



SIA Group Analyst/Media Briefing

**FY23/24 Results
(Ended 31 March 2024)**

16 May 2024

PRESENTATION BY:

**Chief Financial Officer
Ms. Tan JoAnn**

Group Financial Results

Key Highlights

FY23/24

Highest ever operating profit of \$2,727.5 million, exceeding the previous record of \$2,692.1 million set last year

- Passenger revenue rose \$2,319.0 million due to increased capacity and sustained strong passenger demand
- Cargo revenue fell \$1,485.2 million on the back of lower load factors and yield
- Net fuel cost fell largely due to lower fuel prices despite higher volumes uplifted

Record net profit of \$2,674.8 million, 24.0% higher than a year ago

- Better operating performance (+\$35.4 million), net interest income against net finance charges last year (+\$214.5 million), share of profits of associated companies against losses last year (+\$103.9 million) and lower tax expense (+\$131.5 million)

Geopolitical tensions, macroeconomic uncertainties, inflationary pressures, and supply chain constraints pose challenges for the aviation industry

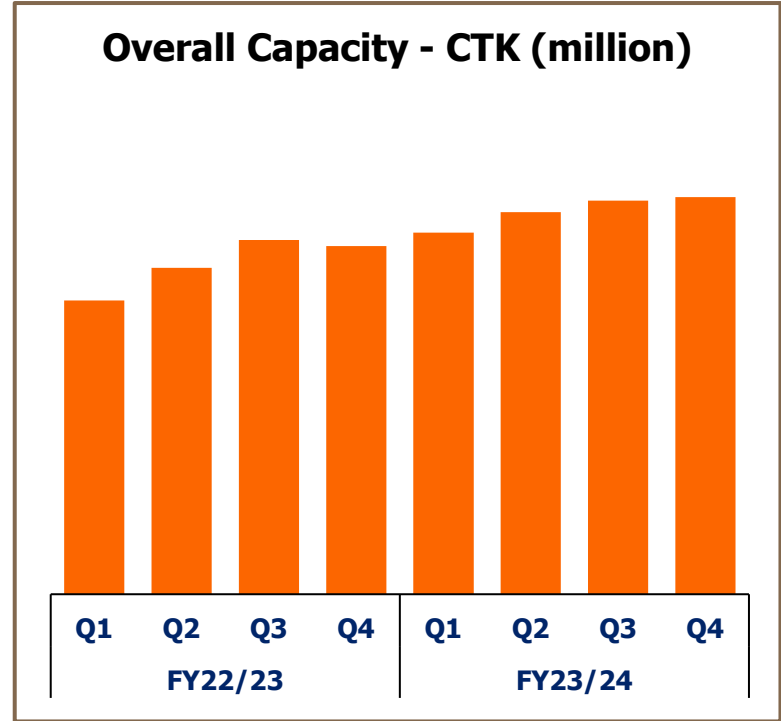
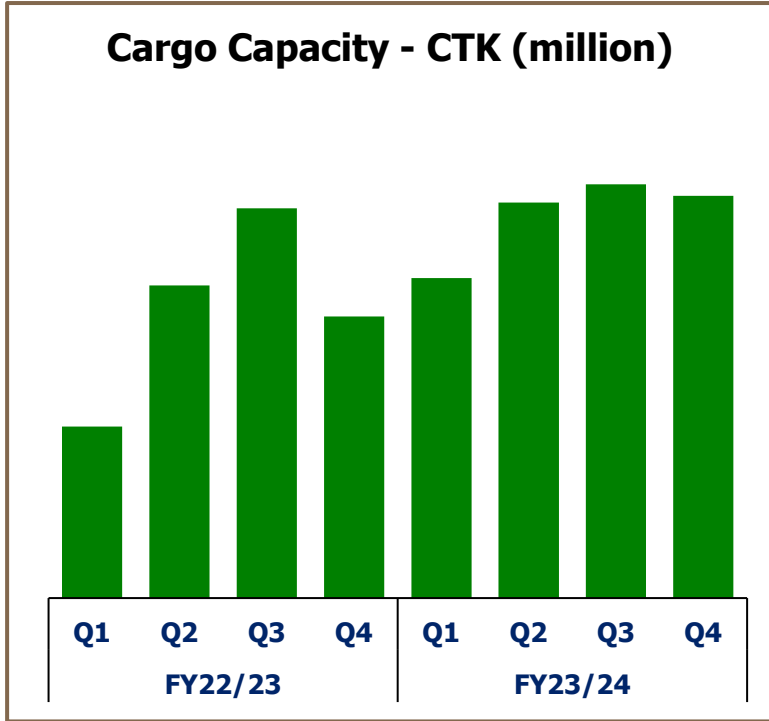
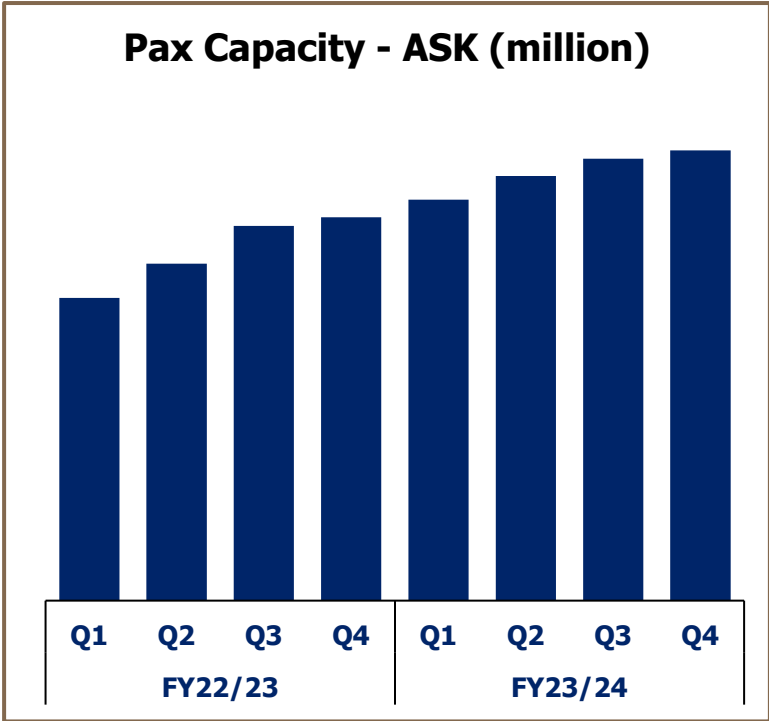
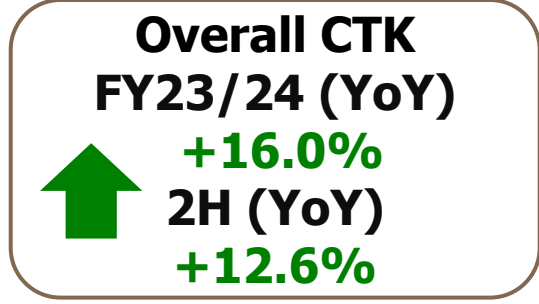
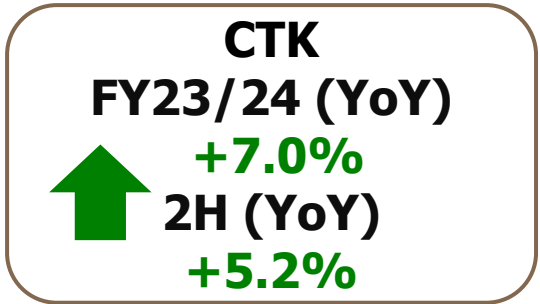
The SIA Group's robust foundations and long-term strategic initiatives position it strongly to capture future growth opportunities

Proposed final dividend of 38 cents per share results in a total payout of 48 cents per share for FY23/24, or a dividend yield of 7.5%^

^ The dividend yield of 7.5% is computed based on the SIA Group's share price of \$6.40 on 31 March 2024.

Group Operating Statistics

The Group expects to reach pre-pandemic passenger capacity levels within FY24/25



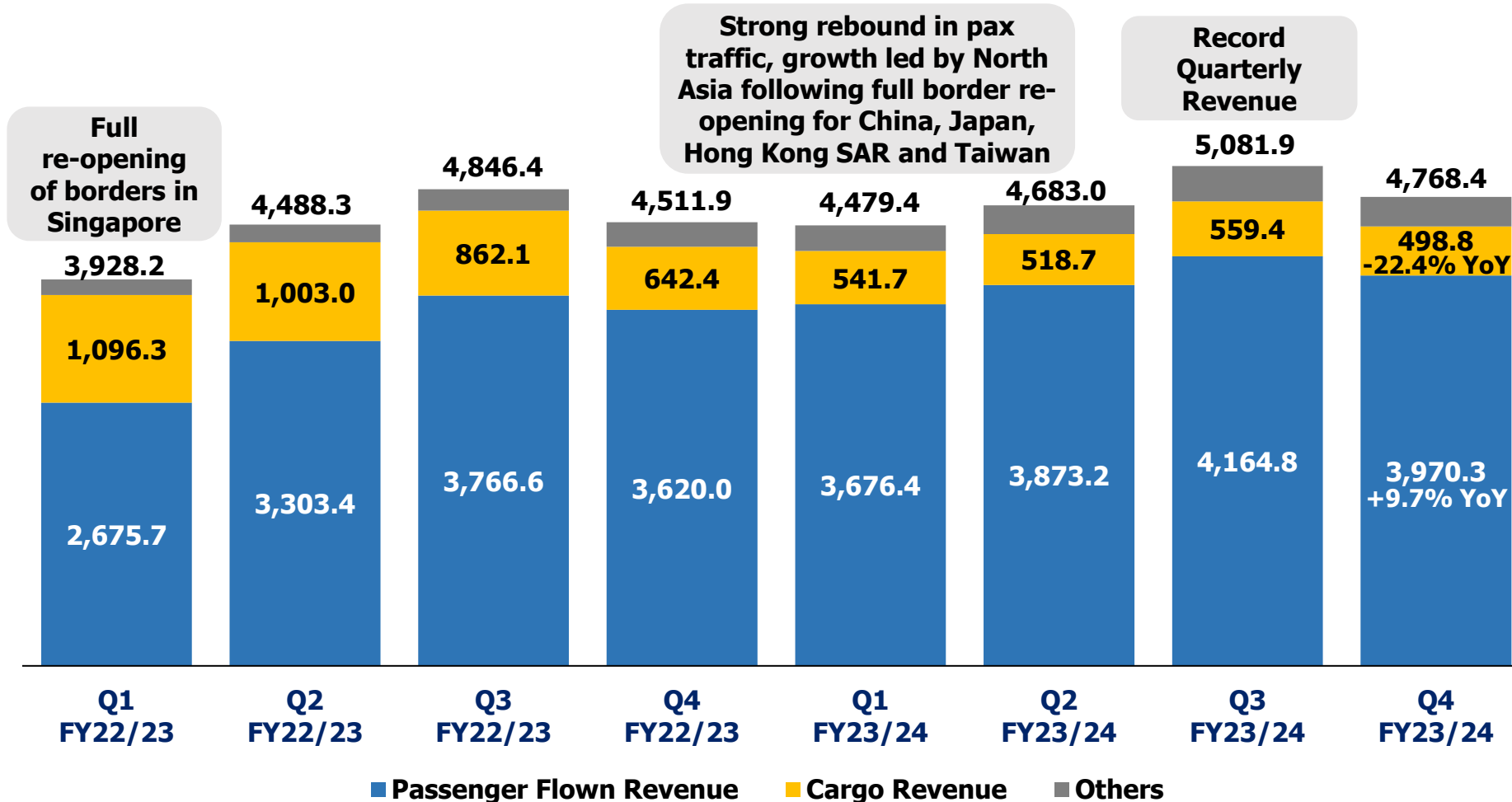
Group Financial Results

	FY23/24 (\$'M)	FY22/23 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)	2H FY23/24 (\$'M)	2H FY22/23 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)
Total Revenue	19,012.7	17,774.8	1,237.9	7.0	9,850.3	9,358.3	492.0	5.3
Total Expenditure	16,285.2	15,082.7	(1,202.5)	(8.0)	8,676.6	7,900.6	(776.0)	(9.8)
-- Net Fuel Cost	5,076.6	5,209.4	132.8	2.5	2,793.5	2,513.5	(280.0)	(11.1)
<i>Fuel Cost (before hedging)</i>	<i>5,467.5</i>	<i>5,958.3</i>	<i>490.8</i>	<i>8.2</i>	<i>2,940.2</i>	<i>2,845.1</i>	<i>(95.1)</i>	<i>(3.3)</i>
<i>Fuel Hedging Gain</i>	<i>(390.9)</i>	<i>(748.9)</i>	<i>(358.0)</i>	<i>(47.8)</i>	<i>(146.7)</i>	<i>(331.6)</i>	<i>(184.9)</i>	<i>(55.8)</i>
-- Non-fuel Expenditure	11,208.6	9,873.3	(1,335.3)	(13.5)	5,883.1	5,387.1	(496.0)	(9.2)
Operating Profit	2,727.5	2,692.1	35.4	1.3	1,173.7	1,457.7	(284.0)	(19.5)
Net Profit	2,674.8	2,156.8	518.0	24.0	1,233.7	1,229.9	3.8	0.3

Group Revenue

Record Group revenue for the FY on the back of robust passenger performance, partially offset by lower cargo contribution

Group Revenue (\$'M)



Strong rebound in pax traffic, growth led by North Asia following full border re-opening for China, Japan, Hong Kong SAR and Taiwan

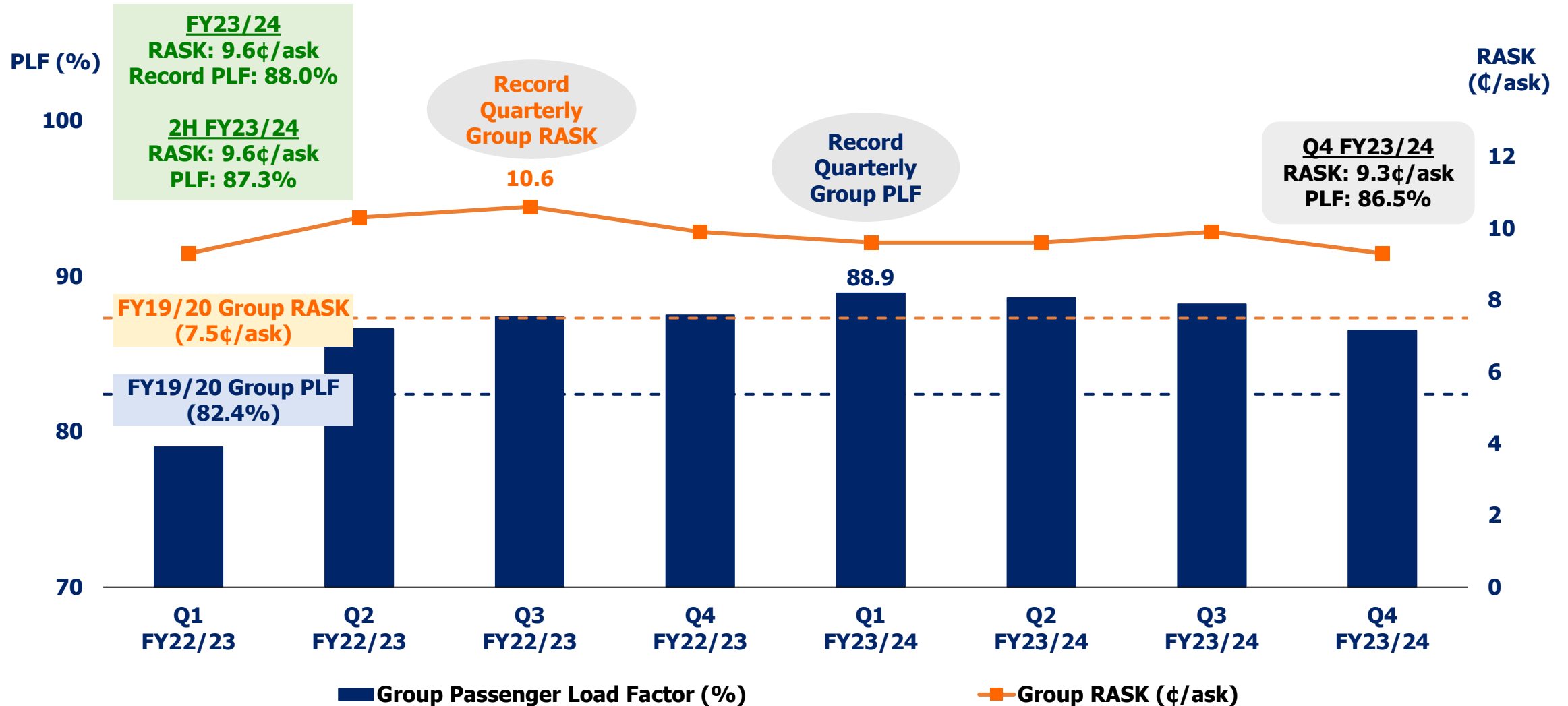
Record Quarterly Revenue

FY23/24
Record Revenue
\$19,012.7M
YoY
↑ \$1,237.9M
(+7.0%)

2H (YoY)
↑ \$492.0M
(+5.3%)

Group Operating Statistics - Passenger

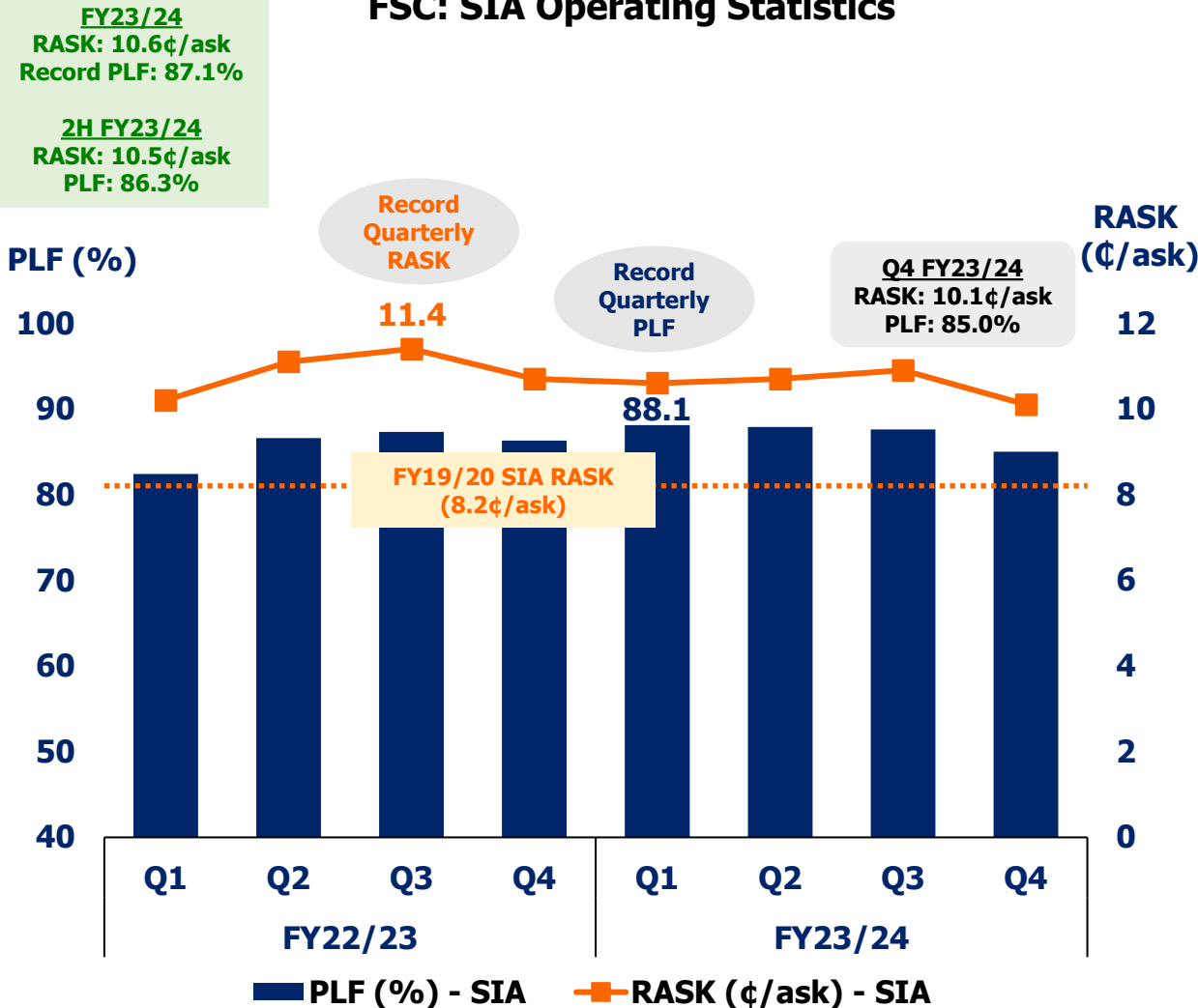
Record load factor for the FY even as capacity nears pre-pandemic levels



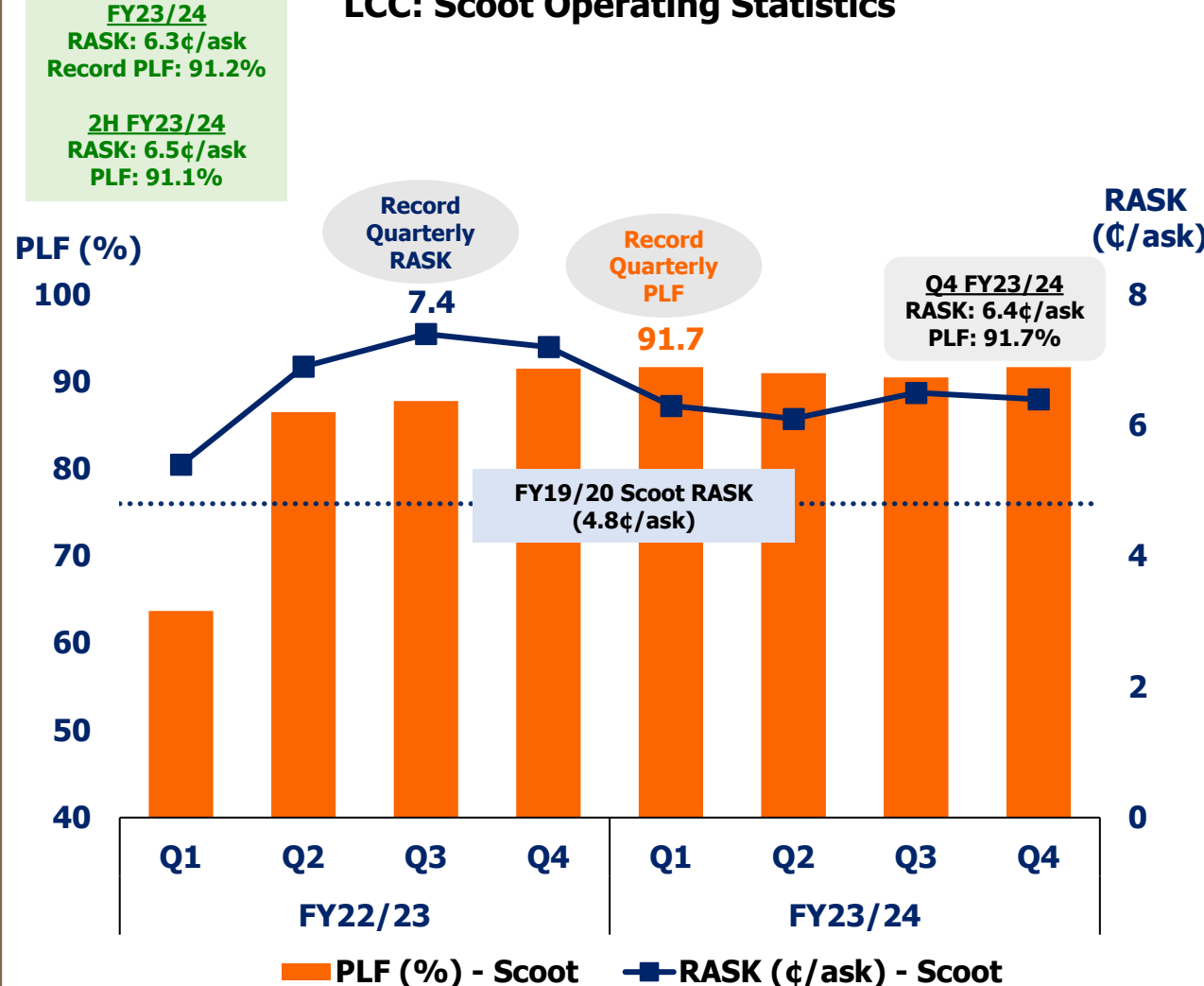
SIA and Scoot Operating Statistics - Passenger

Both airlines achieved record load factors for the FY

FSC: SIA Operating Statistics

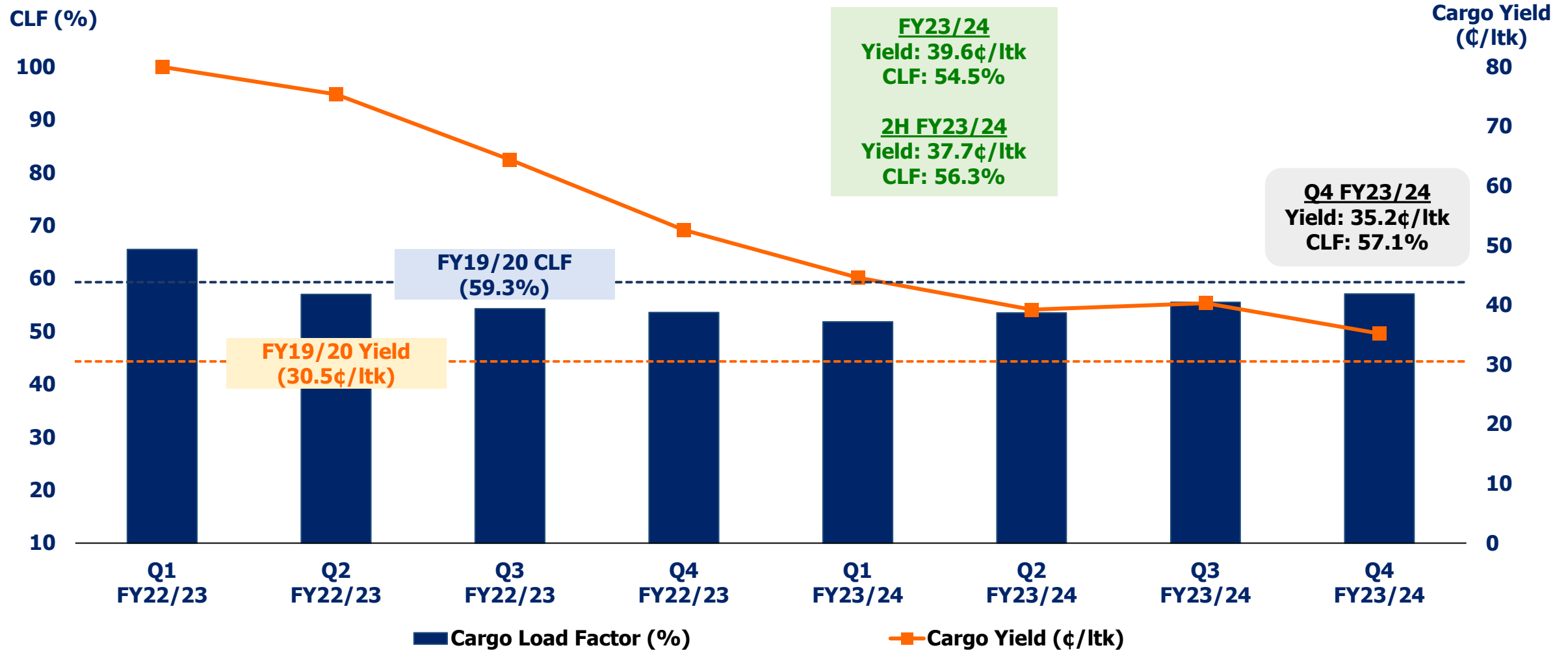


LCC: Scoot Operating Statistics



Group Operating Statistics - Cargo

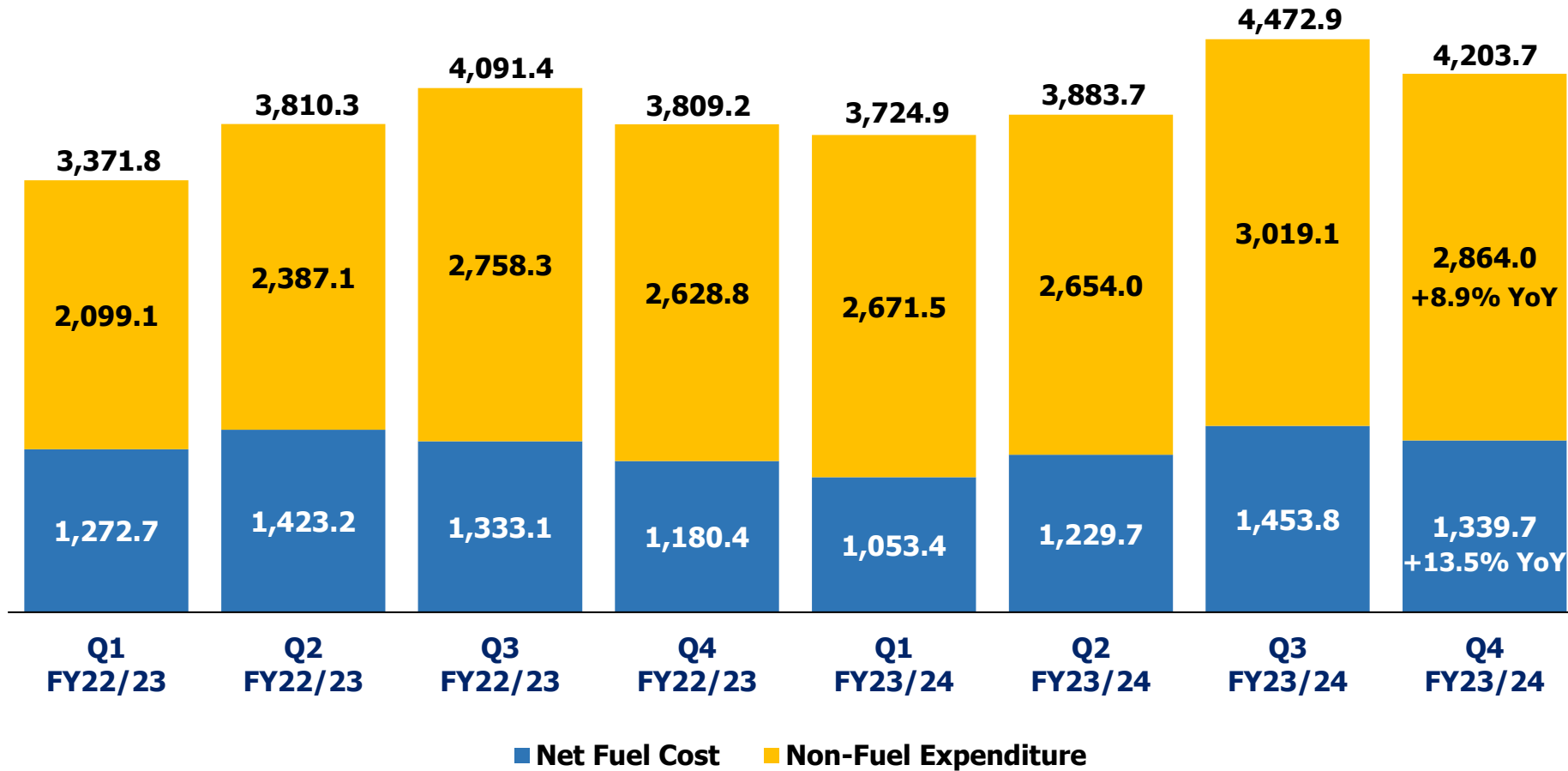
Cargo load factors rose but yields continued to moderate, albeit at slower pace



Group Expenditure

Relative to 16% y-o-y capacity growth, total expenditure was up 8% y-o-y, with net fuel cost down 2.5% and non-fuel expenditure up 13.5%

Group Expenditure (\$'M)



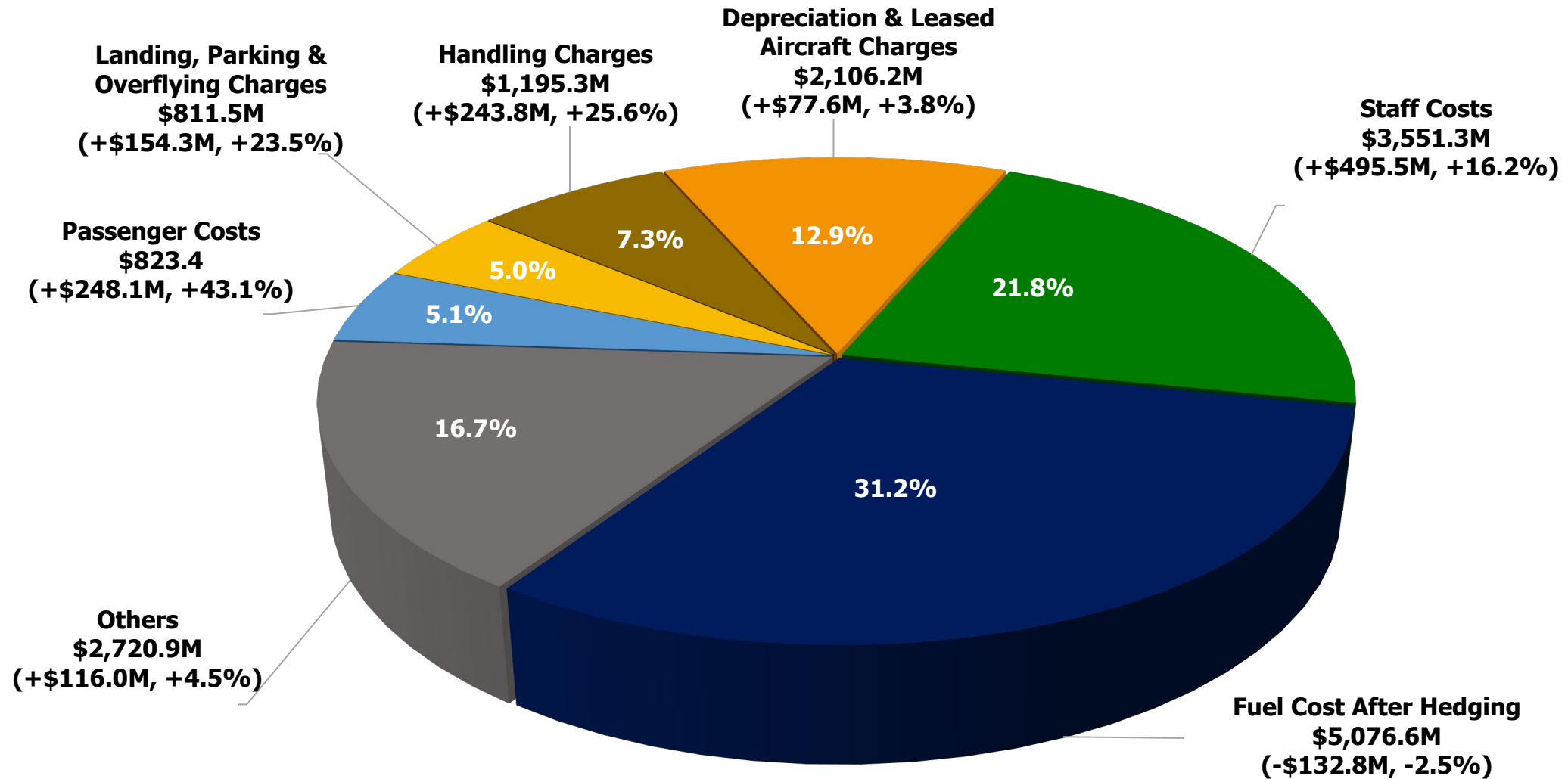
FY23/24
\$16,285.2M

YoY
 ↑ **\$1,202.5M**
 (+8.0%)

2H (YoY)
 ↑ **\$776.0M**
 (+9.8%)

Group Expenditure

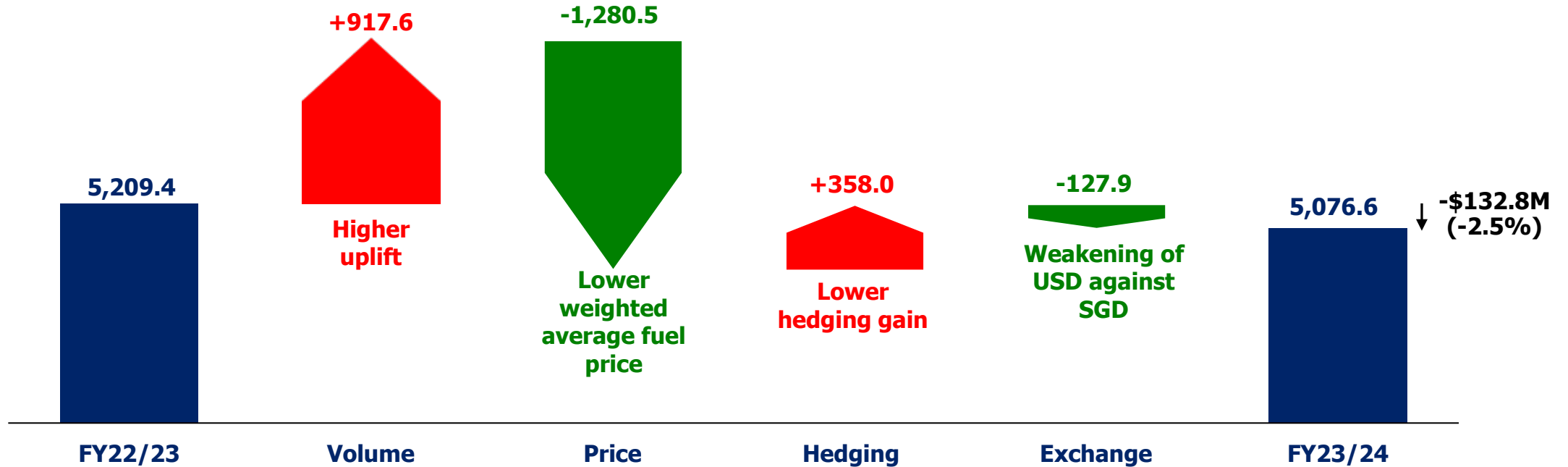
Rise in non-fuel expenditure was lower than the increase in capacity



Net Fuel Cost and Fuel Hedging

Decrease in net fuel cost largely driven by lower fuel prices and weakening of USD against SGD, partially offset by higher uplift and lower hedging gain

Group Fuel Cost Analysis (\$'M)



USD/BBL	FY23/24	FY22/23
Fuel price (before hedging)	110.04	135.10
Fuel price (after hedging)	102.22	118.15

Fuel Hedging Status

Hedges in place up to Q3 FY25/26, with additional gains locked in from closed-out trades

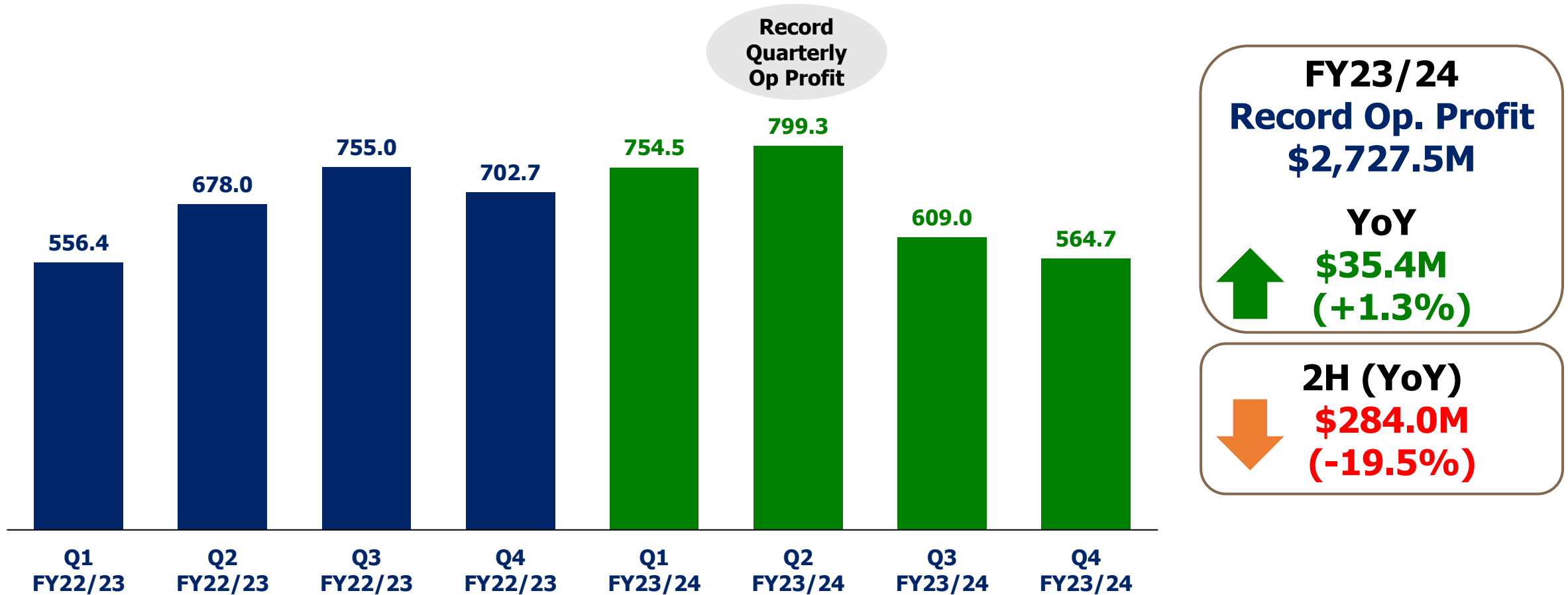
Fuel Hedging Position (as of 1 May 2024)	Percentage Hedged (%)		Average Hedged Price (USD/BBL)	
	Brent	MOPS	Brent	MOPS
1H FY24/25	17	18	76	93
2H FY24/25	16	3	75	94
1H FY25/26	7	-	75	-
Q3 FY25/26	4	-	78	-

	Gains from Closed-out Trades (USD'M)
1H FY24/25	27.2
2H FY24/25	16.4

Group Operating Profit

Record Group Operating Profit in FY23/24

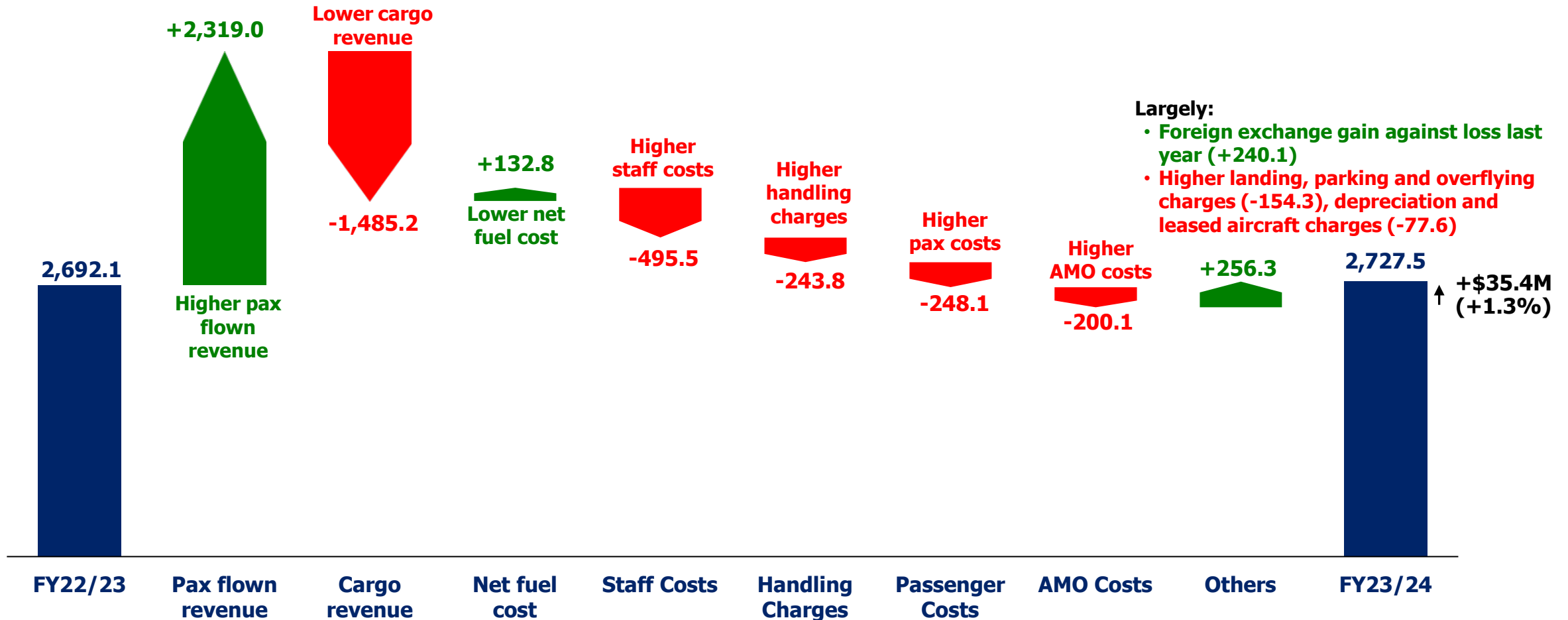
Group Operating Profit (\$'M)



Group Operating Profit (YoY progression)




Higher pax flown revenue, lower net fuel cost and favourable FX movement, partially offset by lower cargo revenue and increases in various non-fuel expenditure items

Group Operating Profit (\$'M)



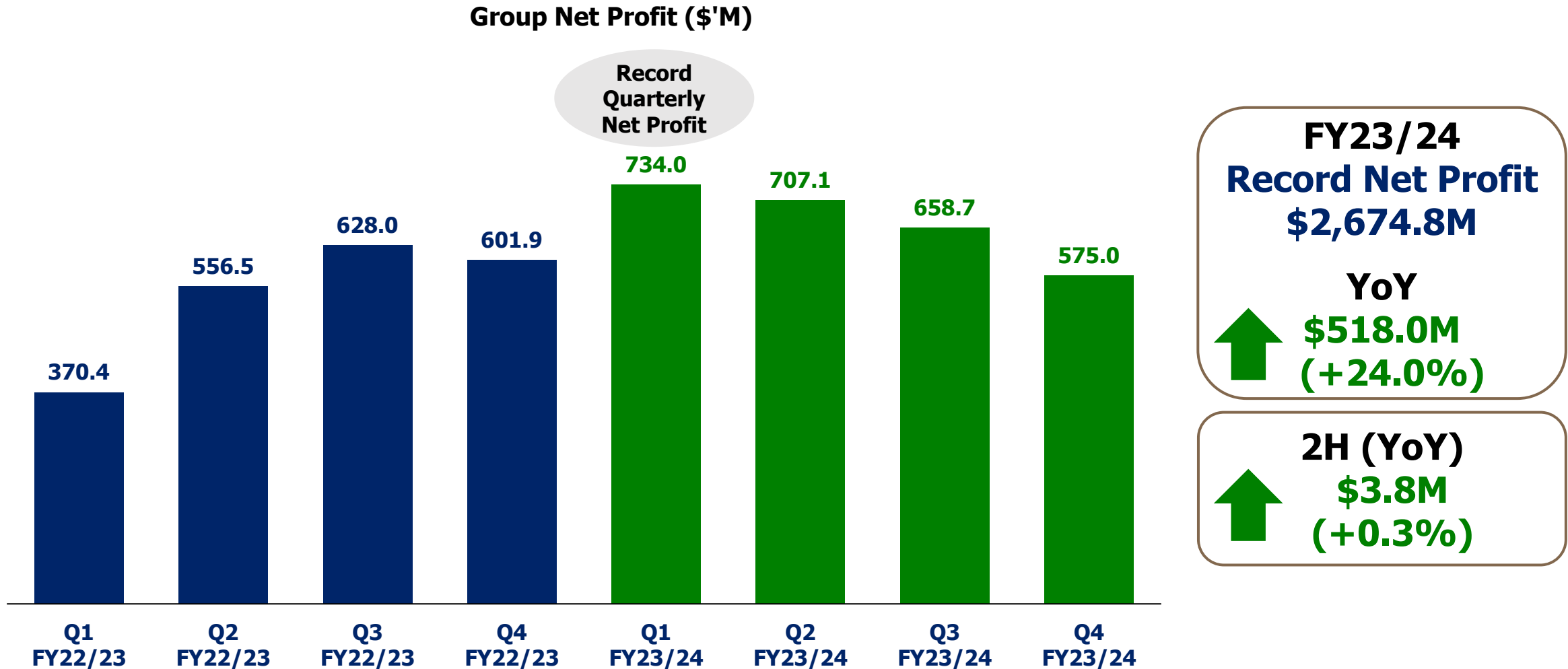
Operating Results for the Main Companies of the Group

Record FSC Operating Profit in FY23/24

	FY23/24 (\$'M)	FY22/23 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)	2H FY23/24 (\$'M)	2H FY22/23 (\$'M)	Better/ (Worse) (\$'M)	Better/ (Worse) (%)
 Full-service carrier	2,635.2	2,601.2	34.0	1.3	1,123.0	1,292.8	(169.8)	(13.1)
 Low-cost carrier	118.1	148.1	(30.0)	(20.3)	59.9	188.3	(128.4)	(68.2)
 SIAEC Group	2.3	(26.3)	28.6	n.m.	2.2	(15.5)	17.7	n.m.

Group Net Profit

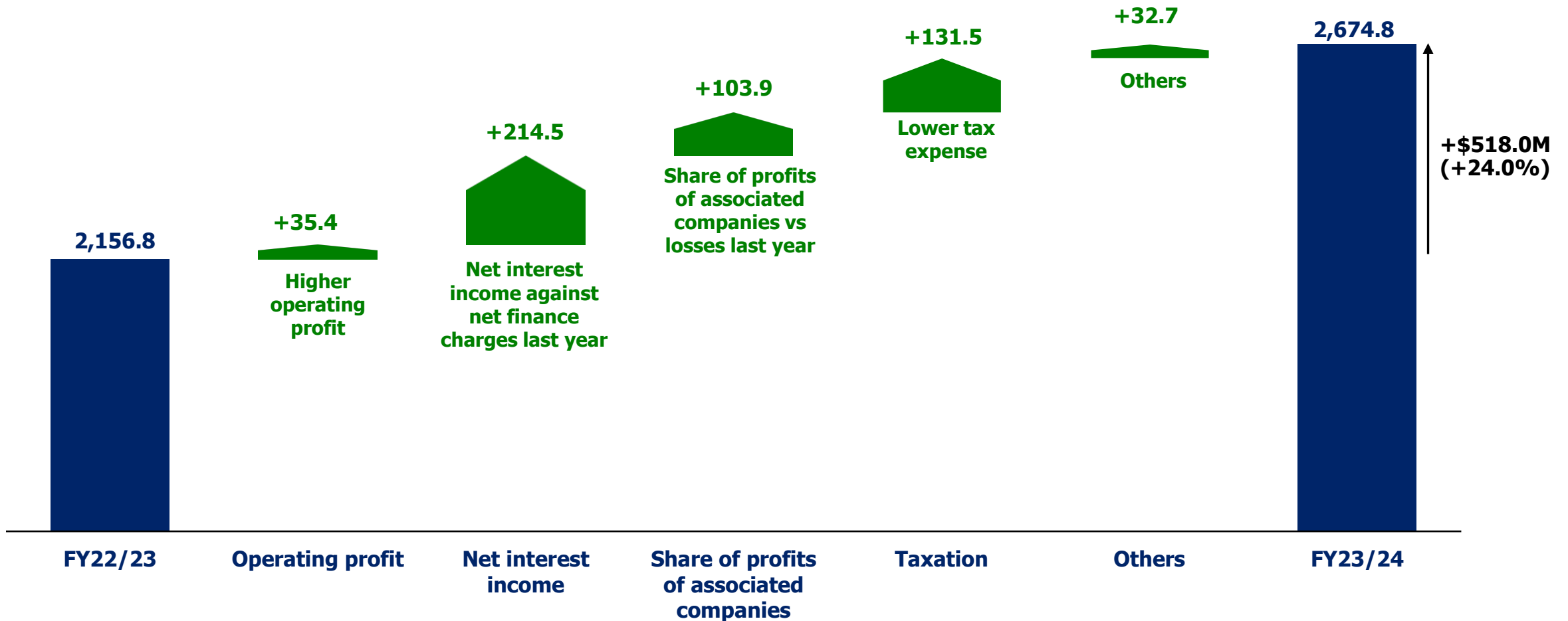
Record Group Net Profit in FY23/24



Group Net Profit (YoY progression)

YoY improvement driven by higher operating profit, net interest income against net finance charges last year, share of profits of associated companies against losses last year and lower tax expense

Group Net Profit (\$'M)



Group Financial Results

	FY23/24	FY22/23
Earnings Per Share (cents)		
- Basic ^{R1}	63.3	35.6
- Adjusted Basic ^{R2}	90.0	72.6
- Diluted ^{R3}	61.4	35.1
EBITDA (\$'M) ^{R4}	5,647.9	5,137.2
EBITDA margin (%) ^{R5}	29.7	28.9
Dividend Per Share (cents)		
- Interim	10.0	10.0
- Final (Proposed)	38.0	28.0
Dividend cover (times) ^{R6}	1.9	1.9

^{R1} Earnings per share (basic) is computed by dividing profit 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.

^{R2} Earnings per share (adjusted basic) is computed by dividing 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.

^{R3} Earnings per share (diluted) is computed by dividing profit attributable to owners of the Company (adjusted for interest on convertible bonds, net of tax) by the weighted average number of ordinary shares in issue less treasury shares, adjusted for the dilutive effect of convertible bonds and the vesting of all outstanding share-based incentive awards granted, in accordance with IAS 33.

^{R4} EBITDA denotes earnings before interest, taxes, depreciation, and amortisation.

^{R5} EBITDA margin is computed by dividing EBITDA by the total revenue.

^{R6} Dividend cover is profit attributable to owners of the Company divided by total dividends.

Group Financial Position

	As at 31 March 2024	As at 31 March 2023
Total assets (\$'M)	44,264.7	49,101.2
Total debt (\$'M)	13,448.0	15,339.3
Total cash and bank balances (\$'M)	11,268.8	16,327.6
Total liabilities (\$'M)	27,520.1	28,851.4
Equity attributable to Owners of the Company (\$'M)	16,337.9	19,858.3
Debt : Equity ratio (times) ^{R7}	0.82	0.77
Net Asset Value Per Share (\$) ^{R8}	5.49	6.68
Adjusted Net Asset Value Per Share (\$) ^{R9}	4.38	3.72
Return on equity holders' funds (%) ^{R10}	14.8	10.2

^{R7} Debt : Equity ratio is total debt divided by equity attributable to owners of the Company.

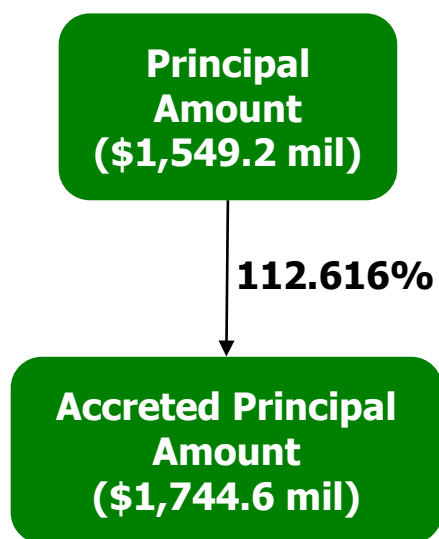
^{R8} Net Asset Value Per Share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue less treasury shares.

^{R9} 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.

^{R10} Return on equity holders' funds is profit attributable to the Company expressed as a percentage of the average equity holders' funds.

Redemption of Mandatory Convertible Bonds (MCBs)

Full redemption of the remaining 25% of MCBs (issued in June 2021) on 24 June 2024



	FY23/24	FY23/24 Proforma After Redemption
Earnings Per Share (cents)		
- Basic ^{R1}	63.3	73.6
- Adjusted Basic ^{R2}	90.0	No change
- Diluted ^{R3}	61.4	71.0
EBITDA (\$ million) ^{R4}	5,647.9	No change
EBITDA margin (%) ^{R5}	29.7	No change
Dividend cover (times) ^{R6}	1.9	No change
	As at 31 March 2024	As at 31 March 2024 Proforma After Redemption
Total assets (\$'M)	44,264.7	42,520.1
Total debt (\$'M)	13,448.0	No change
Total cash and bank balances (\$'M)	11,268.8	9,524.2
Total liabilities (\$'M)	27,520.1	No change
Equity attributable to Owners of the Company (\$'M)	16,337.9	14,593.3
Debt : Equity ratio (times) ^{R7}	0.82	0.92
Net Asset Value Per Share (\$) ^{R8}	5.49	4.91
Adjusted Net Asset Value Per Share (\$) ^{R9}	4.38	4.66
Return on equity holders' funds (%) ^{R10}	14.8	15.5

Note: Please refer to prior slides for footnotes R1 to R10

Group Operating Fleet Development

The Group's operating fleet is expected to expand by 9 aircraft to 209 by the end of FY24/25

	Operating Fleet	As at 31 March 2024	In	Out	As at 31 March 2025
SIA	777-300ER	22			22
	A380-800	12			12
	A350-900	63	+2^{R1}		65
	787-10	22	+4^{R1}		26
	737-800 NG	7		-3^{R2}	4
	737-8	16	+2^{R1}		18
	747-400F	7			7
	Total	149	+8	-3	154
Scoot	787-8	11	+2^{R3}		13
	787-9	10			10
	A320ceo	15		-4^{R4}	11
	A320neo	6	+1^{R3}		7
	A321neo	9			9
	E190-E2	0	+5^{R3}		5
	Total	51	+8	-4	55
Group Total		200	+16	-7	209

^{R1} SIA expects to take delivery of two A350-900s, four 787-10s and two 737-8s in FY24/25. All eight aircraft are expected to join the operating fleet by 31 March 2025.

^{R2} SIA expects to remove three 737-800 NG from the operating fleet in FY24/25 in preparation for lease returns.

^{R3} Scoot expects to take delivery of two 787-8s, one A320neo and five E190-E2s in FY24/25. All eight aircraft are expected to join the operating fleet by 31 March 2025.

^{R4} Scoot expects to remove four A320ceos from the operating fleet in FY24/25 in preparation for lease returns.

Projected Group Capital Expenditure

Projected Capital Expenditure (\$'M)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29
Aircraft	2,500	4,200	3,800	3,300	2,700
Others	500	300	400	200	200
Total	3,000	4,500	4,200	3,500	2,900

PRESENTATION BY:

**Chief Executive Officer
Mr. Goh Choon Phong**



1

Emerging Stronger

2

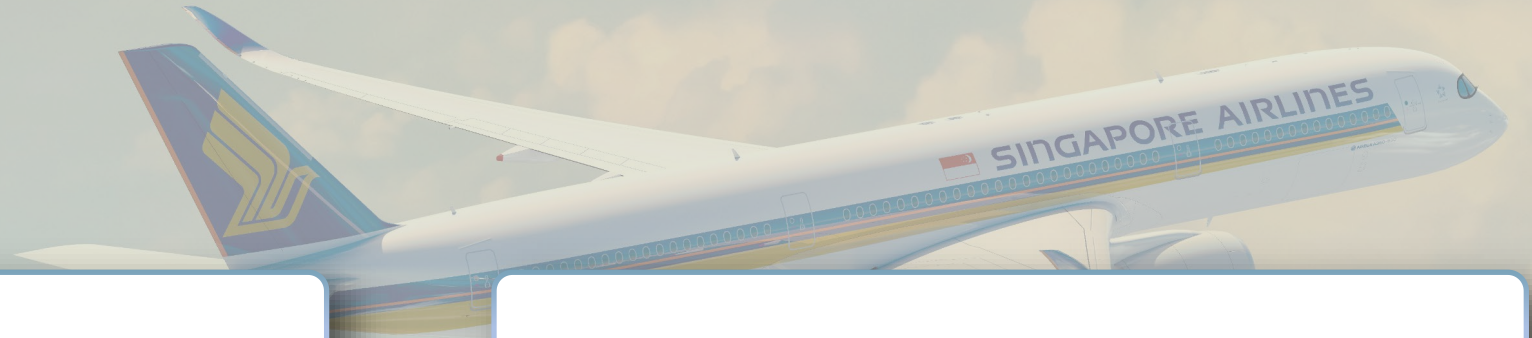
Well Positioned for the Future



Emerging Stronger

Slide 26

Emerging Stronger

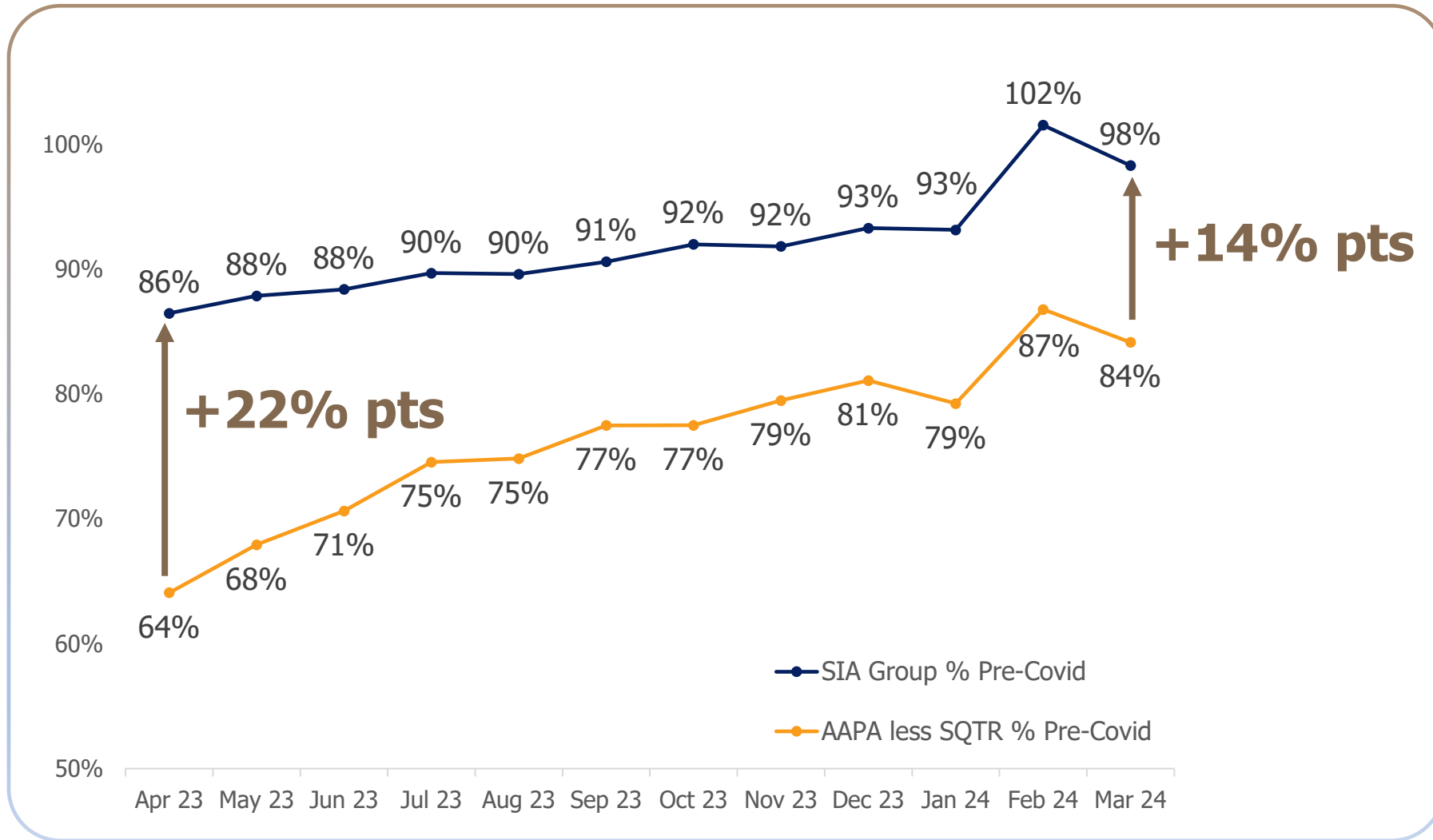


First Off the Blocks

Lead the New World

First Off the Blocks

We continue to reap the benefits of our efforts over the past three years



Even as competitors recover post-pandemic, we retain our first-mover advantage

Lead the New World

Looking back at rewarding year with record FY 2022/23 results

**Passenger
Load Factor**

85.4%

Revenue

\$17,774.8M

**Operating
Profit**

\$2,692.1M

Net Profit

\$2,156.8M

Lead the New World

Continuing to break records in FY2023/24

Passenger Load Factor
88.0%
▲
85.4%
+2.6%opt

Revenue
\$19,012.7M
▲
\$17,774.8M
+\$1,237.9M

Operating Profit
\$2,727.5M
▲
\$2,692.1M
+\$35.4M

Net Profit
\$2,674.8M
▲
\$2,156.8M
+\$518.0M

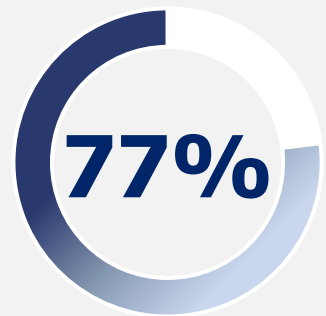
Lead the New World

Affirmation for our successes both within and outside the organisation

From FY2022/23 to FY2023/24...

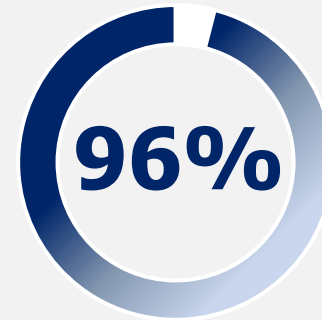


Within the organisation...



feels that the organisation puts effort in **fostering a culture of innovation¹** in our workplace

+6%opt
above SG Norm



are **proud¹** to work for the organisation

+8%opt
above SG Norm

¹ based on the 2024 Organisational Climate Survey

Lead the New World

Giving back to our shareholders on the back of strong support

Full redemption of S\$9.7B Mandatory Convertible Bonds

4.0%

Yield to call

Attractive dividend yield in FY2022/23 and FY2023/24

6.6%

Based on share price as at 31 March 2023

7.5%

Based on share price as at 31 March 2024

Generating healthy returns for our shareholders



**8 June 2020
Rights issue**

S\$3.00 per share



+113.3%
capital gain



**31 March 2024
Share price**

S\$6.40 per share

Lead the New World

Public and industry affirmation of our successes

From customers



From industry and business professionals



As an employer





Well Positioned for the Future

Slide 34

Headwinds



Intensifying competition



Increasing costs



Supply chain challenges



Climate change



Geopolitical tensions

All images generated by JARVIS (propose prompts for visuals) & DALL-E (graphic generation).

Well Positioned for the Future

The three pillars of our Brand Promise



Service Excellence

- **Award-winning cabin crew** providing warm and caring world-class service.
- **Balancing digital innovation with a human touch** to provide a personalised customer experience and delight customers with our **Customer Experience Management 2.0** system.



Product Leadership

- **Cabin upgrades** for 737-8 and A380 retrofit during the pandemic, leading the industry with **95% of our JCL** being lie-flat seats.
- **Enhanced Premium Economy experience** launched from Mar24, and revamped short-haul Economy meal concept from Dec20.
- First airline to offer **free unlimited Wi-Fi to customers across all cabin classes** and virtually across the entire aircraft fleet
- Revamped **Perth SilverKris Lounge**, and more to come.



Network Connectivity

- **Strengthening connectivity to Europe** with the addition of SIA's 4x weekly service to Brussels in Apr24, and London Gatwick in Jun24.
- **Deepening our touchpoints in SEA** with addition of Scoot's services to new points Koh Samui and Sibiu in May24 and Jun24.

Slide 36

Well Positioned for the Future

Group portfolio strategy

Render of Scoot's Embraer E120-E9 aircraft



1 November 2011 Launch of Scoot

- Scoot launched in 2011, entering as **the 3rd long-haul low-cost carrier** in Asia
- **4th brand in the SIA Group**, along with SIA, SilkAir and Tiger Airways

5 June 2012 Inaugural Scoot flight from Singapore to Sydney

- First LCC to operate SIN-SYD vv, competing with full-service carriers
- Vision to be **a leader in the low-cost market**, to mirror SIA leadership in the full-service market

25 July 2017 Merger of Tiger Airways and Scoot



- To create a cohesive brand for low-cost travel
- Enabling SIA Group to compete for **price-sensitive leisure travellers** on short- and medium-haul routes, and **premium passengers on medium- and long-haul routes**

Today

Leading LCC in Asia

- 9 Embraer regional jets delivering from Apr2024 to expand regional secondary and tertiary markets.
- Scoot becomes the **first airline in the ASEAN region** to be operating the E190-E2 aircraft, with the 2 existing Embraer regional jets **increasing Scoot's network to 67 destinations**.

52 aircraft*

67 destinations*

12.7M passengers carried in FY2023/24

*As of 1May24

Slide 37

Enhancing connectivity to bring our customers anywhere in the world

35 codeshare partners

**Over 260 additional
destinations**

Well Positioned for the Future

Partnerships

Enhancing connectivity to bring our customers anywhere in the world



Well Positioned for the Future

Multi-hub strategy

Our direct participation in India's growth was announced in 2013



Slide 40

Well Positioned for the Future

Creating opportunities to grow our revenue beyond flying



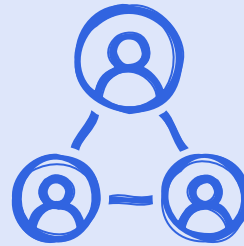
Well Positioned for the Future

Creating opportunities to grow our revenue beyond flying

Here's to 25 years of making every experience miles better

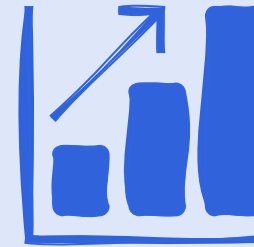
KRISFLYER
SINGAPORE AIRLINES GROUP

From an airline frequent flyer programme to a **leading lifestyle rewards programme**



8.8M KrisFlyer members as of 31 March 2024

+31% YoY



>S\$1.2B revenue in FY2023/24

+20% vs FY2022/23



Regional expansion across APAC

Well Positioned for the Future

Sustainability

Net Zero by 2050

- SIA Group has given a clear signal to the industry with a **5% SAF target** by 2030
- Offtake **agreement of 1,000T of neat SAF with Neste** for their first batch of locally produced SAF delivered to Changi Airport, **used on flights departing Singapore** in FY2024/25



Corporate Social Responsibility

- Building on **our long-standing commitment to give back** to the communities we serve
- SIA will establish a new foundation **to empower individuals and communities**, while bolstering the growth of Singapore's aviation hub
- Further information will be shared soon



Slide 43

Well Positioned for the Future

Financial strength

Strong Liquidity

\$11.3B

Cash balance as at 31
March 2024

\$2.9B

Committed lines of
credit, all untapped as at
31 March 2024

Strong Balance Sheet

0.82

Debt/Equity in FY2023/24

Retain our financial strength to support long-term growth

Well Positioned for the Future

Digital capabilities



Leading technology capabilities

- Scaling responsible AI in enterprise with **Gen AI blueprint** and state of the art technology
- Pioneering the seamless integration of cutting-edge Gen AI technology across the company with **140+ use cases identified, and implemented first wave of 19 prioritized use cases** resulting in improved operational efficiency and customer experience
- Resilient technology stack for flexible scaling and speed of innovation



Successful agile transformation

- Faster time to market, **30% faster** in IT development, **>95% of applications** are on automated deployment and **32% improvement** in the quality of development
- Won Techblazer 2022 for Best Tech Adoption for Enterprise (Cabin Crew Digital Ecosystem), and Singapore Good Design 2022 award for Kris+
- 2023 Future Travel Experience APAC Airline Pioneer awards, Outstanding Achievement and IDC's CIO/CDO of the year for Asia Pacific (and Singapore)



Future-ready workforce

- Empowering staff with **digital skills** including Gen AI
- AI Intelligent assistant JARVIS for everyone
- Enabling workforce with innovation and agility

Well Positioned for the Future

Our people are our greatest asset

Investing in our people



Commitment to our continuous transformation



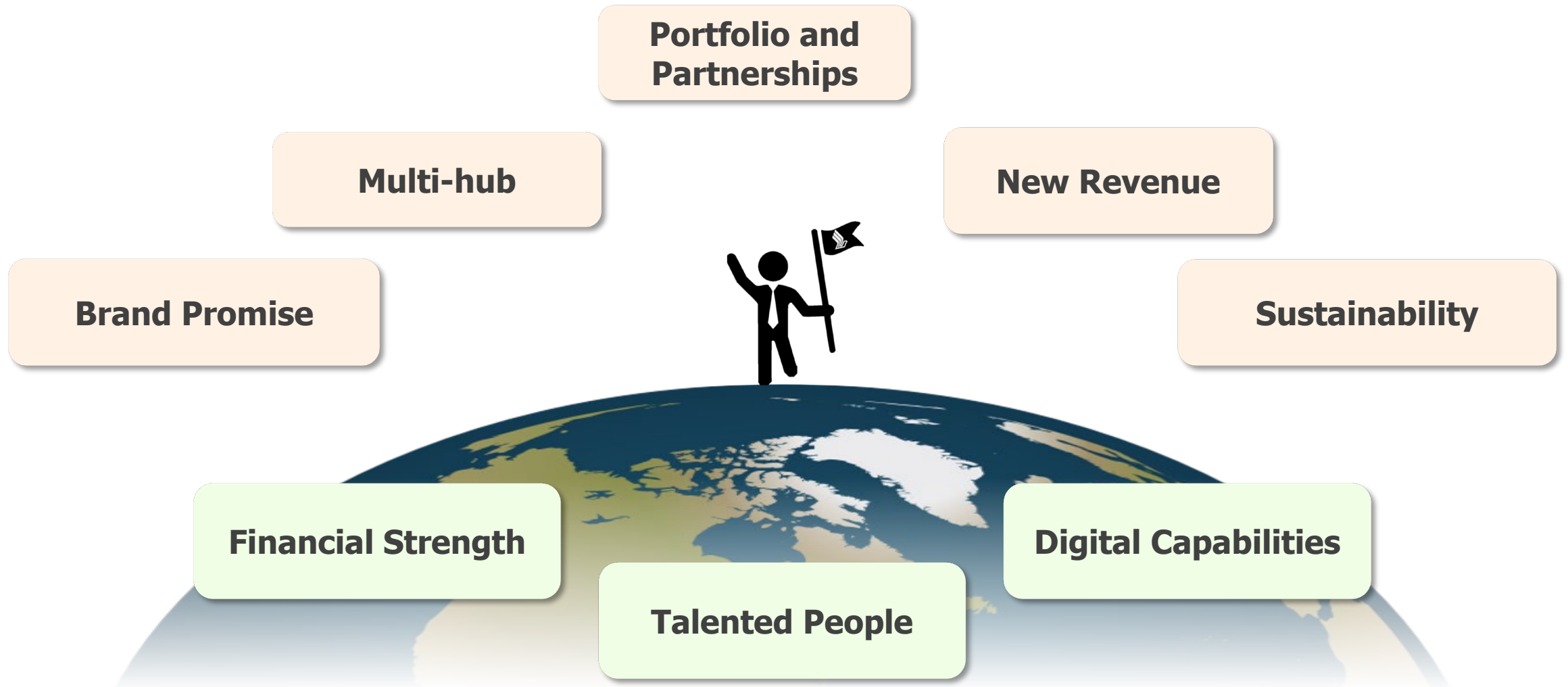
Leadership talks with distinguished guests



Education modules for all staff related digital technology and sustainability

We remain innovative and agile in the face of challenges and opportunities ahead

We are well positioned for the future



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Thank You