SIA ENGINEERING COMPANY

1H FY2025/26 REVIEW

5 November 2025

SIA ENGINEERING COMPANY

OPERATIONAL REVIEW

CORE BUSINESS

Line Maintenance

- 35 airports in 9 countries

Base Maintenance

- 6 hangars in Singapore
- 3 hangars in the Philippines
- 2 upcoming hangars in Malaysia

Component Services

- 166 aircraft from 7 customers under Inventory Technical Management
- 6 component support shops

Engine Services

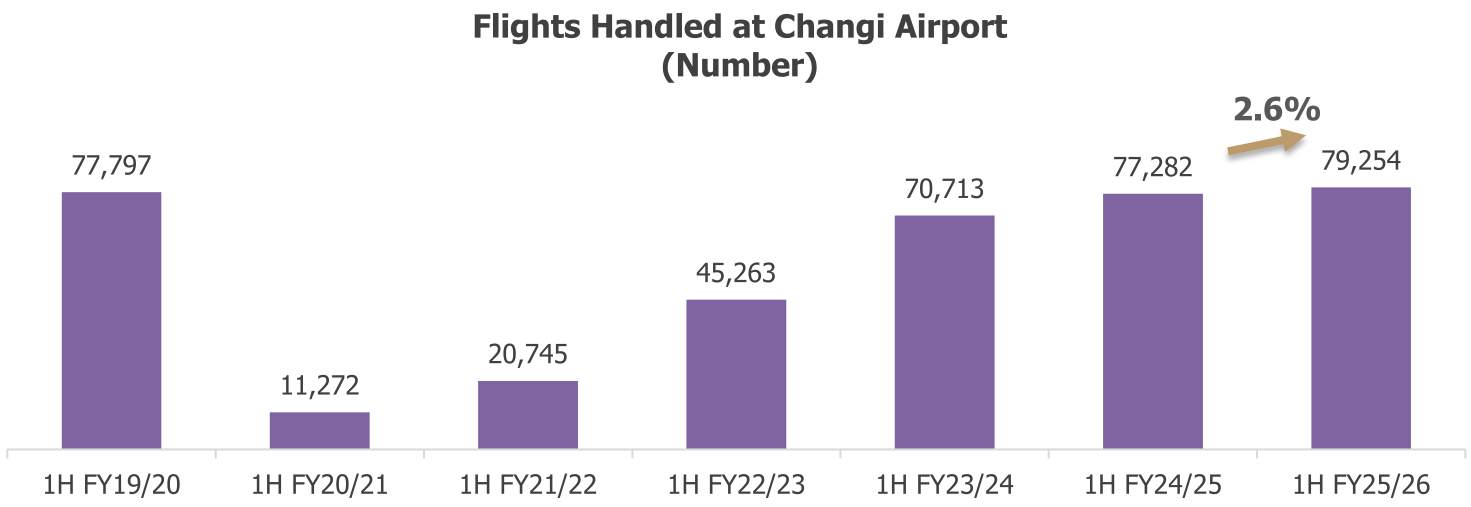
- CFM LEAP Quick Turn (QT)
- Engine test cell facility

SIA ENGINEERING COMPANY

LINE MAINTENANCE

Healthy Flight Activity

- Number of flights handled in 1H FY25/26 increased 2.6% compared to a year ago
- TIA Engineering Services Company Limited (TES) commenced Line Maintenance operations at the new Techo International Airport in Cambodia in September 2025
- SIA Engineering Philippines (SIAEP) will extend its Line Maintenance services into Manila by end-2025



SIA ENGINEERING COMPANY

BASE MAINTENANCE

Steady MRO demand

Singapore Base

(Number)	1H FY25/26	1H FY24/25
Light Checks*	284	347
Heavy Checks	45	33

- More heavy checks

* Including 'A' checks performed by Line Maintenance at the apron

Clark Base (The Philippines)

(Number)	1H FY25/26	1H FY24/25
Heavy Checks	12	25

- Fewer heavy checks at start of year but hangar utilisation has been trending upwards towards end of 1H

Subang Base (Malaysia)

- First of two hangars on track to be operational by end-2025, scaling up MRO capacity.

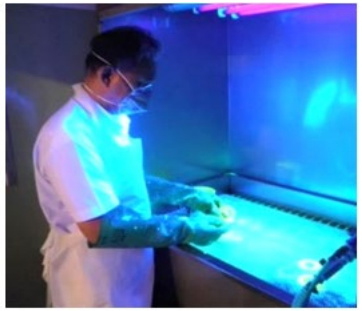
SIA ENGINEERING COMPANY

COMPONENT SERVICES

Continued growth in component MRO capabilities and volume

- Component MRO operations achieved sustained improvement in labour revenue, driven by continued labour efficiencies
- Significant milestones in major component repair capability growth - Asia Pacific Aircraft Component Services' development of capabilities for Honeywell's Air Data Inertial Reference Unit (ADIRU) and Pre-Cooler Control Valve (PCCV), and Diehl toilet assembly

Component MRO Services



- Integration of digitalisation and automation into workflow at Wheel shop to increase throughput and improve productivity
- Continue to strengthen collaborative efforts with key partners to drive ITM operational performance and cost efficiencies

Inventory Technical Management (ITM)

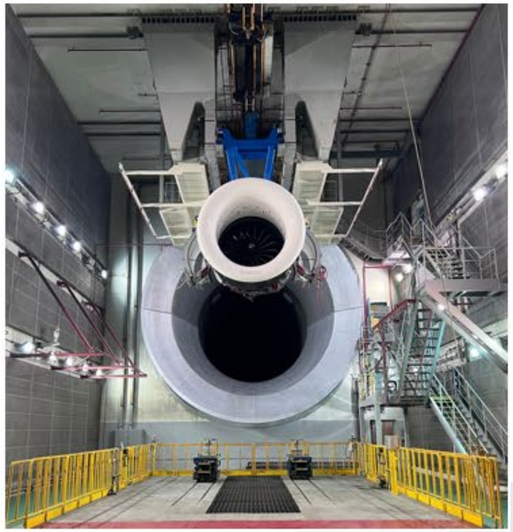
Number of Aircraft	**1H FY25/26**	1H FY24/25
A320	131	152
Boeing 737	22	23
Boeing 747	7	7
A330	6	6
Total	**166**	188

SIA ENGINEERING COMPANY

ENGINE SERVICES

Steady performance and expanding capabilities

- Aircraft Engine Services delivered its 100th CFM LEAP-1A Quick Turn engine since the start of operations in April 2022
- Expanded capabilities to include CFM LEAP-1B Quick Turn
- Number of engines tested at Engine Test Facility increased fourfold compared to 1H FY24/25
- Ongoing efforts with OEM to mitigate supply chain disruptions: Early parts allocation and ordering; reduce repair parts turnaround time and new parts delivery time



SIA ENGINEERING COMPANY

KEY CUSTOMER CONTRACTS

Growth in third-party customers

Line Maintenance

New

- Dubai Air Wing
- JDL Airlines 京东航空
- PELITA AIR
- THAI

Renewals

- Philippine Airlines
- 山东航空公司 SHANDONG AIRLINES
- ROYAL BRUNEI AIRLINES
- الخطوط الجوية العربية السعودية SAUDI ARABIAN AIRLINES
- silkway west airlines
- 重庆航空 CHONGQING AIRLINES
- Biman BANGLADESH AIRLINES
- KOREAN AIR CARGO
- KOREAN AIR
- Air Incheon 에어인천
- US-BANGLA AIRLINES

Line Maintenance International

New

- KALITTA AIR
- afcom Beyond flying cargo
- AIR INDIA express
- ATLAS AIR
- malaysia airlines
- airasia THAILAND
- CATHAY PACIFIC
- EASTAR JET 이스타항공
- Air Incheon 에어인천
- 四川航空 SICHUAN AIRLINES
- amazon Prime Air
- STARLUX
- Aerolíneas Argentinas
- AIR TAHITI NUI
- 长龙航空 LOONGAIR
- SINGAPORE AIRLINES
- HAWAIIAN AIRLINES
- KOREAN AIR
- 中国南方航空 CHINA SOUTHERN

Renewals

- Thai Lion air
- 香港華民航空 air Hongkong
- t'way
- CATHAY PACIFIC
- الخطوط الجوية العربية السعودية SAUDI ARABIAN AIRLINES
- QATAR AIRWAYS
- Jetstar
- airasia Indonesia
- Emirates
- 中国国际航空公司 AIR CHINA
- AIR CHINA CARGO
- 天津航空 Tianjin Airlines
- ETIHAD AIRWAYS
- SF AIRLINES 顺丰航空
- AIR INDIA
- AIR PREMIA

Base Maintenance

Expansion of Service Coverage

- HAWAIIAN AIRLINES
- AIR INDIA

STRATEGIC PARTNERSHIP PORTFOLIO

25 subsidiaries and joint ventures across 9 countries with total revenue of S$5.6B in 1H FY25/26

- Continued strong performance at Engine JVs and increase in work volumes and new capabilities at Component JVs
- SAESL: Ongoing capacity expansion development at Calshot and Seletar sites; initial engine disassembly, assembly and test for Trent1000-TEN engines has commenced in Seletar
- SLSSS: On-going site preparations for expansion at an additional facility in Loyang Way

Airframe and Line Maintenance

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

SIA Engineering Japan (SIAEJ)
Japan 100%

TIA Engineering Services Company Limited (TES)
Cambodia 51%

Line Maintenance Partnership (Korea)
Korea 51%

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

Southern Airports Aircraft Maintenance Services (SAAM)
Vietnam 49%

Pos Aviation Engineering Services (PAES)
Malaysia 49%

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

SIA Engineering (Philippines) (SIAEP)
Philippines 100%

Singapore Aero Support Services (SASS)
Singapore 100%

Base Maintenance Malaysia (BMM)
Malaysia 100%

JADE Engineering (JADE)
Singapore 55%

Engine and Component

Singapore Aero Engine Services (SAESL)
Singapore 50%

Eagle Services Asia (ESA)
Singapore 49%

Component Aerospace Singapore (CAS)
Singapore 46.4%

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

Turbine Coating Services (TCS)
Singapore 24.5%

Asia Pacific Aircraft Component Services (APACS)
Malaysia 75%

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

Fuel Accessory Service Technologies (FAST)
Singapore 49%

Aerospace Component Engineering Services (ACES)
Singapore 51%

Safran Landing Systems Services Singapore (SLSSS)
Singapore 40%

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

Moog Aircraft Services Asia (MASA)
Singapore 49%

Eaton Aero Services (EAS)
Malaysia 49%

Panasonic Avionics Services Singapore (PACSS)
Singapore 42.5%

JV Partners:

Pratt & Whitney | Rolls-Royce | GE | Jamco | Safran | Collins | Line Maintenance International (LMI) | Others | JV pending incorporation

SIA ENGINEERING COMPANY

CONTINUOUS IMPROVEMENT

Strengthening our core business, Bolstering resilience

Enterprise Operating System (EOS)

- EOS is being implemented in 70% of business units (BUs) across all Operations Divisions; Implementation has been completed in 3 out of 43 BUs
- Further integrated Lean methodologies and digital tools to sustain improvements

Digitalisation and Innovation

- Introduced GenAI validation tools to optimise workflows and quality
- Delivered GenAI use cases to embed analytics capabilities across operations and support functions
- Completed migration of SAP from ECC6 to S/4HANA

CI Culture Programme

- Reinforces and complements EOS and digital initiatives
- Ongoing engagement activities to inculcate innovation and problem-solving mindsets across the organisation
- Cultivates a collaborative, future-ready culture that fosters a continual drive for improvement

SUSTAINABILITY

Increasing use of renewable energy

- Installed additional solar panels on sheltered walkway and carport

Electrification

- Completed electrification for fleet of small tow tugs
- Introduced first batch of electric cars and pick-ups

Improving energy efficiency

- Replaced chiller equipment for three hangars to energy-efficient central chilled water system

ISSB

Transition towards new ISSB Standards

- Following full adoption of TCFD recommendations, transitioning to International Standards Sustainability Board (ISSB) standards by FY2028/29 or earlier


Corporate Social Responsibility

- Contributing to society through charity events and donations
- Participating in environmental conservation activities

SIA ENGINEERING COMPANY

SIA ENGINEERING COMPANY

FINANCIAL REVIEW

KEY HIGHLIGHTS

- Group net profit increased by 21.1% year-on-year to $83.3 million.
- Robust demand for maintenance, repair and overhaul ("MRO") services in the first half of the financial year ended 30 September.
- Even though operating profit increased from $3.4 million to $13.0 million, the performance would have been even stronger if not for a one-time impairment charge, major IT system implementation costs that cannot be capitalised and gestation losses relating to two subsidiaries.
- Share of profits from joint venture and associated companies improved 21.7% year-on-year.
- Interim dividend of 2.5 cents per share.

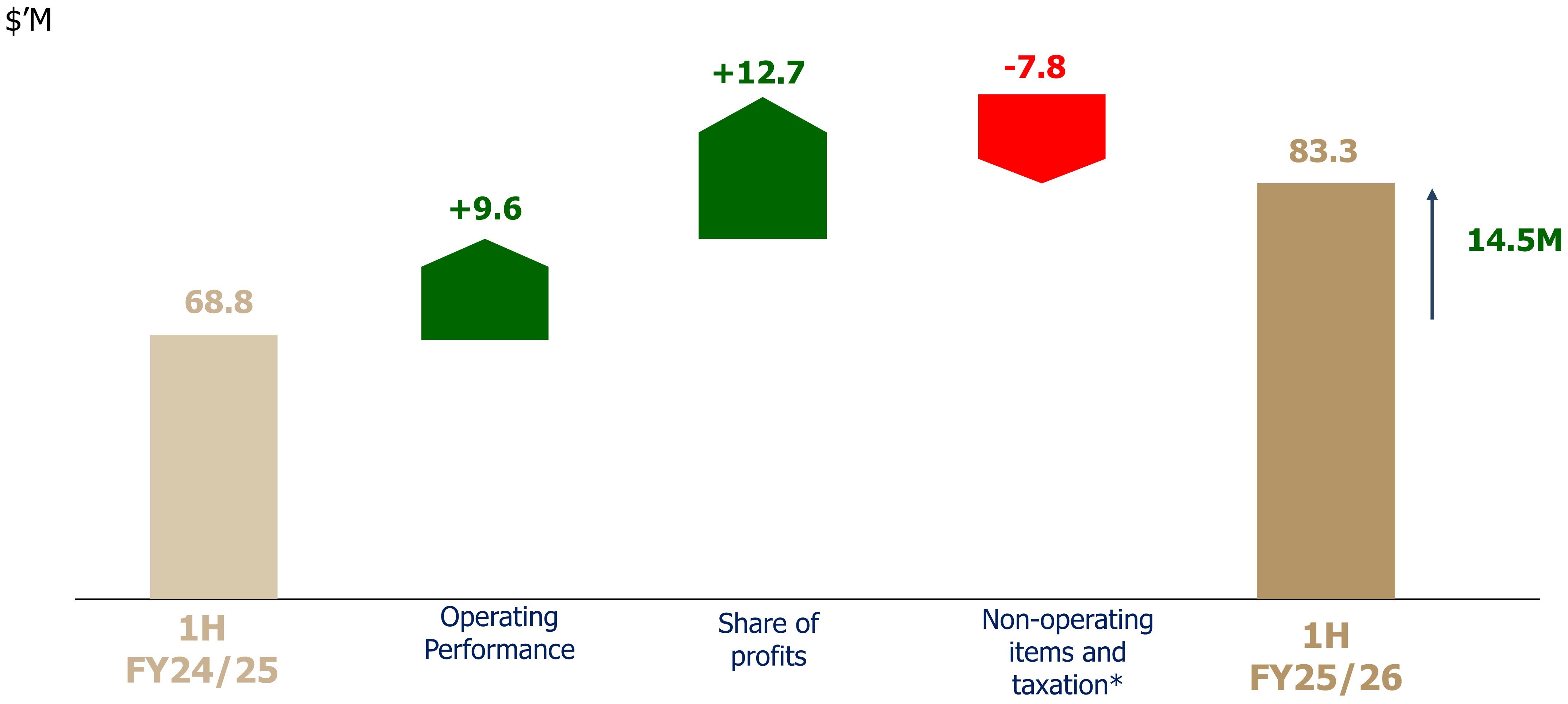
SUMMARY OF 1H FY25/26 GROUP RESULTS

21% increase in Group profit after tax driven by robust MRO demand

SIA ENGINEERING COMPANY

	1H FY25/26	1H FY24/25	Variance	
	$'M	$'M	$'M	%
Group revenue	729.0	576.2	▲ 152.8	▲ 26.5
Group expenditure	716.0	572.8	▲ 143.2	▲ 25.0
Group operating profit	13.0	3.4	▲ 9.6	▲ 282.4
Share of profits of associated and joint venture companies	71.3	58.6	▲ 12.7	▲ 21.7
Other non-operating items and taxation	(1.0)	6.8	▼ 7.8	n.m.
Group profit after tax	**83.3**	**68.8**	▲ **14.5**	▲ **21.1**

ANALYSIS OF 1H FY25/26 GROUP PROFIT



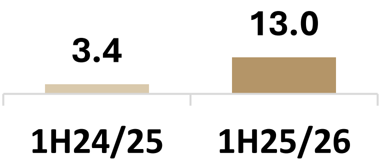
** Lower interest income, higher taxation.*

BREAKDOWN BY QUARTERS

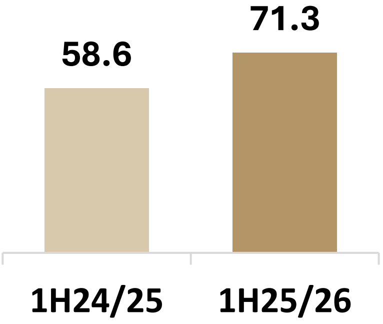
Healthy growth trend

SIA ENGINEERING COMPANY

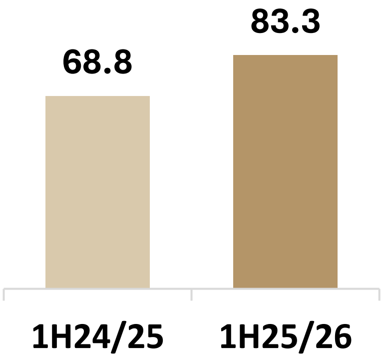
Group operating profit
($'M)



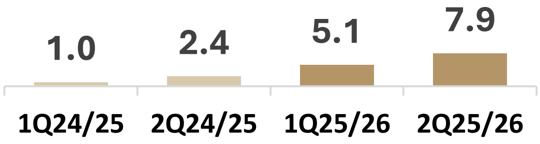
Share of profits of associated and joint venture companies
($'M)

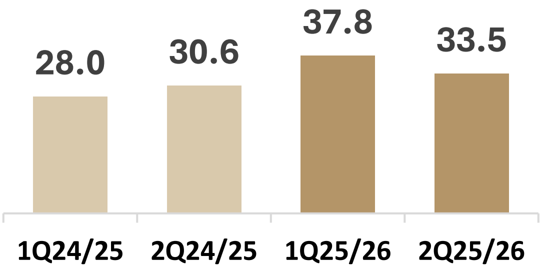


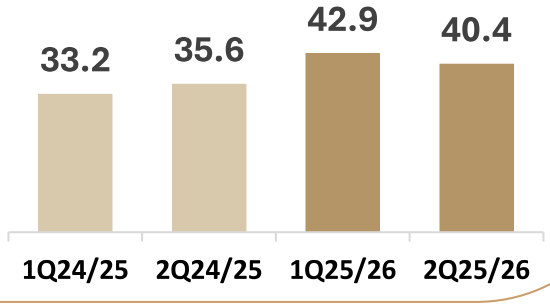
Group profit after tax
($'M)



Change y-o-y	Group operating profit	Share of profits of associated and joint venture companies	Group profit after tax
	+9.6 **▲ 282.4% y-o-y**	**+12.7** **▲ 21.7% y-o-y**	**+14.5** **▲ 21.1 y-o-y**

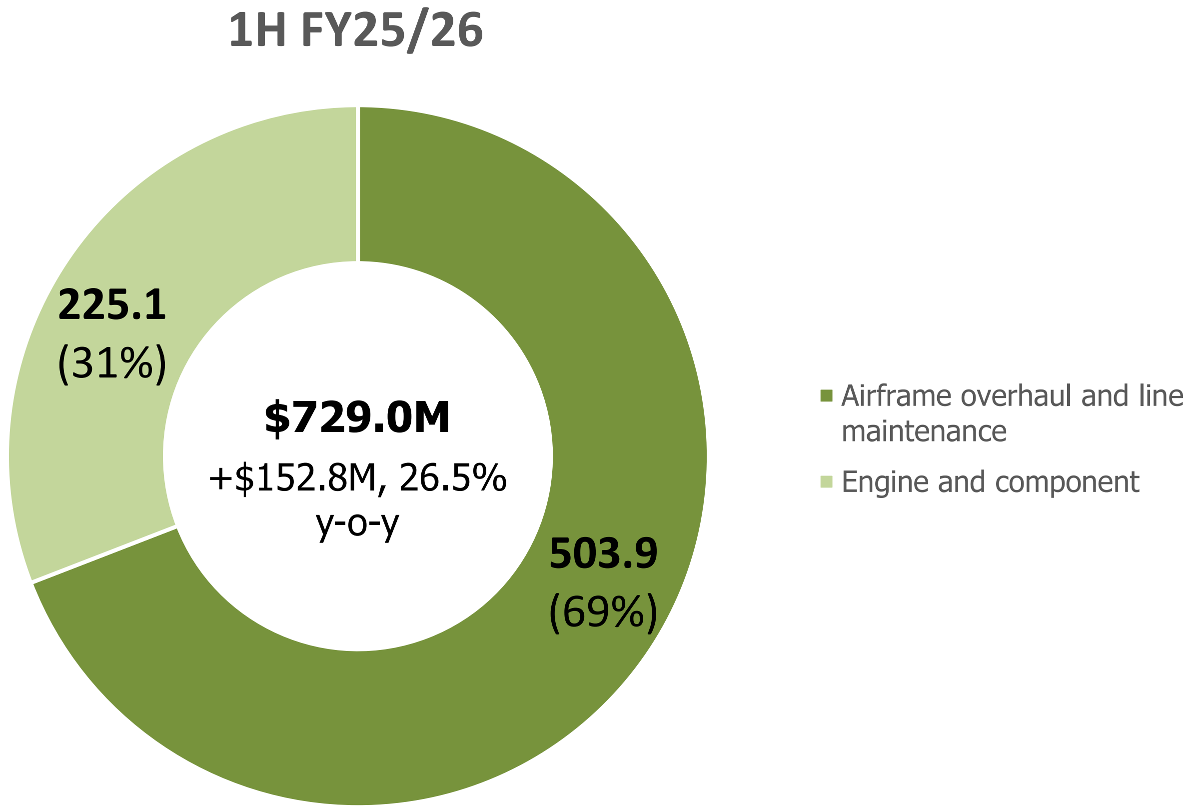


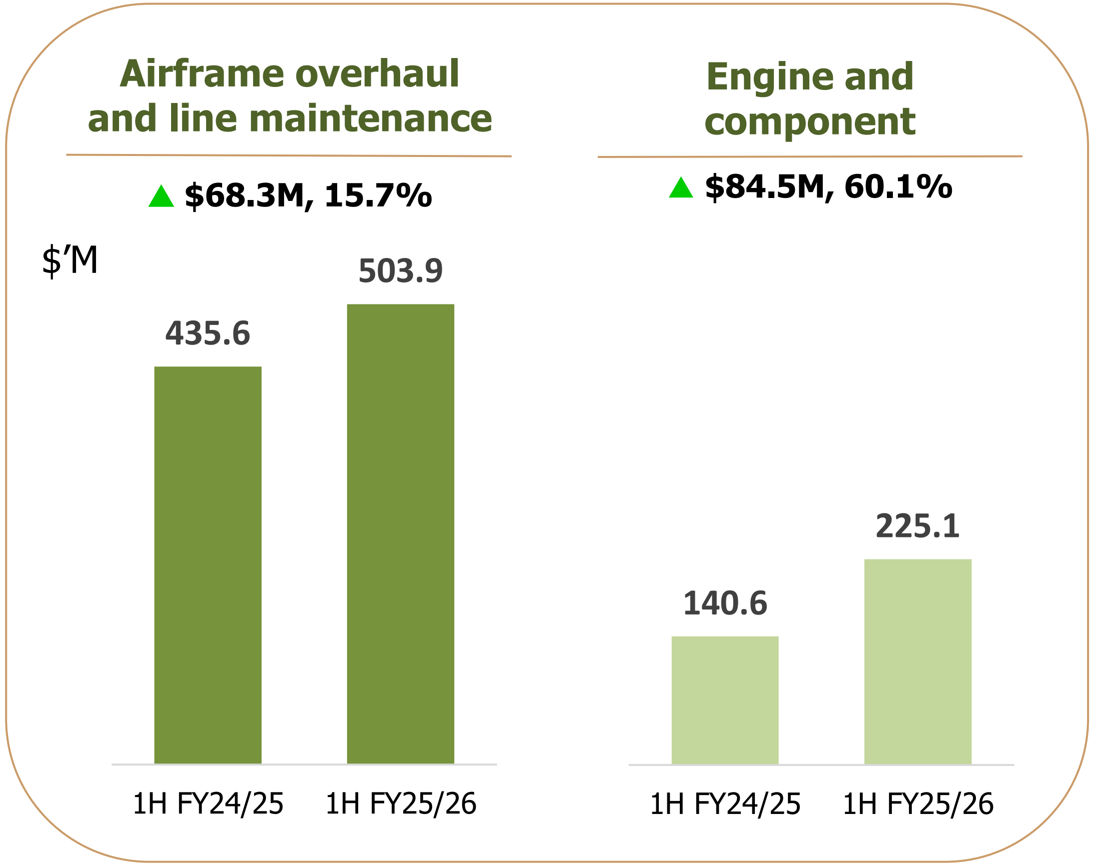




ANALYSIS OF 1H FY25/26 GROUP REVENUE

Revenue increase reflects healthy MRO demand

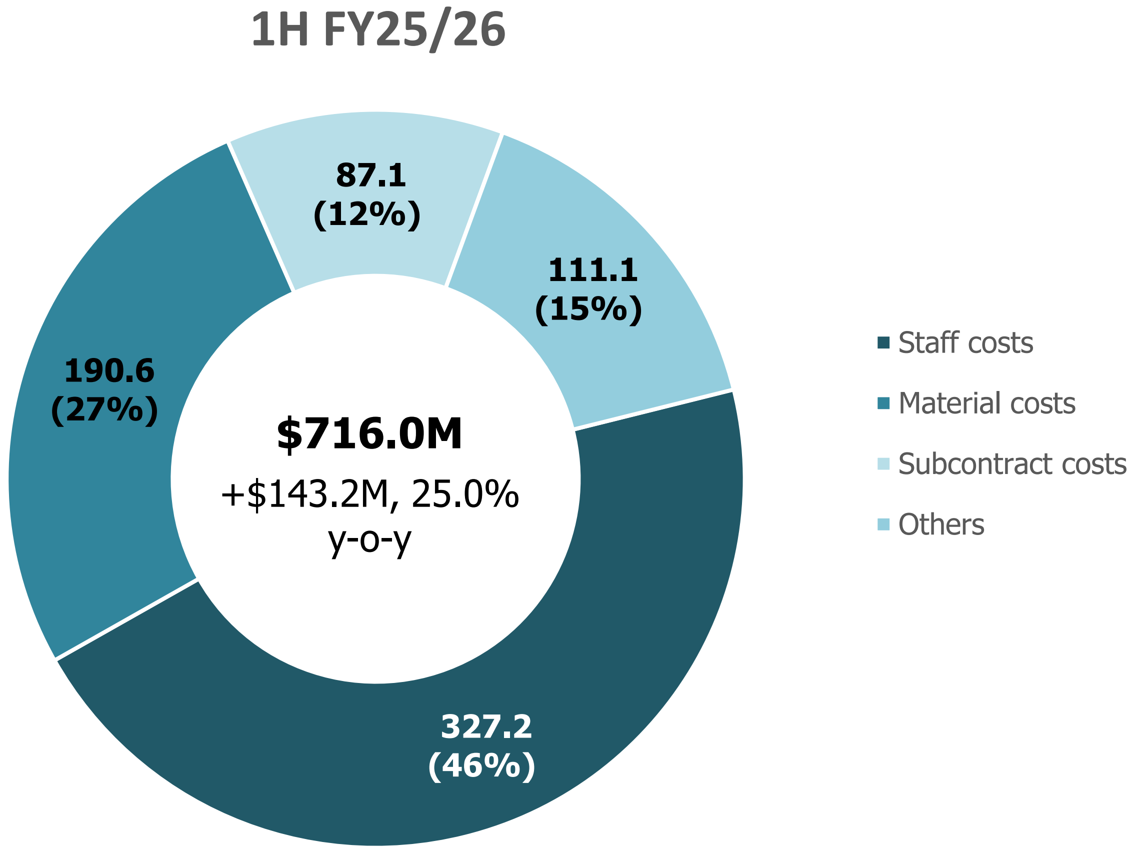


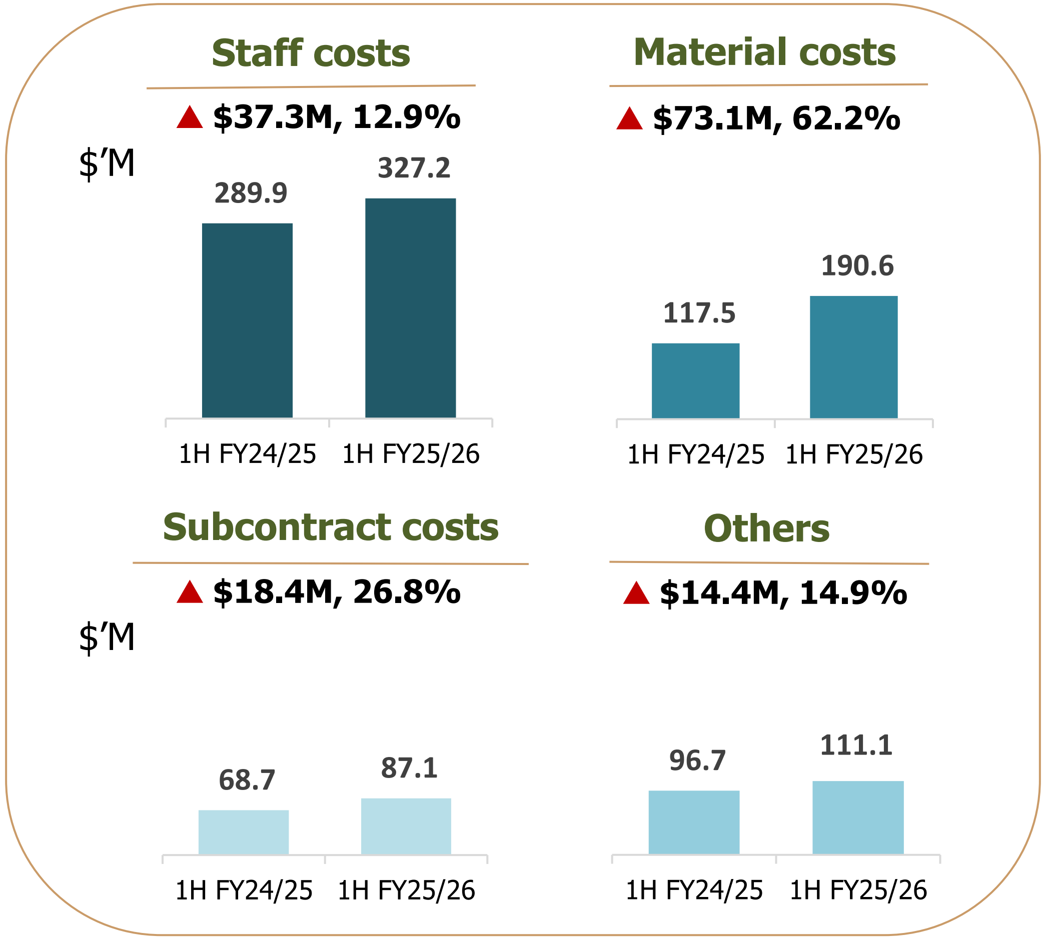


Revenue growth from increase in flight handling volume, heavier aircraft checks and higher output from engine and component shops.

ANALYSIS OF 1H FY25/26 GROUP EXPENDITURE

Rate of increase in expenditure (including startup costs at new subsidiaries) was lower than the rise in revenue





Expenditure increase mainly from higher material costs, manpower costs, repair costs and IT system implementation costs, as well as a $4.0 million impairment provision for an underperforming long-term contract.

PROFIT BY SEGMENTS

Losses in Subsidiaries due to start up costs

	Airframe & Line Maintenance			Engine & Component		
	1H FY25/26 $M	1H FY24/25 $M	Variance $M	1H FY25/26 $M	1H FY24/25 $M	Variance $M
Group operating profit	**19.7**	**10.5**	▲ **9.2**	**(6.7)**	**(7.1)**	▲ **0.4**
- *Company*	*27.8*	*9.5*		*(12.6)**	*(11.5)*	
- *Subsidiaries*	*(8.1)*	*1.0*		*5.9*	*4.4*	
Share of profits - Associated and joint venture companies	**2.7**	**2.4**	▲ **0.3**	**68.6**	**56.2**	▲ **12.4**

* *Includes a $4.0 million impairment provision for an underperforming long-term contract*

BALANCE SHEET

Decrease in shareholders' funds mainly due to decrease in foreign currency translation reserve during the period

SIA ENGINEERING COMPANY

	30 Sep 25 $'M	31 Mar 25 $'M	Variance $'M	Variance %
Equity attributable to owners of the parent	1,694.6	1,720.4	- 25.8	- 1.5
Cash and bank balances	575.2	663.4	- 88.2	- 13.3
Net asset value per share	151.4 cents	153.9 cents	- 2.5 cents	- 1.6
Return on equity holders' funds	9.2%	8.2%	+1.0 ppt	

Lower cash balance mainly due to dividend paid, lease repayment and capital expenditure, partially offset by inflows from operations.

EARNINGS PER SHARE AND INTERIM DIVIDEND

Earnings per share improved 21.5%

SIA ENGINEERING COMPANY

	1H FY25/26 (cents)	1H FY24/25 (cents)
Basic earnings per share	7.45	6.13
Interim Dividend (per share)	2.5	2.0

- Interim dividend will be paid on 28 November 2025

SIA ENGINEERING COMPANY

OUTLOOK

1H FY25/26 AT A GLANCE

Commercial

- New Services Agreements with Singapore Airlines and Scoot worth ~$1.3B took effect from 1 April 2025 for a term of two years, with an option to extend for a further period of one year

Operations

- Sustained MRO demand underpinned by travel demand and passenger traffic growth
- TIA Engineering Services Company Ltd (TES) commenced operations at the new Techo International Airport in Cambodia
- Broadened service portfolio with the inclusion of CFM LEAP-1B engine capabilities and Air Data Inertial Reference Unit component repair capabilities

Process Optimisation

- Ongoing implementation of our new Enterprise Operating System (EOS)
- Lean accreditation for business units to achieve advanced competency levels
- A Continuous Improvement (CI) programme that drives ongoing excellence in processes, technology, and people throughout every level of the organisation

Digitalisation and Innovation

- Implemented a structured Generative Artificial Intelligence (GenAI) training program for staff, offering progressive learning paths from beginner to advanced levels
- Identified 109 AI use cases of which 14 have been developed to drive innovation and operational efficiency

SIA ENGINEERING COMPANY

INDUSTRY CHALLENGES

Heightened geopolitical and trade tensions

Global supply chain issues

OUR STRATEGY

Expanding our presence in Asia-Pacific

AIR INDIA

Selected as Strategic Partner to set up Air India's Base Maintenance facilities in Bengaluru

翔业集团 IPORT GROUP

Framework Agreement with Xiamen Iport Group to invest in Arport AME which provides line maintenance and ground services in airports in Fujian, China

Expanding our Line Maintenance International network

- TIA Engineering Services Company in Cambodia
- New stations in Indonesia and Japan

Expanding capacity and MRO capabilities for next-generation aircraft

Capacity Expansion

SAESL — **40%** increase in capacity

BASE MAINTENANCE MALAYSIA An SIAEC Group Company — **Obtained** CAA Singapore approval

SAFRAN — **Expansion** of Safran Landing Systems Services Singapore with an additional facility in Loyang Way

Next generation aircraft capability

Expanded capabilities for the CFM LEAP-1B engines

SIA ENGINEERING (PHILIPPINES) — **1st** Embraer Authorised Service Centre in Asia-Pacific to provide MRO services for Embraer E-Jets E2 aircraft

APACS — **Currently the only** Air Data Inertial Reference Unit (ADIRU) & Avionics Capability Center in Asia outside of China

Enhancing our core services to build operational resilience, agility and competitiveness

Processes

Ongoing rollout of the new Enterprise Operating System

Technology

Digital integration with smart tools

- eLITE digital suite, ETask platform, eSlot

Deepening use of Artificial Intelligence (AI), including Generative AI (GenAI)

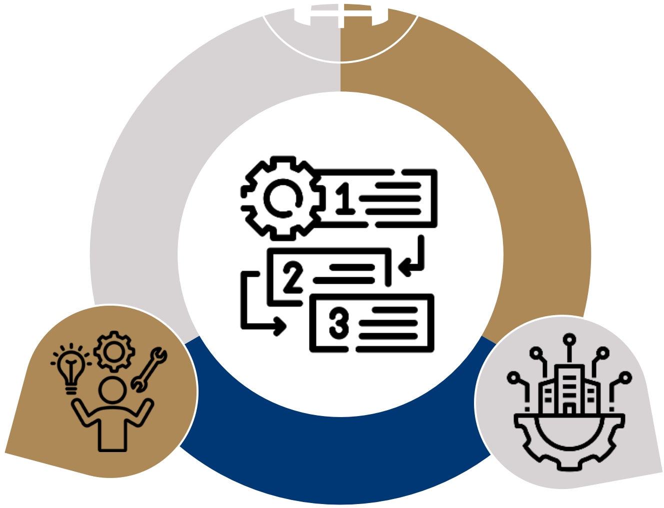
People

Building from our CI Culture programme, we will use the Staff-Ideas-in-Action initiative to support employees in turning bold, high-impact ideas into action

SIA ENGINEERING COMPANY

OUR PRIORITIES AHEAD

Upholding safety and quality as our foremost priority



Focus on strategic investments that drive long-term growth, while continuously enhancing our core services

Continue the rollout of digital tools and deepen the use of AI in our work processes

SIA ENGINEERING COMPANY

Thank you

SIA ENGINEERING COMPANY