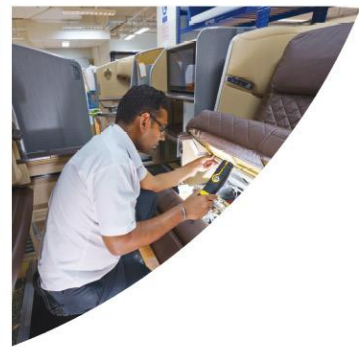
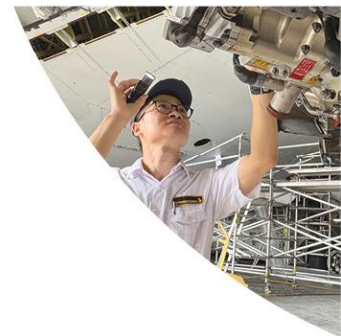




**Bolstering
Resilience,
Investing
in Growth**



**ANNUAL
GENERAL
MEETING**
22 July 2025
Presentation by CEO

FY24/25 AT A GLANCE

	FY24/25	FY23/24	Variance	
Revenue (\$M)	1,245.1	1,094.2	+13.8%	▲
Operating Profit(\$M)	14.6	2.3	n.m#	▲
GPAT (\$M)	139.6	97.1	+43.8%	▲
Return on Equity	8.2%	5.8%	+2.4 ppts	▲
TOTAL DIVIDEND PAYOUT (FY24/25)	9.0 cents per share (Proposed Final Dividend of 7 cents per share* + Interim Dividend of 2 cents per share)			



- ❖ **Marked increases in both Company Operating Profit and Share of Profits from JVs**
- ❖ **Higher work volumes across all segments, and revenue growth outpaced rising costs**
- ❖ **Dividend payout of 9.0¢ per share**

#n.m - not meaningful

*Subject to the approval of shareholders, to be paid on 12 August 2025

INDUSTRY CHALLENGES

1



Geopolitical tension and
trade tariffs

2



Global supply chain
issues

3



Inflationary
pressures

Bolstering Resilience, Investing in Growth

Vision: To be the Top MRO in Asia-Pacific

1



Expanding geographical footprint across Asia-Pacific



Potential line maintenance venture with Arport AME in Fujian, China



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



Line Maintenance International network expansion

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

2



Scaling our capacity and MRO capabilities to support next-generation aircraft



Expansion of Singapore Aero Engine Services Limited's facilities to increase capacity by 40%



Expansion of Eagle Services Asia's facility to increase capacity by two-thirds



Base Maintenance Malaysia to be operational in 2H 2025



1st Embraer Authorised Service Centre in Asia-Pacific to provide MRO services for Embraer E-Jets E2 aircraft



Asia Pacific Aircraft Component Services with capability for over 700 part numbers

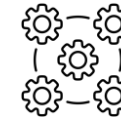


Eaton Aero Services in Malaysia to be operational by second half of 2025

3



Strengthening our core business, staying agile and competitive



Phased rollout of the new Enterprise Operating System



Digital integration with smart tools

- eLITE digital suite
- ETask platform
- eSlot



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



Continual upskilling and training programmes designed to create an agile workforce, including the introduction of structured GenAI training for staff



AWARDS



MRO Asia-Pacific Awards 2024

“Aftermarket Service Provider of the Year”

“Marketing Campaign of the Year”



Singapore Business Review Technology Excellence Awards

“Digital – Aviation”



Singapore HR Awards 2024

“Gold Standard for Excellence in Talent Management & Acquisition”

“Gold Standard for Excellence in Learning & Development, Coaching & Mentoring”



SkillsFuture Employer Awards 2024

“SkillsFuture Work Study Programme Employer Appreciation Award”

SUSTAINABILITY



Continue electrification

- Electric tow tractors rolled out in operations
- Roll-out of electric cars in progress



Increase adoption of renewable energy

- Additional solar panels installed at our Singapore facilities and at our subsidiary in the Philippines



Renewable diesel

- Embarked on renewable diesel trial for ground support equipment without electric variants



Energy-efficiency

- Energy-efficient central chilled water system for three hangars in Singapore



Innovation

- Autonomous electric bus trial to transport staff at airside



Adoption of TCFD recommendations

- Full adoption of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations

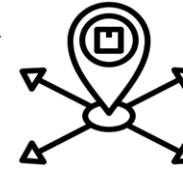


Transition towards new ISSB Standards

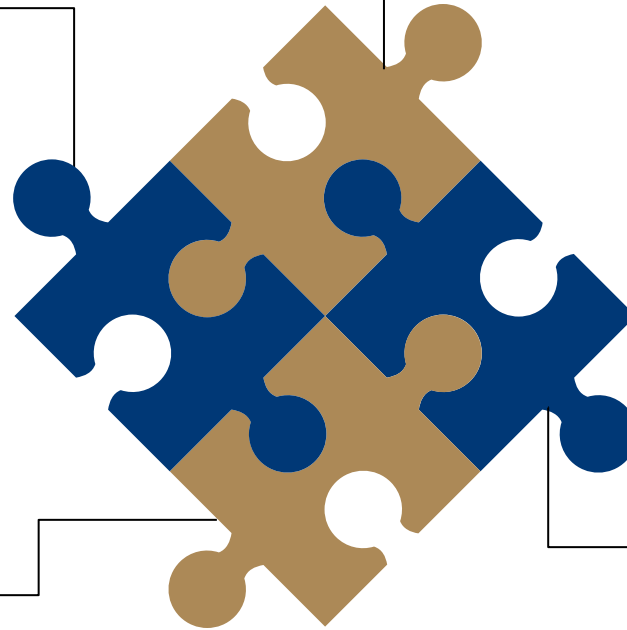
- Commenced preparation for adoption of International Sustainability Standards Board (ISSB) standards from FY2025/26

OUR PRIORITIES AHEAD

**Safety and quality:
our top priority**



**Pursue investments that bolster
growth; ongoing reinforcement
of our core capabilities**



**Deepening our digital
and Artificial Intelligence
integration**



**Monitoring geopolitical and
trade developments and
implementing risk mitigation
measures**

Thank you

