2	**1.0%**	0.5%
West Asia and Africa	**898.4**	570.1	**4.7%**	5.7%	**891.7**	562.9	**4.0%**	4.3%
	18,268.4	9,185.2	**95.4%**	92.0%	**21,451.5**	12,511.4	**97.0%**	94.8%
By Moody's credit ratings:								
Investment grade (A to Aaa)	**16,903.8**	7,809.6	**88.3%**	78.2%	**16,699.8**	7,543.2	**75.5%**	57.2%
Investment grade (Baa)	**132.0**	6.2	**0.7%**	0.1%	**130.3**	3.8	**0.6%**	–
Non-rated	**1,232.6**	1,369.4	**6.4%**	13.7%	**4,621.4**	4,964.4	**20.9%**	37.6%
	18,268.4	9,185.2	**95.4%**	92.0%	**21,451.5**	12,511.4	**97.0%**	94.8%

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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.

					Non-cash changes					
	1 April 2021	Proceeds	Repayments	Interest payments	Interest expense	Foreign exchange movement	Additions	Capital Reserve	Interest capitalised	31 March 2022
Notes payable	5,045.7	811.3	(200.0)	–	1.7	(3.0)	–	–	–	5,655.7
Convertible bonds	767.7	–	–	–	15.4	–	–	–	–	783.1
Loans	5,658.5	6.9	(697.8)	–	3.9	(50.2)	652.2	–	–	5,573.5
Lease liabilities	2,865.0	–	(677.4)	–	136.7	18.7	1,339.5	–	–	3,682.5
Accrued interest	71.7	–	–	(277.0)	233.9	–	–	–	43.9	72.5

					Non-cash changes					
	1 April 2020	Proceeds	Repayments	Interest payments	Interest expense	Foreign exchange movement	Additions	Capital Reserve	Interest capitalised	31 March 2021
Notes payable	4,377.6	1,160.6	(500.0)	–	0.7	6.8	–	–	–	5,045.7
Convertible bonds	–	841.5	–	–	0.5	–	–	(74.3)	–	767.7
Loans	5,446.3	4,561.2	(4,344.1)	–	4.2	(9.1)	–	–	–	5,658.5
Lease liabilities	1,960.6	–	(551.6)	–	63.4	(41.9)	1,434.5	–	–	2,865.0
Accrued interest	46.2	–	–	(232.4)	199.1	–	–	–	58.8	71.7

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.

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

43 Capital Management (in $ million) (continued)

During the financial year ended 31 March 2022, 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	
	2022	**2021**	**2022**	**2021**
Notes payable	**5,655.7**	5,045.7	**5,655.7**	5,045.7
Convertible bonds	**783.1**	767.7	**783.1**	767.7
Loans	**5,573.5**	5,658.5	**5,255.9**	5,293.7
Lease liabilities	**3,682.5**	2,865.0	**2,737.5**	2,291.1
Total debt	**15,694.8**	14,336.9	**14,432.2**	13,398.2
Share capital	**7,180.2**	7,180.2	**7,180.2**	7,180.2
Mandatory convertible bonds	**9,691.2**	3,496.1	**9,691.2**	3,496.1
Reserves	**5,540.5**	5,229.6	**6,623.8**	5,835.6
Total capital	**22,411.9**	15,905.9	**23,495.2**	16,511.9
Gearing ratio (times)	**0.70**	0.90	**0.61**	0.81

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	
	FY2021/22	**FY2020/21**
Purchases of services from associated companies	**121.9**	126.3
Services rendered to associated companies	**(21.7)**	(23.3)
Purchases of services from joint venture companies	**7.6**	5.7
Services rendered to joint venture companies	**(5.2)**	(35.9)
Purchases of services from related parties	**603.5**	324.8
Services rendered to related parties	**(9.7)**	(22.0)
Professional fees paid to a firm of which a Director is a member	**1.2**	3.0

NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 March 2022

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

Key Management Personnel remuneration of the Group

	The Group	
	FY2021/22	FY2020/21
Directors		
Salary, bonuses, fee and other costs	**2.8**	2.5
CPF and other defined contributions	*	*
Share-based compensation expense	**2.1**	1.4
	4.9	3.9
Key executives (excluding executive Directors)		
Salary, bonuses, fee and other costs	**1.7**	1.7
CPF and other defined contributions	*	*
Share-based compensation expense	**2.1**	1.2
	3.8	2.9

* Amount less than $0.1 million

Conditional awards granted to a Director and key executives of the Company pursuant to the Restricted Share Plan and the Performance Share Plan are as follows:

RSP Base Awards

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of RSP to end of financial year under review
Goh Choon Phong	106,000	102,850	106,000	102,850	537,298
Mak Swee Wah	51,000	51,425	51,000	51,425	264,520
Lee Lik Hsin	38,000	38,569	38,000	38,569	138,934
Tan Kai Ping	38,000	38,569	38,000	38,569	185,621

RSP Final Awards (Pending Release)[R1]

Name of participant	Balance as at 1 April 2021	Final Awards granted during the financial year[1]	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of RSP to end of financial year under review[2]
Goh Choon Phong	51,669	96,460	70,337	77,792	323,126
Mak Swee Wah	25,294	46,410	34,292	37,412	160,417
Lee Lik Hsin	14,574	34,580	22,829	26,325	68,922
Tan Kai Ping	17,381	34,580	24,232	27,729	106,697

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For The Financial Year Ended 31 March 2022

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

Deferred RSP Awards

Name of participant	Balance as at 1 April 2021	Adjustment[3]	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of DSA to end of financial year under review[2]
Goh Choon Phong	33,113	1,310	34,423	–	116,622
Mak Swee Wah	15,456	610	16,066	–	57,250
Lee Lik Hsin	8,842	350	9,192	–	21,422
Tan Kai Ping	8,842	350	9,192	–	30,234

PSP Base Awards[R2]

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of PSP to end of financial year under review	Aggregate ordinary shares released to participant since commencement of PSP to end of financial year under review[2]
Goh Choon Phong	386,927	154,276	117,093	424,110	788,168	99,680
Mak Swee Wah	160,609	62,853	46,837	176,625	322,248	39,870
Lee Lik Hsin	79,902	47,139	17,032	110,009	141,920	12,240
Tan Kai Ping	88,418	47,139	17,032	118,525	171,479	14,510

TSA Final Awards[R3]

Name of participant	Balance as at 1 April 2021	Adjustment[4]	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of TSA to end of financial year under review[2]
Goh Choon Phong	29,451	18,760	48,211	–	119,162
Mak Swee Wah	11,000	8,760	19,760	–	46,260
Lee Lik Hsin	6,280	5,010	11,290	–	26,420
Tan Kai Ping	6,280	5,010	11,290	–	26,420

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For The Financial Year Ended 31 March 2022

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

SSA Base Awards

Name of participant	Balance as at 1 April 2021	Base Awards granted during the financial year	Base Awards vested during the financial year	Balance as at 31 March 2022	Aggregate Base Awards granted since commencement of SSA to end of financial year under review
Goh Choon Phong	–	153,100	153,100	–	339,800
Mak Swee Wah	–	71,400	71,400	–	158,500
Lee Lik Hsin	–	53,100	53,100	–	87,900
Tan Kai Ping	–	53,100	53,100	–	102,900

SSA Base Awards Final Awards (Pending Release)[R4]

Name of participant	Balance as at 1 April 2021	Final Awards granted during the financial year[1]	Final Awards released during the financial year	Balance as at 31 March 2022	Aggregate ordinary shares released to participant since commencement of TSA to end of financial year under review[2]
Goh Choon Phong	93,350	153,100	123,225	123,225	216,575
Mak Swee Wah	43,550	71,400	57,475	57,475	101,025
Lee Lik Hsin	17,400	53,100	35,250	35,250	52,650
Tan Kai Ping	24,900	53,100	39,000	39,000	63,900

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 TSA 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 one-year performance periods relating to the relevant awards.*

R4 *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, 151,690, 99,010, 68,873, 90,551 and 254,950 treasury shares were issued to a Director and key executives of the Company pursuant to the RSP, PSP, DSA, TSA and SSA respectively.*

3 *Adjustment at the end of the performance period relating to accumulated dividend yield during the financial year.*

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

45 Subsequent Events

The Group raised $117.6 million in April 2022 through the completion of sale-and-leaseback transactions for two A320neo aircraft.

On 10 May 2022, the Company announced that its wholly-owned subsidiary company, Tradewinds Tours & Travel Private Limited, intends to submit an application to the Accounting and Corporate Regulatory Authority to strike its name off the register. The approval is subject to the requirements of Sections 344A and 344C of the Companies Act 1967 of Singapore.

GROUP CORPORATE STRUCTURE

As At 31 March 2022

SINGAPORE AIRLINES LIMITED

- 100% Budget Aviation Holdings Pte. Ltd.
  - 100% Tiger Airways Holdings Pte. Ltd.
    - 100% Scoot Pte. Ltd.
      - 49% NokScoot Airlines Co., Ltd.
      - 13% Value Alliance Travel System Pte. Ltd.
    - 100% Roar Aviation Pte. Ltd.
    - 100% Falcon Aircraft Limited
    - 100% Winnie Aircraft Limited
- 100% Encounters Pte. Ltd.
- 100% SilkAir (Singapore) Private Limited
- 100% Singapore Airlines Cargo Pte Ltd
- 100% Singapore Aviation and General Insurance Company (Pte) Limited
- 100% Singapore Flying College Pte Ltd
- 100% Sing-Bi Funds Private Limited
- 100% Tradewinds Tours & Travel Private Limited
- 100% Kris+ Pte. Ltd.
- 77.5% SIA Engineering Company Limited
  - 100% NexGen Network (1) Holding Pte. Ltd.
  - 100% NexGen Network (2) Holding Pte. Ltd.
  - 100% SIAEC Global Private Limited
  - 100% SIA Engineering (USA), Inc.
  - 100% SIA Engineering Japan Corporation
  - 100% Singapore Aero Support Services Pte. Ltd.
  - 100% Heavy Maintenance Singapore Services Pte. Ltd.
  - 100% SIA Engineering (Philippines) Corporation
  - 60% Additive Flight Solutions Pte. Ltd.
  - 51% Aerospace Component Engineering Services Pte. Limited
  - 50% Singapore Aero Engine Services Pte Ltd
  - 49% Boeing Asia Pacific Aviation Services Pte. Ltd.
  - 49% Eagle Services Asia Private Limited
  - 49% Fuel Accessory Service Technologies Pte Ltd
  - 49% GE Aviation, Overhaul Services – Singapore Pte. Ltd.
  - 49% Moog Aircraft Services Asia Pte. Ltd.
  - 49% PT JAS Aero-Engineering Services
  - 49% Southern Airports Aircraft Maintenance Services Company Limited
  - 46.4% Component Aerospace Singapore Pte. Ltd.
  - 45% JAMCO Aero Design & Engineering Private Limited
  - 42.5% Panasonic Avionic Services Singapore Pte. Ltd.
  - 40% Goodrich Aerostructures Service Center-Asia Pte. Ltd.
  - 40% Pan Asia Pacific Aviation Services Limited
  - 40% Safran Electronics & Defense Services Asia Pte. Ltd.
  - 40% Safran Landing Systems Services Singapore Pte. Ltd.
  - 24.5% Turbine Coating Services Pte Ltd
- 70% KrisShop Pte. Ltd.
- 51% Cargo Community Network Pte Ltd
  - 100% Cargo Community (Shanghai) Co. Ltd.
- 50% Singapore CAE Flight Training Pte. Ltd.
- 49% TATA SIA Airlines Limited
- 45% Airbus Asia Training Centre Pte. Ltd.
- 20% Ritz-Carlton, Millenia Singapore Properties Private Limited

QUARTERLY RESULTS OF THE GROUP

		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
TOTAL REVENUE						
2021/22	($ million)	1,294.4	1,532.5	2,316.0	2,471.9	7,614.8
2020/21	($ million)	850.6	783.8	1,066.7	1,114.8	3,815.9
TOTAL EXPENDITURE						
2021/22	($ million)	1,568.8	1,877.5	2,239.7	2,538.5	8,224.5
2020/21	($ million)	1,887.4	1,609.9	1,397.5	1,433.6	6,328.4
OPERATING (LOSS)/PROFIT						
2021/22	($ million)	(274.4)	(345.0)	76.3	(66.6)	(609.7)
2020/21	($ million)	(1,036.8)	(826.1)	(330.8)	(318.8)	(2,512.5)
(LOSS)/PROFIT BEFORE TAXATION						
2021/22	($ million)	(444.9)	(502.7)	93.7	(236.1)	(1,090.0)
2020/21	($ million)	(1,266.9)	(2,508.7)	(434.9)	(746.7)	(4,957.2)
(LOSS)/PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY						
2021/22	($ million)	(409.2)	(427.6)	84.7	(209.9)	(962.0)
2020/21	($ million)	(1,123.3)	(2,343.7)	(141.8)	(661.9)	(4,270.7)
(LOSS)/EARNINGS PER SHARE - BASIC						
2021/22	(cents)	(9.2)	(6.6)	1.3	(3.3)	(16.2)
2020/21 [R1]	(cents)	(50.8)	(48.7)	(2.9)	(13.8)	(102.6)
(LOSS)/EARNINGS PER SHARE - ADJUSTED BASIC [R2]						
2021/22	(cents)	(13.8)	(14.4)	2.9	(7.1)	(32.4)
2020/21 [R1]	(cents)	(61.0)	(70.2)	(4.2)	(19.8)	(144.0)
(LOSS)/EARNINGS PER SHARE - DILUTED						
2021/22	(cents)	(9.2)	(6.6)	1.3	(3.3)	(16.2)
2020/21 [R1]	(cents)	(50.8)	(48.7)	(2.9)	(13.8)	(102.6)

R1 With the completion of the mandatory convertible bonds on 24 June 2021, prior year comparatives for loss per share were restated per IAS 33 through retrospective application of a bonus factor to the average weighted number of shares. The bonus factor is derived from the division of fair value per share immediately before the exercise of rights by the theoretical ex-rights fair value.

R2 (Loss)/Earnings per share (adjusted basic) is computed by dividing (loss)/profit attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the redemption of all mandatory convertible bonds.

FIVE-YEAR FINANCIAL SUMMARY OF THE GROUP

	2021/22	2020/21	2019/20	2018/19	2017/18
PROFIT AND LOSS ACCOUNT ($ million)					
Total revenue	7,614.8	3,815.9	15,975.9	16,323.2	15,806.1
Total expenditure	(8,224.5)	(6,328.4)	(15,916.8)	(15,256.1)	(14,257.3)
Operating (loss)/profit	(609.7)	(2,512.5)	59.1	1,067.1	1,548.8
Finance charges	(391.6)	(267.9)	(220.9)	(116.1)	(89.8)
Interest income	45.9	35.4	42.1	41.9	60.9
Surplus/(loss) on disposal of aircraft, spares and spare engines	85.9	(27.0)	6.9	(5.8)	16.1
Dividend from long-term investments	4.0	8.4	3.2	3.1	6.2
Other non-operating items	(108.4)	(2,080.8)	(31.9)	(47.4)	19.3
Share of profits of joint venture companies	29.8	14.0	46.4	23.2	41.0
Share of losses of associated companies	(145.9)	(126.8)	(125.1)	(97.4)	(9.3)
(Loss)/Profit before taxation	(1,090.0)	(4,957.2)	(220.2)	868.6	1,593.2
(Loss)/Profit attributable to owners of the Company	(962.0)	(4,270.7)	(212.0)	682.7	1,301.6
STATEMENT OF FINANCIAL POSITION ($ million)					
Share capital	7,180.2	7,180.2	1,856.1	1,856.1	1,856.1
Mandatory convertible bonds	9,691.2	3,496.1	–	–	–
Treasury shares	(106.5)	(133.2)	(156.0)	(171.5)	(183.5)
Capital reserve	(107.3)	(96.8)	(112.7)	(124.3)	(139.4)
Foreign currency translation reserve	(16.2)	(16.9)	(5.3)	(33.2)	(52.4)
Share-based compensation reserve	20.7	20.8	25.7	24.9	79.5
Fair value reserve	1,076.2	(178.6)	(2,150.9)	459.7	313.5
General reserve	4,673.6	5,634.3	9,857.2	11,275.1	10,986.5
Equity attributable to owners of the Company	22,411.9	15,905.9	9,314.1	13,286.8	12,860.3
Non-controlling interests	388.5	372.2	418.6	396.4	368.1
Total equity	22,800.4	16,278.1	9,732.7	13,683.2	13,228.4
Property, plant and equipment	24,570.6	23,483.3	25,485.8	22,176.3	18,169.2
Right-of-use assets [R1]	3,290.1	2,395.7	1,477.7	–	–
Intangible assets	303.2	301.1	487.0	451.3	435.3
Associated companies	805.8	833.1	817.0	1,104.5	1,048.8
Joint venture companies	233.4	200.2	191.5	171.7	150.6
Long-term investments	42.6	49.9	65.2	343.9	346.0
Other non-current assets	1,737.2	646.0	345.7	757.8	775.6
Current assets	17,688.1	9,672.0	4,842.9	5,499.7	4,967.0
Total assets	48,671.0	37,581.3	33,712.8	30,505.2	25,892.5
Deferred account	95.4	41.0	33.3	83.9	123.3
Deferred taxation	1,064.3	1,032.5	1,335.3	2,040.3	1,840.6
Lease liabilities [R1]	3,682.5	2,865.0	1,960.6	–	–
Other non-current liabilities	13,727.5	12,142.9	10,141.8	7,319.4	4,134.5
Current liabilities	7,300.9	5,221.8	10,509.1	7,378.4	6,565.7
Total liabilities	25,870.6	21,303.2	23,980.1	16,822.0	12,664.1
Net assets	22,800.4	16,278.1	9,732.7	13,683.2	13,228.4

FIVE-YEAR FINANCIAL SUMMARY OF THE GROUP

	2021/22	2020/21	2019/20	2018/19	2017/18
CASH FLOW ($ million)					
Cash flow from operations	3,049.8	(3,274.8)	2,751.7	2,827.4	2,745.6
Internally generated cash flow [R2]	4,142.4	(1,848.4)	3,077.2	3,115.8	2,958.5
Capital expenditure	3,048.7	2,695.5	5,103.5	5,562.3	5,209.5
PER SHARE DATA					
(Loss)/Earnings - basic (cents) [R3]	(16.2)	(102.6)	(11.2)	57.7	110.1
Loss - adjusted basic (cents) [R4]	(32.4)	(144.0)	(11.2)	–	–
(Loss)/Earnings - diluted (cents) [R3]	(16.2)	(102.6)	(11.3)	57.4	109.7
Cash earnings ($) [R5]	0.18	(0.04)	1.06	1.75	2.14
Net asset value ($)	7.55	5.36	7.86	11.22	10.88
Adjusted net asset value ($) [R6]	3.40	3.60	7.86	–	–
SHARE PRICE ($) [R7]					
High	5.78	5.75	9.98	11.84	11.50
Low	4.41	3.20	5.28	9.14	9.66
Closing	5.50	5.55	5.74	9.66	10.84
DIVIDENDS					
Gross dividends (cents per share)	–	–	8.0	30.0	40.0
Dividend cover (times)	–	–	(2.2)	1.9	2.8
PROFITABILITY RATIOS (%)					
Return on equity holders' funds [R8]	(5.0)	(33.9)	(1.9)	5.2	10.8
Return on total assets [R9]	(2.2)	(12.0)	(0.5)	2.6	5.6
Return on turnover [R10]	(12.5)	(112.3)	(1.1)	4.4	8.5
PRODUCTIVITY AND EMPLOYEE DATA					
Value added ($ million)	2,820.1	592.9	4,775.3	5,314.3	5,615.5
Value added per employee ($) [R11]	126,906	23,208	172,899	200,283	216,806
Revenue per employee ($) [R11]	342,669	149,368	578,439	615,181	610,251
Average employee strength	22,222	25,547	27,619	26,534	25,901
SGD per USD exchange rate as at 31 March	1.3533	1.3453	1.4243	1.3551	1.3120

R1 *With effect from 1 April 2019, the Group adopted IFRS 16 Leases, a single, on-balance sheet lease accounting model for leases. A lessee recognises a right-of-use asset representing its right to use the underlying asset and a lease liability representing its obligation to make lease payments.*

R2 *Internally generated cash flow comprises cash generated from operations, dividends from associated and joint venture companies, proceeds from sale of aircraft and other property, plant and equipment and proceeds from sales and leaseback transactions.*

R3 *Loss per share (basic) and loss per share (diluted) for FY2020/21 have been restated by applying a bonus factor for the rights issue, in accordance with IAS 33 Earnings Per Share. (Loss)/Earnings per share (basic) and (loss)/earnings per share (diluted) for FY2017/18 to FY2019/20 were not restated.*

R4 *Loss per share (adjusted basic) is computed by dividing loss attributable to owners of the Company by the weighted average number of ordinary shares in issue less treasury shares, assuming the redemption of all mandatory convertible bonds.*

R5 *Cash earnings is defined as (loss)/profit attributable to owners of the Company plus depreciation, amortisation and impairment.*

R6 *Adjusted net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue less treasury shares, assuming the conversion of all mandatory convertible bonds and convertible bonds.*

R7 *Quoted share prices are accurate as at the respective financial year end. Prior year share prices not adjusted for rights-issuance or other corporate actions.*

R8 *Return on equity holders' funds is the (loss)/profit attributable to owners of the Company expressed as a percentage of the average equity holders' funds.*

R9 *Return on total assets is the (loss)/profit after tax expressed as a percentage of the average total assets.*

R10 *Return on turnover is the (loss)/profit after tax expressed as a percentage of the total revenue.*

R11 *Based on average employee strength.*

TEN-YEAR STATISTICAL RECORD

		2021/22	2020/21 R1	2019/20	2018/19	2017/18 R2	2016/17	2015/16	2014/15	2013/14	2012/13
SINGAPORE AIRLINES (AND SILKAIR)											
FINANCIAL											
Total revenue	($ million)	7,068.1	3,478.0	13,012.7	13,144.2	12,807.5	11,094.2	11,686.1	12,418.4	12,479.7	12,387.0
Total expenditure	($ million)	7,180.0	5,399.0	12,718.5	12,153.7	11,469.4	10,707.8	11,201.0	12,078.2	12,224.1	12,199.8
Operating (loss)/profit	($ million)	(111.9)	(1,921.0)	294.2	990.5	1,338.1	386.4	485.1	340.2	255.6	187.2
(Loss)/Profit before taxation	($ million)	(377.4)	(3,777.7)	(290.3)	938.8	1,529.0	579.3	766.2	563.1	536.4	(682.4)
(Loss)/Profit after taxation	($ million)	(314.0)	(3,183.0)	(283.5)	779.1	1,324.6	514.0	672.0	540.3	538.5	(694.1)
Capital disbursements R3	($ million)	3,605.5	2,692.8	4,859.1	5,005.2	4,358.1	3,425.5	2,309.0	1,788.5	2,251.1	1,648.2
Passenger - yield	(cents/pkm)	13.1	21.1	10.0	10.1	10.2	10.3	10.6	11.2	11.1	11.4
- RASK	(cents/ask)	4.3	2.9	8.2	8.4	8.3	8.2	8.4	8.8	8.8	9.0
- unit cost	(cents/ask)	8.0	12.5	8.0	8.3	8.1	8.3	8.5	8.9	9.1	9.2
Cargo - yield	(cents/ltk)	73.0	65.9	30.5	31.7	30.0	25.9	29.0	32.8	32.7	33.4
- unit cost	(cents/ctk)	27.2	32.3	16.4	16.5	16.2	16.8	18.9	21.4	21.9	23.2
Overall - yield	(cents/ltk)	88.3	75.0	77.0	76.3	74.3	–	–	–	–	–
- unit cost	(cents/ctk)	50.3	58.2	50.5	50.9	49.1	–	–	–	–	–
OPERATING FLEET											
Aircraft (Passenger)	(numbers)	123	114	122	121	107	106	102	105	103	101
Average age (Passenger)	(months)	67	61	65	79	88	92	89	85	81	80
Freighter	(numbers)	7	7	7	7	7	7	9	8	9	12
Average age (Freighter)	(months)	220	208	196	184	172	160	164	150	147	140
PRODUCTION											
Destination cities (Passenger)	(numbers)	69	50	66	63	62	61	60	60	62	63
Distance flown (Passenger)	(million km)	222.6	74.5	433.6	420.9	402.9	388.6	382.3	384.4	392.2	386.3
Time flown (Passenger)	(hours)	349,744	166,935	562,965	551,559	529,907	512,439	506,757	508,591	517,987	507,562
Overall capacity	(million tonne-km)	13,294.7	6,821.0	23,745.0	23,694.6	23,043.3	–	–	–	–	–
Passenger capacity	(million seat-km)	58,748.1	19,493.0	127,165.8	123,486.2	118,126.7	117,662.3	118,366.5	120,000.8	120,502.8	118,264.4
Cargo gross capacity	(million tonne-km)	7,195.3	4,795.1	10,778.2	11,210.4	11,126.7	10,912.3	10,513.3	10,024.9	10,273.6	10,661.0
TRAFFIC											
Passengers carried	('000)	3,388	514	20,906	20,738	19,505	18,990	19,029	18,737	18,628	18,210
Revenue passenger-km	(million)	19,177.7	2,669.0	104,134.6	102,571.9	95,855.0	92,913.8	94,267.4	94,209.2	95,064.3	93,765.6
Passenger load factor	(%)	32.6	13.7	81.9	83.1	81.1	79.0	79.6	78.5	78.9	79.3
Cargo and mail carried	(million kg)	1,046.0	734.0	1,205.0	1,298.3	1,301.2	1,248.1	1,170.1	1,124.0	1,117.8	1,144.6
Cargo load	(million tonne-km)	5,941.0	4,111.9	6,389.2	7,006.5	7,260.3	6,895.8	6,510.9	6,347.2	6,419.3	6,763.6
Cargo load factor	(%)	82.6	85.8	59.3	62.5	65.3	63.2	61.9	63.3	62.5	63.4
Overall load	(million tonne-km)	7,752.5	4,363.5	16,039.3	16,520.2	16,150.8	–	–	–	–	–
Overall load factor	(%)	58.3	64.0	67.5	69.7	70.1	–	–	–	–	–
STAFF											
Average strength	(numbers)	14,534	16,772	16,760	15,943	15,620	14,423	13,983	14,040	14,240	14,156
Capacity per employee R4	(tonne-km)	914,731	406,688	1,416,772	1,486,207	1,475,242	–	–	–	–	–
Revenue per employee	($)	486,315	207,369	776,414	824,450	819,942	769,202	835,736	884,501	876,383	875,035
Value added per employee	($)	190,938	48,307	201,348	258,634	286,530	246,183	261,861	242,970	242,184	159,593

TEN-YEAR STATISTICAL RECORD

		2021/22	2020/21 [R1]	2019/20	2018/19	2017/18 [R2]	2016/17	2015/16	2014/15	2013/14	2012/13
SILKAIR											
Passengers carried	('000)	–	–	4,440	4,902	4,687	4,106	3,836	3,553	3,411	3,295
Revenue passenger-km	(million)	–	–	8,195.4	8,940.3	8,343.5	7,138.0	6,516.2	5,864.9	5,516.1	5,223.1
Available seat-km	(million)	–	–	10,599.6	11,731.8	11,365.9	10,086.3	9,117.8	8,355.2	7,926.9	7,096.3
Passenger load factor	(%)	–	–	77.3	76.2	73.4	70.8	71.5	70.2	69.6	73.6
Passenger yield	(cents/pkm)	–	–	10.7	10.9	11.5	13.0	13.5	13.9	13.7	14.1
Revenue per available seat-km	(cents/ask)	–	–	8.2	8.3	8.4	9.2	9.6	9.8	9.5	10.4
Passenger unit cost	(cents/ask)	–	–	8.5	8.5	8.4	8.6	9.0	9.7	9.8	9.9
SCOOT [R5]											
Passengers carried	('000)	502	82	10,454	10,455	9,467	8,503	7,540	7,018	–	–
Revenue passenger-km	(million)	1,486.8	221.6	28,668.5	29,325.9	25,599.8	22,083.8	18,225.0	16,415.0	–	–
Available seat-km	(million)	9,822.2	2,228.2	33,445.8	34,388.6	29,888.4	26,792.8	21,732.8	19,983.0	–	–
Passenger load factor	(%)	15.1	9.9	85.7	85.3	85.7	82.4	83.9	82.1	–	–
Passenger yield	(cents/pkm)	20.0	55.0	5.6	5.7	5.8	5.9	6.3	6.3	–	–
Revenue per available seat-km	(cents/ask)	3.0	5.5	4.8	4.9	5.0	4.8	5.3	5.2	–	–
Passenger unit cost	(cents/ask)	7.7	19.9	5.4	5.2	4.9	4.8	5.3	5.9	–	–
GROUP AIRLINES (PASSENGERS)											
Passengers carried	('000)	3,890	596	35,800	36,095	33,659	31,599	30,405	29,308	22,039	21,505
Revenue passenger-km	(million)	20,664.5	2,890.6	140,998.5	140,838.1	129,798.3	122,135.6	119,008.6	116,489.1	100,580.4	98,988.7
Available seat-km	(million)	68,570.3	21,721.2	171,211.2	169,606.6	159,381.0	154,541.4	149,217.1	148,339.0	128,429.7	125,360.7
Passenger load factor	(%)	30.1	13.3	82.4	83.0	81.4	79.0	79.8	78.5	78.3	79.0

R1 *Operating statistics for Singapore Airlines and SilkAir have been consolidated under Singapore Airlines (and SilkAir) with effect from FY2020/21.*

R2 *Operating statistics for FY2017/18 have been adjusted for adoption of IFRS and re-integration of SIA Cargo into the Parent Airline Company. Overall statistics for Singapore Airlines only shown with effect from FY2017/18.*

R3 *Capital disbursements comprised capital expenditure in property, plant and equipment, intangible assets, investments in subsidiaries, associated companies and joint venture companies, and additional long-term equity investments.*

R4 *Capacity per employee is defined as passenger and cargo capacity production (in tonnes) divided by Singapore Airlines' average staff strength.*

R5 *Operating statistics for Scoot only shown with effect from FY2014/15.*

THE GROUP FLEET PROFILE

As at 31 March 2022, Singapore Airlines Group's operating fleet[R1] consisted of 183 aircraft - 176 passenger aircraft and 7 freighters. 123 and 53 of the passenger aircraft were operated by Singapore Airlines and Scoot respectively.

Aircraft type	Owned	Operating Lease	Total	Average age in years (y) and months (m)	On firm order	On option/ purchase right
Singapore Airlines:						
A380-800	10	2	12	7 yrs 7 mths		
A350-900 XWB	51	7	58	3 yrs 4 mths	7	
777-300ER	20	3	23	12 yrs 0 mths		
787-10	11	4	15	3 yrs 4 mths	13	6
777-9					31	6
737-800 [R2]		7	7	7 yrs 2 mths		
737-8	8		8	3 yrs 1 mth	24	
Sub-total	*100*	*23*	*123*	*5 yrs 7 mths*	*75*	*12*
Singapore Airlines (Freighters):						
747-400F	7		7	18 yrs 4 mths		
A350F					7	5
Sub-total	*7*		*7*	*18 yrs 4 mths*	*7*	*5*
Scoot:						
787-8	10		10	5 yrs 8 mths	3	
787-9	10		10	5 yrs 5 mths	4	
A320		21	21	9 yrs 5 mths		
A320neo	3	2	5	2 yrs 4 mths	13	11
A321neo		7	7	0 yrs 7 mths	6	
Sub-total	*23*	*30*	*53* [R3]	*6 yrs 1 mth*	*26*	*11*
Total	**130**	**53**	**183**	**6 yrs 3 mths**	**108**	**28**

R1 Operating fleet excludes aircraft delivered and awaiting entry into service as well as those deemed surplus to fleet requirements, and includes aircraft that were withdrawn from service for temporary storage due to significant capacity cuts arising from the Covid-19 pandemic.

R2 Excludes two aircraft which will be removed from the operating fleet in FY2022/23.

R3 Excludes aircraft on lease to other carriers.

INFORMATION ON SHAREHOLDINGS

As at 2 June 2022

No. of Issued Shares:	2,977,543,505
No. of Issued Shares (excluding Treasury Shares):	2,967,494,689
No./Percentage of Treasury Shares:	10,048,816 (0.34%)
No./Percentage of Subsidiary Holdings*:	0 (0%)
Class of Shares:	Ordinary shares One special share held by the Minister for Finance
Voting Rights (excluding Treasury Shares):	1 vote for 1 share

* 'Subsidiary holdings' is defined in the Listing Manual of the SGX-ST to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act 1967.

Distribution Schedule

Range of shareholdings	Number of shareholders	%	Number of shares	%
1 - 99	518	0.54	19,544	0.00
100 - 1,000	26,444	27.81	18,838,672	0.63
1,001 - 10,000	56,321	59.23	234,702,170	7.91
10,001 - 1,000,000	11,778	12.39	346,856,431	11.69
1,000,001 and above	26	0.03	2,367,077,872	79.77
Total	**95,087**	**100.00**	**2,967,494,689**	**100.00**

Twenty Largest Shareholders

	Name	Number of shares	%[1]
1	Napier Investments Pte. Ltd.	985,959,900	33.22
2	Temasek Holdings (Private) Limited	657,306,600	22.15
3	Citibank Nominees Singapore Pte Ltd	179,926,180	6.06
4	DBS Nominees Pte Ltd	148,206,179	4.99
5	DBSN Services Pte. Ltd.	81,408,266	2.74
6	Raffles Nominees (Pte) Limited	78,050,930	2.63
7	HSBC (Singapore) Nominees Pte Ltd	68,923,447	2.32
8	United Overseas Bank Nominees Private Limited	46,919,431	1.58
9	Phillip Securities Pte Ltd	20,204,290	0.68
10	OCBC Nominees Singapore Pte Ltd	18,054,208	0.60
11	IFAST Financial Pte Ltd	15,306,143	0.51
12	OCBC Securities Private Limited	9,454,110	0.31
13	Tiger Brokers (Singapore) Pte. Ltd.	8,180,800	0.27
14	UOB Kay Hian Private Limited	7,801,642	0.26
15	DB Nominees (Singapore) Pte Ltd	5,680,856	0.19
16	BNP Paribas Nominees Singapore Pte Ltd	5,078,399	0.17
17	Maybank Securities Pte. Ltd.	3,942,626	0.13
18	BPSS Nominees Singapore (Pte.) Ltd.	3,757,912	0.12
19	Morgan Stanley Asia (Singapore) Securities Pte Ltd	3,711,659	0.12
20	Societe Generale Singapore Branch	3,697,862	0.12
	Total	**2,351,571,440**	**79.24**

INFORMATION ON SHAREHOLDINGS

As at 2 June 2022

S$3,496,128,555 Aggregate Principal Amount of Zero Coupon Mandatory Convertible Bonds ("2020 MCBs")

Range of principal amount of 2020 MCBs (S$)	Number of 2020 MCBs holders	%	Principal amount of 2020 MCBs (S$)	%
1 - 99	116	1.09	5,764	0.00
100 - 1,000	1,305	12.22	819,545	0.02
1,001 - 10,000	7,130	66.74	32,426,475	0.93
10,001 - 1,000,000	2,120	19.84	62,220,233	1.78
1,000,001 and above	12	0.11	3,400,656,538	97.27
Total	**10,683**	**100.00**	**3,496,128,555**	**100.00**

S$6,196,793,517 Aggregate Principal Amount of Zero Coupon Mandatory Convertible Bonds ("2021 MCBs")

Range of principal amount of 2021 MCBs (S$)	Number of 2021 MCBs holders	%	Principal amount of 2021 MCBs (S$)	%
1 - 99	60	0.38	2,676	0.00
100 - 1,000	1,389	8.85	806,786	0.01
1,001 - 10,000	9,608	61.23	45,258,513	0.73
10,001 - 1,000,000	4,617	29.42	136,869,105	2.21
1,000,001 and above	18	0.12	6,013,856,437	97.05
Total	**15,692**	**100.00**	**6,196,793,517**	**100.00**

S$850,000,000 1.625 per cent. Convertible Bonds due 2025 ("CBs")

The global certificate representing the CBs is registered in the name of HSBC Nominees (Hong Kong) Limited. Information on the beneficial holdings of the CBs is unavailable.

Substantial Shareholders' Interests in Ordinary Shares (as shown in the Register of Substantial Shareholders)

	Direct interest		Deemed interest		Total interest	
Substantial shareholder	**No. of shares**	**%[1]**	**No. of shares**	**%[1]**	**No. of shares**	**%[1]**
Temasek Holdings (Private) Limited	657,306,600	22.15	989,998,834[2]	33.36	1,647,305,434	55.51
Tembusu Capital Pte. Ltd.	–	–	989,045,100[3]	33.32	989,045,100	33.32
Napier Investments Pte. Ltd.	985,959,900	33.22	–	–	985,959,900	33.22

1 Based on 2,967,494,688 ordinary shares issued as at 2 June 2022 (this is based on 2,977,543,505 shares issued as at 2 June 2022, excluding 10,048,816 shares held in treasury as at 2 June 2022 and the special share held by the Minister for Finance). Figures are rounded down to the nearest 0.01% and any discrepancies in aggregated figures are due to rounding.

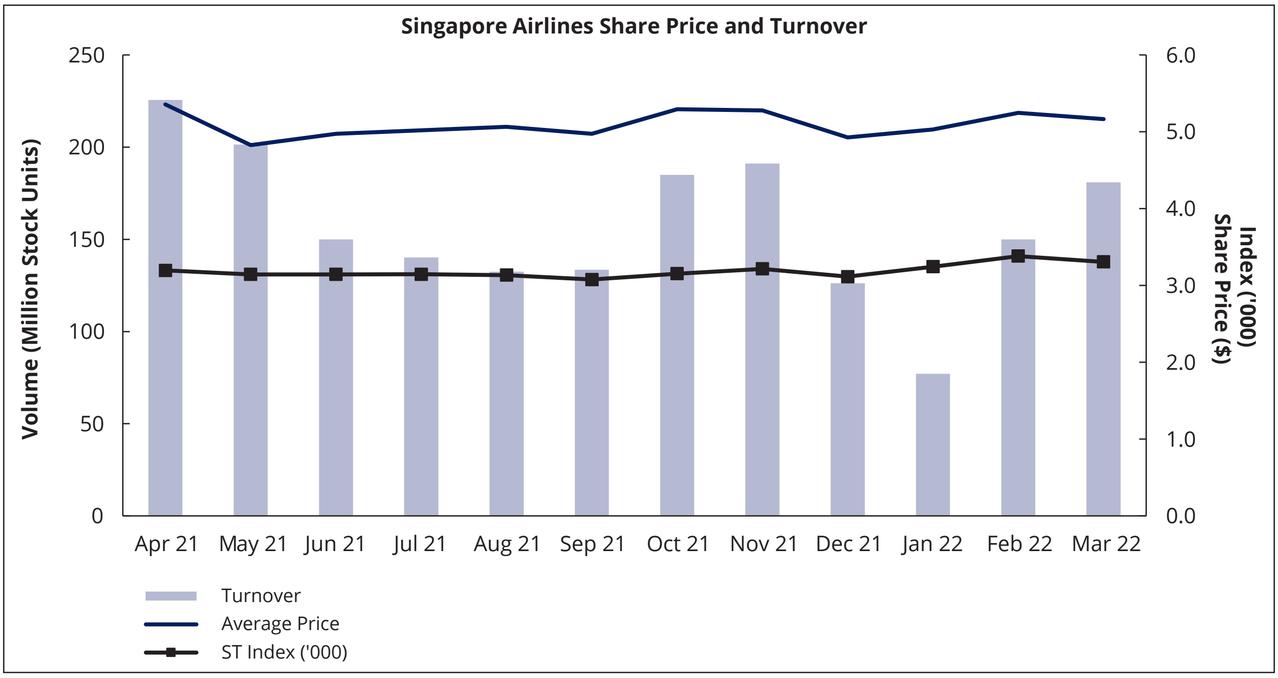
2 Temasek Holdings (Private) Limited is deemed to be interested in 989,998,834 shares in which its subsidiaries and associated companies have direct or deemed interests.

3 Tembusu Capital Pte. Ltd. is deemed to be interested in 989,045,100 shares in which its subsidiaries, including Napier Investments Pte. Ltd., have an interest.

Shareholdings Held by the Public

Based on the information available to the Company as at 2 June 2022, 44.36% of the issued ordinary shares of the Company are held by the public and, therefore, Rule 723 of the Listing Manual of the SGX-ST has been complied with.

SHARE PRICE AND TURNOVER



Share Price ($) [R1]	2021/22	2020/21
High	5.78	5.75
Low	4.41	3.20
Closing	5.50	5.55
Market Value Ratios [R2]		
Price/Earnings	(33.95)	(5.41)
Price/Book value	0.73	1.04
Price/Cash earnings [R3]	30.56	(138.75)

[R1] *Quoted share prices are accurate as at the respective financial year end. Prior year share prices not adjusted for rights-issuance or other corporate actions.*

[R2] *Based on closing price on 31 March and Group numbers.*

[R3] *Cash earnings is defined as (loss)/profit attributable to owners of the Company plus depreciation, amortisation and impairment.*

ADDITIONAL INFORMATION REQUIRED BY THE SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

1. Interested Person Transactions

The aggregate values of all Interested Person Transactions ("IPTs") entered into during the Financial Year 2021/22 are as follows:

Name of Interested Person	Nature of Relationship	Aggregate value of all IPTs during the financial year under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) (S$)	Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) (S$)
CapitaLand Investment Limited Group			
1) CapitaLand Integrated Commercial Trust	An associate of the Company's controlling shareholder	–	582,333
2) The Work Project (Commercial) Pte Ltd	An associate of the Company's controlling shareholder	–	216,723
Certis CISCO Group			
1) Certis CISCO Aviation Security Pte. Ltd.	An associate of the Company's controlling shareholder	–	1,416,640
2) Sydney Night Patrol & Inquiry Co Pty Ltd	An associate of the Company's controlling shareholder	–	593,070
Gategroup Holding AG Group			
1) Compagnie d'Exploitation des Services Auxiliaires Aériens	An associate of the Company's controlling shareholder	–	3,905,542
2) Gate Gourmet Amsterdam B.V.	An associate of the Company's controlling shareholder	–	726,848
3) Gate Gourmet Belgium NV	An associate of the Company's controlling shareholder	–	111,898
4) Gate Gourmet Denmark APS	An associate of the Company's controlling shareholder	–	1,693,025
5) Gate Gourmet Services Pty Ltd	An associate of the Company's controlling shareholder	–	4,714,162
6) Gate Gourmet Spain S.L.	An associate of the Company's controlling shareholder	–	627,518
7) Gate Gourmet Switzerland GmbH	An associate of the Company's controlling shareholder	–	3,731,250
8) Gategroup Trading Hong Kong Ltd	An associate of the Company's controlling shareholder	–	1,990,770
9) SPIRIANT Asia Pacific Limited	An associate of the Company's controlling shareholder	–	574,247
KrisShop Pte. Ltd.	An associate of the Company's controlling shareholder	–	6,907,784

ADDITIONAL INFORMATION REQUIRED BY THE SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

1. Interested Person Transactions (continued)

Name of Interested Person	Nature of Relationship	Aggregate value of all IPTs during the financial year under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) (S$)	Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) (S$)
SATS Ltd Group			
1) Air India SATS Airport Services Private Limited	An associate of the Company's controlling shareholder	–	3,480,528
2) Asia Airfreight Terminal Co Ltd	An associate of the Company's controlling shareholder	–	1,912,300
3) MacroAsia Catering Services Inc.	An associate of the Company's controlling shareholder	–	1,936,824
4) Mumbai Cargo Service Centre Airport Private Limited	An associate of the Company's controlling shareholder	–	1,705,305
5) PT Jas Aero-Engineering Services	An associate of the Company's controlling shareholder	–	1,069,218
6) PT Jasa Angkasa Semesta Tbk	An associate of the Company's controlling shareholder	–	3,369,067
7) SATS Aero Laundry Pte. Ltd.	An associate of the Company's controlling shareholder	–	17,204,665
8) SATS HK Limited	An associate of the Company's controlling shareholder	–	3,800,033
9) SATS Ltd	An associate of the Company's controlling shareholder	–	358,235,370
10) SATS Security Services Private Limited	An associate of the Company's controlling shareholder	–	19,865,321
11) Taj Madras Flight Kitchen Private Limited	An associate of the Company's controlling shareholder	–	284,461
12) Taj SATS Air Catering Limited	An associate of the Company's controlling shareholder	–	1,742,355
13) TFK Corporation	An associate of the Company's controlling shareholder	–	859,152
SembCorp Industries Ltd Group			
1) Sembcorp Solar Singapore Pte Ltd	An associate of the Company's controlling shareholder	–	353,488
Singapore Technologies Engineering Limited Group			
1) SPTEL Pte. Ltd.	An associate of the Company's controlling shareholder	–	787,563
2) ST Engineering Aerospace Services Company Pte Ltd	An associate of the Company's controlling shareholder	–	567,548
3) ST Engineering Aerospace Systems Pte. Ltd.	An associate of the Company's controlling shareholder	–	296,700
Singapore Telecommunications Limited Group			
1) Optus Networks Pty Limited	An associate of the Company's controlling shareholder	–	415,425
2) Singapore Telecommunications Limited	An associate of the Company's controlling shareholder	–	1,403,840

ADDITIONAL INFORMATION REQUIRED BY THE SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

1. Interested Person Transactions (continued)

Name of Interested Person		Nature of Relationship	Aggregate value of all IPTs during the financial year under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) (S$)	Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) (S$)
StarHub Ltd Group				
1)	Ensign InfoSecurity (Singapore) Pte. Ltd.	An associate of the Company's controlling shareholder	–	238,824
2)	Ensign InfoSecurity (SmartTech) Pte Ltd	An associate of the Company's controlling shareholder	–	703,870
3)	Ensign InfoSecurity (Systems) Pte. Ltd.	An associate of the Company's controlling shareholder	–	126,490
4)	StarHub Ltd	An associate of the Company's controlling shareholder	–	309,311
TeleChoice International Limited Group				
1)	S & I Systems Pte Ltd	An associate of the Company's controlling shareholder	–	110,430
Temasek Holdings (Private) Limited and Associates				
1)	MediaCorp Pte Ltd	An associate of the Company's controlling shareholder	–	961,600
2)	SMM Pte Ltd	An associate of the Company's controlling shareholder	–	8,334,760
3)	Stellar Lifestyle Pte Ltd	An associate of the Company's controlling shareholder	–	252,889
4)	UST Global (Singapore) Pte. Limited	An associate of the Company's controlling shareholder	–	475,838
Total			–	**458,594,985**

2. Material Contracts

Except as disclosed above and in the financial statements for the financial year ended 31 March 2022, there were no material contracts entered into by the Company and its subsidiary companies involving the interests of the Chief Executive Officer, Directors or controlling shareholders, which are either still subsisting at the end of the financial year or, if not then subsisting, entered into since the end of the previous financial year.

3. Use of Proceeds from Issue of Rights Shares and Mandatory Convertible Bonds

On 8 June 2020, the Company received $8.8 billion, comprising $5.3 billion from the issuance of Rights Shares at an issue price of $3.00 for each Rights Share and $3.5 billion from the issuance of Rights Mandatory Convertible Bonds (the "2020 Rights MCBs") at an issue price of 100 per cent. of the principal amount of the Rights MCBs. On 24 June 2021, the Company completed the issuance of Additional MCBs (the "2021 Rights MCBs"), which raised $6.2 billion.

As at 2 June 2022, the $8.8 billion of net proceeds from Rights Shares and 2020 Rights MCBs have been fully utilised for the intended purposes, being (1) to fund fixed costs and other ongoing operating expenses; (2) for aircraft purchases and aircraft related payments; and (3) debt service and other contractual payments. As at 2 June 2022, none of the net proceeds from the 2021 Rights MCBs has been utilised.

ADDITIONAL INFORMATION REQUIRED BY THE SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

4. Use of Proceeds from Issue of $850 million Convertible Bonds

On 3 December 2020, the Company issued $850 million in aggregate principal amount of 1.625% convertible bonds due 2025 convertible into Shares, at an issue price of 100% of their principal amount. As at 2 June 2022, none of the net proceeds has been used.

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

Notice is hereby given that the Fiftieth Annual General Meeting of Singapore Airlines Limited (the "**Company**") will be convened and held by way of electronic means on Tuesday, 26 July 2022 at 10.00 a.m. (Singapore time) to transact the following business:

Ordinary Business

1. To receive and adopt the Directors' Statement and Audited Financial Statements for the year ended 31 March 2022 and the Auditors' Report thereon.

2. To re-elect the following Directors who are retiring by rotation in accordance with Article 91 of the Company's Constitution and who, being eligible, offer themselves for re-election:

   (a) Mr Peter Seah Lim Huat
   (b) Mr Simon Cheong Sae Peng
   (c) Mr David John Gledhill
   (d) Ms Goh Swee Chen

3. To re-elect Mr Yeoh Oon Jin, who is retiring in accordance with Article 97 of the Company's Constitution and who, being eligible, offers himself for re-election.

4. To approve Directors' emoluments of up to S$2,000,000 for the financial year ending 31 March 2023 (FY2021/22: up to S$1,800,000).

5. To re-appoint KPMG LLP as Auditors of the Company and to authorise the Directors to fix their remuneration.

Special Business

To consider and if thought fit, to pass, with or without modifications, the following resolutions which will be proposed as Ordinary Resolutions:

6. That pursuant to Section 161 of the Companies Act 1967, authority be and is hereby given to the Directors of the Company (the "**Directors**") to:

   (a) (i) issue shares of the Company ("**shares**") whether by way of rights, bonus or otherwise; and/or

   (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

   at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and

   (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

   provided that:

   (1) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a *pro rata* basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 5% of the total number of issued shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below);

   (2) (subject to such manner of calculation as may be prescribed by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**")) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of issued shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed, after adjusting for:

   (i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time this Resolution is passed; and

   (ii) any subsequent bonus issue or consolidation or subdivision of shares,

   and, in sub-paragraph (1) above and this sub-paragraph (2), "subsidiary holdings" has the meaning given to it in the Listing Manual of the SGX-ST;

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and

(4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.

7. That the Directors of the Company be and are hereby authorised to:

(a) grant awards in accordance with the provisions of the SIA Performance Share Plan 2014 and/or the SIA Restricted Share Plan 2014; and

(b) allot and issue from time to time such number of fully paid-up ordinary shares as may be required to be delivered pursuant to the vesting of awards under the SIA Performance Share Plan 2014 and/or the SIA Restricted Share Plan 2014,

provided that:

(1) the aggregate number of (i) new ordinary shares allotted and issued and/or to be allotted and issued, (ii) existing ordinary shares (including ordinary shares held in treasury) delivered and/or to be delivered, and (iii) ordinary shares released and/or to be released in the form of cash in lieu of ordinary shares, pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014, shall not exceed 5% of the total number of issued ordinary shares (excluding treasury shares and subsidiary holdings) from time to time;

(2) the aggregate number of ordinary shares under awards to be granted pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 respectively during the period (the "**Relevant Year**") commencing from this Annual General Meeting and ending on the date of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier, shall not exceed 0.5% of the total number of issued ordinary shares (excluding treasury shares and subsidiary holdings) from time to time (the "**Yearly Limit**"); and

(3) if the Yearly Limit is not fully utilised during the Relevant Year, any unutilised portion of the Yearly Limit may be used for the grant of awards under the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 in subsequent years, for the duration of the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 respectively,

and in this Resolution, "subsidiary holdings" has the meaning given to it in the Listing Manual of the Singapore Exchange Securities Trading Limited.

8. That:

(a) approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual ("**Chapter 9**") of the Singapore Exchange Securities Trading Limited, for the Company, its subsidiaries and associated companies that are "entities at risk" (as that term is used in Chapter 9), or any of them, to enter into any of the transactions falling within the types of interested person transactions described in the Appendix to the Letter to Shareholders dated 27 June 2022 (the "**Letter**") with any party who is of the class of interested persons described in the Appendix to the Letter, provided that such transactions are made on normal commercial terms and in accordance with the review procedures for such interested person transactions;

(b) the approval given in paragraph (a) above (the "**IPT Mandate**") shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next Annual General Meeting of the Company; and

(c) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the IPT Mandate and/or this Resolution.

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

9. That:

(a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the "**Companies Act**"), the exercise by the Directors of the Company (the "**Directors**") of all the powers of the Company to purchase or otherwise acquire issued ordinary shares of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:

(i) market purchase(s) on the Singapore Exchange Securities Trading Limited (the "**SGX-ST**"); and/or

(ii) off-market purchase(s) (if effected otherwise than on the SGX-ST) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws and regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Buy Back Mandate**");

(b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors pursuant to the Share Buy Back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:

(i) the date on which the next Annual General Meeting of the Company is held;

(ii) the date by which the next Annual General Meeting of the Company is required by law to be held; and

(iii) the date on which purchases and acquisitions of Shares pursuant to the Share Buy Back Mandate are carried out to the full extent mandated;

(c) in this Resolution:

"**Average Closing Price**" means the average of the last dealt prices of a Share for the five consecutive trading days on which the Shares are transacted on the SGX-ST immediately preceding the date of the market purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the off-market purchase, and deemed to be adjusted in accordance with the listing rules of the SGX-ST for any corporate action which occurs during the relevant five-day period and the date of the market purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the off-market purchase;

"**date of the making of the offer**" means the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from holders of Shares, stating therein the purchase price (which shall not be more than the Maximum Price calculated on the basis set out herein) for each Share and the relevant terms of the equal access scheme for effecting the off-market purchase;

"**Maximum Limit**" means that number of issued Shares representing 5% of the total number of issued Shares as at the date of the passing of this Resolution (excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of the SGX-ST)); and

"**Maximum Price**", in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, commission, applicable goods and services tax and other related expenses) which shall not exceed, whether pursuant to a market purchase or an off-market purchase, 105% of the Average Closing Price of the Shares; and

(d) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution.

By Order of the Board

Brenton Wu
Company Secretary
27 June 2022
Singapore

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

Explanatory notes

1. In relation to Ordinary Resolution Nos. 2(a), 2(b), 2(c) and 2(d), Mr Peter Seah Lim Huat will, upon re-election, continue to serve as Chairman of the Board, the Board Executive Committee, the Board Compensation and Industrial Relations Committee and the Board Nominating Committee and a member of the Board Safety and Risk Committee. Mr Simon Cheong Sae Peng will, upon re-election, continue to serve as Chairman of the Customer Experience, Technology and Sustainability Committee and a member of the Board Compensation and Industrial Relations Committee. Mr David John Gledhill will, upon re-election, continue to serve as a member of the Board Safety and Risk Committee and the Customer Experience, Technology and Sustainability Committee. Ms Goh Swee Chen will, upon re-election, continue to serve as a member of the Board Audit Committee, the Board Nominating Committee and the Customer Experience, Technology and Sustainability Committee. Mr Seah, Mr Cheong, Mr Gledhill and Ms Goh are considered independent Directors. Please refer to pages 236 to 247 of the Annual Report FY2021/22 for information relating to each of these Directors, as set out in Appendix 7.4.1 of the Listing Manual of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**").

2. In relation to Ordinary Resolution No. 3, Article 97 of the Company's Constitution permits the Directors to appoint any person approved in writing by the Special Member to be a Director, either to fill a casual vacancy or as an addition to the existing Directors. Any Director so appointed shall hold office only until the next following Annual General Meeting, and shall then be eligible for re-election. Mr Yeoh Oon Jin was appointed on 1 August 2021 and is seeking re-election at the forthcoming Fiftieth Annual General Meeting. Mr Yeoh will, upon re-election, continue to serve as Chairman of the Board Audit Committee. Mr Yeoh is considered an independent Director. Please refer to pages 236 to 247 of the Annual Report FY2021/22 for information relating to Mr Yeoh, as set out in Appendix 7.4.1 of the Listing Manual of the SGX-ST.

3. Ordinary Resolution No. 4, if passed, will facilitate the payment of S$2,000,000 as Directors' fees during the financial year in which the fees are incurred, that is, during the financial year ending 31 March 2023 ("**FY2022/23**") (S$1,800,000 for the previous financial year). Directors' fees are computed based on the anticipated number of Board and Board Committee meetings for FY2022/23, assuming full attendance by all of the non-executive Directors. The amount also caters for any fee increases and unforeseen circumstances, for example, the appointment of additional Directors, additional unscheduled Board meetings and/or the formation of additional Board Committees. The amount also includes transport and travel benefits to be provided to the non-executive Directors. In the event that the amount proposed is insufficient, approval will be sought at the next Annual General Meeting in year 2023 ("**2023 AGM**") before payments are made to Directors for the shortfall. Mr Goh Choon Phong, being the Chief Executive Officer, does not receive any Director's fees.

   The current intention is that the Directors' fees for non-executive Directors for FY2022/23 will comprise a cash component and a share component, with approximately 30% being paid out in the form of awards under the SIA Restricted Share Plan 2014. Any such award would typically consist of the grant of fully paid shares outright with no performance or vesting conditions attached, but with a selling moratorium of one year. Non-executive Directors would eventually be required to hold shares (including shares obtained by other means) worth a minimum of the annual basic retainer fees (currently S$90,000) as the shares paid out to them as part of their remuneration in lieu of cash accumulate over time.

   The cash component of the Directors' fees for FY2022/23 is intended to be paid quarterly in arrears. The share component of the Directors' fees for FY2022/23 is intended to be paid after the 2023 AGM has been held. The actual number of shares to be awarded to each non-executive Director holding office at the time of the payment is intended to be determined by reference to the volume weighted average price of a share on the SGX-ST over the 10 trading days from (and including) the day on which the shares are first quoted ex-dividend after the 2023 AGM (or, if no final dividend is proposed at the 2023 AGM, or the resolution to approve any such final dividend is not approved at the 2023 AGM, over the 10 trading days immediately following the date of the 2023 AGM). The number of shares to be awarded will be rounded down to the nearest hundred and any residual balance will be settled in cash. A non-executive Director who steps down before the payment of the share component will receive all of his Directors' fees for FY2022/23 (calculated on a pro-rated basis, where applicable) in cash.

4. Ordinary Resolution No. 6, if passed, will empower the Directors to issue shares, make or grant instruments convertible into shares and to issue shares pursuant to such instruments. The number of shares which the Directors may issue under this Ordinary Resolution will not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings), with a sub-limit of 5% for issues other than on a *pro rata* basis. The 5% sub-limit for non-*pro rata* issues is lower than the 20% sub-limit allowed under the Listing Manual of the SGX-ST. For the purpose of determining the aggregate number of shares which may be issued, the percentage of issued shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this Ordinary Resolution is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible instruments or share options or vesting of share awards which were issued and are outstanding at the time this Ordinary Resolution is passed; and (b) any subsequent bonus issue or consolidation or subdivision of shares. For the avoidance of doubt, shareholders' approval will be required for any consolidation or subdivision of shares. As at 2 June 2022, the Company had 10,048,816 treasury shares and no subsidiary holdings.

5. Ordinary Resolution No. 7, if passed, will empower the Directors to grant awards pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014, and to allot and issue ordinary shares of the Company pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014.

   The SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 were adopted at the Extraordinary General Meeting of the Company held on 30 July 2014. At the Annual General Meeting held on 27 July 2018, shareholders approved alterations to the SIA Restricted Share Plan 2014 to enable non-executive Directors of the Company and/or its subsidiaries to participate in the SIA Restricted Share Plan 2014 (in addition to employees, including executive Directors of the Company and/or its subsidiaries).

   The total number of ordinary shares which may be delivered pursuant to awards granted under the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 (whether in the form of ordinary shares or in the form of cash in lieu of ordinary shares) shall not exceed 5% of the total number of issued ordinary shares (excluding treasury shares and subsidiary holdings) from time to time. In addition, Ordinary Resolution No. 7 will also provide that the total number of ordinary shares under awards to be granted pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 from this Annual General Meeting to the next Annual General Meeting (the "**Relevant Year**") shall not exceed 0.5% of the total number of issued ordinary shares (excluding treasury shares and subsidiary holdings) from time to time (the "**Yearly Limit**"), provided that if the Yearly Limit is not fully utilised during the Relevant Year, any unutilised portion of the Yearly Limit may be used by the Directors to make grants of awards under the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 in subsequent years, for the duration of the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014 respectively.

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

6. Ordinary Resolution No. 8, if passed, will renew the mandate to allow the Company, its subsidiaries and associated companies that are entities at risk (as that term is used in Chapter 9 of the Listing Manual of the SGX-ST) or any of them, to enter into certain interested person transactions with certain classes of interested persons as described in the Appendix to the Letter to Shareholders dated 27 June 2022 (the "**Letter**"). The authority will, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next Annual General Meeting of the Company. Please refer to the Letter (which is available on the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements) for more details.

7. Ordinary Resolution No. 9, if passed, will renew the mandate to allow the Company to purchase or otherwise acquire its issued ordinary shares, on the terms and subject to the conditions set out in the Resolution.

   The Company may use internal or external sources of funds to finance the purchase or acquisition of its ordinary shares. The amount of financing required for the Company to purchase or acquire its ordinary shares, and the impact on the Company's financial position, cannot be ascertained as at the date of this Notice as these will depend on the number of ordinary shares purchased or acquired, the price at which such ordinary shares were purchased or acquired and whether the ordinary shares purchased or acquired are held in treasury or cancelled.

   The financial effects of the purchase or acquisition of such ordinary shares by the Company pursuant to the proposed Share Buy Back Mandate on the audited financial statements of the Company and the Company and its subsidiaries for the financial year ended 31 March 2022, based on certain assumptions, are set out in paragraph 3.7 of the Letter.

   Please refer to the Letter (which is available on the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements) for more details.

Notes:

1. *The Annual General Meeting is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. Printed copies of this Notice will not be sent to members. Instead, this Notice will be sent to members by electronic means via publication on the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.*

2. *Alternative arrangements relating to:*

   (a) *attendance at the Annual General Meeting via electronic means (including arrangements by which the meeting can be electronically accessed via "live" audio-visual webcast or "live" audio-only stream);*

   (b) *submission of questions to the Chairman of the Meeting in advance of, or "live" at, the Annual General Meeting, and addressing of substantial and relevant questions in advance of, or "live" at, the Annual General Meeting; and*

   (c) *voting at the Annual General Meeting (i) "live" by the member or his/her/its duly appointed proxy(ies) (other than the Chairman of the Meeting) via electronic means; or (ii) by appointing the Chairman of the Meeting as proxy to vote on the member's behalf at the Annual General Meeting,*

   are set out in the accompanying Company's announcement dated 27 June 2022. This announcement may be accessed at the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.

3. ***To keep physical interactions and COVID-19 transmission risk to a minimum, the Company is not providing for physical attendance by members at the Annual General Meeting. A member who wishes to exercise his/her/its voting rights at the Annual General Meeting may:***

   (a) (where the member is an individual) vote "live" via electronic means at the Annual General Meeting, or (whether the member is an individual or a corporate) appoint a proxy(ies) (other than the Chairman of the Meeting) to vote "live" via electronic means at the Annual General Meeting on his/her/its behalf; or

   (b) (whether the member is an individual or a corporate) appoint the Chairman of the Meeting as his/her/its proxy to vote on his/her/its behalf at the Annual General Meeting.

   The accompanying proxy form for the Annual General Meeting may be accessed at the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.

4. (a) *A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Annual General Meeting. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.*

   (b) *A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.*

   *"**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967.*

5. *A proxy need not be a member of the Company.*

NOTICE OF ANNUAL GENERAL MEETING

Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

6. *The instrument appointing a proxy(ies) must be submitted in the following manner:*

   (a) *if submitted by post, be lodged with the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902; or*

   (b) *if submitted electronically, be submitted:*

      (i) *via email to the Company's Share Registrar at GPE@mncsingapore.com; or*

      (ii) *via the pre-registration website at the URL https://go.lumiengage.com/siaagm22,*

   in each case, not less than 72 hours before the time appointed for holding the Annual General Meeting.

   A member who wishes to submit an instrument appointing a proxy(ies) must first download, complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and submitting it via email to the email address provided above or via the pre-registration website at the URL provided above.

   Members are strongly encouraged to submit completed instruments appointing a proxy(ies) electronically via email or via the pre-registration website.

7. *CPF and SRS investors:*

   (a) *may vote "live" via electronic means at the Annual General Meeting if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or*

   (b) *may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Annual General Meeting, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 14 July 2022.*

8. *The Annual Report FY2021/22 and the Letter to Shareholders dated 27 June 2022 (in relation to the proposed renewal of the mandate for interested person transactions and the proposed renewal of the share buy back mandate) may be accessed at the Company's website at the URL http://www.singaporeair.com/shareholder as follows:*

   (a) *the Annual Report FY2021/22 may be accessed by clicking on the hyperlink for "Annual Report FY2021/22" under "Annual General Meeting (26 July 2022)"; and*

   (b) *the Letter to Shareholders dated 27 June 2022 may be accessed by clicking on the hyperlink for "Letter to Shareholders" under "Annual General Meeting (26 July 2022)".*

   The above documents will also be made available on the SGX website at the URL https://www.sgx.com/securities/company-announcements.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (a) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "**Purposes**"); (b) warrants that where the member discloses the personal data of the member's proxy(ies) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) for the Purposes; and (c) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information relating to Mr Peter Seah Lim Huat, Mr Simon Cheong Sae Peng, Mr David John Gledhill, Ms Goh Swee Chen and Mr Yeoh Oon Jin as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST is disclosed below:

Name of Director	**Peter Seah Lim Huat**	**Simon Cheong Sae Peng**
Date of Appointment	1 September 2015 (as Director) 1 January 2017 (as Chairman)	1 June 2017
Date of last re-appointment (if applicable)	29 July 2019	27 July 2020
Age	75	65
Country of Principal Residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	After due consideration, the Board concurs with the Nominating Committee's views that Mr Seah, if re-elected, will continue to provide valuable insights and contributions to the Board, given his skills, experience, independence and commitment in the discharge of his duties as a Director. This is especially in view of Mr Seah's vast experience as the Chairman and former Chief Executive of major banking and financial services groups in Singapore, coupled with his knowledge of the banking and financial services business and environment in the Asia Pacific region. Mr Seah's credentials, experience, background, knowledge and expertise will continue to complement the diversity of skill sets on the Board, thereby enriching its perspectives and deliberations.	After due consideration, the Board concurs with the Nominating Committee's views that Mr Cheong, if re-elected, will continue to provide valuable insights and contributions to the Board, given his skills, experience, independence and commitment in the discharge of his duties as a Director. This is especially in view of Mr Cheong's decades of experience in real estate, banking and international finance. Mr Cheong will continue to contribute in the areas of lifestyle preferences of premium customers, banking and international finance. Mr Cheong's credentials, experience, background, knowledge and expertise will continue to complement the diversity of skill sets on the Board, thereby enriching its perspectives and deliberations.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	● Chairman of the Board ● Independent and Non-Executive Director ● Chairman of Board Executive Committee ● Chairman of Board Compensation and Industrial Relations Committee ● Chairman of Board Nominating Committee ● Member of Board Safety and Risk Committee	● Independent and Non-Executive Director ● Chairman of Customer Experience, Technology and Sustainability Committee ● Member of Board Compensation and Industrial Relations Committee
Professional Qualifications	● Bachelor of Business Administration (Honours) *University of Singapore*	● Master of Business Administration in Finance and Investments *George Washington University, United States of America* ● Bachelor of Science in Civil Engineering *University of Washington, United States of America*

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

David John Gledhill	**Goh Swee Chen**	**Yeoh Oon Jin**
1 September 2018	1 January 2019	1 August 2021
29 July 2019	29 July 2019	Not applicable
60	61	61
United Kingdom	Singapore	Singapore
After due consideration, the Board concurs with the Nominating Committee's views that Mr Gledhill, if re-elected, will continue to provide valuable insights and contributions to the Board, given his skills, experience, independence and commitment in the discharge of his duties as a Director. This is especially in view of Mr Gledhill's decades of experience in managing technology and operations at large multi-national companies, coupled with over 20 years of experience in Asia. Mr Gledhill's credentials, experience, background, knowledge and expertise will continue to complement the diversity of skill sets on the Board, thereby enriching its perspectives and deliberations.	After due consideration, the Board concurs with the Nominating Committee's views that Ms Goh, if re-elected, will continue to provide valuable insights and contributions to the Board, given her skills, experience, independence and commitment in the discharge of her duties as a Director. This is especially in view of Ms Goh's decades of experience gained previously at large multi-national companies, where she served at Board and Management levels, to lead the global businesses, notably in sales and marketing, business improvements and I.T.. Ms Goh's credentials, experience, background, knowledge and expertise will continue to complement the diversity of skill sets on the Board, thereby enriching its perspectives and deliberations.	After due consideration, the Board concurs with the Nominating Committee's views that Mr Yeoh, if re-elected, will continue to provide valuable insights and contributions to the Board, given his skills, experience, independence and commitment in the discharge of his duties as a Director. This is especially in view of Mr Yeoh's deep knowledge of, and vast experience in, the auditing and accounting practice which will enable him to provide strong leadership to the Board Audit Committee. Mr Yeoh's credentials, experience, background, knowledge and expertise will continue to complement the diversity of skill sets on the Board, thereby enriching its perspectives and deliberations.
Non-Executive	Non-Executive	Non-Executive
• Independent and Non-Executive Director • Member of Board Safety and Risk Committee • Member of Customer Experience, Technology and Sustainability Committee	• Independent and Non-Executive Director • Member of Board Audit Committee • Member of Board Nominating Committee • Member of Customer Experience, Technology and Sustainability Committee	• Independent and Non-Executive Director • Chairman of Board Audit Committee
• Bachelor of Science in Computing and Electronics *University of Durham, United Kingdom*	• Bachelor of Science in Information Science *Victoria University of Wellington, New Zealand* • Master of Business Administration *University of Chicago, United States of America*	• Bachelor of Commerce (Accounting) *University of Birmingham, United Kingdom* • Fellow of the Institute of Chartered Accountants, *England and Wales* • Fellow of the Institute of Chartered Accountants, *Singapore*

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Peter Seah Lim Huat	Simon Cheong Sae Peng	
Working experience and occupation(s) during the past 10 years	Mr Seah is the Chairman of DBS Group Holdings Ltd, DBS Bank Ltd and LaSalle College of the Arts Limited. A banker for more than 30 years, Mr Seah was with the former Overseas Union Bank between 1977 and 2001, retiring as Vice-Chairman and Chief Executive Officer.	Mr Cheong is the Founder and Chairman of SC Global Developments Pte Ltd, a leading luxury high-end residential developer in Singapore. He has more than 40 years of experience in real estate, banking and international finance.	
Shareholding interest in Singapore Airlines Limited and its subsidiaries	157,200 Ordinary Shares and S$150,000 principal amount of 2021 Mandatory Convertible Bonds of Singapore Airlines Limited.	40,175 Ordinary Shares and S$68,917 principal amount of 2021 Mandatory Convertible Bonds of Singapore Airlines Limited.	
Any relationship (including immediate family relationships) with any existing director, existing executive officer, Singapore Airlines Limited and/or substantial shareholder of Singapore Airlines Limited or of any of its principal subsidiaries	No	No	
Conflict of interest (including any competing business)	No	No	
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to Singapore Airlines Limited	Yes	Yes	
Other Principal Commitments including Directorships			
Past (for the last 5 years)	Other listed companies: Director ● Level 3 Communications Inc ● StarHub Ltd Other principal commitment: Chairman ● Singapore Health Services Pte Ltd	Nil	

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

David John Gledhill	Goh Swee Chen	Yeoh Oon Jin
Mr Gledhill was the Group Chief Information Officer as well as Head of Group Technology & Operations at DBS Bank Ltd, before his retirement from the bank in August 2019 after 11 years of service.	Ms Goh is the former Chairperson of the Shell group of companies in Singapore. She retired from Shell in January 2019 after 16 years of service.	Mr Yeoh was the Executive Chairman and Partner of Pricewaterhouse Coopers LLP before his retirement in June 2021, following a 38-year career with PricewaterhouseCoopers LLP.
26,400 Ordinary Shares of Singapore Airlines Limited.	25,350 Ordinary Shares, S$3,835 principal amount of 2020 Mandatory Convertible Bonds and S$38,769 principal amount of 2021 Mandatory Convertible Bonds of Singapore Airlines Limited.	S$250,000 principal amount of 3.13% Notes of Singapore Airlines Limited due 2026.
No	No	No
No	No	No
Yes	Yes	Yes
Principal commitments: Group Chief Information Officer and Head of Group Technology & Operations ● DBS Bank Ltd Group Chief Operating Officer ● Lloyds Banking Group Director ● Singapore Clearing House Pte Ltd Senior Advisor ● McKinsey & Company Board Advisor ● ANZ Bank ● Singapore Management University School of Information Systems Technology Advisor ● Bank of Ireland ● Bank of New Zealand Member ● IBM Board of Advisors ● National Super Computing Centre Steering Committee	Other listed companies: Director ● CapitaLand Limited* (now known as CapitaLand Group Pte. Ltd.) ● CapitaLand Investment Limited Other principal commitments: Chairperson ● Shell group of companies in Singapore Vice President ● Singapore National Employers Federation Director ● Centre for Liveable Cities Limited ● Singapore International Chamber of Commerce ● Human Capital Leadership Institute Pte Ltd Trustee ● Singapore University of Technology & Design	Other listed company: Director ● Singapore Press Holdings Limited** Other principal commitments: Executive Chairman and Partner ● PricewaterhouseCoopers LLP Partner ● PricewaterhouseCoopers Services LLP Director ● JTC Corporation ● Shared Services for Charities Ltd ● PricewaterhouseCoopers Singapore Pte Ltd ● PricewaterhouseCoopers GHRS Pte Ltd ● PricewaterhouseCoopers Nominees Pte Ltd ● PricewaterhouseCoopers CM Services Pte Ltd ● PricewaterhouseCoopers Business Advisory Services Pte Ltd ● PricewaterhouseCoopers Holdings Singapore No. 1 Pte. Ltd.

* Delisted from the official list of the Singapore Exchange Securities Trading Limited on 21 September 2021.

** Delisted from the official list of the Singapore Exchange Securities Trading Limited on 13 May 2022.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Peter Seah Lim Huat	Simon Cheong Sae Peng	
Present	Other listed company: <u>Chairman</u> ● DBS Group Holdings Ltd Other principal commitments: <u>Chairman</u> ● DBS Bank Ltd ● DBS Bank (Hong Kong) Limited ● LaSalle College of the Arts Limited <u>Deputy Chairman</u> ● STT Communications Ltd ● Fullerton Financial Holdings Pte Ltd <u>Director</u> ● Asia Mobile Holdings Pte Ltd ● GIC Private Limited <u>Member</u> ● Council of Presidential Advisers	Other listed company: <u>Chairman</u> ● AVJennings Limited Other principal commitments: <u>Founder and Chairman</u> ● SC Global Developments Pte Ltd <u>Director</u> ● Cheong SP Holdings Pte Ltd ● MYK Holdings Pte Ltd	

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	David John Gledhill	**Goh Swee Chen**	**Yeoh Oon Jin**
	Advisory Committee Member ● National University of Singapore School of Computing Committee Member ● Singapore Clearing House Association		● PricewaterhouseCoopers Holdings Singapore No. 2 Pte. Ltd. ● PwC International Assignment Services Holdings Pte Ltd ● PricewaterhouseCoopers WMS Holdings Pte Ltd ● PricewaterhouseCoopers WMS Pte Ltd ● PricewaterhouseCoopers Consulting Holdings (S) Pte Ltd ● PricewaterhouseCoopers Consulting (Singapore) Pte Ltd ● PricewaterhouseCoopers Consulting (Myanmar) Pte Ltd ● PwC Consulting Services (M) Sdn Bhd ● PwC Consulting Associates (M) Sdn Bhd ● PwC Consulting Myanmar Co. Limited ● PT PricewaterhouseCoopers Consulting Indonesia ● PricewaterhouseCoopers Consulting (Thailand) Ltd ● PricewaterhouseCoopers Consulting (Vietnam) Limited ● PricewaterhouseCoopers ASEANZ Pty Limited Council Member ● Singapore Institute of International Affairs
	Principal commitments: Technology Advisor ● Sygnum Bank AG Board Member ● National University of Singapore Institute of Systems Science Director ● Quark Consulting Ltd Advisory Committee Member ● Singapore Ministry of Finance ICT Advisory Panel	Other listed company: Director ● Woodside Petroleum Ltd Other principal commitments: Chairperson ● Institute for Human Resource Professionals Limited ● National Arts Council ● Nanyang Technological University President ● Global Compact Network Singapore Director ● Carbon Solutions Holdings Pte Ltd ● Carbon Solutions Investments Pte Ltd ● Carbon Solutions Platform Pte Ltd ● Carbon Solutions Services Pte Ltd ● JTC Corporation ● Resilience Collective Ltd ● Singapore Power Limited Member ● Singapore Research, Innovation and Enterprise Council ● Centre for Liveable Cities Advisory Panel ● Legal Service Commission	Other listed company: Director ● Singapore Exchange Limited Other principal commitments: Chairman ● Singapore Land Authority Vice Chairman ● Singapore Business Federation Director ● Singapore Health Services Pte Ltd ● Trust Bank Singapore Limited ● Kidney Dialysis Foundation Independent Governor ● Lien Foundation Member ● Monetary Authority of Singapore, Corporate Governance Advisory Committee

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Peter Seah Lim Huat	Simon Cheong Sae Peng	
<u>Information required</u> **Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.**			
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	
(c) Whether there is any unsatisfied judgment against him?	No	No	
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	David John Gledhill	Goh Swee Chen	Yeoh Oon Jin
	No	No	No
	No	No	No
	No	No	No
	No	No	No
	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Peter Seah Lim Huat	Simon Cheong Sae Peng	
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-			
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	David John Gledhill	Goh Swee Chen	Yeoh Oon Jin
	No	No	No
	No	No	No
	No	No	No
	No	No	No
	No	Yes (details are shown below)	No
	No	No	No
	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Peter Seah Lim Huat	Simon Cheong Sae Peng	
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	

<u>Details of Ms Goh Swee Chen's response to (j) (i)</u>

Ms Goh was employed by the Shell group, a global group of energy and petrochemical companies, from 2003 until her retirement in January 2019. She was the Country Chairperson of the Shell Companies (as defined below) in Singapore and sat on the boards of various Shell Companies in Singapore. "Shell Companies" refer to companies over which Royal Dutch Shell plc either directly or indirectly has control. Shell Companies are subject to various laws and regulations governing their day-to-day operations. The Shell Companies in Singapore may from time to time be investigated by regulatory authorities for possible breaches of such laws and regulations in the ordinary course of business, and have been subject to fines from time to time in the ordinary course of business.

To Ms Goh's knowledge, none of the investigations or fines imposed on such Shell Companies in Singapore (in connection with incidents occurring or arising during the period when she was a director of such entities) were material.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	David John Gledhill	Goh Swee Chen	Yeoh Oon Jin
	No	No	No
	No	No	No

Proxy Form
Annual General Meeting
Singapore Airlines Limited

(Incorporated in the Republic of Singapore)
Company Registration No. 197200078R

SINGAPORE AIRLINES

IMPORTANT:

1. The Annual General Meeting is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. Printed copies of the Notice of Annual General Meeting will not be sent to members. Instead, the Notice of Annual General Meeting will be sent to members by electronic means via publication on the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.
2. Alternative arrangements relating to:
   (a) attendance at the Annual General Meeting via electronic means (including arrangements by which the meeting can be electronically accessed via "live" audio-visual webcast or "live" audio-only stream);
   (b) submission of questions to the Chairman of the Meeting in advance of, or "live" at, the Annual General Meeting, and addressing of substantial and relevant questions in advance of, or "live" at, the Annual General Meeting; and
   (c) voting at the Annual General Meeting (i) "live" by the member or his/her/its duly appointed proxy(ies) (other than the Chairman of the Meeting) via electronic means; or (ii) by appointing the Chairman of the Meeting as proxy to vote on the member's behalf at the Annual General Meeting,

   are set out in the accompanying Company's announcement dated 27 June 2022. This announcement may be accessed at the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.
3. **To keep physical interactions and COVID-19 transmission risk to a minimum, the Company is not providing for physical attendance by members at the Annual General Meeting. A member who wishes to exercise his/her/its voting rights at the Annual General Meeting may:**
   (a) (where the member is an individual) vote "live" via electronic means at the Annual General Meeting, or (whether the member is an individual or a corporate) appoint a proxy(ies) (other than the Chairman of the Meeting) to vote "live" via electronic means at the Annual General Meeting on his/her/its behalf; or
   (b) (whether the member is an individual or a corporate) appoint the Chairman of the Meeting as his/her/its proxy to vote on his/her/its behalf at the Annual General Meeting.
4. **Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of a proxy(ies).**
5. This proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF and SRS investors. CPF and SRS investors:
   (a) may vote "live" via electronic means at the Annual General Meeting if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or
   (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Annual General Meeting, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 14 July 2022.
6. By submitting an instrument appointing a proxy(ies), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 27 June 2022.

*I/We, ______________________________ (Name), ____________________ (*NRIC/Passport/Co. Reg. No.)

of ____ (Address)

being a *member/members of Singapore Airlines Limited (the "**Company**") hereby appoint:

Name	Email Address	NRIC/Passport No.	Proportion of Shareholdings (%)

and/or (delete as appropriate)

or if no proxy is named, the Chairman of the Meeting, as *my/our proxy/proxies to attend, speak and vote for *me/us on *my/our behalf at the Fiftieth Annual General Meeting of the Company ("**Annual General Meeting**") to be convened and held by way of electronic means on Tuesday, 26 July 2022 at 10.00 a.m. (Singapore time) and at any adjournment thereof in the following manner:

Ordinary Business

No.	Resolutions	For	Against	Abstain
1	Adoption of the Directors' Statement, Audited Financial Statements and Auditors' Report for the year ended 31 March 2022			
2	Re-election of Directors in accordance with Article 91:			
	(a) Mr Peter Seah Lim Huat			
	(b) Mr Simon Cheong Sae Peng			
	(c) Mr David John Gledhill			
	(d) Ms Goh Swee Chen			
3	Re-election of Mr Yeoh Oon Jin as a Director in accordance with Article 97			
4	Approval of Directors' emoluments for the financial year ending 31 March 2023			
5	Re-appointment of Auditors and authority for the Directors to fix their remuneration			

Special Business

No.	Resolutions	For	Against	Abstain
6	Authority for Directors to issue shares, and to make or grant instruments convertible into shares, pursuant to Section 161 of the Companies Act 1967			
7	Authority for Directors to grant awards, and to allot and issue shares, pursuant to the SIA Performance Share Plan 2014 and the SIA Restricted Share Plan 2014			
8	Renewal of the IPT Mandate			
9	Renewal of the Share Buy Back Mandate			

NOTE: Voting will be conducted by poll. If you wish your proxy/proxies to cast all your votes "For" or "Against" a resolution, please indicate with a tick (✓) in the "For" or "Against" box provided in respect of that resolution. Alternatively, please indicate the number of votes "For" or "Against" in the "For" or "Against" box provided in respect of that resolution. If you wish your proxy/proxies to abstain from voting on a resolution, please indicate with a tick (✓) in the "Abstain" box provided in respect of that resolution. Alternatively, please indicate the number of shares that your proxy/proxies is directed to abstain from voting in the "Abstain" box provided in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deem(s) fit on any of the above resolutions if no voting instruction is specified, and on any other matter arising at the Annual General Meeting.

* Delete accordingly

Dated this ________ day of ______________ 2022.

Total Number of Shares Held:	

Signature(s) of Member(s) or Common Seal

Contact Number/Email Address of Member(s)

Important: Please read notes on the reverse side

Please glue and seal along this edge

Please glue and seal along this edge

3rd Fold and seal here. Do not staple. Glue all sides firmly.

Notes:

1. If a member has shares entered against his/her/its name in the Depository Register (maintained by The Central Depository (Pte) Limited), he/she/it should insert that number of shares. If the member has shares registered in his/her/its name in the Register of Members (maintained by or on behalf of the Company), he/she/it should insert that number of shares. If the member has shares entered against his/her/its name in the Depository Register and shares registered in his/her/its name in the Register of Members, he/she/it should insert the aggregate number of shares. If no number is inserted, this instrument appointing a proxy(ies) will be deemed to relate to all the shares held by the member.
2. **To keep physical interactions and COVID-19 transmission risk to a minimum, the Company is not providing for physical attendance by members at the Annual General Meeting. A member who wishes to exercise his/her/its voting rights at the Annual General Meeting may:**

   (a) (where the member is an individual) vote "live" via electronic means at the Annual General Meeting, or (whether the member is an individual or a corporate) appoint a proxy(ies) (other than the Chairman of the Meeting) to vote "live" via electronic means at the Annual General Meeting on his/her/its behalf; or

   (b) (whether the member is an individual or a corporate) appoint the Chairman of the Meeting as his/her/its proxy to vote on his/her/its behalf at the Annual General Meeting.

   This proxy form may be accessed at the Company's website at the URL http://www.singaporeair.com/shareholder and the SGX website at the URL https://www.sgx.com/securities/company-announcements.
3. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Annual General Meeting. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.

   (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967.
4. A proxy need not be a member of the Company.
5. The instrument appointing a proxy(ies) must be submitted in the following manner:

   (a) if submitted by post, be lodged with the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902; or

   (b) if submitted electronically, be submitted:

   (i) via email to the Company's Share Registrar at GPE@mncsingapore.com; or

   (ii) via the pre-registration website at the URL https://go.lumiengage.com/siaagm22,

   in each case, not less than 72 hours before the time appointed for holding the Annual General Meeting.

   A member who wishes to submit an instrument appointing a proxy(ies) must first download, complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and submitting it via email to the email address provided above or via the pre-registration website at the URL provided above.

   Members are strongly encouraged to submit completed instruments appointing a proxy(ies) electronically via email or via the pre-registration website.
6. The instrument appointing a proxy(ies) must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing a proxy(ies) is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument is submitted by post, be lodged with the instrument or, if the instrument is submitted electronically via email or via the pre-registration website, be emailed or, as the case may be, uploaded with the instrument, failing which the instrument may be treated as invalid.
7. The Company shall be entitled to reject an instrument appointing a proxy(ies) if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy(ies) (including any related attachment). In addition, in the case of members whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy(ies) lodged or submitted if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the Annual General Meeting, as certified by The Central Depository (Pte) Limited to the Company.

2nd Fold

Postage will be paid by addressee. For posting in Singapore only.

BUSINESS REPLY SERVICE
PERMIT NO. 04910

Singapore Airlines Limited
c/o M & C Services Private Limited
112 Robinson Road
#05-01
Singapore 068902

1st Fold

CORPORATE DATA

BOARD OF DIRECTORS

Chairman Peter Seah Lim Huat

Members Goh Choon Phong
(Chief Executive Officer)
Gautam Banerjee
Simon Cheong Sae Peng
David John Gledhill
Goh Swee Chen
Dominic Ho Chiu Fai
Hsieh Tsun-yan
Lee Kim Shin
Jeanette Wong Kai Yuan
(from 1 June 2021)
Yeoh Oon Jin
(from 1 August 2021)

EXECUTIVE MANAGEMENT

Head Office

Goh Choon Phong
Chief Executive Officer

Lee Lik Hsin
Executive Vice President Commercial

Tan Kai Ping
Executive Vice President Finance & Strategy and Chief Financial Officer (from 31 May 2021)

Mak Swee Wah
Executive Vice President Operations

Tan Pee Teck
Senior Vice President Cabin Crew

Chin Yau Seng
Senior Vice President Cargo

Lee Wen Fen
Senior Vice President Corporate Planning

Yeoh Phee Teik
Senior Vice President Customer Experience

Marvin Tan Meng Hung
Senior Vice President Customer Services & Operations

Lau Hwa Peng
Senior Vice President Engineering

Stephen Barnes
Senior Vice President Finance (until 31 May 2021)

Quay Chew Eng
Senior Vice President Flight Operations

Vanessa Ng Wee Leng
Senior Vice President Human Resources

George Wang Wei Jun
Senior Vice President Information Technology

Tan Jo-Ann
Senior Vice President Marketing Planning (from 1 April 2021)

Leslie Thng Kan Chung
Senior Vice President Sales and Marketing (from 1 January 2022 to 15 June 2022)

Overseas Regions

Joey Seow Eng Wan
Regional Vice President Americas

Lee Sek Eng
Regional Vice President Europe

Tan Tiow Kor
Regional Vice President North Asia (until 4 July 2021)

Foo Chai Woo
Regional Vice President North Asia (from 5 July 2021)

Lim Wee Kok
Regional Vice President South East Asia

Philip Goh Ser Miang
Regional Vice President South West Pacific (until 20 April 2021)

Louis Leonard Arul
Regional Vice President South West Pacific (from 21 April 2021)

David Lau Tiang Meng
Regional Vice President West Asia & Africa

BOARD COMMITTEES

Board Executive Committee

Chairman Peter Seah Lim Huat

Members Goh Choon Phong
Gautam Banerjee
Hsieh Tsun-yan

Board Audit Committee

Chairman Yeoh Oon Jin
(from 1 January 2022)
Gautam Banerjee
(until 31 December 2021)

Members Gautam Banerjee
(from 1 January 2022)
Goh Swee Chen
Hsieh Tsun-yan
Dominic Ho Chiu Fai
Jeanette Wong Kai Yuan
(from 1 June 2021)
Yeoh Oon Jin
(from 1 August 2021 to 31 December 2021)

Board Compensation and Industrial Relations Committee

Chairman Peter Seah Lim Huat

Members Simon Cheong Sae Peng
Hsieh Tsun-yan
Jeanette Wong Kai Yuan
(from 29 July 2021)

Board Nominating Committee

Chairman Peter Seah Lim Huat

Members Goh Swee Chen
Lee Kim Shin

Board Safety and Risk Committee

Chairman Dominic Ho Chiu Fai

Members Peter Seah Lim Huat
David John Gledhill
Lee Kim Shin

Customer Experience, Technology and Sustainability Committee

Chairman Simon Cheong Sae Peng

Members Goh Choon Phong
David John Gledhill
Goh Swee Chen

Company Secretary

Brenton Wu Ming-Kaye

Share Registrar

M & C Services Private Limited
112 Robinson Road #05-01
Singapore 068902

Auditors

KPMG LLP
Public Accountants and Chartered Accountants
16 Raffles Quay
#22-00 Hong Leong Building
Singapore 048581

Audit Partner

Malcolm Ramsay
(from the audit of the financial statements for the year ended 31 March 2018)

Registered Office

Airline House
25 Airline Road
Singapore 819829

SENIOR MANAGEMENT, MAJOR SUBSIDIARIES

Ng Chin Hwee
Chief Executive Officer
SIA Engineering Company Limited

Campbell David McGregor Wilson
Chief Executive Officer
Scoot Pte. Ltd.
(until 15 June 2022)

Leslie Thng Kan Chung
Chief Executive Officer
Scoot Pte. Ltd.
(from 16 June 2022)

Foo Chai Woo
Chief Executive
SilkAir (Singapore) Private Limited
(until 4 July 2021)

FINANCIAL CALENDAR

- 31 March 2022
  Financial Year End
- 18 May 2022
  Announcement of FY2021/22 Full Year Results
- 27 June 2022
  Publication of Annual Report and Letter to Shareholders
- 26 July 2022
  Annual General Meeting
- 28 July 2022
  Announcement of FY2022/23 First Quarter Business Updates
- 4 November 2022
  Announcement of FY2022/23 Second Quarter and Half-Year Results

SINGAPORE AIRLINES LIMITED
Singapore Company Reg. No.: 197200078R
Airline House
25 Airline Road
Singapore 819829

COMPANY SECRETARY
Brenton Wu
Tel: +65 6541 5314
Fax: +65 6546 7469
Email: brenton_wu@singaporeair.com.sg

INVESTOR RELATIONS
Tel: +65 6541 4885
Email: investor_relations@singaporeair.com.sg

PUBLIC AFFAIRS
Tel: +65 6541 5880
Email: public_affairs@singaporeair.com.sg

SINGAPORE AIRLINES

A STAR ALLIANCE MEMBER

www.singaporeair.com