STAR ALLIANCE

SINGAPORE AIRLINES

SUSTAINABILITY REPORT

FY2025/26

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MESSAGE BY CEO

The airline industry faced an increasingly complex and evolving operating environment in FY2025/26. During the year, we navigated supply chain constraints, global trade tensions, and broader macroeconomic uncertainties. With the onset of the Middle East conflict in late February 2026, we also had to contend with a sudden and sharp increase in jet fuel prices, rising cost pressures, and potential disruption to operations.

Despite these challenges, demand for passenger travel and air cargo remained resilient, reflecting aviation's critical role in facilitating global connectivity, even during uncertain times.

The Singapore Airlines (SIA) Group reinforced our industry leadership during the year by leveraging our robust foundations – a strong balance sheet, industry-leading digital capabilities, and a talented, resilient workforce. This enabled us to enhance the end-to-end customer experience, deepen synergies between SIA and Scoot, and expand our network both organically and by working closely with our airline partners.

At the same time, despite the volatility and cost pressures, the Group remained focused on building a more sustainable and resilient long-term future, and committed to our long-term ambition of achieving net zero carbon emissions from our operations by 2050. By working closely with partners, regulators, and stakeholders across the aviation ecosystem, we aim to support a more sustainable air travel industry that continues to connect people worldwide and facilitate economic growth.

Our sustainability strategy is guided by three key pillars – decarbonisation, resource management, and creating a positive impact on society. These interlinked pillars shape how we manage our environmental impact, operate responsibly, and contribute meaningfully to the communities we serve.

PROGRESSIVE STEPS TOWARDS DECARBONISATION

We continue to take measured steps towards decarbonising our operations. A key near-term lever is our long-standing commitment to investing in and operating a young, modern fleet of aircraft. As of 31 March 2026, the average age of the Group's operating fleet was seven years and nine months, almost half the global average of 15 years and seven months, supporting both product leadership and operational efficiency.

New-generation aircraft models made up 78% of the Group's operating fleet as of 31 March 2026, and we remain on track to reach 90% by 2030. These aircraft are, in general, up to 25% more fuel-efficient than the older-generation aircraft they replace on similar routes. During the financial year, SIA added five Boeing 737-8 and two Boeing 787-10 aircraft to its fleet, while Scoot took delivery of 15 aircraft comprising Airbus A320neo, A321neo, Boeing 787 variants, and Embraer E190-E2 aircraft.

SIA has firm orders for Boeing 777-9 wide-body passenger aircraft and Airbus A350F freighters as part of our long-term fleet renewal strategy. The 777-9s will improve operational efficiencies on our high-density long-haul routes, while redefining the premium travel experience with all-new long-haul cabin products and in-flight offerings. The A350F is expected to consume up to 40% less fuel than the Boeing 747-400F freighters it will replace, with the potential to reduce carbon emissions by around 400,000 tonnes annually when fully deployed. Scoot has ordered an additional 11 A320neo family aircraft, which are significantly more efficient than the older-generation A320ceo aircraft it is retiring.

We are also reducing our carbon footprint by using advanced fuel analytics and digital tools to optimise flight planning and fuel efficiency across SIA and Scoot, and by working with industry partners to improve airspace efficiency. SIA also implemented initiatives such as weight-saving measures and the replacement of select engines with newer, lower fuel-burn variants.

MESSAGE BY CEO

SUSTAINABLE AVIATION FUELS

Sustainable aviation fuels (SAF) are a critical lever in the aviation industry's long-term decarbonisation efforts, and we continue to support the development of alternative SAF production pathways and broader industry adoption.

In FY2025/26, the Group announced SAF offtake agreements with World Energy and SkyNRG for approximately 2,500 tonnes of neat SAF eligible under the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), in the form of emissions reductions. We also signed a Memorandum of Understanding with partners, including the Civil Aviation Authority of Singapore (CAAS) and Singapore Sustainable Aviation Fuel Company (SAFCo), to participate in a trial that aggregates SAF demand, enabling the procurement of SAF or its environmental attributes in a more efficient and cost-effective manner.

These efforts reinforce our commitment to building deeper and wider partnerships, and supporting ecosystem-level solutions.

While in-sector solutions remain the priority, we recognise that high-quality carbon offsets continue to play a role in addressing residual emissions. SIA and Scoot have participated voluntarily in CORSIA since 2021, ahead of its mandatory global implementation by 2027. We will continue to source and procure eligible carbon credits for timely compliance with our offsetting obligations.

RETHINKING WASTE AND RESOURCES

Alongside our decarbonisation efforts, we have taken positive steps in managing resources and reducing our environmental impact across both flight and ground operations.

On board, we have introduced more eco-friendly materials and reduced reliance on single-use plastics. For example, SIA replaced the plastic wrapping for First Class pillows with reusable woven dust bags, while Scoot introduced bagasse cup lids made from sugarcane fibre as a renewable alternative.

On the ground, we achieved our target to reduce non-renewable energy consumption in SIA-owned buildings in Singapore by 10% compared with FY2019/20 levels, four years ahead of schedule.

We are also progressing with the acquisition of cleaner energy vehicles for our airside fleet as part of the Singapore Air Hub Blueprint. In FY2025/26, electric vehicle chargers were installed at Airline House and the SIA Training Centre to support a progressive transition to electrified vehicles.

LEVERAGING OUR STRENGTHS FOR POSITIVE IMPACT ON COMMUNITIES

As a leading global airline, we contribute positively to the communities we serve, leveraging our network, people, and partnerships to support social and environmental initiatives.

In July 2025, SIA and Mandai Wildlife Group launched a three-year strategic partnership to boost tourism to Singapore and promote wildlife conservation. SIA has committed to support conservation efforts through air travel sponsorships under this agreement. We may also provide logistical assistance, including the transport of animals between accredited institutions and the repatriation of wildlife to their native habitats.

Under the *SIA Cares* Corporate Social Responsibility (CSR) framework, SIA has partnered with a local non-profit organisation in Singapore, the Animal Concerns Research and Education Society (ACRES), to offer staff volunteering opportunities that support wildlife rescue and rehabilitation efforts.

Our annual *SIA Cares* Open House was expanded to two days in July 2025, welcoming beneficiaries from social service agencies as part of Singapore's 60th anniversary celebrations. This event marked the culmination of *SIA Cares* activities across more than 60 cities worldwide. The SG60 *SIA Cares* fundraising campaign successfully raised $3 million for over 1,600 beneficiaries in Singapore, comprising $1.5 million donated by corporate partners, the public, and staff, which SIA matched dollar-for-dollar.

During the year, the Group contributed $3.3 million in total through ticket sponsorships and cash donations to community development and education projects in Singapore, as well as to grow the arts scene and nurture sporting talent.

Since its establishment in 2024, the Singapore Airlines Foundation has played an important role in giving back to communities. Its Youth Uplift Programme has supported 39 students through bursaries, mentorship, and training opportunities. Its Youth Outreach Programme has also engaged more than 130 students, inspiring interest in aviation careers.

CONTINUING OUR SUSTAINABILITY JOURNEY

In FY2025/26, we conducted our inaugural double materiality assessment to better understand the impact of our operations on the environment and society, as well as the financial implications of sustainability issues for the Group.

This approach strengthens how we identify, prioritise, and manage material topics across the Group, and supports our alignment with the United Nations' 17 Sustainable Development Goals (SDGs) and the Ten Principles of the United Nations Global Compact (UNGC).

While we have made progress, we recognise that achieving our long-term goals will require sustained effort, innovation, and collaboration across the industry and with all stakeholders. The SIA Group will continue to strengthen its sustainability approach to remain resilient and future-ready.

Ultimately, our sustainability efforts support a broader purpose: to help make aviation more sustainable for future generations, so that the benefits of air travel endure. Aviation brings people together, connects families, opens up new experiences, and facilitates trade and business links that underpin economic opportunity. The SIA Group is committed to playing its part in this journey.

On behalf of the Board and management, I would like to thank our employees, customers, partners, and stakeholders for their continued support in this collective sustainability journey.

With regards,
GOH CHOON PHONG
Chief Executive Officer
Singapore Airlines

FY2025/26 KEY ESG HIGHLIGHTS

PROGRESSIVE DECARBONISATION

Fleet Modernisation

78%
of the SIA Group's fleet comprised fuel-efficient new-generation aircraft

Scaling Up Adoption of SAF

2,500 tonnes
of CORSIA-eligible SAF certificates voluntarily purchased from World Energy and SkyNRG

Pursuing Operational Efficiencies

118,332 tCO_2e
avoided through SIA and Scoot's fuel reduction initiatives

OPTIMISING RESOURCE USE

18.8%
of the SIA Group's total energy consumption from its buildings and premises is derived from renewable energy

PROTECTING WILLIAMS

Joint training workshop with Singapore's National Parks Board to strengthen capabilities in detection and enforcement against illegal wildlife trafficking

IMPROVING ROBUSTNESS OF SUSTAINABILITY REPORTING

Strengthened climate-related disclosures in tandem with regulatory requirements, and conducted a double materiality assessment to review material ESG topics for the SIA Group

GIVING BACK TO THE COMMUNITY

$3.3 million
distributed in community investments

22,000 hours
of volunteerism by SIA and Scoot employees in Singapore and overseas

SUPPORTING OUR PEOPLE

$68 million
invested in the learning and development of SIA and Scoot's employees

Completed Phase 1 of multi-year office transformation to create a modern workplace environment for employees

ABOUT THE REPORT

This is the 14th Sustainability Report of Singapore Airlines Limited (SIA).

REPORTING SCOPE

This report primarily focuses on the two material airline businesses in the SIA Group – SIA and Scoot. Unless explicitly stated, the Group's other non-airline subsidiaries are included only where relevant data is material and available.

The sustainability data and information, including climate-related disclosures related to SIA Engineering Company Ltd (SIAEC), a subsidiary listed on the SGX Securities Trading Limited (SGX-ST), are disclosed separately in SIAEC's Sustainability Report. However, SIAEC's Scope 1 and 2 greenhouse gas (GHG) emissions data have been disclosed in the Appendix chapter of this Sustainability Report, as part of the International Financial Reporting Standards (IFRS) S2 requirements.

The reporting scope of the SIA Group's entities in this sustainability report is disclosed in the table below. The SIA Group will continue to work with its non-airline subsidiaries to enhance the availability of their data and improve their sustainability reporting practices in future reports.

Organisation	Principal Activities	Coverage in Sustainability Report ● In scope ◐ Not in scope
SINGAPORE AIRLINES	SIA provides passenger and cargo air transportation with a focus on the full-service passenger segment.	●
scoot	Scoot operates in the low-cost passenger air transportation segment, complementing SIA's full-service offering.	●
SIA ENGINEERING COMPANY	SIAEC provides a comprehensive suite of maintenance, repair, and overhaul (MRO) services to airline customers and aerospace equipment manufacturers worldwide, ranging from airframe and line maintenance, fleet management, repair and overhaul of engines and components, aircraft cabin modifications, to engineering and material management support.	◐ (Limited to Scope 1 and 2 GHG emissions which can be found in the Appendix chapter)
Non-airline subsidiaries	Other services provided by SIA's non-airline subsidiaries, including digital solutions for the air freight industry, travel experiences, payments and lifestyle rewards platforms, merchandise sales, community support services, captive insurance, pilot training, and related activities, are grouped under the 'Others' segment. These subsidiaries include: • Cargo Community Network Pte. Ltd. (CCN) • Encounters Pte. Ltd. (Pelago) • Kris+ Pte. Ltd. (Kris+) • KrisShop Pte. Ltd. • Singapore Airlines Foundation Ltd. • Singapore Aviation and General Insurance Company (Pte) Limited (SAGI) • Singapore Flying College Pte Ltd (SFC)	◐ (Limited to environmental data, which can be found in the Appendix chapter)

Please refer to the Financial Review and Financial Report chapters in the FY2025/26 SIA Annual Report for financial information and a full list of SIA's subsidiaries, joint ventures, and associated companies.

ABOUT THE REPORT

MEMBERSHIPS

SIA and Scoot are members of the International Air Transport Association (IATA). SIA is also a member of Star Alliance, the IATA Sustainability and Environment Advisory Council (SEAC), the Association of Asia Pacific Airlines (AAPA), and the Singapore Institute of Directors (SID), among other groups. SIA is represented in various committees and working groups as part of its memberships in these groups.

REPORTING PERIOD

The reporting period covers the SIA Group's Financial Year 2025/26 (FY2025/26) from 1 April 2025 to 31 March 2026, including relevant data and information from past reports. Both the FY2025/26 SIA Sustainability Report and the FY2025/26 SIA Annual Report are published on 25 June 2026.

REPORTING QUALITY

While the Group has not sought external assurance for its sustainability report, there are robust systems in place to evaluate the quality of reported data and information. SIA engages external consultants to conduct regular gap analysis to continuously improve the quality of the report.

In adherence to Rule 711B of the SGX-ST Listing Manual, SIA's Internal Audit conducted a review of the Group's sustainability reporting process in FY2025/26 to further strengthen its governance framework, internal controls, processes, and systems. SIA's Internal Audit also reviewed selected key material indicators to ensure the robustness and accuracy of data collected and reported. All recommendations were addressed by SIA Management with the outcomes reported to the Board Audit Committee. 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.

Furthermore, SIA and Scoot's flight emissions data undergo external assurance by an accredited verifier to meet the CORSIA standards set by the International Civil Aviation Organization (ICAO), as well as those under the European Union (EU) and the United Kingdom's (UK) Emissions Trading System (ETS).

For a comprehensive overview of the SIA Group's sustainability performance, this report should be read in tandem with the FY2025/26 SIA Annual Report and the FY2025/26 SIAEC Sustainability Report.

ABOUT THE REPORT

SUSTAINABILITY REPORTING JOURNEY

FY2012/13

SGX Sustainability Reporting Listing Rules and Guide

SIA published its first sustainability report in FY2012/13. Today, the sustainability report is prepared in accordance with the six primary components set out by the SGX-ST Listing Rules 711B.

FY2013/14

GRI

SIA first adopted GRI as a reporting guideline in FY2013/14. The sustainability report is prepared with reference to the latest GRI Standards 2021.

FY2017/18

UN SDGs

The SIA Group began supporting the 2030 Agenda for Sustainable Development and the 17 SDGs in FY2017/18, with a particular focus on SDGs 8, 12, and 13. The sustainability report highlights its key contributions to the SDGs.

FY2018/19

UNGC

SIA began supporting the UNGC corporate responsibility initiative in FY2018/19 and is a signatory to the Ten Principles of UNGC.

FY2022/23

Task Force on Climate-related Financial Disclosures (TCFD)

The SIA Group adopted the TCFD framework in FY2022/23, which laid the foundation for the SIA Group's eventual transition to International Sustainability Standards Board (ISSB)-aligned climate-related disclosures.

FY2025/26

IFRS S1 and S2

The SIA Group transitioned to IFRS Sustainability Disclosure Standards published by the ISSB in FY2025/26, in line with SGX's mandatory climate reporting requirements for Straits Times Index (STI) constituent companies. This report includes disclosures on climate-related risks and opportunities that were prepared with reference to IFRS S1 and S2.

SUSTAINABLE ECONOMIC GROWTH

Ambition

The SIA Group seeks to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.

Key Policies, Processes, and Systems

- Value Creation Process at SIA

FY2025/26 in Numbers

$8,450 million
total value added for distribution[1]

27 cents per share
total ordinary dividends declared for FY2025/26[2]

10 cents per share
total special dividends declared for FY2025/26[2]

INCLUSIVE WEALTH FOR ALL STAKEHOLDERS

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

Value generation at the SIA Group is a measure of wealth generated for stakeholders through the effective use of six capitals: financial, human, social and relationship, intellectual, natural, and manufactured.

Consistent with this framework, SIA aligns its Senior Management Remuneration Policy with long-term value creation and leadership accountability, which includes the integration of sustainability considerations into the Group's operations. The Board sets performance targets that assess current value created (i.e. outcomes) and future value created (i.e. drivers) by Senior Management.

Please refer to the Corporate Governance Report chapter (Remuneration Matters), and FY2025/26 Financial Statements Note 5 (Staff Costs) in the FY2025/26 SIA Annual Report for more information on the value creation process at SIA and Senior Management remuneration mix.

Value Creation for Shareholders and Other Stakeholders in FY2025/26

As part of the value creation process, the Group considers the total value generated and distributed by way of payments to employees, the government, suppliers of capital, as well as contributions to the community and value retained for future capital requirements.

Direct Economic Value Generated and Distributed		Economic Value Distributed[3]		Economic Value Retained
Direct Economic Value Generated	**Operating Costs**			
$20,522 million total revenue generated	**$11,679 million** total expenditure	**$3,928 million** value added for distribution to employees[4]	**$1,540 million** value added for distribution to suppliers of capital[5]	**$2,556 million** value retained for future capital requirements[8]
Total Economic Value Added for Distribution				
$8,450 million total value added for distribution[1]		**$423 million** value added for distribution to government[6]	**$3.3 million** value added for distribution to community investments[7]	

Please refer to the Financial Review chapter in the FY2025/26 SIA Annual Report for more information on the SIA Group's financial performance highlights, as well as the statements of value added and its distribution.

[1] Total economic value added for distribution is defined in alignment with the Statements of Value Added and its Distribution section in the FY2025/26 SIA Annual Report. It excludes operating costs, and includes economic value retained for future capital requirements.
[2] Final ordinary dividend and special dividend subject to shareholders' approval at SIA's Annual General Meeting on 24 July 2026.
[3] Economic value distributed is defined as value added for distribution to employees, government, suppliers of capital and community investments.
[4] Value added for distribution to employees includes salaries and other staff costs.
[5] Value added for distribution to suppliers of capital includes interim and proposed dividends, finance charges and non-controlling interests.
[6] Value added for distribution to government includes corporation taxes paid to the government.
[7] Value added for distribution to community investments is based on charitable contributions made by key BUs in Singapore, and contributions by overseas stations under *SIA Cares* 2025.
[8] Value retained for future capital requirements includes depreciation, amortisation, impairment and retained profit; less community investments.

SUSTAINABLE ECONOMIC GROWTH

Returns to Shareholders

Dividends are a component of shareholder value creation, reflecting the Group's ability to deliver sustainable financial performance over time.

For FY2025/26, the Board has recommended a final ordinary dividend of 22 cents per share, and this is subject to shareholders' approval at the SIA's Annual General Meeting on 24 July 2026. Including the interim dividend of 5 cents per share paid on 23 December 2025, the total ordinary dividend for FY2025/26 will be 27 cents per share, representing a total ordinary dividend distribution of $0.9 billion for the year.

In November 2025, SIA announced its plan to return capital to shareholders via a special dividend package of 10 cents per share annually over three financial years starting from FY2025/26, barring unforeseen circumstances and subject to shareholders' approval. This amounts to about $0.9 billion over the three years, reflecting the SIA Group's strong financial position.

For FY2025/26, the total special dividend for the financial year will be 10 cents per share, representing a total special dividend distribution of approximately $0.3 billion.

Please refer to the Financial Review chapter in the FY2025/26 SIA Annual Report for more details on dividend payout.

ENGAGEMENT WITH THE INVESTING COMMUNITY

The SIA Group engages with the investing community through transparent and timely disclosure of price- and trade-sensitive information, complemented by comprehensive financial and non-financial disclosures. These are communicated through multiple channels, such as SGXNet, SIA's Investor Relations website, as well as analyst and media briefings that take place physically and virtually. These enable investors and shareholders to make informed assessments of the Group's performance, resilience, and long-term value creation.

Please refer to the Corporate Governance Report chapter (Shareholders Rights and Engagements) in the FY2025/26 SIA Annual Report for more details of how the SIA Group promotes continuous dialogue with shareholders and investors.

ECONOMIC PERFORMANCE AND SUSTAINABLE ECONOMIC GROWTH

Operating Performance for FY2025/26

In FY2025/26, the Group achieved a $2,375 million operating profit, as revenue reached a record $20,522 million. However, net profit of $1,184 million was 57.4% lower than last year primarily due to the absence of the $1,098 million non-cash accounting gain recognised in November 2024 upon the completion of the Air India-Vistara merger.

At the end of FY2025/26, the Group's cash holdings were $7.9 billion. In addition to the cash on hand, the Group retained access to $1.7 billion of fixed deposits with over 12 months tenor, and $3.3 billion of committed lines of credit, all of which remain undrawn.

The SIA Group holds one of the strongest balance sheets in the airline industry. It continues to maintain strong operating cashflow and a robust liquidity position, providing the financial flexibility to support capital expenditure, repay debt, and fund long-standing strategic investments that underpin the Group's long-term growth and resiliency.

Staying Well-Positioned For the Future

Heightened geopolitical tensions, including the conflict in the Middle East, are major headwinds for the airline industry. The most immediate impact is on jet fuel prices, which have more than doubled since the conflict began, adding significant cost pressure for airlines. As the Group's fuel bills are typically priced with a lag, the impact is only partially reflected in March 2026. The full impact is expected to feed through in FY2026/27. While SIA and Scoot have raised airfares across their network, the adjustments do not fully offset the rise in the price of jet fuel, which is the Group's single-largest expenditure item. Depending on the duration and how the situation in the Middle East develops, there could be broader implications for supply chains and macroeconomic conditions affecting demand patterns.

At the same time, these shifts may present opportunities for the SIA Group. The Group's well-diversified global passenger and cargo network[9], anchored by the strength of Singapore as a strategic hub, and its dual-brand portfolio of SIA and Scoot, provide the flexibility to adjust schedules and capacity where necessary, and pursue opportunities as they arise.

The Group manages cost volatility through its established risk management framework, which includes fuel hedging. This is underpinned by a robust balance sheet, industry-leading digital capabilities – particularly in Generative Artificial Intelligence (GenAI) – and its talented, resilient, and motivated staff. The Group will continue to prioritise the safety of customers and staff, while maintaining disciplined cost management and productivity initiatives.

The Group will leverage these strong foundations to seize opportunities and continue investing in the key pillars of its brand promise – service excellence, product leadership, and network connectivity. It will also harness its airline portfolio, while strengthening win-win partnerships with other like-minded carriers. This will enable the Group to remain focused and adaptable as it manages challenges and strengthen its long-term competitive position.

Please refer to the Year in Review chapter in the FY2025/26 SIA Annual Report for more information on the SIA Group's operating performance and outlook, as well as its strategy for the future.

[9] Please refer to FY2025/26 Financial Statements Note 4 (Segment Information) for revenue information on airline operations by geographical areas.

STAKEHOLDER ENGAGEMENT

SIA and Scoot recognise that stakeholders play a significant role in the shared journey towards achieving long-term sustainability.

Key stakeholders are identified as individuals or groups that are significantly affected by, or have a significant impact on, the sustainability performance and business operations of SIA and Scoot. Through regular engagement with these stakeholders, valuable insights are gained to understand their key concerns and expectations.

These insights enable SIA and Scoot to identify the actual and potential impacts of material topics and develop the appropriate responses to integrate into their sustainability practices and strategies. Pertinent feedback is channelled through various committees based on topics, and where required, cascaded to the Management Committee (MC) and the Customer Experience, Technology and Sustainability Committee (CETSC), for consideration in the development of the Group's strategies, frameworks, and policies.

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
Shareholders  As key players that hold a vested financial interest in the SIA Group, shareholder insights will ensure SIA and Scoot remain competitive and are able to maximise returns for sustainable long-term profitability	Regular analyst and media briefings on financial results, Annual General Meetings, investor conferences, and frequent dialogues	• Economic performance and long-term value creation	• Providing timely and accurate disclosures to enable transparent assessment of the SIA Group's business performance and prospects • Participating in dialogues and engagements, including investor conferences, to keep shareholders and the investing community abreast of the latest developments
Employees  Being at the forefront of implementing sustainability practices, employees' active participation is instrumental to SIA and Scoot's sustainability performance	Regular meetings and townhall sessions, annual employee surveys, employee e-learning platforms, and ad hoc engagement sessions	• Workplace health and safety, as well as work environment-related concerns • Career planning and development schemes, as well as available resources • Employee policies, physical and mental well-being, welfare, and activities • SIA and Scoot sustainability initiatives	• Fostering a strong safety culture through initiatives such as the Safety and Security Week and the SIA Group Whistleblowing Policy • Updating and training employees on relevant work-related topics, supporting personal development and career growth through regular talks • Promoting a healthy work environment through regular feedback from processes such as the risk management framework as well as safety policies and procedures • Regular employee engagement efforts to raise awareness of sustainability and cultivate stronger environmental stewardship
Customers  As direct consumers of airline products and services, it is vital to gather customer insights for SIA and Scoot to deliver a travel experience that meets the needs of respective full-service and low-cost passenger segments	Regular engagements through various digital and print communication channels, customer feedback surveys, face-to-face engagements, and focus groups	• Quality and variety of SIA and Scoot's products and services • End-to-end customer journey and experience	• Maintaining open lines of communication with customers to understand their needs and identify opportunities to improve the quality and variety of products and services • Taking in customer feedback to improve service quality and customer satisfaction • Leveraging data analytics to gain deeper insights into customer sentiment and experience

STAKEHOLDER ENGAGEMENT

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
Suppliers and Partners  As key players in the value chain, suppliers' operations and actions can have a significant impact on SIA and Scoot's sustainability performance. It is crucial to foster regular dialogue and collaboration with suppliers and partners to reinforce sustainability practices and commitment throughout the value chain	Regular and ad hoc meetings, site visits with suppliers and partners	• Suppliers' operational practices and financial performance • Suppliers' adherence to SIA's Suppliers' Code of Conduct (SCOC). • Suppliers' sustainability practices while balancing operational concerns	• Maintaining supplier relationships and smooth supply chain operations through regular engagement • Ensure suppliers comply with all laws, regulations, and standards outlined in SIA's SCOC and work with suppliers to implement corrective action plans, where required • Advancing sustainable practices with suppliers, identifying SIA's high-risk critical suppliers, and working with them to address critical ESG areas
Community  Contributing to and investing in the community is a key tenet of SIA and Scoot's CSR efforts. Engaging with communities helps to build a better understanding of how the business can be a force for good, and ensure that corporate actions align with community needs and interests	Regular community engagement through corporate donations, sponsorships, and staff volunteerism	• Contributions and support towards social and environmental causes in local communities, with a focus on education, sports, arts, and the environment • Catalysing the long-term growth of Singapore's aviation industry and building up the next generation of aviation professionals	• Implementing one CSR day per calendar year for all Singapore-based SIA employees and up to eight hours of time-off per month for Singapore-based Scoot office employees to participate in volunteering activities • Monitoring employee participation in volunteering activities, community service projects, and the number of beneficiaries supported • Broaden outreach and impact through programmes under the Singapore Airlines Foundation
Government, Unions, Trade Associations, and Industry Experts  These stakeholders have extensive knowledge on emerging trends, industry standards, and best practices. Their insights and advice are beneficial in offering an external perspective about the evolving sustainability landscape, as well as workforce needs and expectations	Monthly union meetings, annual union management overseas retreats, annual trade association meetings, ongoing briefings, dialogues, and townhall sessions	• Industry collaboration and promotion of sustainable growth • Workforce improvement and upskilling, addressing concerns raised, and positioning SIA and Scoot to meet challenges • Compliance with applicable laws and regulations	• Collaborating closely with the Singapore government, authorities, unions, and trade associations • Integrating relevant outputs of engagement into SIA and Scoot's core standards and policies, working with business units (BUs) to integrate feedback into operational processes and business activities • Participation in platforms such as Star Alliance, IATA, AAPA, Air Transport Action Group, and the Roundtable on Sustainable Biomaterials (RSB)

Please refer to individual chapters for more details on how SIA and Scoot engage with their stakeholders.

MATERIALITY

Materiality assessments are conducted periodically to evaluate the Group's sustainability impacts and understand stakeholder expectations across the value chain. This year, the SIA Group undertook its inaugural double materiality assessment to assess the sustainability topics that matter most to the business. This dual-lens approach considers the impact of airline operations on the environment, society, and stakeholders, alongside the financial impact of sustainability topics on the business. The assessment was conducted Group-wide and endorsed by the MC.

A total of 10 material topics were identified. While this is fewer than the previous year, the Group's broad coverage across the Economic, Environmental, Social, and Governance (EESG) pillars remained consistent. This reflects a more streamlined approach to managing material topics, with consolidation where management approaches overlap. Following the exercise, Building a Future Ready Workforce evolved from an ongoing focus area into a material topic due to heightened strategic relevance and impact.

Beyond the material topics, four topics of ongoing importance were identified. While not presently a top priority for stakeholders, the Group recognises their relevance to the business and continues to share insights into how these topics are managed.

In FY2025/26, the CETSC approved the 10 material topics for reporting, as summarised in the Materiality Matrix.

MATERIALITY ASSESSMENT PROCESS

The Double Materiality Assessment was conducted with reference to the SGX Sustainability Reporting Practice Note 7.6, the GRI Standards 2021, and the IFRS Sustainability Disclosure Standards.

1. Identification

Preliminary sustainability matters were identified through market research, industry trends, regulatory requirements, and leading sustainability practices.

2. Assessment and Ranking

Internal and external stakeholders were asked to assess and rank the financial and impact materiality of each topic identified via an online questionnaire. Internal stakeholders included Senior Management and staff from subsidiaries, while external stakeholders comprised regulators, customers, shareholders, and suppliers.

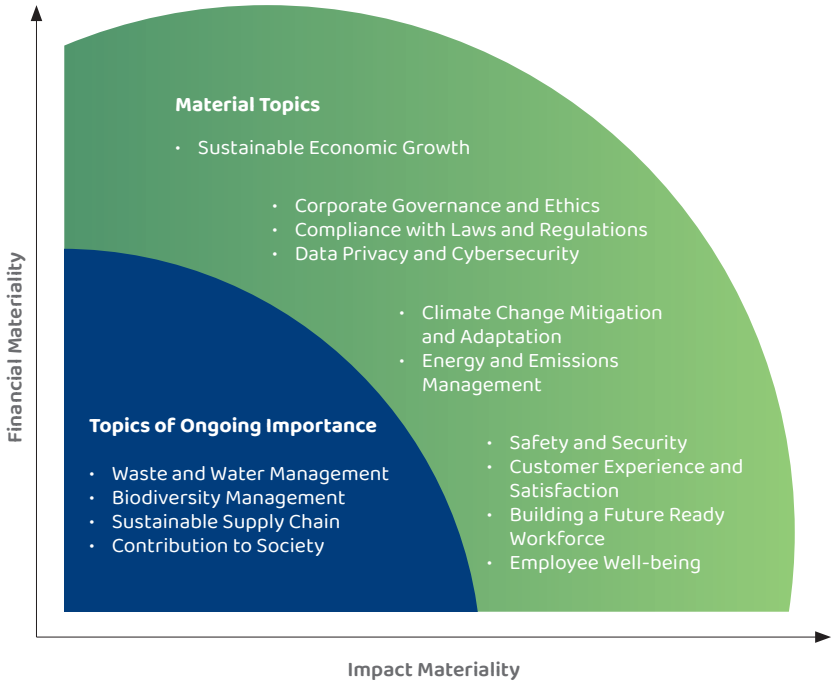
3. Prioritisation and Validation

Topics were prioritised and mapped onto a matrix based on the financial and impact materiality of the topic. The matrix has been presented to the Board and the MC for validation and endorsement.

4. Review

Material topics undergo annual review by the MC and the CETSC to ensure continued relevance and importance to the business.

MATERIALITY MATRIX[10]



[10] Note that topics are not ranked in any particular order

MATERIALITY

Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
Economic			
Sustainable Economic Growth	• Maximise returns for long-term profitability, with the aim of creating sustainable shareholder value	The SIA Group supports the aviation ecosystem by facilitating passenger and air cargo transportation that enables international trade and global economic growth. The Group not only delivers economic value to shareholders, but also creates employment opportunities and contributes back to local communities where the Group operates. At the same time, the aviation industry remains vulnerable to challenges such as supply chain constraints, rising operating costs, and geopolitical instability. These factors may affect the value generated by the Group for shareholders and employees, as well as its broader economic contribution to the aviation sector. A short-term focus on economic gains may also impede longer-term efforts to decarbonise the hard-to-abate, emissions-intensive sector.	8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS
Governance			
Corporate Governance and Ethics	• At least 95% of SIA and Scoot's employees to complete mandatory compliance trainings[11] by the due date, annually • All BUs to submit their updated Divisional, Country, or Company Risk Registers to the Risk Management department to be surfaced to the various risk committees annually for oversight • All Business Continuity Plans for key critical operations in SIA are tested and independently verified by the Risk Management department on an annual basis	Robust corporate governance and risk management practices enable businesses to make informed decisions, building confidence in stakeholders. However, poor management or breaches of corporate governance practices and codes can raise serious concerns regarding business ethics, which impacts the Group's reputation, as well as its ability to attract customers, talents, and business partners.	11 SUSTAINABLE CITIES AND COMMUNITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Compliance with Laws and Regulations		Promoting a fair business environment and implementing appropriate practices and minimum standards for operations help to support the growth of the business. On the other hand, failure to adhere to the applicable laws and regulations could lead to financial and reputational loss to the Group, as well as severe consequences for the industry, economy, and society as a whole, including disruptions to supply chains.	11 SUSTAINABLE CITIES AND COMMUNITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
Data Privacy and Cybersecurity	• Conduct an annual cybersecurity tabletop exercise with Senior Management and relevant stakeholders	Establishing a robust data protection system can prevent identity theft, as well as other fraudulent activities that impact customers, secondary business connections and networks. Failure to uphold stringent data protection standards may result in security vulnerabilities and expose customer data to privacy risks.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

[11] The identified mandatory compliance trainings are risk management, customer data protection, safety, and anti-bribery/anti-corruption.

MATERIALITY

Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
Environment			
Energy and Emissions Management 	• Achieve net zero carbon emissions from operations by 2050 • Use SAF for 5% of total fuel requirements for SIA and Scoot by 2030 • Achieve industry carbon neutral growth based on the CORSIA baseline of 85% of 2019 emissions annually by 2035 • Reduce non-renewable energy consumption in SIA-owned buildings in Singapore by 10% from FY2019/20 levels by FY2029/30 • Obtain Building and Construction Authority (BCA) Green Mark accreditation for all SIA-owned buildings in Singapore by FY2026/27	As a hard-to-abate sector, the aviation industry's reliance on fossil fuels contributes to environmental degradation. Improving energy efficiency in operations will not only reduce overall emissions and support climate change mitigation, but also promote the growth of the green economy. Fleet renewal is currently the most immediate and effective way to reduce the SIA Group's emissions. Other decarbonisation pathways, such as alternative propulsion systems and low-carbon fuels, are still at an early stage of development and require substantial capital investment.	
Climate Change Mitigation and Adaptation 		Efforts to strengthen climate resilience create career opportunities in the green economy, while encouraging the adoption of alternative low-carbon and resource-efficient technologies in the aviation sector. Conversely, inadequate measures to manage the impacts of extreme weather and environmental stresses could lead to operational disruptions and pose health and safety risks to workers and customers.	
Safety			
Safety and Security 	• Conduct an IATA Operational Safety Audit (IOSA) renewal every two years • Conduct a Hazard Identification and Risk Assessment (HIRA) for SIA-owned and Scoot-leased workplaces in Singapore at least once every three years • Conduct two fire evacuation drills in SIA-owned premises in Singapore annually	Robust health, safety, and security standards in the aviation sector can reduce the risk of incidents and maintain stakeholders' confidence. If well managed, the occurrence of and fallout from such incidents are minimised, resulting in greater confidence in flight safety, as well as the airlines' integrity and ability to respond to incidents. If not properly managed, the occurrence of incidents could lead to injuries, loss of lives, and security breaches with widespread repercussions. This would ultimately result in negative perceptions of flight safety and security, and lead to a negative economic impact on the aviation industry.	
Customers			
Customer Experience and Satisfaction 	• SIA and Scoot aim to provide customers a high-quality air travel experience through product and service excellence, and by engaging customers proactively at every touchpoint	Cultivating a positive brand reputation and customer experience can attract more customers, strengthen the relationship customers have with the SIA and Scoot brands, and in turn support business growth and encourage brand loyalty. Conversely, a negative brand reputation or customer experience can result in a loss of trust and confidence in SIA and Scoot.	

MATERIALITY

Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
Employee			
Building a Future Ready Workforce	• At least 25% female SIA employees in senior positions (Vice Presidents and above) by FY2025/26 • At least 25% increase in the number of SIA female pilots, from FY2020/21 levels by FY2025/26 • At least 25% increase in the number of Scoot female employees in senior positions (Directors and above), from 2021 levels by 2025 • At least 25% increase in the number of Scoot female pilots, from 2021 levels by 2025	Building up SIA's workforce by investing in skills and capabilities can support employees in performing in their roles, uphold operational excellence, create opportunities for employee development, and drive innovation within the company and the wider aviation industry. However, neglecting workforce transformation and failing to equip employees with future-oriented skills can limit career growth, reduce the organisation's ability to attract and retain talent, and lower overall employee satisfaction.	
Employee Well-being	• To support employee well-being by providing quality wellness and well-being experiences	Enhanced employee well-being can contribute to increased job satisfaction and productivity, supporting a healthy and engaged workforce. On the other hand, failure to effectively manage employee well-being may result in increased absenteeism, reputational risks, higher turnover and reduced service quality, affecting overall business performance.	

GOVERNANCE

The SIA Group upholds high standards of corporate governance across the organisation to safeguard long-term stakeholder value, ensure prudent use of resources, and support sustainable business growth. These efforts are driven by strong leadership and a disciplined approach to managing risks.

MANAGEMENT APPROACH

Ambition

The SIA Group seeks to maintain high standards of corporate governance, professionalism, and integrity at all levels, underpinned by strong internal controls and risk management systems.

Key Policies, Processes, and Systems[12]

- Anti-bribery/Anti-corruption Policy and Procedures
- Anti-modern Slavery and Human Trafficking Statement
- Code of Conduct
- Conflict of Interest Policy
- Grievance Mechanism
- Risk Management Framework
- SIA Privacy Policy
- Whistleblowing Policy

FY2025/26 in Numbers

98.3%
of SIA and Scoot's employees completed the Anti-bribery/ Anti-corruption training

0
incidents of corruption involving employees or business partners

Targets

Activity	Due	Status
At least 95% of SIA and Scoot's employees to complete mandatory compliance trainings[13] by the due date, annually	Annually	Achieved
All BUs to submit their updated Divisional, Country, or Company Risk Registers to the Risk Management department to be surfaced to the various risk committees annually for oversight	Annually	Achieved
All Business Continuity Plans for key critical operations in SIA are tested and independently verified by the Risk Management department on an annual basis	Annually	Achieved
Conduct an annual cybersecurity tabletop exercise with Senior Management and relevant stakeholders	Annually	Achieved

[12] Please refer to the Corporate Governance Report chapter in the FY2025/26 SIA Annual Report.
[13] The identified mandatory compliance trainings are risk management, customer data protection, safety, and anti-bribery/anti-corruption.

GOVERNANCE

SUSTAINABILITY GOVERNANCE

Board Statement

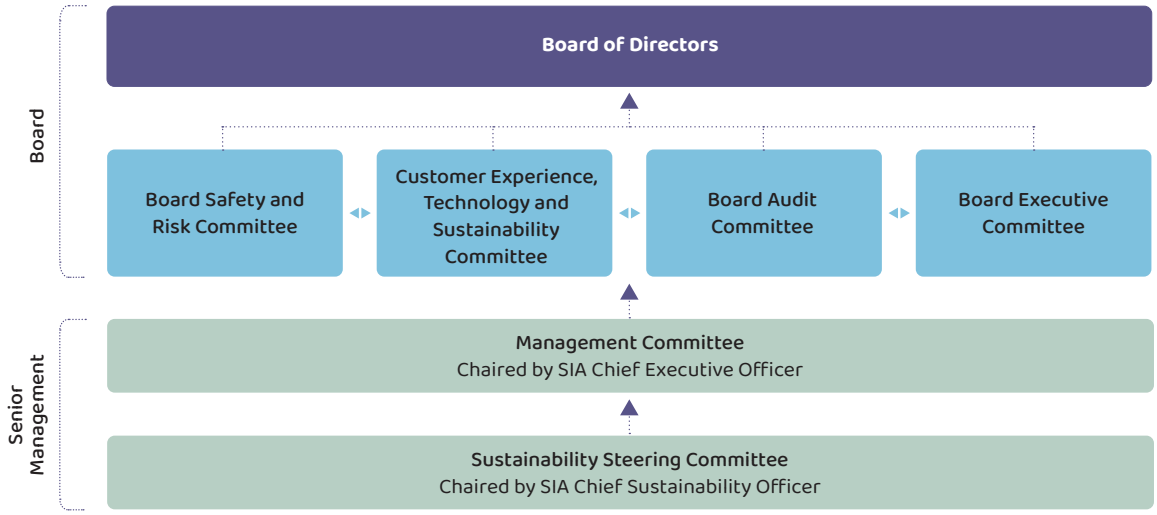
The Board recognises the importance of sustainability. It steers the Management in ensuring that SIA's long-term value creation is achieved with ESG factors as guiding principles at all times. Similarly, under the guidance of the Board, the Management determines and oversees the administration and monitoring of the material ESG factors. Sustainability is an integral part of SIA's business operations and strategy, and will be anchored across all levels of the organisation.

Sustainability Governance Structure and Composition

To achieve its sustainability goals, SIA has established key governance structures and clear lines of accountability to enable it to make effective and meaningful decisions.

Under the guidance of the Board through the CETSC and the MC, SIA's Sustainability Office (SO) manages day-to-day sustainability matters and spearheads the Group's sustainability initiatives and agenda, including the oversight of climate issues.

Sustainability Governance Structure



Board of Directors

Together with the Senior Management, the Board is actively involved in the development of the SIA Group's sustainability strategy, framework, policies, due diligence processes, risk management, as well as setting, reviewing, and monitoring targets for the Group's sustainability and climate goals.

The Board's principal functions include charting the Group's strategic direction and monitoring its performance, as well as guiding management on digitalisation, technology, and innovation. The Board also reviews and approves annual budgets and financial plans, including approving major acquisitions and fundraising exercises, as well as oversees compliance with relevant laws and regulations.

Recognising the importance of sustainability, the Board guides the Management to ensure that the SIA Group's long-term value creation is aligned with ESG factors.

The Board places great importance on maintaining a strong independent element among its members.

As of 31 March 2026, the Board comprises 10 Directors, of which three are designated as non-independent. The remaining seven Directors are independent from the Management and SIA's substantial shareholders. The three non-independent Directors are the Chairman Mr Peter Seah Lim Huat, Mr Goh Choon Phong, SIA's Chief Executive Officer (CEO), and Mr Gautam Banerjee. The Lead Independent Director is Ms Goh Swee Chen.

To ensure that the Board continues to provide the necessary range of perspectives, expertise, and experience to SIA, diversity is a consideration for the selection and nomination of directors. This diversity of views arises from the different backgrounds and individual characteristics of the directors.

On gender diversity, SIA aims to achieve 30% female representation on the Board by 2030, consistent with national targets set by the Council for Board Diversity. SIA has two female Directors, Ms Goh Swee Chen and Ms Jeanette Wong Kai Yuan, resulting in the female representation on SIA's Board of 20%. The Board aims to maintain a minimum of two female Directors, and will continue working on various elements of its diversity to support effective oversight and decision-making.

Please refer to the Corporate Governance Report chapter in the FY2025/26 SIA Annual Report for more information on Board membership.

GOVERNANCE

Evaluation of Board Performance
For FY2025/26, the Nominating Committee (NC) commissioned an evaluation of the Board and its Board committees. The process involved gathering feedback from the Directors via questionnaires. The Directors are able to provide both numerical scorings and qualitative feedback on a variety of topics, including the Board's oversight of the organisation's impact on the economy, environment, and people.

The Chairman and NC reviewed the performance of individual Directors, while the Chairman's performance was assessed by the rest of the Board. Based on the feedback and insights gathered, the board evaluation exercise indicated the effective functioning and performance of the Board and its committees amid a highly competitive and challenging environment. The NC reviewed the board evaluation report and discussed the appropriate actions in response to the evaluation.

Please refer to the Corporate Governance Report chapter in the FY2025/26 SIA Annual Report for more information on Board performance.

Board Committee Roles and Responsibilities
The **Customer Experience, Technology and Sustainability Committee** has overall oversight of the SIA Group's sustainability management across its business, operations, and strategies. Key responsibilities set out in its Terms of Reference include:

- Approving the Board's sustainability statement, material ESG factors, and scope of sustainability and climate reporting;
- Providing advice and guidance on the development of a strategic roadmap for sustainability; and
- Providing advice and guidance on the management of key risks and opportunities for the SIA Group in relation to sustainability and climate change from a strategic angle, so that these can be taken into consideration in the development and prioritisation of business strategies, including the evaluation of trade-offs, if any.

Key sustainability risks are regularly surfaced to CETSC through the Group-wide Annual Risk Management Review Exercise (ARMRE), or as part of the ongoing review of risks under the SIA Group's Risk Management Framework. As required, climate-related opportunities are also surfaced to CETSC and the Board Executive Committee (ExCo) for deliberation as part of business strategy planning.

The **Board Safety and Risk Committee (BSRC)** oversees the SIA Group's risk governance system to ensure that risk management processes are in accordance with best practices, and comply with applicable corporate governance requirements. The BSRC oversees operational and safety risks, and coordinates the distribution of risks to relevant Board Committees for oversight. BSRC also ensures that key risk topics are reviewed on a regular basis, including operational risks arising from climate change.

The **Board Audit Committee (AC)** examines the scope of internal reviews of the sustainability and climate reporting processes, in accordance with Rule 711B of the SGX-ST Listing Manual. This includes regulatory compliance for climate-related financial disclosures. The AC also reviews and approves internal or external assurance reports on key information disclosed in the sustainability report.

The AC reviewed the scope of internal review of sustainability reporting processes in accordance with Rule 711B of the SGX-ST Listing Manual. This year, the review was carried out by SIA's Internal Audit.

The AC reviewed all significant audit findings reported, recommendations made, and Management's responses thereto. SIA's Internal Audit will follow up on all recommendations to ensure Management has implemented the recommendations in a timely manner, and will report the results to the AC.

The **Board Executive Committee's** Terms of Reference includes the setting and reviewing of policies, directions and guidelines on the SIA Group's participation in carbon market measures, to respond to climate-related risks and opportunities.

GOVERNANCE

Frequency of Meetings
SIA Board Committees meet at least once every quarter, and SO will report on developments and reviews of material ESG factors under the respective purview of the Committees. Minutes of these meetings are circulated to all Board Directors after each Board Committee meeting.

For the CETSC, meetings are held quarterly to review key sustainability matters that may impact business strategies and plans. Any changes to Board statements, material ESG factors, and SIA's strategic roadmap are also reviewed and validated during these sessions.

The CETSC updates the Board twice a year on regulatory developments and the progress of key sustainability initiatives. The committee also seeks alignment on material ESG factors and disclosures for sustainability and climate reporting. In addition, the BSRC, AC, and ExCo update the Board quarterly on key developments under their respective purviews, such as risk management and audit findings.

Board Competencies
The SIA Group acknowledges the importance of Board members having sufficient understanding of sustainability and climate issues to effectively discharge their governance duties.

Board members have completed their training on sustainability matters prescribed by SGX-ST and gained relevant knowledge through their external appointments and engagements on other Board Committees.

The Board is further supported by members with relevant experience in sustainability and ESG matters, including Ms Goh Swee Chen, who previously held a directorship at UN Global Compact Network Singapore and currently serves as a Director at Carbon Solutions Platform Pte. Ltd. (also known as GenZero), as well as Mr Yeoh Oon Jin, who currently serves as the Chair of the Governing Council of the SID, and as a Director at SGX.

Please refer to the Corporate Governance Report chapter in the FY2025/26 SIA Annual Report for more information on the Board's responsibilities, composition, diversity, qualifications, and principal commitments of individual Board members, as well as the number of Board Committee meetings held during the financial year.

Management Committee

SIA's CEO, assisted by the MC, makes strategic proposals to the Board and oversees the execution of the Board's decisions, with oversight by the SO. The MC is also responsible for the periodic assessment of the potential and actual impact of SIA's activities on the economy, environment, and people.

Furthermore, the MC, supported by the SO, conducts an annual review of material ESG factors, targets and performance, as well as its initiatives, and oversees the publication of the sustainability report. Periodic updates are provided to the CETSC on significant developments related to sustainability matters.

To lead the SIA Group's sustainability agenda, Senior Vice President Corporate Planning, Ms Lee Wen Fen, was appointed as the Group's first Chief Sustainability Officer (CSO) on 1 January 2023.

Sustainability Steering Committee (SSC)

Chaired by SIA's CSO, the SSC comprises selected SIA Senior Management representatives from key BUs directly involved in sustainability and climate matters, who work together to spearhead sustainability initiatives across the SIA Group. Key responsibilities include:

- Reviewing the performance of material ESG factors, including performance metrics, targets, policies, processes and tracking thereof;
- Developing and reviewing the SIA Group's sustainability and climate targets;
- Monitoring and reporting the progress of sustainability initiatives towards achieving the SIA Group's sustainability and climate targets; and
- Managing climate-related risks and opportunities for climate reporting.

The SSC, through the SO, provides updates to the MC on all sustainability matters. The committee also seeks the CETSC's guidance on the development of the Group's sustainability strategy and roadmaps.

Group Risk and Compliance Management Committee (GRCMC)

GRCMC is chaired by SIA CEO and comprises company heads and key appointment holders overseeing risk management in the respective companies under the SIA Group. GRCMC ensures that risks are effectively surfaced and reviewed, and risk responses are coordinated across the Group.

Sustainability Office

Led by Vice President Sustainability, the SO manages day-to-day sustainability matters at SIA. Its core responsibilities include policy planning and the coordination of Group-wide sustainability efforts, engaging partners and suppliers in these efforts. In addition to its role as the secretariat for the SSC and divisional representatives, the SO ensures comprehensive reporting on sustainability matters to the CETSC on a quarterly basis, as well as to the Board and the MC, where necessary.

Divisional Representatives

A cross-functional team of representatives from various divisions support the SO on sustainability matters. Apart from supporting the annual sustainability reporting exercise, divisional representatives also provide regular updates on sustainability initiatives at the SSC meeting, review climate risks and opportunities, and work with the SO to address ESG gaps for regulatory compliance, among other tasks.

GOVERNANCE

POLICY, COMMITMENT, AND STRATEGY

The SIA Group has a set of corporate policies to ensure that ethical business conduct is applied across the Group's activities and business relationships.

These include the Sustainability Policy, Code of Conduct for employees, SCOC, Anti-bribery/Anti-corruption Policy and Procedures, Whistleblowing Policy, Anti-modern Slavery and Human Trafficking Statement, and Risk Management Framework that are approved at Senior Management level or above.

Corporate policies are adopted across the Group based on operational needs, with respective BUs responsible for upholding policy commitments in their day-to-day job functions to ensure compliance with responsible business conduct.

The precautionary approach as outlined in Principle 15 of the UN Rio Declaration on Environment and Development[14] is also actively applied across our operations. This involves taking proactive steps to avert or reduce any adverse effects on society and the environment from business activities.

More information on these corporate policies are found publicly available on SIA's corporate website[15].

Please refer to the individual chapters and the management of material topics for more details on how policy commitments are embedded throughout SIA and Scoot's business activities and operations.

COMPLIANCE WITH LAWS AND REGULATIONS

The SIA Group strives to conduct its business in a manner that is just and responsible to society and the environment.

SIA and Scoot commit to integrity, transparency, and honesty by adhering to all applicable social and environmental laws and regulations in all the countries in which they operate. To foster trust and better relationships with their stakeholders, SIA and Scoot have established various policies, procedures, and systems with operational guidelines and processes to ensure transparent, ethical, and compliant business practices. Some of these policies, commitments, and whistleblowing channels are disseminated to relevant stakeholders, and are accessible via SIA's *corporate website*.

The Group expects the highest standards of integrity from its employees, partners, suppliers, contractors, and agents.

Employees are responsible for implementing responsible business commitments in their day-to-day responsibilities, and this process is reviewed through the annual Control Self-Assessment exercise. Employees are also required to complete relevant compliance trainings where necessary.

Furthermore, respective reporting and communications channels are established to encourage internal and external stakeholders to share suggestions or report guideline or regulatory breaches.

Please refer to the relevant sections in this report for more details on the Group's specific corporate governance policies, environmental management systems, and SCOC.

In FY2025/26, the Autorité de Contrôle des Nuisances Aéroportuaires imposed administrative fines amounting to $528,505 for 12 flights that operated between 0000hrs to 0459hrs in the period from September 2023 to February 2025 at Paris Charles De Gaulle Airport (CDG). These flights had departed CDG with a delay due to various reasons, which include the late arrival of the inbound flights from Singapore as well as air traffic control restrictions. Other than these, there were no significant fines or non-monetary sanctions[16] for non-compliance with environmental, health and safety laws, and regulations.

[14] Principle 15 of the UN Rio Declaration on Environment and Development states: "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation".
[15] Code of Conduct for employees is not publicly available due to confidentiality reasons.
[16] Non-monetary sanctions refer to stop-work orders enforced by external regulators.

GOVERNANCE

ANTI-BRIBERY/ANTI-CORRUPTION

The SIA Group has a zero-tolerance stance on bribery and corruption, and collaborates closely with its stakeholders across the value chain to drive anti-corruption efforts.

The Group has established the Anti-bribery/Anti-corruption Policy and Procedures, which were reviewed and further refined in FY2024/25. A review of the policy and procedures is conducted every three years to ensure relevance with key legislative changes to anti-bribery and anti-corruption laws in Singapore and in other countries where the Group operates. The SIA Group Anti-bribery/Anti-corruption Statement is available on SIA's corporate website.

Significant updates, cases, and developments relating to anti-bribery and anti-corruption issues will be raised to the GRCMC and the MC.

All employees and directors of the SIA Group and its subsidiaries are expected to comply with the Group's Anti-bribery/Anti-corruption Policy and Procedures. All suppliers, business partners and contractors are also expected to comply with the applicable anti-bribery and anti-corruption laws as part of their contracts. In FY2025/26, 83 BUs were involved in the assessment for risks related to bribery or corruption and no significant risks were identified.

All employees undergo a mandatory anti-bribery/anti-corruption web-based training annually, and are assessed on their knowledge and understanding at the end of the course. In FY2025/26, 16 (100%) of the Group's governance body members, comprising SIA's MC, successfully completed the anti-bribery/anti-corruption training. Similarly, 8,983 out of 9,134 employees (98.3%) from SIA and Scoot, who were required to undergo the training, also completed it successfully.

As outlined in the Memorandum on the Directors' Duties and Liabilities, each Board Director has the fiduciary duty to act in good faith in SIA's interests, to act for a proper purpose and to avoid conflicts of interest. First-time directors are also required to take the external training conducted by the SID on corporate governance responsibilities.

In FY2025/26, there were no confirmed incidents of corruption involving SIA and Scoot's employees, or with business partners.

ANTI-MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT

The SIA Group does not condone any form of slavery and human trafficking, and is committed to combating these risks across its value chain. Suppliers are required to comply with standards set out in the SCOC. Those found to be in breach risk having their supplier contracts terminated.

As a key player in the international transport market, the Group recognises that it has a responsibility to address human trafficking risks. The SIA Group works closely with governments, national law enforcement agencies, and airports in the countries and territories where it operates to ensure that all suspected trafficking on its flights are reported and dealt with appropriately.

As a member of IATA, SIA supported the "Resolution Against Trafficking in Persons" that was passed at the 74th IATA Annual General Meeting in June 2018, which denounced human trafficking and reaffirmed airlines' commitment to the sharing of best practices, employee training, and reporting, all of which are fundamental actions in the fight against human trafficking.

The Anti-modern Slavery and Human Trafficking Statement, established in accordance with the Australian Modern Slavery Act 2018 and the UK Modern Slavery Act 2015, is reviewed annually to ensure compliance with the requirements of these anti-modern slavery laws. It was last updated in September 2025 and is available on SIA's corporate website.

CODE OF CONDUCT

All employees must comply with employee regulations, covering areas such as anti-bribery/anti-corruption, competition laws, personal conduct, discipline, non-discrimination, personal data protection, and cybersecurity. SIA and Scoot have zero tolerance for any incidents of discrimination and harassment. Employee regulations are published on SIA's corporate intranet and Scoot's internal communication platform and appended to all letters of offer to new hires. Employees are expected to read and acknowledge the contents during their onboarding process.

SIA and Scoot have an established disciplinary inquiry process to handle cases in the event an employee violates the employee regulations, and such proceedings are documented. Employee regulations are also reviewed periodically by the Human Resources Division and Legal department to ensure their continued relevance. Changes are updated and shared with all employees on the corporate intranet for compliance.

Employees are encouraged to raise concerns or grievances via the channels specified earlier. SIA and Scoot's employment practices take into consideration labour policies relating to child labour, forced or compulsory labour, and employment rights, to ensure compliance with local regulations, applicable labour laws, and industry best practices.

CONFLICT OF INTEREST

SIA and Scoot mandate immediate reporting of actual or potential conflict-of-interest situations. SIA's Conflict of Interest Policy also requires all employees to make a declaration of all actual and potential conflicts of interest to the Human Resources Division annually.

Please refer to the Corporate Governance Report chapter (Board's Conduct of Affairs) and the Additional Information on Directors Seeking Re-election sections in the FY2025/26 Annual Report for more information.

GOVERNANCE

DATA PRIVACY AND CYBERSECURITY

The SIA Group recognises the importance of safeguarding the privacy of data collected from stakeholders.

The SIA Group is committed to safeguarding the personal data of its customers and complies with the requirements under the applicable data protection laws, including the Personal Data Protection Act of Singapore. The SIA Group recognises the importance of customer privacy and has implemented robust measures to protect the personal data entrusted to SIA, and ensures that customer data is handled in accordance with the applicable data protection principles. SIA continually invests in improving its cybersecurity posture to minimise the risk of cyber incidents.

SIA and Scoot are members of the Aviation Information Sharing and Analysis Center and collaborate with industry partners to share threat intelligence and implement best practices. This partnership enhances our ability to prevent, detect, and respond to cyber risks in the aviation sector.

SIA and Scoot have in place a Cyber Incident Response Team, which comprises members from various BUs, including Customer Contact Services, Information Security, Legal, and Public Affairs, to provide a holistic and coordinated response to cyber threats and data incidents. This team spearheads the SIA Group's response to such incidents and works closely with external vendors and internal stakeholders to resolve the incidents expeditiously. Significant incidents are escalated to the Senior Management for guidance.

Policies, guidelines, and processes are regularly updated to address new cyber risks and to comply with regulatory guidance, global privacy law changes, and feedback from customers and employees. These updates include conducting privacy impact assessments where required, having in place appropriate data protection terms in agreements with external parties, and implementing stringent technical and organisational measures for the protection and security of personal data. Additionally, SIA and Scoot require all suppliers to adopt stringent security measures to ensure the protection of SIA and Scoot's data.

More information on how SIA handles personal data can be found on the SIA Privacy Policy webpage.

SIA also conducts training and provides regular updates to its BUs and overseas stations on privacy and regulatory developments, where appropriate.

To enhance their cybersecurity and privacy awareness, all SIA and Scoot employees are required to complete the Information Security Awareness Programme and Customer Data Protection Programme through SIA's e-learning platform, SKIES, and Scoot's e-learning platform, Workday. The completion rates are tracked regularly and reported to the GRCMC and BSRC. The programmes emphasise individual responsibility for information security, including the obligation to report suspicious activities promptly for investigation. Employees receive monthly information security advisories and undergo regular phishing tests to ensure they are aware of the latest threats.

SIA and Scoot periodically conduct the Cyber Security Maturity Assessment to validate its cybersecurity posture against industry standards and best practices. SIA also conducts annual cybersecurity tabletop exercises with Senior Management and relevant BUs, such as Information Security, Legal, and Public Affairs. An external training partner is typically engaged to plan hypothetical case scenarios involving cyber or data incidents to test the team's preparedness, handling and responses to incidents.

GOVERNANCE

Any feedback obtained during the cybersecurity assessments, tabletop exercises, or cyber incidents affecting other organisations will be used as inputs to identify potential gaps or areas that SIA should look into to improve its overall cybersecurity posture.

The Board, through the BSRC, oversees cybersecurity and reviews cyber risks and mitigations. This is a fixed agenda item in all quarterly BSRC sessions. The CEO and the MC are updated regularly on cybersecurity, and provide guidance on cybersecurity strategy, posture, and initiatives.

In FY2025/26, SIA had zero substantiated complaints made to regulatory authorities for customer privacy breaches and had no cases concerning loss of customer data.

In FY2025/26, Scoot had zero cases concerning the loss of customer data and one substantiated complaint received from an outside party concerning a breach of customer privacy. Scoot identified and resolved the data incident caused by defective coding, which was fully patched promptly after the complaint.

The issue affected group bookings of more than 10 passengers and, in certain web check-in scenarios, may have briefly exposed certain passenger information within the same booking between 48 and 1.5 hours before departure. Scoot activated its incident response procedures, rectified the issue, and notified Singapore's Personal Data Protection Commission. Thus far, there is no evidence of any loss of customer data due to this incident. Additional safeguards have been implemented to prevent recurrence.

GRIEVANCE MECHANISMS

SIA and Scoot are committed to addressing employee grievances expeditiously. The grievance handling process for employees is covered in the Code of Conduct. Employees can raise grievances with their department, division head, or with the Senior Vice President Human Resources. Union members may also inform their union representative to assist in the resolution process. Confidentiality is paramount in the grievance proceedings, and the Group ensures that there are internal processes with independent investigations and follow-ups to reported incidents.

SIA and Scoot will continue to keep abreast of updates to local regulations, applicable labour laws and industry practices, in close consultation with the relevant agencies and unions (who represent its employees), in the review of the grievance handling process.

POLITICAL CONTRIBUTIONS

As Singapore's national carrier, SIA works closely with the government, policymakers, and regulators to help shape effective and comprehensive policies and regulations. SIA also advocates to stakeholders indirectly through its participation in industry and trade associations, and coalitions such as the AAPA, IATA, and Star Alliance.

SIA and Scoot do not contribute towards political campaigns, political organisations, lobbyists or lobbying organisations, or other tax-exempt groups, for the purpose of obtaining, retaining, or directing business to the Group. In FY2025/26, SIA and Scoot did not make any political contributions. However, membership fees amounting to approximately $743,000 were paid to trade associations like AAPA and IATA.

RISK MANAGEMENT

The SIA Group's ability to identify and manage risks, while capitalising on potential opportunities, allows it to remain agile and make informed decisions to achieve its strategic objectives.

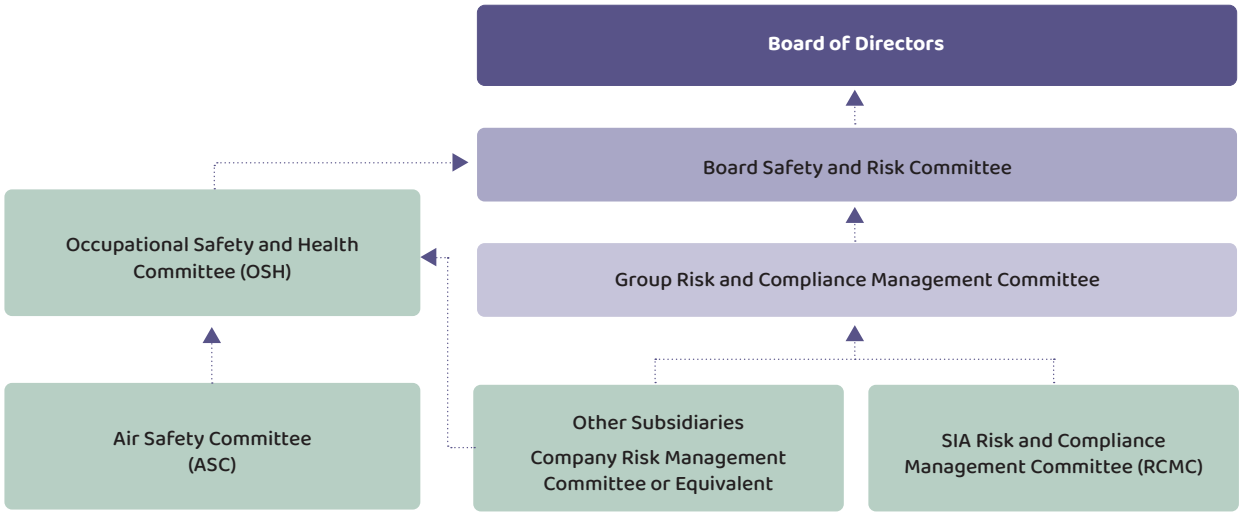
The dynamic nature of the commercial aviation business requires risks to be effectively managed to ensure the resilience and growth of the business. The SIA Group has a formalised Risk Management Framework that comprises a governance and reporting structure, risk assessment process, as well as a set of risk management principles, policies, and guidelines on Enterprise Risk Management (ERM), Business Continuity Management, and Third-party Risk Management.

Regular activities involving all levels of employees and the SIA Board complement this framework, ensuring that adequate risk controls are in place. These are regularly reviewed and tested to validate their effectiveness and relevance throughout the year.

Business Continuity Plans (BCPs) undergo regular testing and independent verification to assess employee readiness in handling disruption scenarios in key operational functions. The Risk Management (RM) department facilitates collaboration across different functions within the SIA Group, including joint reviews of risks and integrated tests of BCPs for risk events that have an extensive and cross-functional impact.

GOVERNANCE

Group Risk Governance and Reporting Structure



More information on SIA's Risk Management Framework, Board of Directors, Board Committees, Risk Management Committee, and Risk Management Functions can be found on SIA's corporate website.

Risk Appetite

To effectively manage risk across the organisation, the SIA Group makes informed decisions guided by Risk Appetite Statements presented in SIA's Annual Report to protect the interests of customers, investors, employees, and other stakeholders.

Please refer to the Statement on Risk Management chapter in the FY2025/26 SIA Annual Report for more information on Risk Appetite and Risk Management.

RISK MANAGEMENT PROCESS

The SIA Group Risk Management Framework comprises year-round activities led by the Risk Management department to identify and assess new and emerging risks, evaluate existing risks, and review the effectiveness of associated controls on an ongoing basis.

All BUs participate in the Group-wide ARMRE, which is a comprehensive review that includes bottom-up and top-down reviews of risks and controls through the reporting structure before it surfaces to the SIA Board and Senior Management. The outcomes of the reviews by the Board and the Senior Management are shared with the relevant BUs to ensure alignment on the assessment of key risk areas.

Risk Terminology

The SIA Group's top risks are broadly classified into 'Strategic' and 'Non-strategic' risk categories, with sub-categories under each of these to highlight key risk areas for the Group.

Through ARMRE, sustainability and climate-related risks that impact the Group's business strategy and require strategic interventions in the longer-term are generally reviewed and captured as 'Strategic' risks.

'Non-strategic' risks related to the impact of climate change on day-to-day operations are assessed over a shorter 12-month time horizon.

Risk Assessment and Prioritisation

To ensure the consistency of risk assessments conducted by BUs, a comprehensive guide and a Risk Assessment Matrix that considers key indicators, such as those related to operational, financial and reputational impact, have been developed.

Identified risks are graded and prioritised so that resources can be effectively allocated to manage them. Key risks are also surfaced by the RM department for more in-depth review by Senior Management and the Board through regular risk review presentations to the various risk committees to ensure continuous oversight.

GOVERNANCE

Climate risk assessment follows a five-step process that is aligned with the ERM adopted by the SIA Group:

This entails identifying climate-related risks in business functions and evaluating the probability and consequence of these risks, based on factors such as frequency of occurrence, as well as financial and operational impact.

BUs are provided with further guidance on climate-related risks to enable them to conduct more detailed risk assessments, and prioritise risk treatment measures.

In FY2025/26, the Group's Risk and Control Assessment Guidelines were updated to include guidance to BUs on different categories of climate-related risks and the financial materiality thresholds for assessing financial impact to business functions.

An overall residual risk rating is determined for each climate risk, taking into consideration existing or planned risk mitigation and adaptation measures, and ultimately plotted on a risk matrix which categorises the risks into Low, Medium, or High.

Risk Monitoring

SIA's BSRC, supported by the SIA GRCMC, ensures that key risks are surfaced and reviewed, and that risk responses across the Group are coordinated. The BSRC in turn reports the outcome of the risk review discussions to the SIA Board and coordinates the distribution of relevant risks to the respective Board Committees for further review and oversight.

Correspondingly, Company Risk Committees ensure that risks are surfaced by their various business divisions for review by the GRCMC and BSRC. The Risk Management Framework is continually reviewed to ensure that the Group's risk governance and risk management practices remain effective.

At the end of each financial year, SIA's CEO provides assurances to the SIA Board through the BSRC to confirm that the Group's risk management system and internal controls are adequate and effective in addressing risks that the Group considers relevant and material to its operations. These are based on written assurances given by the respective Divisional, Regional, and Subsidiary heads.

Risk Awareness

The SIA Group encourages a risk-aware culture, where risks are proactively reviewed and managed. This is achieved through targeted communications and employee engagement activities. For example, the Risk Management department collaborates with the SO to engage relevant BUs in building up their competencies in assessing climate-related risks.

WHISTLEBLOWING POLICY

The SIA Group maintains confidential channels to facilitate anonymous reports of potential improprieties by internal and external stakeholders without fear of reprisal. The Whistleblowing Policy is communicated to employees via its corporate intranet, staff regulations, and a mandatory annual online course.

Under this framework, all employees, including Management, are responsible for reporting any suspected wrongdoing. External stakeholders may report suspected wrongdoing affecting the SIA Group through the channels listed on SIA's corporate website.

A third-party manages the whistleblowing platform. Reports received within the agreed scope (employee fraud, external fraud, employee conduct, business conduct) are forwarded to SIA's Internal Audit for independent review and investigation. The AC reviews all reports and investigation outcomes quarterly. Any significant outcomes and control improvements from the review may be incorporated into operational policies and procedures.

The AC also regularly reviews the whistleblowing programme's adequacy against the SGX whistleblowing mandate in 2021. The Whistleblowing Policy is reviewed once every three years or following a significant regulatory change. In FY2025/26, the AC commissioned an external legal counsel to review the Whistleblowing Policy and engaged a consultancy firm to benchmark SIA's internal whistleblowing investigation process against industry best practices.

ENVIRONMENT

The SIA Group is committed to pursuing environmental sustainability and responsible operations across its value chain. To accelerate progress, the Group works with like-minded partners on innovative and practical solutions that can decarbonise its operations as well as mitigate other environmental impacts.

MANAGEMENT APPROACH

Ambition

The SIA Group supports the aviation industry's climate goals and is working towards achieving net zero carbon emissions from its operations by 2050.

Key Policies, Processes, and Systems

- Adopted IATA's Climate Targets and Four-pillar Strategy
- Certified under ISO 14001:2015 Environmental Management System for SIA's Engineering and Flight Operations divisions

FY2025/26 in Numbers

17.8
million tCO_2e
of Scope 1 GHG emissions for SIA and Scoot's flight operations

118,332
tCO_2e
avoided through SIA and Scoot's fuel reduction initiatives for aircraft operations

3,902
LTK/tonne
overall fuel productivity across SIA and Scoot's flight operations

29,245
MWh
of total energy consumed across the SIA Group's buildings and leased premises

5,494
MWh
of renewable energy consumed for SIA-owned buildings in Singapore

119
kWh/m^2
electricity intensity across the SIA Group's buildings and leased premises

Targets

Targets	Due	Status
Carbon		
Achieve net zero carbon emissions from operations by 2050	2050	In progress
Achieve industry carbon neutral growth based on ICAO's CORSIA baseline of 85% of 2019 emissions[17] annually	2035	In progress
Have new-generation aircraft make up around 90% of the Group's fleet	2030	In progress
Energy		
Use SAF for 5% of total fuel requirements for SIA and Scoot	2030	In progress
Reduce non-renewable energy consumption in SIA-owned buildings in Singapore by 10% from FY2019/20 levels[18]	FY2029/30	Achieved
Obtain BCA Green Mark accreditation for all SIA-owned buildings in Singapore	FY2026/27	In progress
Meet SIA Supplies Centre's (SSC) energy demand with 100% renewable energy	FY2025/26	Achieved[19]
Meet at least 50% of SSC's energy demand through self-generated solar energy	FY2025/26	Not achieved[20]
Water		
Reduce potable water consumption in SIA-owned buildings by 10% from FY2019/20 levels	FY2029/30	Achieved

[17] IATA (June 2026), CORSIA Fact sheet.
[18] This target has been re-scoped to realistically address the non-renewable energy consumption of SIA-owned buildings in Singapore, rather than their total energy consumption. This includes Airline House (ALH), SIA Training Centre (STC), SIA Supplies Centre (SSC), and SIA Business Office (SBO), formerly known as TechSQ.
[19] 100% of SSC's energy demand was met through a combination of on-site renewable energy and renewable energy certificates (REC).
[20] Due to the mismatch between SSC's solar energy generation profile and its energy load profile, only 46% of its energy demand was met through self-generated solar energy. To address this, SIA will explore ways to shift SSC's flexible energy load to periods with excess solar generation as well as to reduce its overall energy consumption.

CLIMATE ACTION

SIA and Scoot are dedicated to their long-term responsibility of protecting the environment while providing air transportation services of the highest quality. As part of this commitment, both airlines pledge to implement sustainable practices across their operations, and will continue to explore opportunities for improvements. These include further reducing their carbon footprint, maximising resource conservation, and promoting eco-friendly habits and environmental awareness among the SIA Group's stakeholders.

THE SIA GROUP'S NET ZERO AMBITION

The SIA Group has pledged to achieve net zero carbon emissions from its operations by 2050[21], comprising Scope 1 and 2 emissions under its operational control.

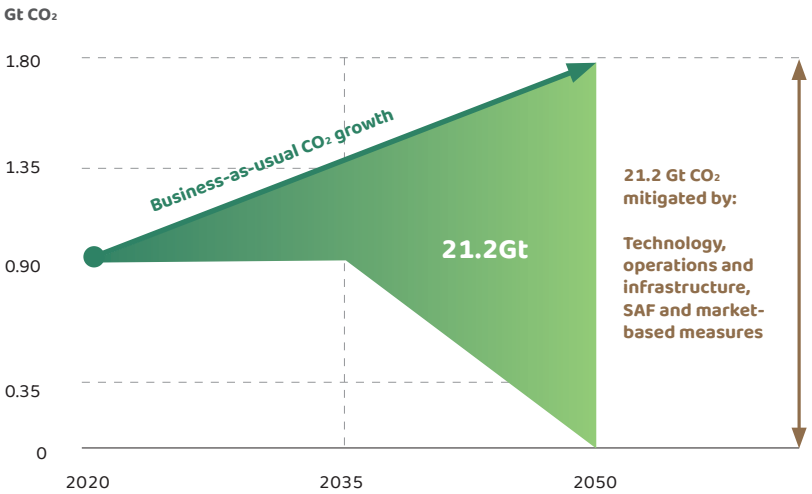
This ambition is aligned with ICAO's long-term aspirational goal of net zero carbon emissions from international aviation by 2050, as well as IATA's industry commitment to Fly Net Zero by 2050.

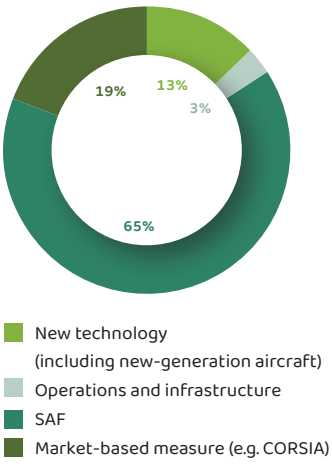
Aviation is widely recognised as a hard-to-abate sector with limited decarbonisation levers given available technologies in the market today. As such, achieving net zero by 2050 will require a multi-pronged approach.

The SIA Group is aligned with the IATA Four-Pillar Strategy of leveraging different decarbonisation levers to reduce carbon emissions across the aviation sector. Based on IATA's net zero pathway for the industry, aviation emissions are expected to be abated through four key levers - investing in new-generation aircraft (13%), enhancing operational efficiencies (3%), adopting SAF (65%), and sourcing for high-quality carbon offsets to address residual emissions (19%).

IATA's Net Zero Trajectory and Four-Pillar Strategy

Net Zero: Aviation carbon emissions to be abated by 2050





[21] This long-term aspirational goal for the SIA Group is aligned with industry-wide commitment to decarbonise. As a hard-to-abate sector, industry challenges such as the availability of new aircraft technology and alternative lower carbon aviation fuels, limit the ways an airline can decarbonise effectively in the short to medium term. Hence, setting an interim gross emissions reduction target and obtaining third party validation of net zero pathway are currently not feasible. The Group continues to track the progress of its decarbonisation initiatives, with its Scope 1 emissions externally verified.

CLIMATE ACTION

Advancing new technology through new-generation aircraft
Operating a modern, fuel-efficient fleet is currently one of the most effective ways for airlines to reduce emissions at source. Today, 78% of the SIA Group's operating fleet comprise new-generation aircraft. By 2030, new-generation aircraft are expected to make up around 90% of the Group's fleet.

Improving operational efficiencies and enhancing infrastructure
SIA and Scoot continuously pursue operational efficiencies across their engineering, flight, and ground operations to achieve fuel productivity and energy savings through digital insights, advanced technologies and strategic partnerships.

Deployment of SAF
The SIA Group collaborates with aviation ecosystem partners to support the scale-up and adoption of SAF across its network. SIA and Scoot strive to utilise SAF for 5% of their total fuel requirements by 2030, subject to global developments on the availability and adoption of SAF.

Promoting a single global market-based measure (MBM) to plug the emissions gap
The SIA Group supports CORSIA as the single global MBM for the industry to achieve carbon-neutral growth. This involves offsetting residual carbon emissions that cannot yet be eliminated through current technological advancements, operational improvements, or the use of SAF.

PROGRESS TRACKING ON EMISSIONS AND ENVIRONMENTAL PERFORMANCE

IATA Track Zero and IATA CO2 Connect

IATA has launched TrackZero and IATA CO2 Connect as a way for airlines to contribute data to help track the airline industry's progress towards net zero carbon emissions by 2050, and to provide customers with more accurate and transparent emissions calculations. Since 2024, SIA and Scoot have been contributing respective data from calendar year 2023 onwards to improve the robustness of IATA's databases.

Climate-related Metrics and Targets

The SIA Group also monitors its environmental performance through relevant metrics and targets, aligned to the GRI Standards, the GHG Protocol Corporate Accounting and Reporting Standard, and IFRS Sustainability Disclosure Standards.

Key performance metrics have been consistently and progressively disclosed over the years to track progress against climate and environment targets. These include:

- Fuel consumption and productivity – including volume of SAF uptake
- Fuel and energy savings
- GHG emissions (Scope 1, 2, and 3)
- GHG emissions intensity (Scope 1 and 2)
- Scope 1 and 2 GHG emissions avoided from fuel and energy reduction initiatives
- Water withdrawal and intensity for buildings and offices
- Waste generated and diverted from disposal for ground and flight operations
- Capital deployment towards climate-related risks and opportunities

In FY2025/26, SIA has also disclosed additional industry-based metrics from the IFRS S2 industry-based guidance for airlines, and air freight and logistics. Further information on where these metrics are located is available in the IFRS S1 and S2 content index of the Appendix chapter.

The Group is also reviewing the relevancy and application of internal carbon pricing to better inform business decision-making and accelerate emissions reduction efforts such as low-carbon investment. External carbon pricing indicators are currently referenced as a proxy to estimate CORSIA compliance costs.

CLIMATE ACTION

EMISSIONS MANAGEMENT

PILLAR 1: ADVANCING NEW TECHNOLOGY

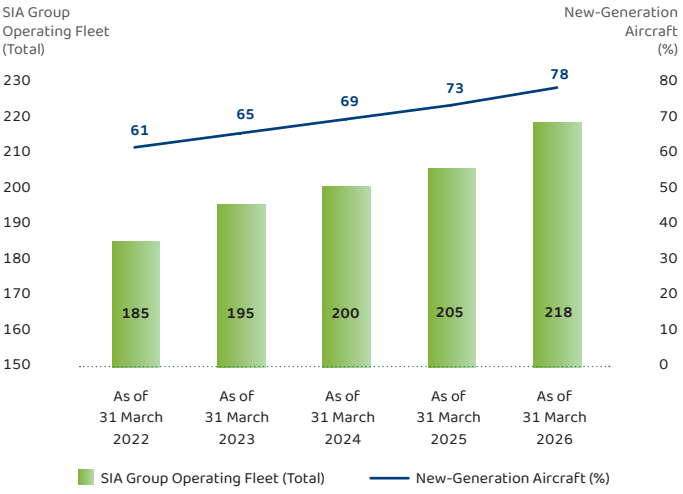
Investing in Modern and Fuel-efficient Aircraft

Operating a modern fleet of new-generation aircraft is one of the most effective ways for an airline to significantly reduce its emissions. The SIA Group has continued to invest in fuel-efficient aircraft, such as the A350-900 and 787 variants, which are up to 25% more fuel efficient than the older generation passenger aircraft that they replace on similar missions. This has improved fuel efficiency while mitigating Scope 1 GHG emissions.

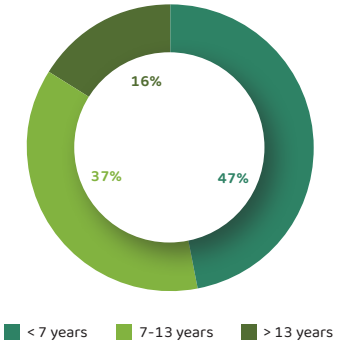
Average Fleet Age (years)

Type of Operating Fleet	As of 31 March				
	2022	2023	2024	2025	2026
SIA (passenger aircraft)	5.6	6.3	6.7	7.3	**7.8**
SIA (freighter aircraft)	18.3	19.3	20.3	21.3	**22.3**
Scoot	6.1	6.7	7.1	6.9	**5.8**
SIA Group	6.3	6.8	7.3	7.7	**7.8**

SIA Group Operating Fleet



Percentage of the SIA Group's Operating Fleet by Age Group as of 31 March 2026



In FY2025/26, the Group added 22 new-generation aircraft[22] and retired nine older aircraft from its operating fleet. This includes the retirement of all SIA 737-800NG aircraft, which have been replaced with the more fuel efficient, newer-generation Boeing 737-8s. Overall, the percentage of new-generation aircraft in the Group's operating fleet rose to 78% at the end of FY2025/26, up from 61% at the end of FY2021/22.

As of 31 March 2026, the Group also has 60 aircraft on order[23]. This includes the 777-9 wide-body aircraft and A350F freighter as part of its long-term fleet renewal strategy. The A350F, a new-generation freighter, is projected to consume up to 40% less fuel than the current 747-400F fleet, and is expected to reduce carbon emissions by around 400,000 tonnes on aggregate annually.

In FY2025/26, approximately $2.7 billion was invested in new aircraft and fleet upgrades[24]. The Group is projected to invest more than $15 billion in capital expenditure for aircraft, and related capitalised maintenance and overhaul costs over the next five years from FY2026/27[25].

[22] SIA added five 737-8 and two 787-10 aircraft to its operating fleet, while Scoot added five A320neo, three A321neo, two 787-8, one 787-9, and four E190-E2 aircraft to its operating fleet.
[23] Scoot has exercised six more options in May 2026, increasing the Group's firm order count from 60 to 66.
[24] Please refer to the FY2025/26 Financial Statements Note 20 (Property, Plant and Equipment) on capital expenditure recorded for aircraft and aircraft spares in the financial year.
[25] Please refer to the SIA Group Analyst/Media Briefing Presentation FY2025/26 Results for projected Group capital expenditure.

CLIMATE ACTION

PILLAR 2: IMPROVING THE EFFICIENCY OF AIRCRAFT OPERATIONS AND ENHANCING INFRASTRUCTURE

SIA and Scoot leverage technology to identify and implement fuel efficiency solutions across their engineering and flight operations. Optimising air routes through efficient air traffic management is also key to helping the airlines reduce fuel use and GHG emissions.

Fuel Reduction Initiatives

In FY2025/26, SIA and Scoot's fuel reduction initiatives[26] achieved the following fuel and emissions savings:

Category	Fuel Reduction Initiatives	Estimated Fuel Saving (tonnes)	Estimated Scope 1 GHG Emissions Avoided (tCO_2e)
Engineering Operations	Reducing reliance on Aircraft Auxiliary Power Units (APUs)	3,289	10,393
	Tailored Water Uplift	3,915	12,371
	Removal of Economy Class in-flight entertainment (IFE) handsets	18	56
	Weight reduction initiatives for passenger seats	353	1,117
	Removal of physical operational manuals on board	60	190
	Aircraft Performance Deterioration Tail Assignment	427	1,348
	New engine installation on the A350-900 ultra-long range (ULR) fleet	207	656
	Installation of Trent XWB-84EP on the A350-900ULR fleet	520	1,642
Flight Operations	Opticlimb	13,599	42,972
	Reduced Flap Take-off	4,619	14,596
	Reduced Engine Taxi-in	625	1,975
	Reduced Engine Taxi-out	131	412
	Statistical Contingency Fuel	4,521	14,286
	Landing Gear Altitude	1,294	4,089
	Reduced Flap Landing	1,437	4,541
	Idle Reverse Thrust	640	2,022
Air Traffic Management	Arrival Sequencing into Singapore	744	2,351
	Continuous Descent Operations into Singapore	135	427
	Singapore Flexi Airspace	891	2,816
	Cost Index Adjustment	23	73
	Total:	**37,447**	**118,332**

Note: Fuel savings and emissions avoided for weight reduction initiatives for passenger seats, Opticlimb, and Reduced Engine Taxi-in are contributed by both SIA and Scoot operations. The fuel savings and emissions avoided from Reduced Engine Taxi-out are for Scoot operations only, while those for all other initiatives are for SIA operations only.

Engineering Operations

SIA's Engineering Division has implemented a range of initiatives to minimise its carbon footprint.

Reducing Reliance on Aircraft APUs
Minimising the use of aircraft APUs during ground turnaround times helps avoid unnecessary fuel consumption. To support this effort, SIA deploys external mobile ground power units to reduce APU usage, and works with SIAEC to monitor APU activity through automated alerts. APU usage is currently tracked across the A350-900, A380, 777-300ER, 787-10, and 737-8 fleets.

Tailored Water Uplift
SIA tailors the amount of water uplifted on flights flown by its A350-900 and 787-10 fleets to reduce the overall aircraft weight and improve fuel efficiency. An ongoing digital project aims to further optimise this process by factoring in actual flight loads for more accurate water refilling.

Weight Reduction Initiatives
SIA and Scoot have implemented various weight-saving measures to enhance operational efficiency and lower fuel burn. These include:

- Installing lighter seats in all newly delivered A320neo and A321neo aircraft in Scoot's fleet, resulting in an estimated weight reduction of 163kg and 210kg respectively per aircraft;

[26] Fuel savings and Scope 1 GHG emissions avoided are calculated for the reporting year only. These figures are compared against a hypothetical baseline scenario in which the initiative was not implemented for that year.

CLIMATE ACTION

- Modifying seats to improve features while reducing the weight per seat, resulting in a weight reduction of 108kg per aircraft in SIA's A350-900 fleet;
- Removing Economy Class IFE handsets from SIA's A350-900 fleet, resulting in a weight reduction of 9kg per aircraft;
- Removing physical operational manuals on board SIA aircraft, reducing weight by up to 6kg per aircraft.

Other Initiatives

- Utilising Aircraft Performance Deterioration Tail Assignment to allocate more efficient aircraft to longer flights and less efficient aircraft to shorter flights, resulting in net fuel savings. This is currently practised on the long-haul variant of the A350-900 and 777-300ER fleets.
- Replacement of older, less efficient engines on the A350-900ULR fleet with new engines, reducing fuel consumption on SIA's non-stop services between Singapore and the United States (US). As of FY2025/26, the A350-900ULR fleet is fully equipped with new engines.
- Four of seven A350-900ULR aircraft are now fitted with Rolls-Royce's latest Trent XWB-84 Enhanced Performance engines, which are more fuel efficient compared to the baseline Trent XWB-84 engines.
- Progressive rollout of the Electronic Logbook to replace paper-based aircraft documents. The electronic version of the Technical Logbook is already in use, with plans to expand its functionality to include Cabin and IFE Logbook, Aircraft Certificate File, and Notice to Pilot and Engineers Log.

Flight Operations

The Flight Operations Division is focused on reducing GHG emissions by optimising flight plans and routes through enhanced fuel analytics and digital innovations. This includes digital technologies such as the Fuel Efficiency Management System and SITA's OptiClimb.

In FY2025/26, all of SIA's passenger fleets and Scoot's 787 and A320 fleets have successfully implemented OptiClimb, contributing to greater emissions reduction. Other pilot-based initiatives, such as Reduced Flap Landing and Idle Reverse Thrust, help to further reduce emissions throughout the entire flight. Additionally, the use of Statistical Contingency Fuel and digital applications aid pilots in making more informed operational decisions based on historical fuel trends.

To support these efforts, the airlines emphasise monitoring and reporting fuel efficiency initiatives to identify trends across the network. Fleet dialogues are also used to engage crew and promote pilot-driven initiatives. Additionally, close collaboration across internal divisions, and with external agencies including regulatory authorities, helps refine flight operations and ensures alignment with global aviation sustainability goals.

Air Traffic Management

SIA's Total Mission Management (TMM) Division, in collaboration with the Flight Operations Division and CAAS, has implemented a suite of operational initiatives to enhance flight operations efficiency within Singapore's airspace.

Innovation and Data Analytics

SIA and Scoot support improvements in air route optimisation to cope with traffic growth, while striving to reduce fuel use and emissions. This involves working with CAAS and other aviation stakeholders to explore the use of innovation and data analytics to help achieve these goals.

Enhancing Airspace Efficiency

SIA and Scoot collaborate with stakeholders such as airlines, airports, air navigation service providers, and governments to find ways to improve airspace efficiency.

Optimising Flight Operations

- *Arrival Sequencing into Singapore Terminal Manoeuvring Area*
  To reduce extra fuel usage from extended holding periods due to congestion in Singapore's airspace, the TMM Division, the Flight Operations Division, and CAAS work together to co-ordinate flight sequencing before an aircraft enters Singapore airspace. This maintains adequate separation between flight arrivals and minimises holding duration.

  To assess the impact of these arrival sequencing measures, the latest fuel savings methodology, developed using combined CAAS and SIA data, evaluates savings using actual traffic conditions and valid flight records. This provides a more accurate assessment of the fuel savings achieved.

- *Continuous Descent Operations*
  To minimise higher fuel consumption from step descents due to high air traffic density at Changi Airport, the TMM Division is working with CAAS to establish procedures for smoother descents into Singapore's airspace.

- *Flexi Airspace*
  SIA's TMM and Flight Operations divisions work with CAAS to enhance the efficiency of Singapore-bound flight routes by incorporating direct tracks where operationally feasible.

- *Cost Index Adjustment*
  During flight planning, the TMM Division adjusts the cost index, a ratio that defines the time-related cost versus fuel cost when operating an aircraft, for flight efficiency. This promotes on-time performance and fuel efficiency, especially when flights are expected to arrive ahead of schedule.

CLIMATE ACTION

PILLAR 3: DEPLOYMENT OF SAF

Driving Decarbonisation with SAF

SAF is a key enabler of long-term decarbonisation for the aviation industry, potentially reducing up to 80% of CO_2 emissions over its lifecycle[27] compared to conventional jet fuel.

Since joining the Sustainable Aviation Fuel User Group[28] in 2011, the SIA Group has been committed to adopting SAF and supporting its commercialisation across its global network.

SIA and Scoot have announced an interim target to replace 5% of their total fuel requirements with SAF by 2030, subject to global developments on its availability and adoption.

This aligns with the AAPA ambition to achieve 5% SAF substitution for its airlines by 2030, as well as Singapore's national target for flights departing from Singapore to use 3% to 5% SAF by 2030[29].

In 2025, the availability and cost of SAF remained a key risk affecting the decarbonisation progress in the aviation sector[30]. For instance, IATA estimated SAF production in 2025 to represent only 0.6% of total jet fuel consumption. Despite industry demand for SAF, the scale-up of global SAF production continues to face challenges such as high capital investments, limited production pathways, availability of feedstock, and varying governmental policy support across different jurisdictions.

Nonetheless, the SIA Group has continued to make tangible progress in its SAF journey with several key milestones in recent years.

2021:
SIA participated in a feasibility study on Singapore's SAF supply chain

2022:
SIA signed the Global SAF Declaration, committing to a steady ramp up of development, production and consumption of SAF over the next 10 years

2022 – 2023:
SIA conducted a 20-month SAF pilot with CAAS and GenZero in Singapore

Nov 2023:
Announced a target to substitute 5% of total fuel uplifted with SAF by 2030

May 2024:
Procured first batch of locally-produced SAF supplied to Changi Airport

Feb 2025:
Signed a Memorandum of Understanding (MoU) with Aether Fuels to support development of an advanced SAF pathway

Mar 2025:
Procured first batch of CORSIA-certified SAF supplied to Changi Airport

May 2025:
SIA announced its participation in the Green Fuel Forward initiative by the World Economic Forum and GenZero

Sep 2025:
SIA announced its participation in the oneworld Breakthrough Energy Ventures (BEV) Fund to accelerate global development of long-term aviation fuel solutions

Feb 2026:
Signed an MoU with SAFCo and other companies, to trial the purchase of voluntary SAF via central procurement

[27] IATA (June 2026), Sustainable Aviation Fuels (SAF) Fact Sheet.
[28] ICAO (n.d.), Sustainable Aviation Fuel User Group (SAFUG).
[29] CAAS (22 September 2025), CAAS (Amendment) Bill Introduced in Parliament to Implement Sustainable Aviation Fuel.
[30] IATA (9 December 2025), SAF Production Growth Rate is Slowing Down, Essential to Correct Course Ahead of e-SAF Mandates.

CLIMATE ACTION

Collaborating With Singapore SAF Ecosystem Partners

The SIA Group is working with ecosystem partners to develop an integrated SAF supply chain at Changi Airport.

The Group has been actively contributing to Singapore's broader SAF adoption plans outlined in the Singapore Sustainable Air Hub Blueprint, which includes a SAF levy and SAF usage target.

In 2024, CAAS announced a national target for SAF to comprise 1% of the fuel that is uplifted onto flights departing Singapore from 2026. In November 2025, CAAS confirmed the implementation of a SAF levy to fund this initiative. CAAS also announced the establishment of SAFCo to manage the levy and centrally procure SAF using the proceeds. In light of ongoing geopolitical uncertainties, the implementation of the SAF levy has been deferred to January 2027. The SIA Group supports the levy and has been participating in CAAS' consultation sessions on its implementation.

SAFCo MoU | Credit: Ministry of Transport, Singapore

In February 2026, SIA and Scoot signed an MoU with SAFCo, and other companies, to trial the purchase of SAF via central procurement on a voluntary basis. Collectively, the participants will purchase SAF environmental attributes, which can be used to reduce aviation-related emissions for both airlines and corporates. Beyond regulated demand from the SAF levy, SAFCo will also aggregate voluntary SAF demand from organisations seeking to purchase SAF to reduce their air travel or supply chain carbon footprint, to develop a scalable and integrated SAF ecosystem for Singapore.

Pursuing SAF Offtakes with Global Suppliers

The Group has been progressively increasing its SAF purchases and actively engaging with suppliers to explore offtake opportunities. In FY2025/26, the Group made voluntary purchases of approximately 2,500 tonnes of SAF from World Energy and SkyNRG combined, in the form of SAF certificates.

CLIMATE ACTION

All procured SAF has been certified sustainable under either the EU Renewable Energy Directive or CORSIA sustainability requirements. This ensures its integrity, traceability and sustainability in areas including, but not limited to, GHG emissions reductions, water, air, and biodiversity.

The SIA Group will continue to engage suppliers on different offtake opportunities as part of its efforts to meet its target through a test-and-learn approach.

The Group also keeps abreast of evolving regulatory requirements and works closely with its suppliers to ensure compliance. Several jurisdictions in which the Group operates have introduced, or are planning to introduce, regulations to support the adoption of SAF, such as the RefuelEU Aviation in the EU and the SAF Mandate in the UK.

Contributing to Industry Best Practices

Recognising the need for a harmonised approach to SAF Accounting and Reporting, SIA actively participates in consultations by the Roundtable on Sustainable Biomaterials (RSB) and IATA to align on SAF Accounting Principles.

- SIA is a regular participant in IATA's working groups, providing feedback on the IATA SAF Accounting and Reporting Methodology recommended practices, which was published in 2025.
- Robust SAF registries are critical to ensuring transparency and accountability in the reporting and claiming of SAF-related emissions reductions. SIA has been an active user of the RSB Book & Claim Registry and supports IATA in the development of its own SAF registry.
- Since November 2023, SIA has been part of a working group supporting IATA in their development of a digital registry platform, which seeks to operate in accordance with an agreed set of impartial principles for the reporting, accounting and claiming of SAF. In December 2024, the Airline participated in IATA's SAF Registry Pilot. SIA has also joined the Civil Aviation Decarbonization Organization, which was created to maintain and operate the IATA-developed SAF Registry in 2025.

Advancing SAF Adoption Through Advocacy, Partnerships, and Action

The SIA Group recognises that scaling and commercialising SAF production requires close collaboration across the entire value chain.

Supporting new SAF pathways and technologies

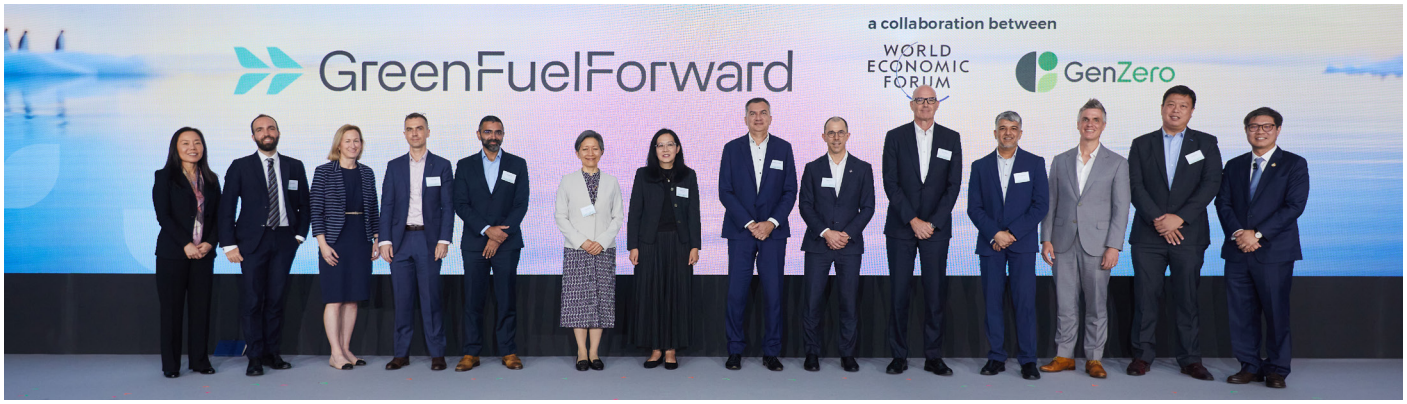
In February 2025, the SIA Group signed an MoU with Aether Fuel to support the development of advanced SAF pathways. The Group will potentially procure SAF from Aether Fuel for five years, with an option to extend the purchase agreement for another five years after the initial offtake. Aether plans to produce SAF using waste carbon feedstock, with a target to achieve at least a 75% reduction in GHG emissions compared to conventional jet fuel.

In September 2025, SIA announced its participation in the oneworld BEV Fund. With an initial capital of around US$150 million, the industry-led collaboration aims to tackle challenges such as the limited availability and high cost of SAF.

Engaging stakeholders to advance SAF adoption

The Group continues to engage internal and external stakeholders to raise awareness of SAF, through avenues such as panel discussions and forums, including the AAPA Environmental Committee Meetings. Through these efforts, the Group aims to accelerate and scale up the aviation industry's adoption of SAF.

In May 2025, SIA joined the Green Fuel Forward (GFF) campaign, an initiative launched by the World Economic Forum and GenZero to scale the demand for SAF and SAF certificates in the Asia-Pacific region. As a member of GFF, SIA shares its experiences on SAF-related matters to encourage an ecosystem-based approach to SAF adoption and promote wider uptake of SAF certificates across the industry.



CLIMATE ACTION

PILLAR 4: A SINGLE GLOBAL MBM TO PLUG THE EMISSIONS GAP

ICAO developed CORSIA as the first global MBM specifically targeting CO_2 emissions from international aviation. CORSIA aims to achieve industry carbon-neutral growth by offsetting emissions that cannot be eliminated through technological advancements, operational improvements, or the use of SAF.

The SIA Group recognises CORSIA's vital role in bridging the emissions gap and complies with its Monitoring, Reporting, and Verification requirements. Singapore has been voluntarily participating in CORSIA since 2021, well ahead of its mandatory global implementation in 2027.

The SIA Group is keeping abreast of the offsetting requirements and will retire CORSIA Eligible Emissions Units (EEUs) for its CORSIA compliance requirements at the appropriate juncture. Only verified carbon credits that meet the strict criteria set by ICAO are sourced to meet compliance requirements.

Based on each airline's operating network, SIA also complies with the UK Emissions Trading Scheme, while both SIA and Scoot comply with the EU Emission Trading Scheme. Both schemes are based on a "cap and trade system".

The SIA Group's Voluntary Carbon Offset Programme (VCOP)

The SIA Group's VCOP enables customers of SIA and Scoot to learn more about the carbon emissions associated with their air travel and make voluntary contributions towards verified carbon offset projects that support both the environment and local communities.

While purchasing offset credits does not directly reduce emissions from air travel in the aviation sector, contributions towards carbon offsetting projects complement broader decarbonisation efforts.

The offset credits made available through this programme are from projects certified by internationally recognised carbon certification standards. They are also verified by accredited independent third-party verifiers using industry best practices, as well as the verification criteria indicated in each specific standard.

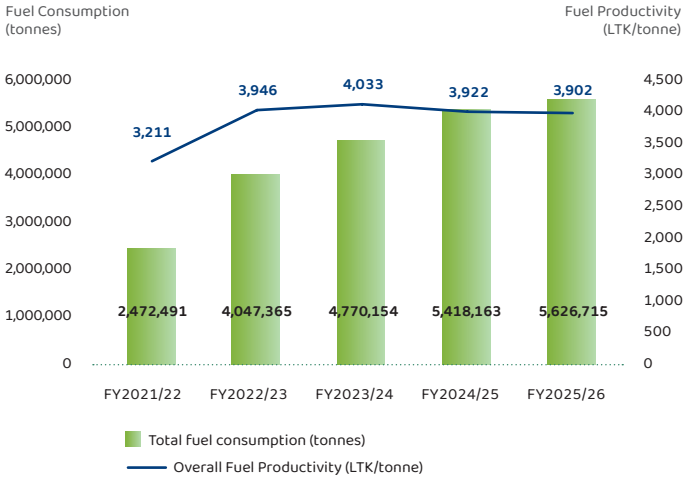
SIA HighFlyer members can support verified carbon projects under this programme here.

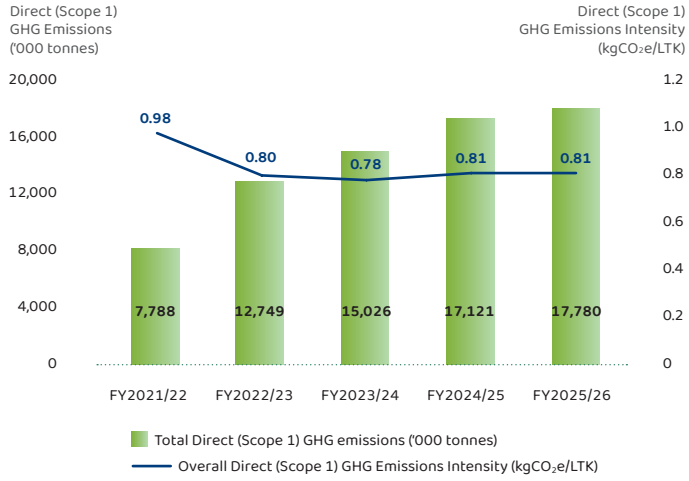
SIA customers can purchase independently verified carbon offsets here.

Scoot customers can purchase independently verified carbon offsets here.

CLIMATE ACTION

THE SIA GROUP'S SCOPE 1 EMISSIONS FROM FLIGHT OPERATIONS[31]





In FY2025/26, the SIA Group's total fuel consumption (jet kerosene) from flight operations rose by 3.8% to 5.6 million tonnes in FY2025/26. This corresponds with a 3.8% increase in its Direct (Scope 1) GHG emissions to 17.8 million tCO_2e over the same period.

The increase in fuel consumption was mainly due to the 3.3% increase in overall passenger and cargo operations. Longer routings due to airspace restrictions, among other operational factors, also led to additional fuel consumption.

Notwithstanding the above, SIA and Scoot have continued to implement fuel reduction and efficiency measures across their aircraft fleets, reflecting their commitment to mitigate emissions from aircraft operations. In FY2025/26, this concerted effort resulted in an estimated GHG emissions saving of 118,332 tCO_2e.

[31] Figures exclude SAF uplifted for the current reporting period. Figures for the SIA Group's fuel consumption and direct (Scope 1) GHG emissions for FY2023/24 have been revised due to transcription errors. Figures for the SIA Group's fuel consumption, fuel productivity, direct (Scope 1) GHG emissions, and direct (Scope 1) GHG emissions intensity for FY2024/25 have been revised due to the retrospective reporting of SAF consumption figures, and the update of Scoot's bellyhold cargo LTK figures.

CLIMATE ACTION

ENERGY CONSERVATION ON THE GROUND

The SIA Group seeks to transition towards a decarbonised environment by retrofitting and renovating its offices to reduce resource use and increase energy efficiency.

Energy Reduction Initiatives[32]

The SIA Group conducts performance assessments on major building equipment and incorporates energy efficiency considerations into refurbishment and upgrade plans.

Since FY2019/20, about $6 million has been invested into energy reduction initiatives for SIA-owned buildings in Singapore.

In FY2025/26, these initiatives achieved the following energy and emissions savings:

No	Energy Reduction Initiatives Since FY2019/20	Completion	Estimated Energy Savings (MWh)	Estimated Scope 2 GHG Emissions Avoided (tCO_2e)
1	Replacement of metal halide lamps with LEDs at SSC	FY2020/21	336	135
2	Installation of solar panels at ALH, STC, and SBO	FY2021/22	5,494	2,209
3	Installation of solar panels at SSC	FY2023/24		
4	Retrofitting of air-handling units (AHU) in ALH with energy-efficient, electrically commutated motors	FY2023/24	188	76
5	Consolidation of chiller plants in STC and SBO into a centralised system	FY2023/24	981	394
6	Replacement of fluorescent office lighting and sodium vapor street lighting with LEDs at SSC	FY2024/25	48	19
7	Replacement of fluorescent carpark lighting with LEDs at ALH	FY2025/26	61	25
		Total:	**7,108**	**2,858**

Adoption of Renewable Energy

> 11,000
Solar panels installed at SIA's ALH, STC, SSC, and SBO

Installed capacity of **4,993** kWp

Equivalent to powering **1,430** four-room public housing flats for a year

All SIA-owned buildings in Singapore are equipped with solar energy capabilities. In FY2025/26, the solar panels installed on these buildings generated approximately 6,382 MWh of renewable energy. Of this amount, 5,494 MWh of clean energy was consumed, equivalent to offsetting 2,209 tCO_2e. Any surplus power generated is channelled to Singapore and Changi Airport Group's (CAG) electrical grids.

In FY2025/26, SSC's installed solar panels, with a combined capacity of 750 kilowatts peak (kWp), met 46% of the building's electricity demand. While this has fallen short of SIA's goal for SSC to meet at least 50% of its energy needs through self-generated renewable energy, SSC's total energy demand was still met with 100% renewable energy via the use of RECs.

Solar panels installed at the SIA Supplies Centre

[32] Energy savings and Scope 2 GHG emissions avoided are measured for the reporting year. These figures are compared against a hypothetical baseline scenario in which the initiative did not take place for that year.

CLIMATE ACTION

Improving Building Infrastructure

SIA is committed to achieving the BCA Green Mark accreditation, the highest local standard for building environmental performance, for all SIA-owned buildings in Singapore by FY2026/27. This commitment aligns with the Singapore Government's Green Plan 2030, which aims to green 80% of the country's buildings (by gross floor area) by 2030, as well as SIA's Sustainability Policy.

In 2022, STC and SBO were awarded the *Green Mark Platinum Award*, and will be undergoing energy improvement works to meet a more stringent set of requirements for re-certification before end-2027. ALH and SSC will also be assessed under the latest Green Mark scheme.

Initiatives such as the retrofitting of chillers and installation of energy-efficient lighting at ALH and SSC are key steps towards attaining these certifications.

In addition to SIA-owned buildings, the SIA SilverKris and KrisFlyer Gold lounges at Changi Airport Terminal 3 have attained the BCA *Green Mark GoldPlus Award*. This is SIA's first user-centric Green Mark certification, which forms part of the Group's broader approach to improving the environmental performance of passenger facilities.

In FY2026/27, about $8 million in projected capital budget has been set aside for infrastructure and equipment upgrades to further improve energy efficiencies in our building operations.

CASE STUDY

Building Equipment with Improved Energy Performance

Older buildings with mechanical systems often consume significantly more energy than modern alternatives. To address this, SIA continues to improve the energy performance of its facilities, focusing on air-conditioning and lighting, which account for up to half of the Group's annual total energy consumption across its buildings.

At ALH, a major chiller plant upgrade is underway to improve cooling efficiency and indoor air quality. Scheduled for completion by 2026, the new system is expected to deliver a 30% improvement in overall chiller efficiency. AHUs across ALH, STC, and SBO are also progressively being retrofitted with energy-efficient, electrically commutated fans, which adjust fan speeds based on cooling demand to reduce energy consumption.

SIA is also enhancing energy efficiency through targeted lighting improvements. In October 2024, SIA completed the replacement of all lightings at SSC, making the site fully LED-equipped. This is estimated to save up to 281 MWh of electricity and avoid 117 tonnes of Scope 2 GHG emissions annually. Similar lighting upgrades are planned across other sites, including phased replacements at ALH and STC to install LED lighting with photocell sensors for on-demand lighting control in warehouses and outdoors.

These enhancements to air-conditioning and lighting systems reduce energy use and emissions, lower maintenance needs, and minimise resource waste over time.

Reducing Heat Gain with Cool Paint at SBO

In 2024, SIA completed a facade repainting project at SBO using cool paint, a type of coating formulated to reflect more sunlight and absorb less heat than conventional paint. This helps to reduce indoor temperatures and cut down on air-conditioning energy use. Based on findings from a trial conducted by the Housing & Development Board in Singapore, cool paint can lower ambient temperatures by up to 2 degrees Celsius. By applying this technology, SIA aims to create a more comfortable indoor environment while lowering Scope 2 emissions associated with building cooling needs.

SBO facade with cool paint

CLIMATE ACTION

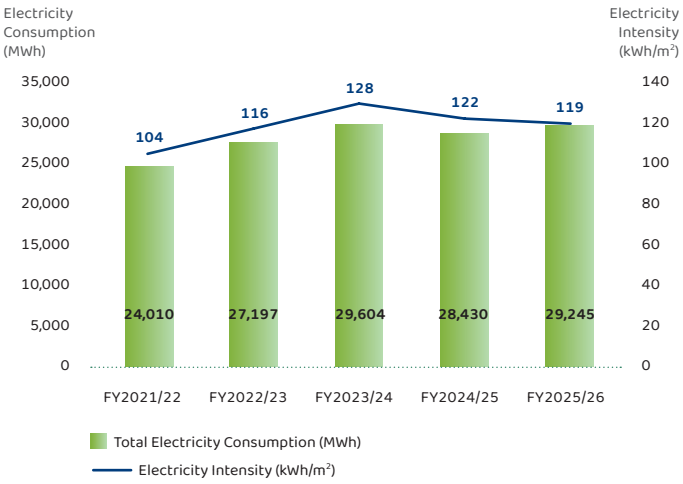
Ground Transport Initiatives

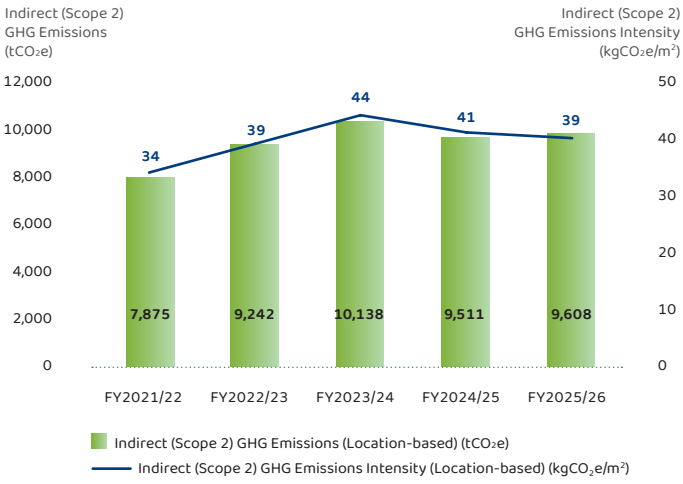
SIA and Scoot manage ground operation GHG emissions by ensuring all diesel- and petrol-powered vehicles comply with the National Environment Agency's (NEA) emission regulations. This includes regular inspections, such as the annual Chassis Dynamometer Smoke Test, to ensure that smoke opacity limits adhere to local standards. SIA and Scoot are also progressively acquiring cleaner energy vehicles for airside usage, helping to reduce petrol consumption and improve overall environmental performance.

As part of the Singapore Sustainable Air Hub Blueprint, CAAS aims to have all airside vehicles at Changi Airport running on cleaner energy by 2040. To achieve this goal, all new airside light vehicles (i.e. cars, vans, and minibuses), forklifts, and tractors purchased from 2025 must be electric, alongside enhancements to the existing electric vehicle (EV) charging infrastructure.

To support the electrification of airside vehicles, SIA has installed EV chargers at ALH and STC, enabling the progressive transition of its operational fleet to cleaner energy sources.

THE SIA GROUP'S SCOPE 2 EMISSIONS FROM BUILDINGS AND PREMISES[33]





In FY2025/26, the total energy consumption in the SIA Group's buildings and premises increased by 2.9% to 29,245 MWh. The increase in energy consumption was largely driven by an increase in the operational requirements of SIA and Singapore Flying College (SFC) in Singapore and Australia respectively.

However, electricity intensity decreased by 2.4% to 119 kWh/m^2 over the same period. This represents a year-on-year improvement in the energy efficiency of the SIA Group's buildings and premises on a per floor area basis.

Through the solar panels installed on the roofs of SIA-owned buildings in Singapore, 5,494 MWh of renewable energy was directly consumed by the SIA Group in FY2025/26. This represents 18.8% of the SIA Group's total electricity consumption for its buildings and premises.

In FY2025/26, the SIA Group's indirect (Scope 2) GHG emissions (location-based) increased by 1.0% to 9,608 tCO_2e. However, its indirect (Scope 2) emissions intensity (location-based) decreased by 4.2% to 39 $kgCO_2e/m^2$ over the same period[34]. This represents a year-on-year improvement in the emissions performance of the SIA Group's buildings and premises on a per floor area basis.

In FY2025/26, the SIA Group began reporting its indirect (Scope 2) GHG emissions (market-based), which amounted to 7,400 tCO_2e.

Alongside its commitment to attaining the BCA Green Mark Certification, SIA aimed to achieve a 10% reduction in non-renewable energy consumption, from FY2019/20 levels, at its four existing buildings by FY2029/30. As of FY2025/26, this target has been achieved but will continue to be monitored.

[33] The total energy consumption in the SIA Group's buildings and premises and its corresponding indirect (Scope 2) GHG emissions (location-based) for FY2024/25 have been revised due to incorrect billing from KrisShop's electricity provider, as well as an incorrect date range for Pelago's data.

[34] Figures for indirect (Scope 2) GHG emissions intensity (location-based) have been re-expressed in units of $kgCO_2e/m^2$ instead of tCO_2e/m^2 for improved readability.

CLIMATE ACTION

THE SIA GROUP'S SCOPE 3 EMISSIONS FROM OTHER VALUE-CHAIN ACTIVITIES

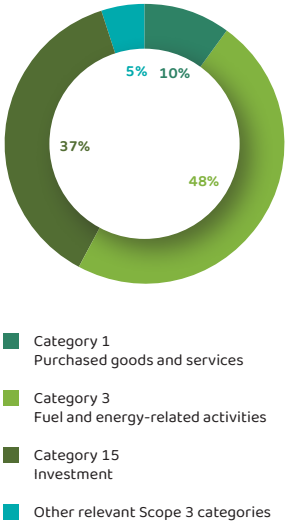
Since FY2022/23, the SIA Group has been developing a Scope 3 GHG emissions inventory as part of climate reporting efforts. This helps the Group to better assess its value chain emissions impact and support the development of more targeted emissions reduction strategies.

SIA is adopting a phased, multi-year approach to improve the accuracy and breadth of its Scope 3 emissions accounting. By progressively improving the analysis of its calculations, the Group aims to offer a more comprehensive representation of its Scope 3 emissions in future reports. SIA will continue to engage with its suppliers and stakeholders to identify opportunities to reduce emissions and to collaborate on sustainability initiatives.

In FY2025/26, the SIA Group expanded its Scope 3 disclosures to include its investment in Air India, and the financed emissions from captive insurance activities under its subsidiary, SAGI. The SIA Group has also improved its methodology and expanded its reporting coverage across multiple Scope 3 categories, notably Category 1 Purchased Goods and Services, and Category 6 Business Travel. The expansion and methodology improvements, coupled with increased flight operations, contributed to an increase in both categories.

Categories 1, 3, and 15 have the largest share of emissions, which account for 95% of the total Scope 3 emissions. All categories are specific to SIA and Scoot, except for Category 2, 3, and 15 which include emissions from the Group.

Scope 3 Emissions (tCO_2e) for FY2025/26



CLIMATE-RELATED RISKS AND OPPORTUNITIES

OVERVIEW OF CLIMATE-RELATED DISCLOSURES

In alignment with the latest climate reporting requirements[35] for SGX-listed companies, SIA and Scoot have continued to enhance climate-related disclosures and strengthen the management of climate-related risks and opportunities for the SIA Group's airline business.

The Group has started reporting with reference to the IFRS S1 and S2 standards, building on previous disclosures based on TCFD recommendations.

In FY2025/26, an external consultant was engaged to assess disclosure gaps against IFRS S2 and S1 climate-relevant provisions, to support the development of a phased approach towards the adoption of disclosure requirements under ISSB.

Beyond regulatory compliance, managing climate-related risks and opportunities is a strategic priority for the Group to ensure long-term business resilience.

Consistent with IFRS S2 in identifying the climate-related risks and opportunities that could reasonably be expected to affect prospects of the Group's material airline business, the applicability of disclosure topics and metrics in IFRS S2 industry-based guidance for airlines, and air freight and logistics were considered and disclosed where relevant.

Please refer to past SIA Sustainability Reports from FY2022/23 for a holistic overview of the SIA Group's climate reporting efforts.

CLIMATE STRATEGY

Climate change continues to present risks and opportunities for the airline industry.

The World Economic Forum Global Risks Report 2026[36] identifies environmental risks, including extreme weather events, as among the most significant global risks in the medium- to long-term, despite a relative decline in short term rankings amid heightened geoeconomic and economic concerns.

Regular review of climate strategy thus remains important to help businesses navigate the challenges ahead, while capitalising on emerging opportunities, such as leveraging technological innovations to improve operational efficiencies.

The SIA Group continuously strives to better understand the impact of climate change on its business strategy, operations, and financial position under different climate scenarios and time horizons. This helps the Group to assess the resilience of its airline business amid climate stresses and prepare for the transition towards net zero carbon emissions by 2050.

The SIA Group has progressively improved its climate-related disclosures over the past few years.

The SIA Group's Climate Reporting Journey

FY2022/23

- Built organisational awareness on climate-related risks and opportunities amongst relevant BUs
- Conducted qualitative climate scenario analysis to identify and assess potential operational and financial impact of climate risks for Singapore operations
- Started Scope 3 emissions reporting for five categories

FY2023/24

- Reviewed and expanded disclosures on sustainability and climate governance structure
- Reinforced awareness and understanding of climate risk assessment methodology amongst relevant BUs
- Reviewed qualitative climate risk assessment for Singapore operations and disclosed key climate risks identified (including risk mitigation and adaptation measures)
- Expanded Scope 3 emissions reporting to nine categories (covering upstream supply chain)

FY2024/25

- Established financial materiality thresholds for climate risk prioritisation
- Conducted a quantitative climate scenario analysis study to assess the estimated financial impacts of key climate risks
- Expanded disclosures on climate-related opportunities
- Expanded Scope 3 emissions reporting to all 15 categories (covering upstream and downstream supply chain)

FY2025/26

- Conducted a biennial qualitative review of climate risks in Singapore operations as part of regular monitoring to ensure that previously identified risks remain relevant.
- Conducted gap analysis and kickstarted reporting with reference to the IFRS S1 and S2 standards through a phased approach.
- Conducted training workshop for key business units to build awareness on evolving regulatory landscape around climate reporting requirements

[35] In February 2024, SGX mandated that all listed issuers must report and file annual climate-related disclosures aligned with ISSB standards, starting from FY2025/26. In August 2025, the Accounting and Corporate Regulatory Authority (ACRA) and SGX extended the implementation timeline for climate reporting and introduced a phased, three-tier structure for compliance, based on STI inclusion and market capitalisation as of 30 June 2025.

[36] World Economic Forum (14 January 2026), The Global Risks Report 2026.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

CLIMATE RISK ASSESSMENT AND SCENARIO ANALYSIS

Singapore is the main hub for the SIA Group's airline business operations. Regular climate risk assessment and scenario analysis has been conducted for Singapore's operations since FY2022/23. This aims to evaluate the potential impact of key climate-related risks in Singapore and ensure that our risk mitigation and adaptation measures remain relevant and adequate.

Qualitative climate risk assessment is conducted every two years to identify and prioritise key climate-related risks for close monitoring. This is supplemented with quantitative climate scenario analysis to better understand the projected financial impact of key risks under different climate scenarios and time horizons.

The Group will continue to monitor these risks and progressively improve the scope and robustness of its climate scenario analysis, taking into account inherent measurement uncertainties, limitations, and assumptions in the analyses conducted by the external consultant.

Climate Scenario Analysis – Parameters

Climate Scenarios[37]	**Net Zero Emissions Scenario: 2°C or lower (IPCC RCP 2.6 and SSP1-2.6)** Moderate and inclusive economic growth, where management of the global commons gradually improves through effective collaboration and co-operation across international, national, and local institutions. Increased investments and financial incentives to support a more rapid adoption of low carbon technologies.	**Middle-of-The-Road Scenario: ~2.4°C-2.8°C (IPCC RCP 4.5 and SSP2-4.5)** Economic growth continues based on historical trends with persistent disparities across regions and no considerable change in climate policy landscape. Technological adoption and development continue to evolve but without fundamental breakthroughs. Dependencies on fossil fuels reduce gradually, but reluctance to use non-conventional fossil fuel sources remains.
Time Horizons[38]	**Short-term (ST2026), Medium-term (MT2030), and Long-term (LT2050)** 2026 was deemed suitable as a short-term horizon in helping us understand the near-term financial impact of climate-related risks in the upcoming reporting period. 2030 was deemed to be relevant for the medium-term as it aligns with the SIA Group's five-year financial planning cycle, and interim target of 5% SAF adoption by 2030 as part of the Group's decarbonisation strategy. 2050 was deemed a pragmatic long-term time horizon as it aligns with the SIA Group's commitment and the whole-of-industry pledge to achieve net zero emissions from operations by 2050, in line with the temperature objectives of the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement to limit global warming.	

Please refer to the Appendix chapter, and TCFD sections of the FY2023/24 and FY2024/25 SIA Sustainability Reports for further details on the climate scenarios and assumptions applied in the analysis.

[37] Climate scenarios primarily take reference from the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs). Net Zero Emissions Scenario reference IPCC RCP 2.6 and SSP1-2.6, Middle-of-the-Road Scenario reference IPCC RCP 4.5 and SSP2-4.5.

[38] ST2026 is defined by financial year (i.e. FY2026/27) to align with financial reporting period, while MT2030 and LT2050 are broadly defined by calendar year.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Specific financial metrics and risk modelling methodologies were adopted in estimating the potential financial impact of two key climate-related risks identified for Singapore as outlined below.

Physical Risk
Precipitation stress-related flooding

Scope of Analysis
This includes six locations – four SIA-owned buildings (ALH, STC, SBO, and SSC) and two leased office premises at SATS Airfreight Terminal 5 (AFT5) and Changi Airport in Singapore.

Overseas assets are assessed to be non-critical to the SIA Group's airline operations and are therefore excluded from analysis, as they are primarily used for backend office functions and staff accommodation.

Risk Modelling
Flood damage ratios were applied to each building as part of physical risk modelling to project the stress on business operations under different climate scenarios and time horizons.

Financial Impact
Overall financial impact to the SIA Group was assessed for business disruption related losses and replacement costs of damaged buildings and fixed assets.

Transition Risk
Emissions reporting compliance cost

Scope of Analysis
SIA and Scoot international flight operations subjected to CORSIA.

CORSIA is the primary global market-based measure that aims to achieve carbon-neutral growth in emissions from international aviation by addressing residual emissions through high-quality offsets.

Risk Modelling
Projections were conducted for two key factors:

- SIA and Scoot's Scope 1 emissions from international flights were calculated from fuel consumption based on projected industry growth rates and SAF uptake in the fuel mix under different climate scenarios.
- Cost of CORSIA EEUs that can be purchased by airlines for offsetting was estimated based on prevailing market outlook on future supply and demand under different climate scenarios.

Financial Impact
Overall financial impact to the SIA Group was assessed based on estimated total expenditure for CORSIA EEUs to comply with offsetting requirements.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

CLIMATE RISK RATINGS

Climate risks are classified as Low, Medium, or High risks based on the six-point grading scale for financial impact in the Group's enterprise risk assessment guidelines.

In FY2025/26, a qualitative biennial review was also conducted by relevant BUs to ensure that key climate-related risks identified for Singapore previously remain relevant.

In this reporting year, there have been no events or regulatory developments expected to have a material impact on the projected financial impacts and risk ratings in the short- to- long-term.

Financial Materiality Thresholds[39] for Climate-related Risks

Low Risk: Financial impact <$50 million Medium Risk: Financial impact $50 million – $200 million High Risk: Financial impact >$200 million

Key Climate-related Risks in Singapore		Description of Risk and Estimated Financial Impact	Risk Mitigation and Adaptation Measures	Risk Rating				
				Short-term	Net Zero Scenario		Middle-of-the-Road Scenario	
				2026	2030	2050	2030	2050
Physical Risk		• Airline operations are inherently exposed to weather elements which vary across geographical regions. Nonetheless, there is flexibility for the SIA Group to adapt route network and flight operations if necessary to respond to physical risk. • In Singapore, there is high exposure to precipitation stress due to its geographical location with persistently high rainfall all year round. • Based on the physical risk modelling, SIA-owned building assets and leased premises in Singapore are observed to be located outside flood prone areas. • In FY2025/26, there were no flooding events in Singapore which had a material financial impact on the SIA Group. No insurance claims for building damages were filed. • In the next reporting year, the Group is not aware of any significant risk of material adjustment to the carrying amounts of assets and liabilities from precipitation stress-related flooding. • Financial impact of flood events due to precipitation stress in Singapore is assessed to be low risk in the short-, medium-, and long-term under both climate scenarios.	• Regular maintenance and waterproofing are carried out across SIA-owned building assets to mitigate the impact of water ingression and flooding. • The Group monitors and assesses the need for additional risk mitigation and adaptation measures to improve overall operational resilience against flooding events arising from precipitation stress. • Under company insurance, SIA-owned and leased building assets across Singapore and overseas stations are insured against any potential building damages and business disruption losses arising from extreme weather conditions and events. • Flood prevention measures are also put in place by the CAG for critical airport infrastructure[40], such as the installation of sensors for 24/7 active drain monitoring, addition of flood barriers, and expansion of airfield drainage capacity. • SIA is also supporting national efforts under the joint Aviation Meteorological Programme by NEA and CAAS, aimed at strengthening aviation meteorological capabilities and regional collaboration to better tackle the effects of weather on aviation[41].					
Chronic long-term shifts and increased variability in weather patterns	**Precipitation stress-related flooding**			●[42]	●	●	●	●

[39] Financial materiality thresholds were established in FY2024/25 based on prevailing industry benchmarks and internal risk appetite measured as a percentage of FY2023/24 Group Revenue. This is subject to periodic review.
[40] Airport-related climate resilience measures are outlined in reference to CAG Annual Report 2022/23 and 2023/24.
[41] NEA (9 December 2025), Singapore To Tackle Effects of Weather on Aviation.
[42] Anticipated financial impact for ST2026 was not quantified as risk of precipitation stress-related flooding is expected to be low in the near-term, similar to MT2030 and LT2050. Existing mitigation measures are assessed to be adequate in ensuring business resilience should a significant flooding event occur.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Financial Materiality Thresholds[43] for Climate-related Risks

Low Risk: Financial impact <$50 million Medium Risk: Financial impact $50 million – $200 million High Risk: Financial impact >$200 million

Key Climate-related Risks in Singapore		Description of Risk and Estimated Financial Impact	Risk Mitigation and Adaptation Measures	Risk Rating				
				Short-term	Net Zero Scenario		Middle-of-the-Road Scenario	
				2026	2030	2050	2030	2050
Transition Risk								
Policy and Legal	**Emissions-reporting compliance costs**	• CORSIA Phase 1 compliance (2024-2026) applies to international flights operated by SIA and Scoot, based on participating ICAO member states under this phase. • 76% of the SIA Group's flight emissions are subject to CORSIA offsetting requirements as at 31 March 2026. • In FY2025/26, financial impact of the SIA Group's CORSIA compliance cost for Phase 1 is included in the emissions charges expenditure line item under FY2025/26 Consolidated Profit and Loss Account. Current year impact is assessed to be medium[44]. • In the next reporting year, the Group is not aware of any significant risk that can result in a material adjustment to the carrying amounts of assets and liabilities from emissions-reporting compliance costs. • The Group airlines' exposure to CORSIA compliance costs is expected to be medium risk in the short-term, but stepped up to high risk by MT2030. • This is due to high sectoral growth projected for aviation, which increases Scope 1 flight emissions and offsetting requirements under CORSIA. • Several uncertainties remain in the medium- to long-term outlook for the aviation sector, such as global SAF adoption, geopolitical tensions, etc. • The current financial analysis should not be interpreted as a definitive projection of the SIA Group's financial risks or future financial performance.	• The Group continuously improves its Monitoring Reporting and Verification (MRV) system, conducts annual verification and reporting, and ensures that CORSIA EEUs are procured to meet offset obligations. • Projected compliance costs are regularly reviewed and factored into the short- and long-term financial planning process to prepare for this additional cost of business in the new operating environment. • Since FY2024/25, projected expenditure of CORSIA EEUs is factored into annual financial statements as a provision. • The Group has also started securing CORSIA EEUs which will be progressively retired upon delivery. • The Group will continue to monitor industry developments and explore opportunities to procure eligible credits at reasonable price levels for timely retirement and CORSIA compliance.	🟠	🔴	N/A[45]	🔴	N/A[45]

[43] Financial materiality thresholds were established in FY2024/25 based on prevailing industry benchmarks and internal risk appetite measured as a percentage of FY2023/24 Group Revenue. This is subject to periodic review.

[44] Financial impact in current reporting year is consistent with financial information in the FY2025/26 SIA Group consolidated financial statements. FY2025/26 CORSIA provision has been computed using international flight emissions based on participating ICAO member states, average carbon pricing in the market, and latest published sectoral growth forecast in the reporting period of FY2025/26.

[45] CORSIA compliance cost was only assessed for MT2030 time horizon as CORSIA implementation is currently expected to last until 2035 only.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

CLIMATE-RELATED OPPORTUNITIES

The SIA Group recognises that risks also present opportunities for its business.

The Group believes that a sustainable aviation industry helps to ensure that future generations continue to benefit from the global connectivity, economic prosperity, and people links that air travel enables.

The Group pursues efforts to transition into a low-carbon economy more effectively, such as working closely with aviation ecosystem partners to develop an integrated SAF supply chain and support the implementation of the CAAS SAF levy at Changi Airport. SIA is also supporting industry efforts in advancing and commercialising next-generation SAF technologies through a US$150 million joint investment fund with oneworld alliance airline members and BEV.

In addition, the Group has been scaling up SAF adoption through engagements with different suppliers on SAF offtake opportunities. By adopting a test-and-learn approach and exploring various procurement methods and certification pathways for SAF, the Group is able to gain insights into the SAF value chain and establish a resilient and diversified SAF supply chain for the longer term.

SIA also continues to contribute to industry efforts in establishing best practices on SAF accounting and reporting, and advance SAF adoption through advocacy and partnerships at various local and international platforms.

Beyond SAF efforts, other key areas of climate-related opportunities identified for the Group's airline business are outlined below.

Climate-related Opportunities		Time Horizons	Description	Ongoing Efforts
Technology	Investments in new technologies	Ongoing	• Adoption of low-carbon technologies can improve fuel efficiency and emissions savings.	• SIA and Scoot regularly engage aircraft manufacturers on developments in aircraft technology, as well as the delivery timeline of new aircraft on our order books. This is a continued area of focus for the Group airlines in enhancing product and service offerings to our customers, as well as directly mitigating emissions from aircraft operations with modern technology available in the market. • SIA and Scoot also continuously pursue operational efficiencies across engineering, flight and ground operations to achieve better fuel productivity and energy savings by leveraging digital tools, advanced technologies, and strategic partnerships.
Products and Services	Shifts in consumer preferences	Ongoing	• Growing profile of environmentally conscious travellers with expectations and needs that emphasise responsible travel practices.	• SIA regularly monitors consumer preferences through regular market research, including exploring improved products and service offerings with a lower resource footprint. • SIA and Scoot also regularly explore ways to reduce cabin waste such as food and packaging waste on board flights, and eliminate the use of single-use plastic packaging, where feasible.
Reputation	Responsible corporate image	Ongoing	• Clear and transparent communications on sustainability efforts are key to building trust with stakeholders such as our customers and investors. • This helps to maintain a credible image as a responsible corporate and mitigate reputational risks.	• Since 2024, mandatory e-learning modules have been rolled out to all SIA ground staff to enhance awareness and understanding of aviation sustainability issues. In January 2026, an updated module tailored to cabin crew and pilots was rolled out for new recruits. • SIA also conducts regular sustainability sharing sessions and learning journeys to increase staff engagement on various sustainability topics. • SIA and Scoot collaborate with ecosystem partners to share best practices and explore innovative solutions to improve sustainability performance as an industry. For example, SIA collaborates with airline partners such as Cathay Pacific to promote SAF development and use in the Asia-Pacific region, as well as initiatives to reduce in-flight waste and improve energy efficiencies in ground and cargo operations.

Please refer to the earlier sections for more information on the Group's decarbonisation and resource management efforts.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

THE SIA GROUP'S CLIMATE RESILIENCE

The pathway to net zero emissions in the aviation industry is dependent on several key factors.

In particular, global SAF supply is contingent on the success of SAF production facilities in securing capital investment and project financing, as well as supportive local governmental policies that incentivise SAF development. The availability of feedstock and the capability of incumbent fuel suppliers to repurpose infrastructure for new biomass supply chains will also be critical to scaling production.

At the same time, aircraft manufacturers require a longer time horizon for technological developments to bring next-generation designs such as hydrogen propulsion aircraft to market.

Despite these uncertainties, the SIA Group remains well-positioned to navigate and respond to climate-related risks and opportunities.

The Group's robust foundations – a strong balance sheet, advanced digital capabilities, and a highly skilled workforce, as well as our long-term strategic investments, enable it to maintain competitiveness, business agility, and operational readiness. Our strong balance sheet also allows us to continue investing in our fleet renewal strategy to improve fuel efficiency and emissions performance.

Please refer to Sustainable Economic Growth chapter for more information on how the SIA Group positions itself for the future.

POLLUTION CONTROL

NOISE

Aircraft engine noise, particularly during take-off and landing, can affect communities living near airports. The SIA Group continually explores strategies to minimise this impact. In compliance with ICAO's stringent noise standards, the Group invests in newer, quieter aircraft and implements appropriate noise abatement procedures in airport vicinities.

As of FY2025/26, all SIA and Scoot aircraft meet the ICAO Chapter 4 noise standard. SIA also has 31 777-9s on order, which are expected to operate at noise levels up to eight decibels below the Stage 5 Aircraft Noise Standards margin. Furthermore, SIA's 737-800NG fleet has been fully retired and replaced by the new 737-8, which are about 11 decibels quieter.

SIA is also enhancing noise performance across its existing fleet. Four of seven A350-900ULR aircraft attained lower noise level through the installation of Rolls-Royce's latest Trent XWB-84 Enhanced Performance engines. This resulted in an approximately two decibel reduction in cumulative noise level compared to A350-900ULR aircraft with baseline Trent XWB-84 engines. Installation of the quieter Enhanced Performance engines is planned for the remaining A350-900ULR aircraft over the next few years.

Scoot's new E190-E2 aircraft are also fitted with quieter engines that meet ICAO's Chapter 14 noise certification standards.

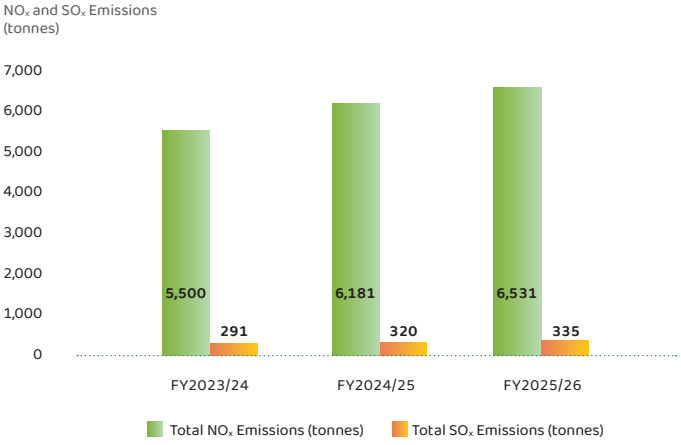
AIR POLLUTANTS

Jet fuel combustion results in emissions such as nitrogen oxides (NO_x), sulphur oxides (SO_x), carbon monoxide (CO), particulate matter (PM), and other trace compounds that affect air quality[46]. Improved engine designs have contributed to a decrease in NO_x and CO emissions over time.

SIA and Scoot comply with ICAO's international standards for NO_x, CO_2, hydrocarbons, and exhaust levels from aircraft engine emissions. These standards apply to new aircraft designs as of 2020, as well as new deliveries of in-production aircraft types from 2023.

SIA's 747-400F and Scoot's A320ceo aircraft comply with the 1998 ICAO CAEP/4 and 2004 ICAO CAEP/6 emissions standards, respectively, while the remainder of the SIA Group's aircraft fleet meet the more stringent CAEP/8 standards.

Ongoing fleet renewal efforts are also contributing to improved emissions performance. The replacement of SIA's 737-800NG with the 737-8 has reduced CO and PM emissions. While NO_x emissions are higher, they remain well within ICAO CAEP/8 standards.



In FY2025/26, SIA and Scoot's combined emissions for NO_x increased by 5.7% to 6,531 tonnes, while their combined emissions for SO_x increased by 4.5% to 335 tonnes over the same period[47]. The increase in emissions was driven by an overall increase in the number of Landing Take-off (LTO) cycles associated with the airlines' commercial flight operations.

Please refer to the Appendix for further details.

[46] IATA (July 2019), Local air quality emissions-related charges.
[47] The emissions for NO_x and SO_x for FY2023/24 and FY2024/25 have been revised after using more accurate emission factors for SIA's 747-400F aircraft engines.

RESOURCE MANAGEMENT

WASTE MANAGEMENT

As part of the Group's commitment to minimise its environmental footprint, the Group adopts the 5R principles – Refuse, Reduce, Reuse, Repurpose, and Recycle – across its operations.

The SIA Group adopts a four-pronged approach to manage waste:

- Reducing waste by adopting digital technologies and implementing waste and material reduction initiatives across its operations
- Reducing waste disposal through recycling, reusing, and repurposing of materials
- Implementing operational improvements to reduce waste generation and disposal
- Building partnerships with like-minded industry partners to explore new waste management opportunities

In-flight Waste Management

The SIA Group reports on its in-flight cabin waste. This comprises two primary waste streams: cleaning waste and catering waste.

Cleaning waste is collected from cleaning operations within the aircraft, including waste from seatback pockets and lavatories.

Catering waste is generated by in-flight meals and beverages, including food and packaging that are returned to the galley carts, static bins, or compactor boxes.

SIA and Scoot do not collect, store, or dispose of in-flight waste. These activities are handled by contracted cleaners and caterers, who are subject to the relevant national waste management controls. The Group works closely with its caterers worldwide to manage in-flight waste and conducts audits to better understand and monitor its in-flight waste composition.

Through its partnership with SATS Ltd. (SATS), SIA has determined that the majority of its in-flight waste comprises food and beverage leftovers. This helps SIA develop a more structured and targeted approach to managing in-flight waste. SIA and Scoot also regularly review their use of single-use plastics in-flight to identify items that can be replaced with more sustainable materials.

Managing Materials and Waste

Using Alternative Materials

Sustainability is a key consideration in new product development processes. For existing items, there is a continual review of materials used and opportunities to adopt more sustainable solutions. Specifically, in FY2025/26, plastic wrapping originally used to pack First Class pillows has been replaced by reusable woven dust bags, reducing the use of plastic. In the lavatories, the plastic packaging for First Class shaving foam tubes have been replaced with paper tamper-proof seals. Single-use plastic packaging for dental kits across First Class, Business Class, Premium Economy Class, and Economy Class has also been removed and replaced with reusable or paper packaging.

SIA dental kit with reusable packaging

RESOURCE MANAGEMENT

Furthermore, SIA, in collaboration with SATS, serves main courses and desserts in Forest Stewardship Council (FSC)-certified paper serviceware. The accompanying cutlery made of bamboo material is also packaged in FSC-certified paper. These items are used on selected short-haul Economy Class flights.

In parallel, Scoot has also introduced changes to in-flight offerings. In FY2025/26, the Airline switched from plastic cup lids to bagasse cup lids made from sugarcane fibre, a renewable alternative to plastic.

Allowing Customers to Pre-order or Skip Meals to Reduce Food Waste

SIA's customers can indicate if they wish to skip meals when managing their bookings on its website or mobile app prior to their flight, which helps to reduce food waste.

Digitalising Work Processes

SIA and Scoot continue to advance the digitalisation of in-flight work processes to enhance operational efficiency and reduce paper consumption. Key initiatives include:

- Accepting electronic signatures across the organisation;
- Digitising the Cabin Safety Equipment Checklist, Cabin Safety Instructions, and security bulletins;
- Digitising the Cargo Digital Checklist, used by operations teams to verify cargo handling activities and log cargo handling discrepancies;
- Digitising the flight deck, enabling the tech crew to access real-time flight information via internet-connected devices rather than through paper documentation;
- Enhancing Scoot's probation logbook in SKY, an inhouse application that digitalises cabin operations. The shift from paper to digital includes a pre-flight briefing guide and guided entries. The portal allows team leaders to track progress and finalise crew confirmations efficiently with centralised records and automated reminders; and
- Reviewing alternative sustainable materials for SIA's Safety and Emergency Procedures cards. SIA and Scoot are also in the process of digitising the Aircraft Certificate File found on board every aircraft on the eCert app.

Recycling and Diverting Waste from Incineration

SIA and Scoot collect waste items from inbound flights and send them to authorised waste collectors for recycling. For SIA, these include empty glass bottles and magazines, while Scoot collects magazines during its periodic change outs.

In FY2025/26, SIA adopted additional recycling initiatives to recycle food waste into biogas to generate renewable energy and to convert used polyethylene terephthalate (PET) bottles into road paving material .

Performance of the SIA Group's In-flight Waste Management Efforts

SIA and Scoot track the amount of waste generated and recycled from their inbound flight operations, with SATS serving as the appointed vendor for the collection and subsequent disposal or recycling of the waste from their flights into Singapore. SATS conducts monthly waste audits on a representative sample of each airline's flights into Singapore and provides them with the data to estimate the total amount of their annual inbound in-flight waste.

In FY2025/26, the total amount of waste generated from SIA's inbound flight operations decreased by 6.7% to 8,582 tonnes, while the amount of in-flight recycled waste increased by 35.8% to 1,142 tonnes over the same period. The decrease in total in-flight waste generated was due to the optimisation of food and beverage uplifted, while the increase in in-flight waste recycled was due to an expansion in the types of waste which were sent for recycling over the same period.

In FY2025/26, the total amount of waste generated from Scoot's inbound flight operations increased by 35.4% to 552 tonnes, while Scoot also began reporting on its in-flight recycled waste, which amounted to 7 tonnes. The increase in total in-flight waste was attributed to an increase in commercial flight operations.

Restrictions under International Catering Waste regulations currently limit the amount of in-flight waste that SIA and Scoot can recycle. Both airlines will continue to explore ways to improve in-flight waste management amid these constraints.

RESOURCE MANAGEMENT

Ground Waste Management

SIA's waste management approach is aligned with Singapore's Zero Waste goals, which aim to reduce waste sent to the Semakau Landfill and improve national recycling rates. In FY2025/26, the Group continued implementing targeted initiatives across two key waste streams: municipal waste, such as food, paper, and plastics, as well as electrical and electronic waste (e-waste).

CASE STUDY

Reducing Paper Waste From Flight Information Package

During flight disruptions, affected customers may be rebooked on other flights and provided with hotel accommodation, requiring the issuance of new boarding passes and hotel vouchers. Previously, these documents were presented in a paper envelope known as a Flight Information Package (FIP) sleeve, along with a B5-sized information sheet on transport arrangements from the airport to the hotel.

Noting that the boarding passes, vouchers, and information sheet were the primary concerns of customers, SIA discontinued the FIP sleeve in February 2025. Relevant information that had been present on the sleeve itself has since been included in the B5-sized sheet, to ensure that there is no impact on the customer experience.

This change is expected to eliminate the use of approximately 30,000 FIP sleeves annually, thereby reducing paper waste.

Digital Boarding Passes

In FY2025/26, SIA customers were expected to generate more than three million digital boarding passes through the SIA website and mobile app. By promoting self-service digital check-in, SIA is reducing its reliance on paper boarding passes and the associated resource use across the network. This contributes to lower paper consumption while improving operational efficiency and enabling a more seamless, contactless travel experience for customers.

Reusing Aircraft Parts for Safety Training

Since FY2021/22, SIA has repurposed functional equipment from retired aircraft, such as seats and smoke hoods, for use in pilot and cabin crew safety training. These aircraft components are reconfigured for training purposes and approved as training units by the Flight Operations Division. In FY2024/25, SIA reused 540 life vests, 30 oxygen tanks, and 65 seats for training, thus extending the life cycle of these items.

Ground Packaging

Complying with Stricter Packaging Legislation

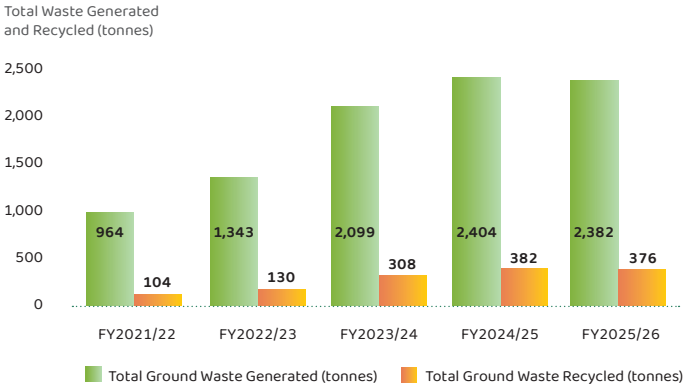
Under the Mandatory Packaging Reporting (MPR) framework of the Resource Sustainability Act, producers of packaged products must submit packaging data and their 3R (Reduce, Reuse, Recycle) Plan to NEA. SIA, Scoot, and KrisShop comply with MPR requirements by collecting detailed information on their packaging materials, including material types, recycled content percentages, and packaging weights.

Performance of SIA and Scoot Ground Waste[48]

In FY2025/26, the total ground waste generated from SIA and Scoot's ground operations in Singapore decreased by 0.9% to 2,382 tonnes. This is largely attributed to a decrease in the waste generated from SIA's airport lounges, which was partially offset by the expansion of ground waste data to include SIA's cargo operations. Due to the nature of the waste collection method used for SIA's airport lounges as well as a change in its waste collector in FY2025/26, ground waste data from the lounges may be subject to a higher level of variance compared to previous reporting periods.

The amount of recycled ground waste also decreased by 1.5% to 376 tonnes in FY2025/26. Recycled ground waste includes paper, plastics, metals, glass, and e-waste.

General waste is collected by NEA-licensed waste collectors and is either sent directly to incineration plants or routed to material recovery facilities for sorting and destruction. Waste weights for both general and recyclable streams are tracked and reported by the appointed waste collectors.



[48] Figures for Scoot's waste generated for ground operations for FY2023/24 and FY2024/25 have been revised following the adoption of an updated computation methodology in FY2025/26.

RESOURCE MANAGEMENT

WATER CONSERVATION

SIA's Water Conservation Efforts

SIA's water management strategy focuses on reducing consumption through the use of water-saving devices and sustainable practices, such as harvesting rainwater and groundwater. Wastewater from sanitary facilities and washing activities is discharged to government-operated water reclamation plants for treatment, while surface water is directed to open drains. SIA's commercial operations do not produce industrial effluents.

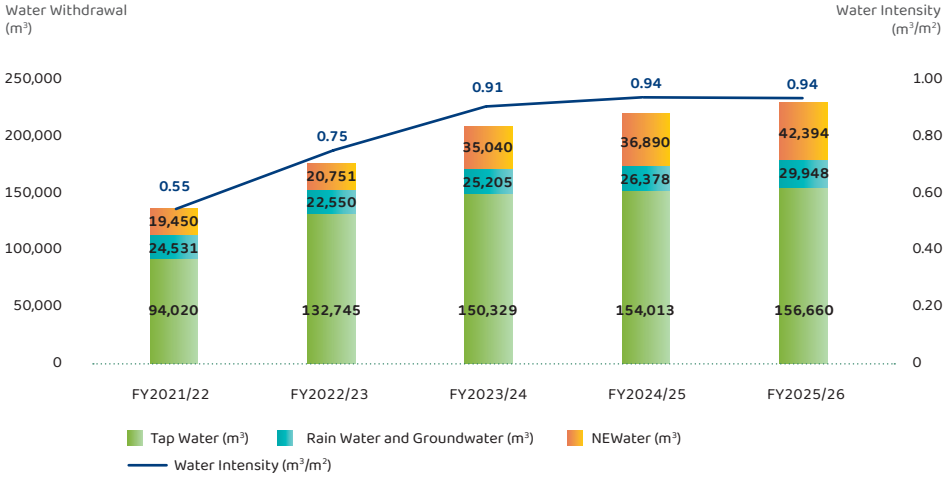
In line with the Ministry of Sustainability and the Environment's Clean Water Policy, SIA continues to improve the efficiency of its water use across its various buildings. Key water conservation and improvement initiatives include:

- Harvesting rainwater that is suitable to flush and water the external landscape. In FY2025/26, 16,230m^3 of water was conserved because of rainwater harvesting efforts;
- Recycling groundwater at ALH for flushing and irrigation purposes. In FY2025/26, the groundwater collected was about 13,718m^3. Together with the harvested rainwater, the total water harvested amounted to 29,948m^3, meeting 100% of ALH's total demand for non-potable water;
- Studying the collection and reuse of condensate water from air-conditioning units, as well as the treatment of surface water for cooling towers, to reduce reliance on potable water;
- Displaying educational posters provided by the Public Utilities Board (PUB) in washrooms and public hand wash areas in the canteen to encourage water conservation;
- Conducting regular water audits and submitting water efficiency management plans to PUB annually; and
- Replacing manual flush valves and water taps with sensor-operated models with at least three ticks based on PUB's Water Efficiency Labelling Scheme. These models can reduce water usage by up to 40%.

Water storage tank for groundwater harvesting

In recognition of SIA's water conservation efforts, the Airline attained the PUB Water Efficiency Building Certificates for four SIA-owned buildings, namely ALH, SSC, STC, and SBO.

Water Performance of the SIA Group's Properties and Premises



In FY2025/26, water withdrawn from the SIA Group's buildings and premises increased by 5.4% to 229,002m^3, while its water intensity remain unchanged at 0.94m^3/m^2 over the same period. The increase in water withdrawn was primarily due to an increase in SIA's operational requirements, particularly from the airport lounges, which saw an increased number of customers.

As of FY2025/26, SIA has achieved its goal to reduce potable water consumption in its four existing buildings by 10% from FY2019/20 levels, ahead of the FY2029/30 target. This will continue to be monitored.

BIODIVERSITY

HARAPAN RAINFOREST INITIATIVE

Since 2010, SIA has been the exclusive airline partner of the Harapan Rainforest Initiative, also known as Hutan Harapan, a conservation project jointly established and managed by a consortium of partners, including BirdLife International.

This initiative seeks to protect over 98,000 hectares of biodiverse lowland tropical rainforest in Sumatra, Indonesia, which is home to more than 1,900 recorded animal and plant species, including critically endangered wildlife such as the Sumatran tiger and Sumatran elephant.

Biodiversity Monitoring Efforts and Empowering Local Communities

Biodiversity in Hutan Harapan continues to face threats such as deforestation, habitat encroachment, and fragmentation, as well as poaching activities. In response, the initiative identifies, monitors, and manages species of conservation concern within the ecosystem restoration area.

In FY2025/26, there have been continued forest rehabilitation and restoration efforts in areas dominated by invasive species and damaged by forest fires. Monitoring efforts also recorded a high diversity of wildlife species in Hutan Harapan through surveys and camera trapping. A total of 140 bird species and 47 mammal species were recorded, including several vulnerable, endangered and critically endangered species such as the Agile Gibbon and Helmeted Hornbill.

Agile Gibbon and Helmeted Hornbill | *Credit: Hutan Harapan*

Biodiversity monitoring surveys | *Credit: Hutan Harapan*

The long-term success of biodiversity monitoring and conservation efforts in Hutan Harapan also relies on the commitment and capacity of local communities.

Under the initiative, partnerships with local communities continue to support enhanced law enforcement through joint patrols against palm oil plantation encroachment and illegal drilling, build local capabilities in forest fire prevention and control, mitigate human–elephant conflict, and strengthen sustainable livelihood initiatives such as vanilla cultivation, alongside other community programmes.

Joint patrols to enforce against illegal activities | *Credit: Hutan Harapan*

Forest fire prevention and control training | *Credit: Hutan Harapan*

Vanilla cultivation training | *Credit: Hutan Harapan*

BIODIVERSITY

PLEDGE AGAINST THE ILLEGAL WILDLIFE TRADE

Illegal wildlife trafficking poses serious legal, economic, safety, and reputational risks to the aviation industry.

As signatories to the Buckingham Palace Declaration and members of the United for Wildlife Transport Taskforce, SIA and Scoot continue to uphold this pledge against illegal wildlife trade, by supporting commitments aimed at strengthening industry-wide standards through information-sharing, training, technological improvements, and resource sharing with organisations around the world.

SIA and Scoot also regularly conduct activities to promote appreciation for biodiversity conservation and raise awareness on the importance of combatting the illegal wildlife trade.

SUPPORTING WILDLIFE CONSERVATION THROUGH PARTNERSHIPS

In July 2025, SIA and Mandai Wildlife Group launched a three-year strategic partnership to boost tourism to Singapore and promote wildlife conservation.

Under the partnership, SIA is providing air travel sponsorships and other forms of logistical support to promote wildlife conservation. This may include assistance in transferring animals between Singapore's wildlife parks and other accredited zoos around the world, as well as the repatriation of wildlife to their native habitats.

FY2025/26 Initiatives

In FY2025/26, a training workshop was held in collaboration with Singapore's National Parks Board (NParks) to build internal capabilities around the detection of, and enforcement against, illegal wildlife trafficking. This involved educating key personnel in SATS, SIA, and Scoot on the laws and regulations in place to deter these illicit activities, as well as areas to look out for at various touch points in airline operations.

Under the *SIA Cares* CSR framework, SIA has also partnered with a local non-profit organisation in Singapore, Animal Concerns Research and Education Society (ACRES), to offer staff volunteering opportunities that support wildlife rescue and rehabilitation efforts. Close to 100 volunteers participated across four sessions in the financial year, where they learned about the importance of human-wildlife co-existence and combatting the illegal wildlife trade.

Staff volunteerism at ACRES to learn about the importance of combatting illegal wildlife trade

Joint training workshop conducted with NParks to strengthen capabilities in detection and enforcement against illegal wildlife trafficking

SAFETY

The safety and well-being of the SIA Group's customers and employees are its top priorities. This commitment is realised through a robust safety culture built on the shared responsibility of every individual across the organisation, and supported by continuous improvements to its safety systems, processes, and practices.

MANAGEMENT APPROACH

Ambition

The SIA Group seeks to continuously strengthen its safety practices and cultivate a culture where safety is embedded across its operations. This supports its goal of ensuring a safe environment for both its customers and employees.

Key Policies, Processes, and Systems

- Flight Safety Policy
- Occupational Health and Safety Management System (OHSMS)
- Quality Management System (QMS)
- Quality Policy
- Safety and Health Policy
- Safety Management System (SMS)
- Security Management System (SEMS)
- Security Policy
- Various operational manuals of SIA's divisions and departments
- Various safety audits, including the Airline Operator Certificate (AOC) Renewal Audit, IATA Operational Safety Audit (IOSA), and Line Operations Safety Audit (LOSA)

FY2025/26 in Numbers

100%
of all reported hazards have been investigated and addressed

0
work-related fatalities among employees and key contractors

68
safety and security awards and citations presented to employees and service partners during the SIA Group Safety and Security Week (SSW) 2025

Targets

Activity	Due	Status
Review the Corporate and Departmental Risk Register (Operations) every six months	Every six months	Achieved
Conduct an IOSA renewal every two years	March 2027 (SIA) April 2026 (Scoot)	In progress Achieved
Conduct a LOSA once every five years	FY2029/30	In progress
Conduct a Safety Survey across SIA's operational divisions and Scoot every year	Every year	Achieved
Conduct a Hazard Identification and Risk Assessment (HIRA) for SIA-owned and Scoot-leased workplaces in Singapore at least once every three years	September 2027 (SIA) March 2026 (Scoot)	In progress Achieved
Conduct two fire evacuation drills at SIA-owned premises in Singapore every year	Every year	Achieved

SAFETY

SAFETY MANAGEMENT

Employees actively engage in reviewing and continually enhancing SIA's safety programmes.

Safety Governance

The SIA Group fosters an open and effective safety culture built on trust and accountability. By clearly defining mandates, roles, and responsibilities, the Group ensures that safety remains deeply embedded in the organisation's operations. At the SIA Group, every employee is encouraged to contribute to a safe and secure working environment.

As part of this effort, SIA and Scoot are signatories of the Charter for a Strong and Positive Safety Culture, an initiative led by CAAS[49]. The charter represents a shared commitment by industry stakeholders to uphold safety standards in Singapore's aviation sector.

Through these actions, the SIA Group aims to make a substantial contribution to strengthening the culture of aviation safety in Singapore.

Employees

Every employee is empowered to be responsible for their own health and safety, as well as that of others.

Adherence to Safe Work Procedures
Every employee must comply with safe work procedures at the workplace, including the use of protective gear and equipment

Hazard Reporting
Every employee is encouraged to take the initiative in identifying and addressing hazards across the SIA Group's operations and workplaces

Incident and Accident Reporting
Every employee is responsible for reporting any incident, accident, near miss, or dangerous occurrence

Divisions

Every division is responsible for its SMS, including its processes, procedures, and allocation of resources.

Safety Action Groups (SAG)
SAGs comprise representatives from relevant departments in the division to address safety issues and performance within its functional responsibilities

SMS Coordinators
Appointed to facilitate each division's SMS activities, and function as the secretariat for their respective SAGs

Occupational Safety and Health (OSH) Coordinators
Appointed to ensure the safety and health of all stakeholders at the workplace

Executive Forums

The SIA Group's SMS are regularly reviewed by its Board of Directors and Management to ensure their suitability, adequacy, and effectiveness.

The key executive forums are:
- Air Safety Committee (ASC)
- Board Safety and Risk Committee (BSRC)
- Crisis Management Group
- Corporate Operational Quality Management Review
- Group Occupational Safety and Health (OSH) Committee
- Group Security Committee
- Management Committee

Board Safety and Risk Committee

The BSRC provides strategic direction and guidance on safety policies. It also oversees the Group's safety performance and trends, ensuring that an effective system is in place to manage critical operational safety and risk issues.

Air Safety Committee

The ASC oversees the flight safety programme and SMS on behalf of the CEO. The committee is responsible for monitoring safety performance and trends, as well as taking pre-emptive actions to avoid or mitigate risks. It also provides guidance to the SAGs.

Safety Action Groups

The SAGs are established in each operational division to address safety issues. These include matters such as Safety Risk Management and Safety Assurance of aviation-related activities. The SAGs are chaired by the respective Senior Vice Presidents of each division or Heads of Department.

[49] CAAS (November 2025), Charter for a Strong and Positive Safety Culture in Singapore.

SAFETY

Safety Management Systems, Processes, and Procedures

The SIA Group's commitment to safety and reliability forms the foundation of its operational and technical excellence. This is supported by a systematic approach to managing safety, with clearly defined responsibilities, robust governance frameworks, and comprehensive policies, processes, and procedures that promote a safe environment for all stakeholders.

In line with this approach, all of the Group's activities comply with the regulatory requirements of CAAS and foreign authorities, as well as the recommendations of ICAO and IATA. These guide the Group in maintaining high standards in aircraft operations, while ensuring a safe working environment for employees and contractors.

Maintaining these high safety standards requires all employees to remain well-informed about evolving operational risks, emerging hazards, performance indicators, and global aviation developments. To support this, the SIA Group engages employees through regular safety communications and forums, including ongoing engagement with its pilot community, to promote a culture of awareness and accountability across the organisation.

To strengthen this outreach, the Group has expanded its use of digital communication platforms. This enables more timely access to critical safety information, including for pilots on layovers overseas.

SIA and Scoot's Flight Operations divisions and departments also remain focused on continuous improvement, working closely with pilots and aviation experts to proactively identify, assess, and mitigate operational risks. This includes monitoring safety performance through dashboards, which provide valuable insights into system behaviour and support data-driven decision-making.

A key enabler of this approach is the SIA Flight Operations Safety Performance Dashboard, a digital tool designed for the Airline's decision makers. It tracks hazard and safety reports, offering pilots real-time visibility of potential safety concerns or disruptions within a specified time frame.

The dashboard allows incidents to be categorised by severity (e.g. minor, moderate, severe), type (e.g. bird strikes, wildlife incursions, near misses), and location. This facilitates improved tracking and analysis of safety-related trends, equipping stakeholders with the information needed to manage operations safely and effectively.

Beyond flight operations, as part of the Group's commitment to minimising occupational health and safety risks, the SIA SCOC outlines clear expectations for suppliers to implement robust health and safety policies and management systems.

These measures are designed to ensure a safe working environment for all workers within the supply chain. All suppliers are required to comply with the SCOC. Where applicable, suppliers may be contractually required to abide by specific safety considerations through defined policies, effective implementation, and ongoing monitoring, as stipulated in the relevant agreements.

Please refer to the Suppliers chapter in this Sustainability Report for further details.

CASE STUDY

Preparedness Through Training – Key to Safe Operations

Effective training enhances competence, reinforces standard procedures, and improves decision-making under pressure, enabling crew and support teams to respond promptly and safely to irregular situations.

This preparedness was demonstrated on Singapore-bound Scoot flight TR939 after customers alerted the crew to a fire in a laptop bag approximately 20 minutes before landing. The cabin crew promptly extinguished the fire and notified Airport Emergency Services (AES) and the Airport Police Division of the incident ahead of arrival. Upon landing, AES conducted a thorough inspection of the affected area, and disembarkation proceeded without further issue.

This incident highlights the importance of rigorous safety training and effective communication among crew members, which enabled a swift response to resolve the situation safely, with no injuries reported.

SAFETY

SAFETY MANAGEMENT SYSTEMS[50]

Flight SMS

Based on:
- CAAS Air Navigation Regulations (ANR)
- ICAO Standards and Recommended Practices (SARPs) Annex 19 – Safety Management
- IOSA Standards Manual (ISM)
- Transport Safety Investigation Bureau (TSIB) Transport Safety Investigations (Aviation Occurrences) Regulations

OHSMS

Based on:
- Workplace Safety and Health (WSH) Act
- Fire Safety Act
- ISO45001:2018 OHSMS

QMS

Based on:
- CAAS ANR
- ISO 9001:2015 QMS
- Standards covered by IOSA

SEMS

Based on:
- Airport Police Division (APD) Security Directive for Aircraft Operators
- ICAO SARPs Annex 17 – Security
- ISM

PROCESSES AND PROCEDURES

The lines of accountability, policies, and procedures relating to safety, security, and quality are governed by the operational manuals of SIA and Scoot's divisions and departments. These include but are not limited to:

Airport Operations Department
- Customer Services and Operations Safety Management System Manual
- Ground Services Manual
- Ground Services Quality Manual
- Ramp Operations and Safety Manual

Cabin Crew Division
- Cabin Crew Manual
- Cabin Crew Safety Management System Manual
- Cabin Crew Safety Manual
- Cabin Crew Safety, Security, Quality and Health Department Procedures Manual

Cargo Division
- Cargo Quality Manual
- Cargo Safety Manual

Crisis Management Department
- Crisis Management Manual

Engineering Division
- Maintenance Control Manual

Flight Operations Division
- Crew Administration Manual
- Flight Operations Quality Manual
- Flight Operations Department Procedures Manual

Safety, Security and Quality Division
- Air Carrier Security Programme (ACSP)/Aircraft Operator Security Programme (AOSP)[51]
- Corporate Flight Safety Management and Procedures Manual
- Corporate Operational Quality (Safety) Manual
- Flight Security Procedures Manual
- Ground Safety Manual
- Premises Security Manual
- Quality Manual
- Safety and Emergency Procedures Manual
- Safety Management System Manual (Scoot)
- Security Management System Manual

[50] Please refer to the Appendix for further details on the Safety Management Systems.
[51] ACSP and AOSP are the naming conventions of the manual for SIA and Scoot, respectively.

SAFETY

The health and safety of all customers and employees are of utmost importance to the SIA Group. The Group continually reviews all potential health and safety issues and refines processes for mitigation through the implementation of safety management systems and processes. These are subject to regular internal and external audits.

The Safety, Security and Quality (SSQ) of SIA and Scoot conduct regular workplace safety inspections across the airlines' various premises. Insights and lessons from incident investigations are shared through various platforms and engagement sessions to facilitate continuous learning and awareness.

To strengthen workplace safety, the SSQ Division solicit feedback from crew and operational stakeholders. This approach enhances the early identification of hazards and the implementation of timely risk mitigation measures. Reported hazards are thoroughly investigated, with appropriate corrective actions taken to improve overall safety standards.

In addition, the SIA and Scoot SMS undergo regular audits and reviews. These are conducted internally by SIA's divisional quality management teams as well as the SSQ of SIA and Scoot, and externally by CAAS and IATA. These assessments help identify areas for improvement, ensure alignment with international best practices, and support the continued enhancement of workflow efficiency and operational safety.

100%
of flight services-related health and safety impacts were assessed in FY2025/26

0
incidents of non-compliance with health and safety regulations in the provision of flight services that resulted in significant fines, penalties, or warnings in FY2025/26

CASE STUDY

SIA and Scoot's IATA Operational Safety Audit (IOSA)

IOSA is a globally recognised audit programme developed by IATA to assess an airline's safety management and operational control systems. Since 2004, SIA has participated in the IOSA as part of its commitment to upholding high safety standards.

In recent years, IATA has progressively introduced the Risk-Based IOSA (RBI), which places greater emphasis on identifying and evaluating key operational risks and safety-critical areas. SIA completed its 12th IOSA renewal audit in November 2024 under this enhanced framework.

Scoot, which joined the IOSA programme in 2022, completed its second IOSA renewal audit and first RBI in October 2025. The continued participation and successful renewal of IOSA registration for both airlines reflect the SIA Group's ongoing commitment to safety, operational excellence, and international best practices.

SAFETY TRAINING AND COMMUNICATION

Employees at SIA and Scoot play a key role in fostering a strong and resilient safety culture. To support this, the Group ensures that staff are well-informed of their individual safety responsibilities, as well as provides timely access to safety-critical information through comprehensive training programmes and a broad range of communications platforms.

Safety Surveys

The SSQ of SIA and Scoot conduct annual safety surveys to gain insights into the prevailing safety culture and resilience across each organisation. Through these surveys, employees are able to provide feedback to help shape improvements in safety policies and processes. Based on the most recent survey results, a majority of the respondents were satisfied with the emphasis placed on safety by senior management, as well as the safety standards within the organisation.

Regular Safety Training

All SIA and Scoot employees receive safety training tailored to their roles and responsibilities. At SIA, staff are required to complete a mandatory e-learning safety training programme every three years, while Scoot employees undergo safety management training biennially. Additionally, representatives from relevant divisions also attend specialised training on workplace safety and health topics, such as occupational first aid. Employees are also kept abreast of the latest safety-related developments through regular educational sessions.

Personnel involved in safety investigations receive targeted instruction through a dedicated Safety Investigation course, while those managing operational safety are trained in safety management systems by accredited bodies, such as IATA and the Singapore Aviation Academy (SAA). Flight crew maintain operational proficiency through regular flight simulator sessions and check-rides, ensuring their readiness to respond to real-world scenarios.

SAFETY

Flight Operations Safety

Communications and Digital Engagement with Pilots
To ensure timely dissemination and accessibility of safety information, SIA and Scoot equip pilots with tablets that provide on-the-go access to the latest operational and safety updates. This information is delivered through communications channels such as SQhub, Workvivo, the Safety Communications Portal, Viva Engage, and fortnightly Flight Operations Notices, providing continuous updates on safety incidents and operational events. SIA's Flight Operations Division also maintains a Safety SharePoint for pilots to access safety and security information, incident reports, and hazard reports. These tools ensure that safety messages remain visible, relevant, and easily accessible.

Tablet wallpapers featuring recent safety campaigns on hard landings and aircraft parking brakes

A Collective Commitment to Strengthen Aviation Safety
SIA and Scoot's Flight Operations Safety departments actively collaborate with key stakeholders, including CAAS, CAG, airlines, and universities, to strengthen aviation safety across the sector. These partnerships support research, data-driven decision-making, and the development of industry best practices to address safety challenges.

Recent significant aircraft incidents and accidents have demonstrated how operational safety events can potentially lead to significant disruptions and damage to aircraft and infrastructure. Through continued collaboration, the industry can collectively work to mitigate these risks and enhance safety across the aviation sector.

Taxi Error Working Group (TEWG)
Formed in partnership with CAAS, CAG, and airline operators, the TEWG adopts a data-driven approach to analyse and mitigate taxiing errors. While typically regarded as low-risk, such errors can serve as precursors to more serious events like runway incursions and ground collisions.

By drawing on the collective expertise of multiple stakeholders, TEWG incorporates diverse perspectives and global best practices to implement proactive measures. This collaborative effort has contributed to a notable reduction in taxi errors, promoting a safer and more structured ground movement environment.

Changi Runway Safety Team (CRST) – Global Action Plan for the Prevention of Runway Incursions (GAPPRI) Working Group
SIA and Scoot play an active role in the GAPPRI working group led by CRST. GAPPRI is a global initiative fronted by the ICAO aimed at reducing runway incursion risks through harmonised operational, procedural, and human factors-based recommendations involving all aviation stakeholders.

The working group brings together airlines, airport stakeholders, and air traffic control (ATC) to review the relevance, applicability, and implementation considerations of the GAPPRI recommendations within the local operating environment. Through this collaborative platform, stakeholders are able to align expectations, share operational perspectives, and discuss practical adoption challenges.

While SIA and Scoot have already met the majority of GAPPRI compliance benchmarks, they continue to identify areas for further improvement. By contributing operational insights and sharing best practices with the initiative, both airlines support cross-industry efforts to elevate runway safety standards.

Members of the CRST GAPPRI working group

SAFETY

Changi Runway Safety and Taxi Error Mitigation Newsletters
To promote greater awareness of safety-related occurrences and operational best practices among pilots, CRST and TEWG regularly publish safety newsletters. These publications are a collaborative effort involving contributions from airlines, including SIA, which provide insights, lessons learnt, and safety recommendations.

CASE STUDY

Changi Runway Closure Experience

SIA's Flight Operations Safety and Security (FOSS) department's participated in the Changi Runway Closure Experience organised in collaboration with CRST, where team members were invited to observe and better understand runway closure planning and execution in an active operational setting.

Participants accessed a closed runway at Changi Airport, viewed runway features up close, and observed maintenance activities as they took place. This practical exposure complemented existing procedural knowledge and deepened understanding of the complexities involved in runway management and safeguarding.

Participants also gained direct insight into runway protection systems designed to prevent runway incursions, foreign object debris detection and monitoring systems, and the coordination, equipment, and tools involved in carrying out runway maintenance safely and efficiently. Observing these systems and processes first-hand strengthened situational awareness and reinforced the importance of cross-functional coordination between airport operators and flight operations.

Participants of the Changi Runway Closure Experience

Overall, this engagement strengthened the department's understanding of aerodrome safety defences and maintenance processes, supporting more informed operational decision-making and contributing to stronger runway safety assurance through closer collaboration with airport stakeholders.

Sharing Positive Safety Culture and Safety Stories

As part of its ongoing efforts to strengthen aviation safety, SIA has embraced the Safety II approach, a progressive framework that complements traditional safety practices. While Safety I focuses on minimising errors and preventing adverse events, Safety II seeks to understand and promote the conditions that enable successful operations, especially within complex and dynamic systems. This shift reflects the Group's commitment to learning from success and safeguarding the well-being of its customers and crew.

A key initiative demonstrating this approach is the *Positive Flight Stories* programme, launched in 2020. The programme encourages flight crew to share successful experiences and practical insights from their operations. Since its inception, participation has grown steadily, with these shared experiences providing valuable feedback on what works well in practice and affirming the effectiveness of existing safety measures.

CASE STUDY

Safety Culture in Action

In 2025, while lining up for takeoff at Koh Samui, the crew of Scoot flight TR641 observed indications suggesting a drone hovering at the end of the runway. The crew immediately delayed the takeoff and informed ATC, who subsequently coordinated with the drone operator to ensure the drone vacated the runway and landed before clearing the flight for takeoff.

The crew's vigilance helped prevent a potential collision with a drone or its ingestion into the engine during take-off. This event highlighted the strength of a robust safety culture in action, where professionalism, proactive decision-making, and adherence to procedures are second nature. It also demonstrated the value of continuous training in enhancing situational awareness and operational discipline.

SAFETY

Line Operations Safety Audit (LOSA)

In 2024, SIA conducted its fifth LOSA, an initiative designed to enhance operational safety through systematic observation and analysis. The audit is overseen by a multidisciplinary committee comprising representatives from the SSQ Division, the Air Line Pilots Association Singapore, FOSS, and the Human Factors and Crew Resource Management team. Scoot embarked on its first LOSA in 2024.

The LOSA programme focuses on deepening the understanding of Threat and Error Management (TEM) within the operational environment. Data collected through the audit will be used to strengthen the TEM framework, which consists of three core elements:

- **Threats:** Uncontrollable events that increase operational complexity and require active management to maintain safety.
- **Errors:** Deviations from standard procedures due to actions or inactions, which can lead to unintended consequences.
- **Undesired States:** Unintended operational conditions that reduce safety margins.

The learnings and insights gleaned from the LOSA conducted by SIA and Scoot in 2024 remain relevant in FY2025/26.

Safety Forums and Events

SIA and Scoot inculcate a culture of safety among their flight crew through safety initiatives, campaigns, and other engagements.

Safety and Security Week

The SIA Group's SSW 2025 brought colleagues and guests together to learn more about the importance of innovation in achieving safety and security excellence. Under the theme "Innovating Safety and Security for Operational Excellence", the programme and activities focused on strengthening systems and building capability to ensure continued resilience. This included topics on automation, nurturing a positive safety culture, and the critical role of people in safe operations.

In line with SSW tradition, the event culminated with a ceremony to recognise recipients for their commitment to safety and security. During SSW 2025, 68 individuals from SIA, Scoot, SIAEC, and its service partners received safety awards and citations for their contributions to safety and security.

Scoot also hosted its own SSW 2025 programme, featuring guest speakers from CAAS and CYDEL, an organisational psychology consultancy. CAAS shared insights into the Global Navigation Satellite systems, while aviation psychologists from CYDEL spoke about human factors in aviation. Scoot's Inflight Policy, Procedures and Compliance team also discussed turbulence management. The SSW concluded with the presentation of awards to 44 personnel.

The SIA Group's SSW 2025

Scoot SSW 2025

SAFETY

Flight Operations Safety Day

The Flight Operations Division organised and conducted Flight Operations Safety Day 2025, which serves as a key platform to reinforce safety leadership, promote cross-industry collaboration, and deepen organisational awareness of emerging operational risks and mitigation strategies.

The event brought together internal stakeholders and external partners across the aviation ecosystem, fostering open dialogue on how safety, technology, and human factors must evolve together to address increasingly complex operational environments. This included knowledge sharing on pilot health and fatigue management, as well as human performance in maintaining safe operations, alongside discussions on emerging operational risks such as geopolitical airspace constraints, supply chain disruptions, and the adoption of artificial intelligence in aviation.

Speakers at the Flight Operations Safety Day 2025

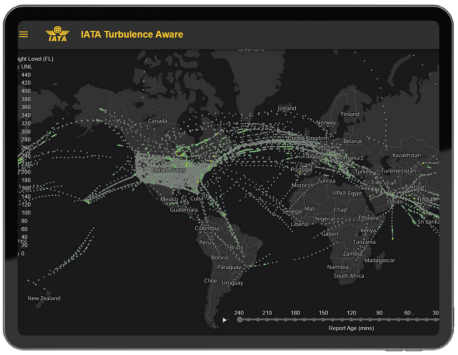
Leveraging Technology in Turbulence Management

SIA and Scoot have continued to leverage digital tools to ensure robust turbulence detection and decision-making capabilities. This includes IATA's Turbulence Aware for both SIA and Scoot, as well as SkyPath for SIA. These tools provide the following real-time turbulence data:

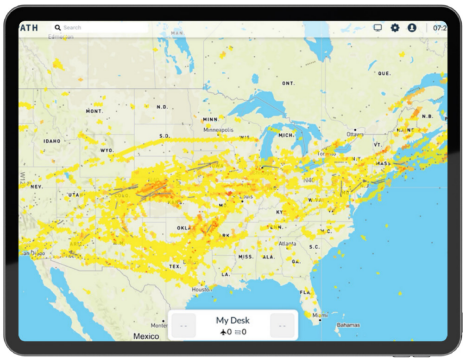
- **Eddy Dissipation Rate** data which is automatically collected from aircraft systems, offers precise, location-specific turbulence information that is aggregated and shared via the Turbulence Aware and SkyPath platforms.

- **Nowcasts** are forecasts based on acceleration data from tablet sensors used by pilots. This information, combined with real-time weather data, helps create turbulence forecasts up to six hours in advance via SkyPath.

The aggregated data, contributed by participating airlines, is accessible for both pre-flight planning and in-flight updates. These app-based tools complement conventional weather radar and pilot observations, significantly improving situational awareness and enabling a more comprehensive approach to turbulence management.



IATA Turbulence Aware Application



Sky Path Application

SAFETY

CASE STUDY

CAG-SIA Operational Excellence Tour

The SIA Group continues to strengthen safety through collaboration and shared learning across the aviation ecosystem. As part of this effort, the Flight Operations Division hosted members of the CRST for the CAG–SIA Operational Excellence Tour, an initiative designed to deepen mutual understanding of operational practices and safety priorities.

The programme began with an overview of flight operations, introducing participants to the core functions that support safe and efficient operations. The session enabled participants to gain insights into how different teams manage operational responsibilities while aligning on common safety objectives.

Participants were given a guided tour of key training facilities. At the Safety and Emergency Procedures Training Facility, they observed how pilots and cabin crew are trained to respond to emergency scenarios, including fire incidents and evacuation procedures. This was followed by a visit to the Cabin Crew Service Mock-up, where service delivery is practised in a controlled environment to ensure consistency and preparedness.

The programme also included a hands-on session in the Boeing 787 flight simulator, where participants were guided through simulated flight scenarios by Management Pilots. The session offered participants greater insight into flight deck decision-making and the operational considerations involved in ramp and airfield environments.

Through initiatives such as this, the SIA Group reinforces cross-functional collaboration and strengthens shared situational awareness across stakeholders, supporting safe and efficient operations.

Ground Operations Safety

Building a Strong Safety Culture Across SIA's Global Network
At SIA, ground operations safety is led by the Airport Operations Safety, Security and Compliance (AOSSC) department, which oversees ground safety across aircraft ramps throughout the Airline's global network.

Across all stations it operates worldwide, SIA staff are committed to ensuring every flight departs safely. To achieve this, the AOSSC department focuses on continuous engagement with frontline staff, targeted safety initiatives, and recognising teams that demonstrate strong safety performance.

Encouraging Proactive Safety Through the STAR Campaign
In November 2024, AOSSC launched the *STAR (Stop, Think, Act, Report)* campaign. The campaign encourages staff and ground handling partners to pause, assess potential risks, take the right action, and report safety concerns before incidents occur. Beyond awareness, *STAR* aims to embed a proactive safety mindset by recognising positive behaviours, celebrating stations with strong safety records, and sharing best practices globally.

Throughout 2025, the campaign provided stations with practical safety materials to support their engagement with ground handling teams. A key highlight was a safety video jointly produced by teams from 16 stations, offering a comprehensive overview of ramp operations and reinforcing safety standards worldwide.

STAR Safety Posters and Safety Video

SAFETY

***Glow Up Your Game:* Making Safety Engaging and Relevant**

As part of the *STAR* campaign, AOSSC partnered with its internal engagement platform, Soar as One, to launch the *Glow Up Your Game* safety challenge. Stations were encouraged to create locally relevant safety materials, engage ground handling teams, and maintain zero safety incidents.

The initiative garnered strong participation from overseas stations, with teams from Fukuoka, Guangzhou, Ho Chi Minh City, and Osaka earning recognition for their outstanding performance. Building on this momentum, a new round of *Glow Up Your Game* was launched in early 2026, with incentives to further encourage innovation and safe practices.

Glow Up Your Game safety posters from overseas stations

Strong Partnerships at SIA's Home Base

SIA's home base, Changi Airport, is central to ensuring safe and punctual departures. A key partner in this effort is SATS, SIA's ground handling partner at its Singapore Hub. As part of the *STAR* Safety Campaign, AOSSC conducted a series of safety engagement sessions with SATS ground staff and management.

These sessions featured interactive activities, quizzes, and open discussions focused on ramp safety, providing an engaging platform for knowledge-sharing and collaboration. Dialogue sessions were also held with SATS ground staff to share trends and gather frontline feedback to promote continuous improvement.

Engagement session with SATS, SIA's ground handling partner at Changi Airport

Reducing Risk Through the *Lock-It-Right* Programme

Another critical initiative introduced by AOSSC was the *Lock-It-Right* programme, designed to reduce incidents related to aircraft cargo locks. Incorrectly secured cargo can pose serious safety risks, making this a vital focus area.

The programme provided comprehensive training materials, including guidance on the different cargo lock systems used across SIA's fleet, as well as online training sessions for station staff and ground handling partners. The initiative reinforced the message that safety must always take priority.

Stations that achieved zero cargo lock–related incidents were recognised for their vigilance and commitment. Since the introduction of the *Lock-It-Right* programme, SIA has observed a reduction in cargo lock incidents across its network.

Strengthening Safety Through People and Partnership

Through sustained engagement, targeted campaigns, and close collaboration with ground handling partners worldwide, SIA continues to foster a unified and robust safety culture across its operations.

SAFETY

CUSTOMER SAFETY

Crew Competency

Cabin crew and pilots across the SIA Group undergo comprehensive training in safety and emergency procedures, ensuring they are well-prepared to respond to a wide range of in-flight situations. Their ongoing competency is maintained through regular participation in safety and security courses, as well as being regularly updated on regulatory requirements and operational developments.

These updates are delivered through circulars, internal campaigns, and divisional communications sessions. The importance of balancing service excellence with strict adherence to safety and security protocols is consistently reinforced through these initiatives.

Key aspects of SIA's and Scoot's Safety and Emergency Procedures manual include:

- Dangerous Goods
- Emergency Procedures
- In-flight Medical Emergencies
- Safety Equipment and Systems
- Standard Operating Procedures
- Survival

Pre-Flight Safety Briefing for Flight Crew

As part of the Group's standard operating procedures, all pilots receive a comprehensive pre-flight safety briefing covering general safety updates, as well as aircraft-specific, route-specific, and weather-related considerations relevant to the flight. Cabin crew also undergo a mandatory pre-flight briefing, during which safety procedures tailored to the aircraft type are demonstrated or screened in video format. Key safety topics are also discussed to ensure preparedness. In addition, aide-memoires are issued to all flight crew to support safety awareness and consistency.

In-Flight Safety Briefing for Customers

All flights begin with a mandatory safety briefing for customers, delivered through a safety video or live demonstration. To reinforce the importance of seat belt usage, a service message is broadcast via SIA's IFE system, or as needed through the public announcement system whenever the seat belt sign is switched on, as well as at one-hour intervals. These measures enhance customers' awareness of the appropriate actions to take in the unlikely event of an emergency.

Medical Emergencies and Infectious Disease Handling

The SIA Group ensures that cabin crew are well-trained to manage in-flight medical emergencies. Crew members are certified in first aid and are equipped to provide immediate care to unwell customers, who are then met with medical assistance upon arrival.

To mitigate the spread of infectious diseases, the Group implements stringent health and safety protocols both on the ground and in the air. Ground staff and operating crew are trained in disease management procedures aligned with prevailing health regulations. Cabin safety instructions are also regularly updated and communicated to reflect the latest regulatory requirements, ensuring a swift and coordinated response to emerging health risks.

CUSTOMER HEALTH AND SAFETY

Product Safety

SIA offers a broad selection of products through KrisShop, its online duty-free shopping platform. These include cosmetics, fragrances, gourmet food items, and travel essentials. All products are subject to health and safety assessments in accordance with applicable local regulations and guidelines.

In FY2025/26, there were zero incidents of non-compliance with customer health and safety regulations.

Food Safety

The SIA Group is committed to maintaining the highest standards of food safety and hygiene across its operations. All in-flight meals and beverages, as well as food served in SilverKris lounges globally, undergo rigorous safety assessments. These are supported by regular on-site checks, audits, and evaluations to ensure full compliance with food safety and hygiene regulations.

The SIA Group caterers source ingredients from licensed and accredited establishments that meet the standards of relevant regulatory authorities, including the Hazard Analysis and Critical Control Points and the International Organization for Standardization (ISO) standards. Furthermore, the Quality Assurance team from SIA's Singapore-based caterer, SATS, conducts supplier factory audits, random quality checks on incoming raw ingredients, and routine laboratory testing.

Globally, all SIA Group caterers are certified by their respective local food safety authorities and are required to comply with all applicable laws, including food safety regulations. During meal development, SATS is informed of relevant local regulations, including requirements for allergen labelling and minimum hygiene standards, to ensure compliance in all markets. Furthermore, locally manufactured food items are sourced from establishments licensed by the Singapore Food Agency or equivalent authorities in other jurisdictions.

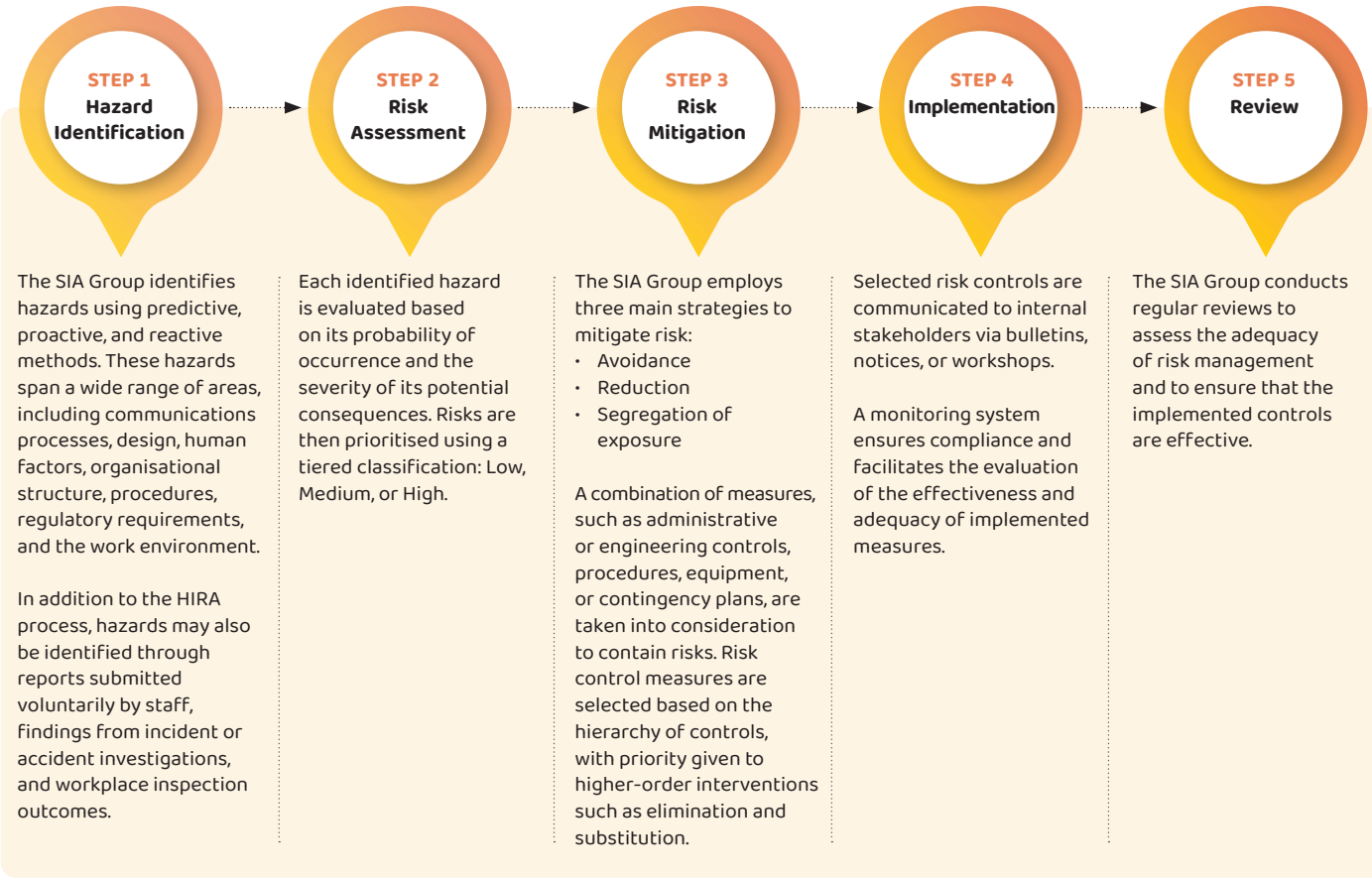
100%
of product and food-related health and safety impacts were assessed in FY2025/26

0
incidents of non-compliance to food safety and hygiene in FY2025/26

SAFETY

HAZARD IDENTIFICATION AND RISK MANAGEMENT

Hazard identification is integral to the SIA Group's risk management process, guided by the principle of managing justifiable risks at the right time and at the right level. The SIA Group assesses the probability and potential impacts of identified hazards and determines the appropriate measures to be taken to prevent the occurrence of such situations.



Hazard Reporting

The SIA Group encourages its employees to identify and address hazards across its operations and workplaces without fear of reprisal. Under the Group's Hazard Reporting Programme, staff are assured of management support and confidentiality throughout the reporting process.

Hazard reports may be submitted electronically via the employee portal, the 1SQ mobile app, or through a physical form. Each report is routed to the relevant division or department for investigation and appropriate action. An initial risk assessment and investigation findings must be submitted within two weeks of the report.

Scoot adopts a similar open reporting culture, analysing reported hazards for trends and implementing controls where necessary.

Notably, SIA and Scoot have collaborated with airports to address issues such as insufficiently marked closed runways, Precision Approach Path Indicator failures, faulty Visual Docking Guidance Systems, and poor lighting conditions. These interventions serve to mitigate potential safety risks and avert incidents.

In FY2025/26, all reported hazards were investigated and addressed. To reinforce learning and raise awareness, key findings and case studies were disseminated via half-yearly newsletters. In total, SIA and Scoot resolved all 1,407 hazard reports received during the year in review.

SAFETY

Hazard and Risk Management Competency

The SIA Group is committed to maintaining an effective and robust hazard and risk management system, supported by well-trained and competent personnel across all operational BUs. Each BU appoints a dedicated manager to oversee the HIRA process, which is conducted by a qualified Risk Assessment team. These managers are responsible for reviewing HIRA assessments and monitoring the effectiveness of relevant control measures.

To ensure that high standards of safety are maintained, relevant personnel are equipped with the necessary domain knowledge and skills via internal and external training courses, including those by recognised industry organisations such as ICAO, SAA, and IATA. To complement the above, the Safety teams of the Group's operational BUs also conduct periodic reviews of their HIRA assessments, with findings presented at quarterly SAG meetings for knowledge sharing, mutual learning, and process improvement.

Fatigue Risk Management

SIA and Scoot utilise a comprehensive Fatigue Risk Management framework to identify and mitigate fatigue-related risks in flight operations. This includes a structured reporting system that allows crew members to submit fatigue-related feedback, complemented by bio-mathematical fatigue models. Additionally, SIA conducts fatigue surveys to identify operational areas of concern.

To promote awareness, Safety Focus Forums are held regularly to brief pilots on fatigue-related incidents and best practices. Additionally, SIA employees involved in crew scheduling and rostering receive specialised training in fatigue science and risk management.

SIA also participates in the IATA Fatigue Management Task Force, ensuring it remains aligned with the latest regulatory updates and industry best practices in managing fatigue risk across global aviation operations.

Crew Psychological Well-being

The SIA Group prioritises the mental well-being of its pilots and cabin crew, recognising that mental health is essential to safe and effective operations.

For pilots, a comprehensive support framework is in place. This includes access to peer counsellors, aviation psychiatrists and psychologists, and the Civil Aviation Medical Board. SIA and Scoot also comply with established medical reporting guidelines, creating a supportive environment that encourages pilots to seek help when needed without fear of stigma.

Cabin crew are supported within an established reporting structure, with crew leaders and relevant management representatives trained to manage the mental well-being of their team members. Cabin crew can also reach out to SIA and Scoot's appointed psychologists and approved counsellors where necessary, and are also provided with resources and contacts for national health agencies through various communications platforms.

Systematic Alcohol Screening

The SIA Group maintains a strict policy regarding alcohol consumption by operating crew. In accordance with CAAS guidelines, both SIA and Scoot have implemented the Airline Alcohol Management Programme, which involves risk-based, randomised alcohol testing for flight crew. Flight crew may also be required to take pre-flight breathalyser tests administered by certified ground personnel, under the CAAS Airport Alcohol Testing Programme.

SIA and Scoot have implemented strict policies to prohibit flight crew from consuming alcohol within 10 hours of reporting for duty, which exceeds the eight hours pre-flight alcohol abstention requirement under CAAS regulation ANR 91.

Furthermore, flight crew are encouraged to speak up about any safety concerns regarding alcohol consumption, including those related to colleagues or customer well-being. Both SIA and Scoot continue to remind crew of their responsibilities and the consequences of failing to comply with alcohol policies.

Promotion of Worker Health

Please refer to the Employee Well-being section in the Employees chapter for more information on employees' access to non-occupational medical and healthcare services.

SAFETY

EMERGENCY PREPAREDNESS AND RESPONSE

SIA's emergency response plan (ERP) details the actions to be taken in the event of a fire or hazardous materials (hazmat) emergency that may occur on its premises. The primary objective of the ERP is to safeguard occupants by minimising the risk of injury and property damage during such emergencies.

In the event of an incident, SIA's Company Emergency Response Team (CERT) serves as the initial responder, tasked with containing and mitigating the situation before the arrival of the Singapore Civil Defence Force. CERT plays a critical role in stabilising emergencies during their early stages, reducing the potential for escalation.

To ensure operational readiness, the ERP is designed to prepare all stakeholders across SIA's office locations for a swift and coordinated response to an emergency. The Airline conducts a minimum of two fire evacuation drills annually at each Singapore-based office to familiarise employees with evacuation procedures. Trained fire wardens across each division support Fire Safety Managers and building managers in executing the response plan and guiding occupants during drills and real emergencies.

Fire Emergency Plan

- Includes procedures for occupants and building management to follow in the event of a fire emergency
- Regular fire evacuation drills are conducted to test the effectiveness of the plan

Arson Prevention Plan

- Includes procedures to safeguard the building's fire safety system against security threats arising from arson attacks

CRISIS MANAGEMENT

A crisis is defined as an event that has the potential to significantly impact the Group and affect the health and safety of customers, employees, or members of the public.

Prudent crisis management enables SIA and Scoot to manage major threats to their business through a coordinated and professional response. The Crisis Management Manual maps out the procedures that guide the airlines' crisis response, and has been prepared in accordance with the CAAS ANR, Family assistance laws, and regulations governing aviation accidents.

Crisis Management Governance and Reporting Structure

The Crisis Management Services (CMS) department has oversight of the airlines' operational readiness in managing crisis situations. During a crisis, CMS coordinates the Group airlines' response and supports the transition back to normal operations after the crisis has ended.

At the head office, designated functional group leaders oversee the operational readiness of SIA's cross-functional crisis response framework. This brings together customer-facing, operational, technical, communications and corporate support teams, with specialist support from the Insurance and Legal and Compliance departments.

At SIA's overseas stations, the respective Country and Area Managers are responsible for their local stations' operational readiness.

Crisis Management Training and Exercises

All relevant employees receive mandatory initial training and regular refresher courses. These equip employees with the foundational skills needed to perform their duties effectively during a crisis. These training programmes are reviewed regularly and enhanced when required.

Crisis management exercises, which include scenario-driven simulation exercises, are conducted annually, alternating between SIA and Scoot each year, to prepare both airlines for potential crises. Following each exercise, an after action review (AAR) is carried out to address gaps and ensure readiness to tackle crises.

The AAR includes obtaining information from all contributing BUs and conducting a holistic evaluation of how the crisis was handled. Staff who contribute to the crisis handling also give their feedback. The review enables SIA and Scoot to incorporate key learnings into its crisis handling process and training. This structured approach ensures that the crisis management strategies remain effective and responsive to the needs of the SIA Group.

SIA and Scoot remain vigilant in a dynamic global landscape, implementing regulatory changes and industry best practices to maintain operational and economic resilience. This is reinforced through compliance with the IOSA. Additionally, comprehensive reviews are conducted annually during the Control Self-Assessment exercise, which involve collaboration between the CMS and relevant BUs.

SAFETY

AIRCRAFT INCIDENTS

Aircraft Incident Reporting and Investigation Procedures

The SIA Group emphasises incident reporting and investigation to avoid similar incidents from recurring. These measures extend beyond legal and regulatory requirements.

SIA's response to the SQ321 incident on 21 May 2024 is detailed in the Governance chapter of the FY2023/24 Sustainability Report. The final investigation findings by Singapore's TSIB can be found on their website.

Reporting

The SIA Group requires incidents to be reported promptly. A robust set of reporting procedures are in place for different incident types, which include but are not limited to:

- Air miss, air proximity, air traffic control, resolution advisory incidents, traffic collision avoidance system
- Flight incidents
- Ground incidents
- Incidents involving crew injury or illness
- Incidents involving tail strike
- Significant or serious incidents
- Suspected and actual bird strikes

Actions

Key stakeholder groups within the SIA Group are engaged upon notification of the incident or receipt of the incident report. They include:

- All operational divisions
- SSQ (SIA and Scoot)
- SIAEC
- SIA Operations Control team
- Station Managers and Cargo Managers

Investigation

The purpose of the investigation is to determine facts, conditions, and circumstances pertaining to the incident so that action can be taken to prevent recurrence.

All incidents, investigations and actions taken will be compiled by the SSQ teams of SIA and Scoot into a quarterly summary, which will be reviewed by the ASC.

Communications

Regular statements, updates, incident reports, and investigation reports are made available on SQhub to increase the level of safety awareness and education among SIA employees. For Scoot staff, bulletins are shared via internal communications platforms such as Workvivo, providing timely information on relevant incidents as it becomes available.

WORKPLACE SAFETY

The SIA Group has established procedures to manage workplace incidents and accidents promptly and effectively. If an employee suffers a work-related injury, swift action is taken to ensure the employee's well-being, and to prevent similar incidents in the future.

The SIA Group conducts regular workplace safety inspections at its premises. Hazards identified during these inspections are promptly reported to the responsible BUs for corrective action, with follow-up monitoring to ensure that all necessary measures are implemented in a timely manner. For SIA, such inspections also serve as a feedback mechanism to ensure the continued effectiveness of its OHSMS.

SIA and Scoot run Hazards Reporting Programmes to encourage employees to report any hazards, unsafe acts, or situations encountered at the workplace. At SIA, reports submitted under this programme are treated with strict confidentiality, and the identity of the reporting employee is protected unless further details are needed for investigation by the SSQ team. At Scoot, employees can choose to report any potential hazard through either the open or confidential reporting system.

CASE STUDY

Promoting Safety Culture Among Cabin Crew

As cabin crew safety is a priority for SIA, ongoing education on safe work practices is delivered through multiple channels, including Crew-in-Charge Briefs, SQhub notifications, e-Cabin Safety Observations, SSQH Watch articles, engagement sessions, and the SSQH *Zero Accident HERO* campaign. These initiatives reinforce safety awareness and promote a culture of vigilance.

Furthermore, Cabin Crew Voyage reports are closely monitored for emerging patterns or areas of concern. Identified risks are then escalated through the hazard reporting system, enabling proactive risk management and continuous improvement in workplace safety.

SAFETY

Work-related Injuries

In FY2025/26, SIA and Scoot collectively had zero work-related fatalities, two high-consequence work-related injuries, and 480 work-related injuries among their employees, resulting in an overall work-related injury rate of 18.3 injuries per million man-hours worked. Among their key contractors, SIA and Scoot had zero work-related fatalities, zero high-consequence work-related injuries, and two work-related injuries, resulting in an overall work-related injury rate of 0.4 injuries per million man-hours worked.

Each work-related injury is documented, with the cause for the injuries identified. Based on these findings, additional precautionary measures are implemented to prevent recurrence. These may include reinforcing safe work practices, encouraging greater situational awareness, and conducting communications to raise awareness of workplace injury prevention.

	FY2024/25		FY2025/26	
Employees				
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0.0)	**0**	**(0.0)**
Number (and rate per million man-hours worked) of high-consequence work-related injuries	10	(0.4)	**2**	**(0.1)**
Number (and rate per million man-hours worked) of recordable work-related injuries	401	(15.7)	**480**	**(18.3)**
Workers who are non-employees				
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0.0)	**0**	**(0.0)**
Number (and rate per million man-hours worked) of high-consequence work-related injuries	0	(0.0)	**0**	**(0.0)**
Number (and rate per million man-hours worked) of recordable work-related injuries	8	(1.8)	**2**	**(0.4)**

Work-related Ill-health

SIA has identified exposure to high noise levels as the main risk for the occurrence of work-related ill health among specific job functions. In FY2025/26, SIA had a total of two incidents of recordable work-related ill-health among their employees, while there were zero incidents of recordable work-related ill-health among their key contractors.

To address the health risks from high noise levels, SIA has implemented a comprehensive Hearing Conservation Programme. This programme includes a range of preventive measures, such as limiting employees' exposure to excessive noise levels, ensuring the correct fitting of hearing protection equipment on its staff, providing training on the proper use and maintenance of the hearing protection equipment, and conducting an annual audiometric examination.

	FY2024/25	FY2025/26
Employees		
Number of fatalities as a result of work-related ill-health	0	**0**
Number of recordable work-related ill-health	2	**2**
Workers who are non-employees		
Number of fatalities as a result of work-related ill-health	0	**0**
Number of recordable work-related ill-health	0	**0**

CUSTOMERS

SIA is dedicated to delivering a world-class experience across every stage of the customer journey. As part of this effort, the Airline continuously enhances its products and services to ensure they meet the evolving needs and expectations of its customers.

Scoot, the low-cost subsidiary of SIA, mirrors this commitment by offering quality and value-driven products that deliver industry-leading service and affordable travel experiences.

MANAGEMENT APPROACH

Ambition

SIA and Scoot aim to provide customers a high-quality air travel experience through product and service excellence, and by engaging customers proactively at every touchpoint.

Key Policies, Processes, and Systems

- Customer Experience Fundamentals and Design Tools
  - Experience Principles
  - Customer Personas
  - SIA and Scoot's in-house design thinking methodology
- Performance Improvement Framework
- Quality Management System
- Quality Framework
- Service Audits
- SOAR as ONE Service Philosophy

Awards Won in FY2025/26

Some of the awards won by SIA and Scoot in FY2025/26 for their commitment to service excellence are listed below. A more comprehensive list of SIA's awards won can be found at SIA's corporate website.

SIA

World's Best Cabin Crew
- *Skytrax World Airline Awards 2025*

World's Best International Airline
- *Travel + Leisure (USA) World's Best Awards 2025*

Best Asia-Pacific Airline
- *Business Traveller Asia-Pacific Awards 2025*

Scoot

World's Best Long-Haul Low-Cost Airline
- *Skytrax World Airline Awards 2025*

Value Airline of the Year
- *Air Transport World Airline Industry Achievement Awards 2025*

Best Low-Cost Carrier
- *TTG Travel Awards 2025*

FY2025/26 in Numbers

SIA

81.8%
average Customer Satisfaction (CSAT) Score achieved for touchpoints on the ground and on board

Scoot

75.5%
average CSAT Score achieved for touchpoints on the ground and on board

CUSTOMERS

CUSTOMER EXPERIENCE AND SATISFACTION

Industry-leading Innovations

SIA has a strong track record of introducing new products and service enhancements, and recognises innovation as key to delivering exceptional customer service.

SIA's notable achievements include introducing the first IFE system offering both video- and audio-on-demand in 1997, and becoming one of the first airlines to offer unlimited complimentary Wi-Fi to customers across all cabin classes in 2023 .

Following the retirement of the 737-800NG fleet, SIA now offers full-flat Business Class beds across its entire network.

In addition, SIA will unveil its enhanced travel experience in late 2026, which will include all-new long-haul First Class, Business Class, Premium Economy Class, and Economy Class cabin products, a refreshed in-flight dining experience with new dishes, the next-generation *KrisWorld* IFE system, and new in-flight soft furnishings and amenities. The full suite of cabin products will feature on SIA's upcoming 777-9 aircraft.

SIA is also investing $1.1 billion to retrofit the A350-900 long-haul (LH) and ULR aircraft with the new cabin products. This includes a First Class cabin in the A350-900ULR aircraft, which operate on the non-stop routes, for the first time.

Customers will also enjoy an enhanced in-flight Wi-Fi experience from 2027, with the progressive introduction of Starlink's low Earth orbit satellite-based broadband service on board SIA's A350-900LH, A350-900ULR, and A380 aircraft.

More details on the key milestones achieved over the past decades are available on SIA's corporate website.

Customer Satisfaction Through Service Excellence

In FY2025/26, SIA strengthened the application of its in-house design thinking methodology, *Discover, Design, and Deliver*, across BUs at Head Office and stations.

This framework was widely adopted to deepen the understanding of customer insights, which are then translated into initiatives to enhance the customer journey.

CASE STUDY

Celebrating Customer Experience Day

Customer Experience Day is an annual global event that falls on the first Tuesday of October, celebrating the importance of customer centricity, and recognising professionals and organisations that enhance the customer experience.

To mark the occasion, SIA held activities to encourage employees across SIA's network to apply the *Discover, Design, and Deliver* framework, to deepen their understanding of customer personas and identify their friction points, particularly seniors and families as customer segments with distinct needs.

The first phase focused on crowdsourcing ideas, the second phase centred on engagement and learning, and the last phase rallied stations across the SIA network to pledge and deliver proactive care and assistance to customers with distinct needs.

This practical approach saw over 30 stations enhance experiences for seniors and families with young children during the peak travel season.

Together, these efforts resulted in deeper staff appreciation for personas and customer experience, as well as novel ideas and practical outcomes for our customers.

Staff who submitted the top crowdsourcing ideas received prizes and recognition for their efforts

SIA's overseas stations putting ideas into action to proactively deliver care and delight to families and young customers

CUSTOMERS

Tracking and Refining SIA's Service Quality Performance

SIA

SIA's Customer Insights Portal (CIP) consolidates customer feedback in near real time, offering a prompt and comprehensive view of customer sentiments from various sources. In FY2025/26, SIA received more than 590,000 Voice of Customer (VoC) survey responses from customers, which are captured in the CIP and used by the Airline to track the CSAT score as a performance metric. The average blended CSAT score remained high at 81.8% during the financial year.

In FY2025/26, the CIP was enhanced with a GenAI-powered VoC analytics tool, which enables users to retrieve detailed customer insights by entering prompts. This enhances staff efficiency while improving their understanding of customer needs.

The KrisInsights Panel – a community of over 20,000 customers who participate in surveys, focus groups, and other research initiatives, typically on a monthly basis – is used to complement VoC data and provide a more holistic view of customer needs. Their inputs help SIA understand what customers value most across the end-to-end travel journey, what influences their choice of airline, their feedback on service updates and product enhancements, and how their preferences change over time.

In FY2025/26, customer insights reporting was expanded to include social media comments, as well as customer compliments and complaints. This enables BUs to better evaluate their performance, support the development of new products and services, and assist with reviews of policy changes related to service recovery.

SIA's Management Committee and CETSC regularly monitor customer experience success measures and feedback gathered from these customer insights sources.

The Customer Affairs department is responsible for managing and responding to customer feedback. It coordinates with various departments to promptly address service lapses, resolve customer concerns, and restore confidence through timely responses and appropriate service recovery.

Complementing these efforts, the Customer Contact Services department plays a key role in supporting customers throughout their journey, from booking assistance to membership services. It also works across teams to simplify policies and processes to improve the overall travel experience.

To enhance efficiency and decision-making at contact centres, the department leverages data analytics and adopts a Process Improvement Framework that promotes cross-functional collaboration and continuous learning. Its Quality Framework is also reviewed regularly to uphold high service standards.

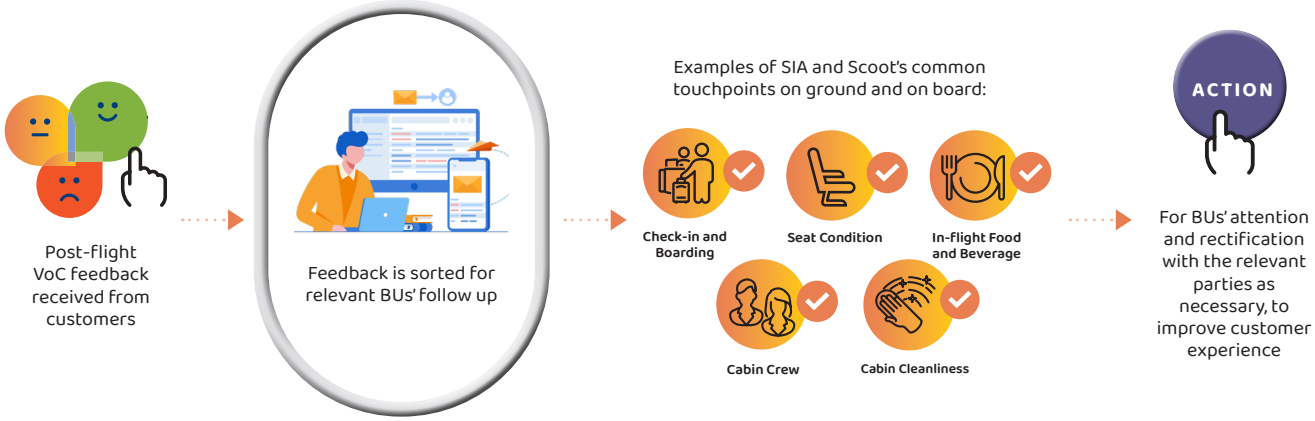
Scoot

Scoot also employs a feedback management system that enables key BUs to proactively respond to customer feedback and help improve service levels across key touchpoints.

In FY2025/26, Scoot received more than 98,000 responses from its post-flight VoC surveys, and achieved an average blended CSAT score of 75.5%[52].

Both CSAT results and qualitative feedback are regularly reviewed by Scoot's Customer Experience Forum, comprising representatives from the relevant BUs. The forum helps to identify areas for improvement and guides updates to customer-related initiatives, products, and services.

An example of SIA and Scoot's feedback management processes:



[52] From FY2025/26 onwards, Scoot has adopted SIA's methodology for the computation of the blended CSAT score.

CUSTOMERS

Leveraging Digital Tools and Automation for Customer Feedback Management

During FY2025/26, SIA expanded the use of digital tools and workflow optimisation initiatives to boost the efficiency and quality of customer feedback management. For example, GenAI solutions were deployed to assist service representatives by providing recommendations from SIA's servicing knowledge base and automating routine administrative tasks. This enhanced efficiency enables staff to focus on delivering more personalised service. GenAI tools were also introduced in training to support the consistent delivery of service globally.

The capabilities of SIA's chatbot, Kris, were also enhanced to understand conversational language, and carry out simple requests such as arranging for airport meet-and-assist services. Kris is also available across more touchpoints on the website and mobile app, enabling customers to receive prompt assistance and reducing resolution times.

SIA's broader deployment of GenAI to enhance customer servicing across different channels has resulted in a more optimal use of resources and improved response times for customers. With further enhancements in the pipeline, the Airline will be better positioned to monitor service levels, identify issues quickly and take corrective actions to drive performance of its customer service teams.

CASE STUDY

Scoot Auto-Boarding Process

Scoot has introduced new innovations, implementing several initiatives to streamline its processes and improve customer service. Under a commitment to enhance the Airline's On-Time Performance, an auto-boarding process was implemented in FY2025/26 to simplify the commencement of passenger boarding and minimise reliance on manual clearance.

Previously, Ground Handling Agents initiated the boarding process only after receiving the crew's go-ahead at the aircraft door, resulting in an average elapsed time of five minutes after the aircraft was ready.

The new auto-boarding process streamlines this. Once Scoot's cabin crew enter the aircraft, a boarding timer is automatically triggered, followed by a pre-boarding announcement. This provides GHAs with a five-minute window to complete essential tasks before boarding begins, removing the need for crew approval.

The auto-boarding process has been successfully implemented at several locations, including Singapore, Melbourne, Perth, and Sydney, and will be rolled out to additional stations.

CUSTOMERS

Shaping Customer Perception Through Campaigns

SIA

In 2025, SIA strengthened its brand narrative with two new campaigns.

See The World Anew

Launched in the first half of 2025, the *See The World Anew* campaign highlighted SIA's belief that travel should leave travellers refreshed and with new perspectives. The campaign showcased how SIA helps to create meaningful moments that inspire deeper connections and encourage travellers to reflect on what truly matters.

The campaign featured two 70-second films shared on SIA's Facebook, Instagram, YouTube, and TikTok channels. Together, they generated over 45.5 million views during the campaign period from 15 January to 21 April 2025.

Expand Your Comfort Zone, Expand Your Horizons

SIA reinforced its position as a provider of high-quality travel experiences that inspire customers to explore new destinations and perspectives with its second campaign of the year. Launched in September 2025, the *Expand Your Comfort Zone, Expand Your Horizons* campaign encouraged customers to broaden their travel experiences with SIA.

The campaign featured 15- and 70-second films shared on SIA's Facebook, Instagram, YouTube, and TikTok channels, generating a total of over 39 million views during the campaign period from 10 September to 31 October 2025.

Please refer to SIA's corporate website for more information on the campaigns.

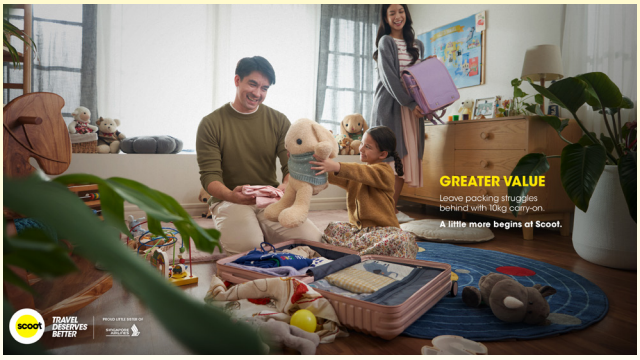
Scoot

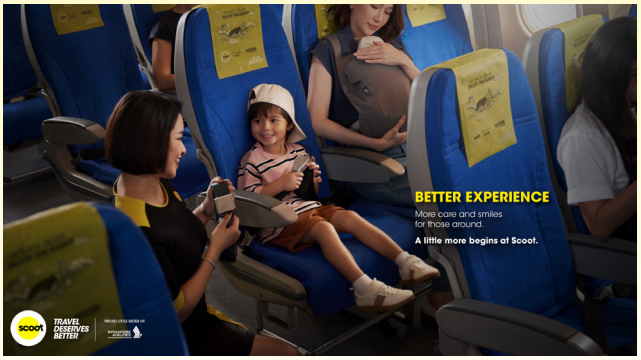
Travel Deserves Better

Scoot strengthened its brand positioning through the continuation of its *Travel Deserves Better* campaign. The campaign focused on three main areas – more comfort, greater value, and a better experience – to strengthen Scoot's differentiated brand positioning in its key markets.

The campaign, which ran in phases from 10 March to 13 September 2025, featured a 45-second film and three 15-second videos, alongside five key visuals used across digital channels such as Facebook, Instagram, TikTok, RedNote, WeChat, and YouTube.

The campaign garnered over 2.4 billion impressions, reaching 4.2 million new users and generated over 8.1 million website visits.





CUSTOMERS

Engaging Customers Through Social Media

Social media serves as a key platform for both SIA and Scoot to share important travel updates, engage with customers, and build a community of travel and aviation enthusiasts.

Both airlines have a social media presence on the following platforms:

SIA also has a dedicated Social Media Engagement Unit to assist customers 24 hours a day, seven days a week.

New Product and Service Offerings for Customers

SIA

Enhancing the Lounge Experience in Singapore

In November 2025, SIA opened its new First Class SilverKris Lounge at Changi Airport Terminal 2, offering Suites and First Class customers, as well as Solitaire PPS Club members, an enhanced ground experience that mirrors the Airline's award-winning hospitality in the skies. The opening of the First Class SilverKris Lounge is the first phase under a two-year programme to refresh the Changi Airport Terminal 2 SilverKris lounges, with the Business Class SilverKris Lounge and KrisFlyer Gold Lounge to progressively follow from the second half of 2026 into 2027.

The new First Class SilverKris Lounge seats over 130 guests and includes an expanded 12-seater Signature Bar. The high ceilings and floor-to-ceiling windows give the lounge a bright and spacious feel, uplifting the overall ambience.

The lounge also introduced additional facilities, including four semi-private resting pods in a separate soundproofed room with soft lighting. In addition, there are four en-suite shower rooms, as well as SIA's popular productivity pods that are equipped with reading lights and charging points for customers who need to work. Family-friendly features have been upgraded as well, with a newly designed 'Beary'-themed kids' room that caters to young travellers and their caregivers.

CUSTOMERS

SIA

Refreshing the Lounge Experiences in Bangkok and Hong Kong SAR

SIA's overseas lounges continue to undergo refreshes to provide a consistent experience for its premium customers. In FY2025/26, SIA focused on the SilverKris lounges in Bangkok and Hong Kong SAR.

The SilverKris Lounge at Bangkok Suvarnabhumi Airport re-opened on 22 November 2025 following a comprehensive refurbishment to improve the on-ground customer experience before their flights.

The lounge now features increased seating capacity, as well as productivity pods and wingback chairs, hallmarks of all SilverKris lounges. Open-plan areas are complemented by semi-private spaces and cosy corners that support both focused work and quiet downtime. Food and beverage offerings have also been enhanced, with new handcrafted cocktails.

The entrance of the SilverKris Lounge at Bangkok Suvarnabhumi Airport

SIA's SilverKris Lounge at Hong Kong International Airport underwent a refresh in FY2025/26, and reopened on 8 December 2025.

The updated space features lighter interiors, contemporary furnishings, and an improved layout that enhances customer flow, particularly within the living room area of the Business Class section.

In the First Class section, plush lounge chairs provide a comfortable, home-like setting for guests to unwind. Newly curated food and beverage selections further enhance the pre-flight experience.

Elevating the In-Flight Dining Experience

In FY2025/26, SIA introduced several enhancements to its in-flight dining experience, focusing on culinary excellence.

Collaborations with International Chefs

SIA continued its partnership with acclaimed guest chefs Heiko Nieder, Monica Galetti, and Sid Sahrawat, whose specially designed dishes showcase premium, seasonal ingredients prepared in local culinary styles.

New Shahi Thali and Ruchi Thali Menus

In FY2025/26, SIA refreshed its in-flight dining experience on flights between Singapore and India with new *Shahi Thali* and *Ruchi Thali* menus created by Chef Sanjeev Kapoor. Launched on 1 May 2025, these new offerings feature authentic Indian flavours prepared using traditional cooking methods and presented on newly-designed premium serviceware. Suites and First Class customers can now enjoy the *Shahi Thali* meal on copper-coloured platters, while Business Class customers are served the new *Ruchi Thali* meal on silver-finish hammered serviceware.

The *Shahi Thali* menu

Praline Service Returns, with a Laurent Bernard Collaboration

On 1 April 2025, SIA reintroduced its praline service in Suites, First Class, and Business Class, offering customers a selection of pralines on routes of five hours or longer, for lunch and dinner services. Since 7 July 2025, Suites and First Class customers are also treated to exclusive pralines created in collaboration with Singapore-based chocolatier Laurent Bernard, with limited-edition flavours featured during festive seasons.

Pralines made by Laurent Bernard Chocolatier exclusively for SIA

CUSTOMERS

SIA

Anniversary Celebrations

SG60: Celebrating Singapore at 30,000 Feet

From July to September 2025, SIA celebrated Singapore's 60th birthday with a curated line-up of classic Singapore hawker dishes offered on flights departing from Singapore.

Suites, First Class, and Business Class customers enjoyed mains such as *Char Siew Wonton Noodles* and *Roti Prata with Fish Curry*, while Premium Economy Class and Economy Class customers were treated to local specialities including *Singapore Nasi Lemak* and *Singapore Laksa*, complemented with local desserts such as *Milo Dinosaur* and *Ondeh Ondeh Cake*.

Celebrating 40 Years of Service to China

SIA commemorated 40 years of service to China with specially curated anniversary menus, available on selected flights departing Beijing and Shanghai for Singapore in May and June 2025, which showcased dishes inspired by each city's culinary traditions.

The celebrations were supported by a multi-platform campaign, including collaborations with lifestyle media platforms and leading Chinese social media channels.

Celebrating 50 Years of Service to South Korea

SIA marked 50 years of service to South Korea with a specially curated contemporary Korean menu, available on flights departing South Korea for Singapore in October and November 2025. The celebratory menu featured dishes such as *Suranchae*, a royal court speciality, *Tteokgalbi*, grilled short rib patties made from Hanwoo beef, and a dessert highlighting the flavours of persimmons, a popular autumn fruit in Korea.

The Economy Class (left) and Business Class (right) in-flight meals, specially curated to celebrate SIA's 50 years of service to South Korea

Scoot

Enhancing the Customer Experience with Value-Added Offerings

In April 2025, Scoot successfully introduced its new fare bundles, Value and Flex, that are designed to enhance the customer flying experience by offering add-ons such as baggage and seat selection at a discounted price. These bundles were well-received by customers, reflecting their appeal in providing greater value and affordability.

Scoot has also been enhancing its upgrades programme to provide more options to customers. The introduction of Upgrade2Plus provides Economy Class customers with the opportunity to secure guaranteed upgrades to ScootPlus at an affordable rate. This new offering complements Scoot's existing Bid4Plus initiative, which allows customers to bid for available ScootPlus seats at a reduced price.

Together, Upgrade2Plus and Bid4Plus help Scoot deliver greater value to customers while optimising seat capacity. These initiatives reflect Scoot's commitment to delivering a diverse range of affordable premium experiences that cater to the varying needs of customers.

EMPLOYEES

The SIA Group strengthened its position as an employer of choice by focusing on its core value propositions. These include instilling a strong sense of pride and shared purpose, providing diverse opportunities for learning and growth, and nurturing a positive and inclusive workplace culture. Together, these efforts help attract and retain top talent while positioning the Group for sustainable growth.

MANAGEMENT APPROACH

Ambition

The SIA Group strives to be an employer of choice that:

- Develops its employees to their fullest potential to foster a high-performing, productive, and future-ready workforce
- Facilitates a work environment that is safe, flexible, nurturing, and caters to individual needs and aspirations, including opportunities to contribute to local communities through volunteer programmes
- Provides employees an enriching experience throughout their journey

Key Policies, Processes, and Systems

SIA

- Collective Agreements
- Code of Conduct, including Staff Regulations
- Human Resources (HR) policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Rewards, Talent and Performance Management, Global Mobility, and Learning and Development
- Policy on Harassment and Grievance Handling Process and Protocols

Scoot

- Collective Agreements
- HR policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Rewards, Talent and Performance Management, and Learning and Development
- Anti-Harassment and Bullying Policy
- Flexible Work Arrangement Policy

Targets

Activity	Due	Status
SIA		
At least 25% female employees in senior positions (Vice Presidents and above)	FY2025/26	Not Achieved[53]
At least 25% increase in the number of female pilots, from FY2020/21 levels	FY2025/26	Achieved
To support employee well-being through provision of quality wellness and well-being experiences	Every year	Achieved
Scoot		
At least 25% increase in the number of female employees in senior positions (Directors and above), from 2021 levels	2025	Achieved
At least 25% increase in the number of female pilots, from 2021 levels	2025	Not Achieved[54]
To support employee well-being through provision of quality wellness and well-being experiences	Every year	Achieved

FY2025/26 in Numbers

51.9%
of SIA and Scoot employees are female

$68 million
investment in learning and development of SIA and Scoot's employees

[53] While SIA remains committed to its gender diversity targets, staff attrition and internal movement have resulted in a shortfall against the target.
[54] While Scoot remains committed to its gender diversity targets and actively supports female pilots through internal initiatives and external engagements, all hiring decisions are made based on a holistic assessment of role requirements against candidate capabilities, and overall fit.

EMPLOYEES

BUILDING A FUTURE READY WORKFORCE

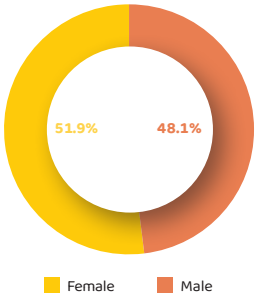
Strength in Workforce Diversity

The SIA Group promotes diversity, equity, and inclusion in the workplace through progressive policies, processes, and practices that support these values. This approach fosters an environment that respects varying perspectives, which helps to strengthen the organisation. The SIA Group also ensures that employees, irrespective of race, ethnicity, gender, age, or beliefs, feel valued and have equal opportunities for growth.

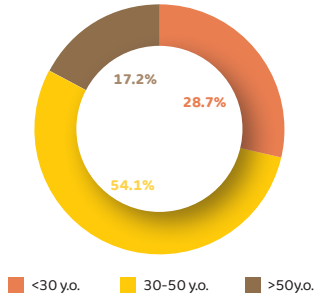
As of 31 March 2026, SIA and Scoot had 21,667 employees, reflecting a 3.1% increase in headcount from the previous financial year.

SIA and Scoot Employee Demographics

SIA and Scoot Employees, by Gender



SIA and Scoot Employees, by Age Group



New Hires and Turnover

SIA and Scoot New Hires
In FY2025/26, the overall new hire rate for SIA and Scoot decreased to 12.1%.

New Hire Rate	
By Gender	
Male	4.8%
Female	7.3%
By Age Group	
<30	8.7%
30-50	3.0%
>50	0.3%

SIA and Scoot Turnover
In FY2025/26, the overall turnover rate for SIA and Scoot decreased to 7.2%.

Turnover Rate	
By Gender	
Male	2.2%
Female	5.1%
By Age Group	
<30	3.9%
30-50	3.1%
>50	0.2%

EMPLOYEES

LEARN AND GROW

The SIA Group develops a future-ready workforce by attracting new talent and investing in the growth of its people. As part of this effort, employees are empowered to take ownership of their development through lifelong learning and a broad range of experiences that support their professional growth.

Attracting Talent

The SIA Group promotes diverse career opportunities through talent outreach initiatives, including career fairs and engagement sessions organised by secondary schools, tertiary institutions, and external organisations. These platforms allow the Group to connect with fresh graduates and mid-career professionals to meet its evolving talent needs. SIA and Scoot also offer internships to tertiary students, providing early exposure to its dynamic work environment and values-driven culture.

Scoot attracts talent by collaborating with the Institute of Technical Education (ITE). Selected candidates undergo a fully-sponsored ITE Work-Study Diploma Programme while being employed by Scoot. This programme features modules on Customer Service Experience Management along with on-the-job training that equips them with industry-relevant skills. Graduates are well-prepared to take on roles as cabin crew members and are presented with future opportunities to promote to supervisory positions.

Developing Careers

SIA and Scoot are committed to building a workforce that is equipped with skills to remain relevant for the future.

To support this, the Group provides structured learning and development roadmaps that align employee growth with changing business needs. These initiatives focus on strengthening core soft and technical skills, while also building capabilities in areas such as digital innovation, sustainability, and inclusiveness. Employees are also encouraged to pursue higher education through company sponsorship programmes.

In FY2025/26, SIA and Scoot invested $68 million in learning and development initiatives to train and develop their pilots, cabin crew, and ground staff. An average of 76 training hours per employee was recorded.

SIA and Scoot's cabin crew undergo comprehensive training to deliver world-class service excellence, and pilots participate in rigorous training to meet the highest safety and performance benchmarks, with clear pathways for career progression. Besides progressing through the ranks to Captain, pilots can also develop their careers along the Technical, Training, or Management tracks.

To further support professional growth across the Group, the Group Mobility Scheme facilitates the movement of ground staff and cabin crew between SIA and Scoot, creating more opportunities for development and collaboration across the Group.

CASE STUDY

SIA Conferred *SkillsFuture 10th Anniversary Honours* Award

SIA was conferred a special *SkillsFuture 10th Anniversary Honours* Award at the SkillsFuture Fellowships & SkillsFuture Employer Awards Ceremony on 7 November 2025. This award recognised SIA's outstanding contributions towards advancing the national SkillsFuture movement, demonstrating its exemplary commitment to workforce development.

SIA CEO Mr Goh Choon Phong, receiving the *SkillsFuture 10th Anniversary Honours* award from President Tharman Shanmugaratnam, and Minister for Education Mr Desmond Lee.

EMPLOYEES

Promoting Sustainability Awareness

In support of the Group's sustainability strategy, SIA updated the *Sustainability 101* e-learning module that aims to cultivate greater awareness on SIA Group's sustainability commitments across three key pillars of decarbonisation, responsible resource management, and creating a positive societal impact. This is mandatory for all SIA ground staff, as well as new pilots and cabin crew.

Learning journeys and sharing sessions are also regularly organised in SIA to enable staff to broaden their learning on various sustainability topics. In FY2025/26, six sessions were conducted with more than 200 staff participating. This includes a visit to e-waste recycling facilities to encourage responsible disposal of electronics, as well as learning from aircraft manufacturers on aircraft technological developments.

In December 2025, an inaugural SIA x Scoot Sustainability Showcase was also held at STC to promote staff learning about sustainability efforts in our airline operations. More than 150 staff visited the exhibits, which were hosted by colleagues from various departments such as engineering, flight operations, and in-flight services.

In March 2026, Scoot held another sustainability showcase internally, featuring a talk and interactive booths that allowed staff to engage with different BUs and learn about how Scoot is driving meaningful change across its business, such as initiatives in fuel-saving, emissions accounting, in-flight waste management, and corporate social responsibility. More than 70 staff participated physically and virtually during the event.

Developing Skills in Generative Artificial Intelligence (GenAI)

Digitalisation remains a key driver of industry transformation, and SIA continues to advance its digital innovation initiatives to enhance productivity and competitiveness across the organisation.

To support these efforts, SIA's managers completed intermediate-level training, equipping them with the knowledge and tools to assess the business value and risks of GenAI use cases, and to prioritise implementation across their teams.

Scrum Masters completed a training track focused on the technical capabilities needed to support the development of GenAI applications, while software engineers completed a GenAI-first programme designed to help them integrate the technology throughout the software development cycle.

Beyond formal training, SIA shares monthly bite-sized content on 1SQ and SQhub to help staff use the latest JARVIS[55] GenAI-powered tools. These resources are complemented by virtual live sessions where staff can share knowledge and learn from one another.

Meanwhile, Scoot has implemented a foundational GenAI e-learning programme that is mandatory for all office staff, covering the basics of GenAI and its responsible use. To complement this, Scoot held quarterly *JARVIS 101* workshops, which were open for self-registration by existing employees, with new joiners automatically enrolled. These hands-on sessions gave staff practical experience with JARVIS and the opportunity to explore how GenAI can be applied across different areas of the business.

[55] JARVIS is SIA's AI Assistant for Staff.

EMPLOYEES

Leadership and Professional Development at SIA

Providing strong learning and development opportunities remains central to the SIA Group's employee growth strategy. In line with this commitment, SIA has formalised a suite of executive education programmes to help senior leaders strengthen their leadership capabilities and broaden their business networks. These include the Management Development Programme and Executive Education programmes, which sponsor selected leaders to attend curated courses at top universities and institutions worldwide.

Future Skills for Leaders Framework

To ensure SIA's leaders are equipped with skills for the future, the Airline refreshed its core competency framework to include future skills. The updated framework has been embedded into hiring, training, and performance measurement processes. To support this effort, an enablement and training plan will be rolled out for leaders to build and hone their skills. Employees will also have access to a range of competency development programmes tailored to their respective levels.

Driving Commercial, Operational, and Service Excellence

On the commercial front, SIA strengthened its sales capability by deepening its understanding of client needs and translating those insights into tailored solutions. The Airline also launched a sales programme to enhance practical skills in client engagement, uncovering client needs through questioning, and presentation effectiveness.

On the operational front, SIA introduced a competency-based dangerous goods regulations training programme to reinforce safety and reliability in cargo. Alongside this, the Airline trained its first cohort of Cargo Division Associate Trainers to build expertise in handling dangerous goods and embed best practices across the network.

SIA has also embarked on applied research in forward-looking teaching methods that aim to enhance learning agility and performance in support of a safe, punctual, and world-class travel experience. The results have been encouraging, with learners becoming more engaged in discussions, open in sharing challenges, and proactive in co-creating solutions.

Employee Career Planning

To support career development and internal mobility, SIA organises career events spotlighting critical roles across the Company, giving employees a clearer picture of the wide range of career pathways available.

The talks also point employees to resources available on the Career Planning microsite, which helps them make informed decisions about their development and take greater ownership of their careers. Together, these initiatives promote a stronger appreciation for the diverse functions that drive SIA's success.

Mentorship Programme for Newly Promoted Managers

SIA's mentorship programme pairs newly promoted or hired managers and Vice Presidents with members of Senior Management. Through one-on-one mentorship, participants benefit from the guidance, expertise, and insights of seasoned leaders as they transition into senior leadership roles within the organisation.

Pilot and Cabin Crew Training

Newly recruited cabin crew at SIA and Scoot undergo a rigorous training programme that includes classroom and on-the-job instruction. The training covers key areas such as safety, security, and first aid, including cardiopulmonary resuscitation. Additionally, the programme helps participants develop effective communications skills, customer handling techniques, and in-flight service proficiency to meet the diverse needs of customers.

Cabin crew also have access to self-directed learning courses that support professional development through training in relevant skills and competencies.

Meanwhile, SIA and Scoot pilots receive mandatory training across all ranks to enhance their operational proficiency. A mentorship scheme is also available, allowing pilots to learn from experienced peers and strengthen their competencies over time.

EMPLOYEES

Strengthening Leadership Capability at Scoot

Developing strong leaders remains a key priority for Scoot to build a steady pipeline of capable leaders who can guide their teams, mentor colleagues, and cultivate a positive team culture. To support this, leadership development initiatives place a strong emphasis on people leadership and coaching skills, equipping leaders to better engage and support their teams.

Scoot has also broadened its leadership development offerings for ranking crew at different stages of their careers. Foundational programmes such as the Leadership Development Programme introduce emerging crew leaders to core leadership principles. Complementing these are specialised workshops such as *Nurturing Individuals, Elevating Teams*, which help leaders build psychological safety within their teams and apply coaching techniques suited to different developmental needs.

Together, these programmes strengthen leadership capability across the organisation and contribute to a more supportive and resilient workplace culture.

Leveraging Technology for Immersive Learning

Scoot continues to integrate immersive technologies into its training programmes to make learning more engaging, practical, and realistic. Tools such as Virtual Reality (VR) and AI-powered roleplay solutions have been expanded to give employees more realistic practice that helps them respond effectively in real-world situations.

For Cabin Crew, ConVerse AI has been introduced as a tool that allows them to practice customer management skills through interactive simulations. Scoot has also introduced ELSA, an AI-powered language learning application that helps employees strengthen their English proficiency and in-flight communications.

Collectively, these digital tools support scalable, experiential learning that aligns closely with Scoot's operational needs.

Building a Talent Pipeline for Future Growth

Scoot continues to strengthen its talent pipeline through partnerships with Institutes of Higher Learning, such as Temasek Polytechnic and ITE. Initiatives such as internships, book prizes, and sponsorships — including the ITE Work-Study Diploma Programme — support both early talent development and workforce readiness. In collaboration with Temasek Polytechnic, Scoot also launched *Aviation 101*, a foundational learning series to help new staff better understand airline operations and the broader aviation ecosystem. These partnerships create sustainable pathways to attract and develop talent.

Organisational Culture and Learning

Scoot strengthened its organisational culture by bringing its refreshed purpose statement, *Make Each Journey Better*, to life through a range of learning and development initiatives.

Through leadership workshops, engagement sessions, and the annual LearnFest that was held from January to April 2026, employees across all levels deepened their understanding of Scootitude-in-Action. It is a set of guiding principles and habits that translate Scoot's purpose into everyday behaviours.

Complementing these structured initiatives, Scoot introduced SPARK Time, a dedicated two-hour block every Thursday for office staff. This initiative creates space for self-directed learning and development, knowledge sharing, and leadership conversations that encourage continuous improvement. SPARK Time demonstrates Scoot's commitment to making learning a regular part of everyday work.

EMPLOYEES

CASE STUDY

Fostering a Culture of Innovation

SIA is committed to cultivating a culture of innovation among its staff to prepare them for future challenges. KrisLab, SIA's digital innovation lab, serves as a collaborative sandbox where internal teams co-create with open innovation ecosystems to design and pilot digital solutions. The Group also provides a range of tools and events to promote innovation across the organisation.

Tools

SIA's ideation platform, and its GenAI-enabled intelligent assistant JARVIS, are examples of how the Airline encourages ground-up innovations. The ideation platform, which receives an average of 550 idea submissions monthly, engages staff across levels and uses AI solutions to manage the idea pipeline. Additionally, JARVIS puts AI tools in the hands of all staff, enabling them to streamline tasks, generate ideas, and prototype solutions quickly.

Events

To recognise staff who drive innovation across the organisation, the second edition of the *CEO Innovation Awards* was held in April 2026, in conjunction with *Innovation Exchange*. The awards ceremony spotlighted a total of 26 winners across nine categories for their contributions to advancing innovation over the past year. *Innovation Exchange* provided a platform for employees to showcase innovations that aim to inspire new ideas and strengthen collaboration across the organisation.

SIA also has a Group-wide low-code hackathon, *Learn & Hack*, which gives employees the opportunity to build digital skills and apply them to develop innovative solutions. These initiatives reinforce SIA's commitment to encouraging innovation and recognising employees who introduce new ideas and challenge conventional approaches.

EMPLOYEES

EMPLOYMENT PRACTICES

The SIA Group invests in its employees' well-being and professional development, keeping them meaningfully engaged to ensure that they have fulfilling careers during their time with the Group.

Employee Remuneration

SIA and Scoot support fair and merit-based remuneration practices, with a gender-agnostic framework that rewards performance and recognises contributions. Compensation decisions are based on the following criteria:

- Depth of knowledge and application
- Level of problem solving and innovation
- Interpersonal and communication skills
- Organisational and business impact
- Financial scope and accountability

Annual salary reviews and regular benchmarking are conducted to ensure the competitiveness of compensation and benefits packages, while supporting a high-performance culture across the Group globally.

Performance reviews are conducted for 100% of eligible[56] full-time employees annually. These are complemented by ongoing development and feedback conversations between employees and their reporting managers throughout the financial year, prior to the Performance Review.

Please refer to the Remuneration Matters section in the SIA FY2025/26 Annual Report for more information.

Collaborative Partnerships with Unions

SIA and Scoot maintain a collaborative and constructive relationship with union partners. Management and union representatives meet monthly to discuss a wide range of workforce matters and share updates on initiatives supporting employee development. Terms and conditions of service, which are encapsulated in the respective Collective Agreements, are developed jointly, while progressive wage increments – benchmarked against the Airlines' performance, productivity growth, and market conditions – are also discussed with the unions.

SIA employees globally are covered by collective bargaining agreements or individual employment contracts, in accordance with applicable labour laws. Approximately 96% of Singapore-based SIA employees[57] and 84% of Singapore-based Scoot employees[58] are covered by collective bargaining agreements in FY2025/26.

The Company Training Committees (CTCs) of both SIA and Scoot play an important role in identifying training needs and promoting workforce upskilling. SIA's CTC includes representatives from management, the Air Transport Executive Staff Union, and the Singapore Airlines Staff Union. Meanwhile, Scoot's CTC works closely with the Scoot Staff Union to support skills upgrading and productivity initiatives. The union leadership has supported SIA and Scoot over the years in launching initiatives to prepare employees for the future.

SIA's Chairman and members of the senior management proactively engage union leaders through lunch meetings to share business updates and discuss workforce matters. Union leaders are also regularly invited to key corporate events such as Business Meetings, as well as retirement and long service award ceremonies.

Notice Periods

SIA's Collective Agreements and employment contracts define the minimum notice periods for termination or resignation. The notice period for Singapore-based employees is three months for confirmed cabin crew, pilots, executives, and managers, and one month for confirmed ground associates.

Scoot's Collective Agreement and employment contracts define the notice periods for termination and resignation. The notice period for Singapore-based employees varies according to employee grade and category as defined in the Letter of Offer.

For overseas-based employees, the notice period varies in alignment with local regulations.

CASE STUDY

NTUC May Day Awards 2025

Scoot was conferred the *Plaque of Commendation* at the NTUC May Day Awards 2025. This prestigious award recognises the Company's commitment to the well-being and development of its employees.

[56] Eligible staff are active staff with at least six months in service for the financial year. Eligible Scoot staff are confirmed active staff for the financial year.
[57] The remaining Singapore-based SIA employees who are not covered by collective bargaining agreements are governed by individual employment contracts.
[58] The remaining Singapore-based Scoot employees who are not covered by collective bargaining agreements are governed by individual employment contracts, applicable laws and regulations, and Scoot's policies.

EMPLOYEES

EMPLOYEE WELL-BEING

The SIA Group recognises that a healthy and safe workplace is essential to delivering high-quality service and sustaining a positive work environment.

SIA maintains a healthy and safe workforce in order to deliver exceptional customer service.

To support this, the Group has established comprehensive structures and management approaches, including policies, procedures, and targeted initiatives, aimed at promoting employee health, safety, and well-being across the organisation.

For more details on the management of employee safety and workplace incidents, please refer to the Safety chapter in this report.

Sense of Pride

The SIA Group actively engages its employees to strengthen their shared commitment to the organisation's mission and cultivate pride in the SIA brand and culture. This is achieved through key initiatives such as reinforcing its core values, celebrating milestones and achievements, and fostering meaningful opportunities for engagement.

CASE STUDY

Office Transformation Initiative

SIA launched a multi-year office transformation in July 2024 to create a modern workplace that meets the evolving needs of its workforce. The re-designed spaces are purpose-built to foster innovation, collaboration, and employee well-being through enhanced ergonomics and a vibrant work environment. Phase 1 of this initiative was completed with the official opening of TechSQ at ONE@Changi City in August 2025.

SQ Social Hub located at TechSQ at ONE@Changi City

Employee Engagement with Leadership: *Chill Out with CEO*

SIA provides opportunities for employees to engage directly with the CEO and colleagues from around the world through both in-person and virtual sessions. These *Chill Out with CEO* sessions facilitate open dialogue on a wide range of topics, from business strategy to people and culture, as well as technology and innovation. Through these engagements, employees gain a deeper understanding of the Company's direction and how their individual contributions support broader goals, fostering greater pride and a shared sense of purpose across the organisation.

Employee Surveys

The SIA Group values open communication and regularly seeks employee feedback through various channels, including SIA's Organisational Climate Survey (OCS) or Pulse Survey, as well as Scoot's Employee Experience (EX) Survey. These tools help the Group understand employee sentiments and identify areas for improvement, which are then translated into targeted action plans to enhance the overall work experience.

SIA conducted its most recent OCS in early 2026, with 85% of employees participating. The results recorded an engagement score of 83%, with 96% of respondents expressing pride in being part of SIA.

The OCS results saw an improvement in staff engagement, in part driven by continued efforts to embed innovation and agility in the organisation. Examples of such efforts include providing staff with an always-on channel to submit suggestions via the Ideation Platform, events to showcase successful initiatives to all staff, ongoing communications related to the use of productivity tools supported by an intelligent assistant, JARVIS, and an online community to learn and share practical AI tips.

EMPLOYEES

Meanwhile Scoot is refining its employee engagement approach by combining the Organisational Engagement (OE) and Work Engagement (WE) surveys into an annual touchpoint, complemented with ad hoc pulse surveys, where required.

In the OE and WE surveys conducted in 2024, employees expressed a desire for more support in career development and upskilling. In response, Scoot has enhanced its development pathways in FY2025/26 to provide more structured tools and mentoring for leadership roles across all employee groups.

An average staff participation rate of 70% was recorded in the EX Survey in FY2025/26. Engagement metrics remained stable, with marked improvements for cabin crew following the implementation of high-impact initiatives. These included the transition to single room accommodation for cabin crew during layovers. Overall, 74% of respondents expressed that they would recommend Scoot as a great place to work.

EMPLOYEE BENEFITS

Full-time, Singapore-based employees enjoy benefits such as:

SIA Employee Health Benefits

- Dental, outpatient or general practitioner, specialist, and in-patient care
- Different tiers of Company subsidies for Group Personal Accident Insurance, Group Term Life Insurance Scheme, and Medical Insurance for dependants of employees
- Basic on-site health screenings held annually

Supporting Education for Employees' Children

SIA offers an education bursary to support the children of active and retired staff pursuing full-time post-secondary education in Singapore. The programme is designed to promote access to education and provide meaningful financial support to eligible families.

Flexible Work Arrangements

Where operationally feasible, SIA and Scoot offer flexible work arrangements, such as staggered working hours and work-from-home schemes, for ground employees based in Singapore.

To support its cabin crew, SIA's Cabin Crew Division introduced a Part-time Flying Scheme, a flexible work arrangement designed to facilitate a smoother return to flying and offer greater flexibility for mothers returning from maternity leave.

Travel Benefits

- SIA employees and their defined family members receive one set of complimentary return tickets and discounted return tickets to any destination in SIA's network
- Scoot employees and their defined nominees may benefit from discounted return tickets to any destination in Scoot's network
- Holiday accommodation subsidies

Elevating the Staff Travel Experience

Staff travel is a cornerstone of the Group's employee value proposition. Since 2024, SIA has progressively implemented a more intuitive employee travel platform tailored to the needs of its global workforce. These enhancements make it easier for employees to select their preferred destinations, plan travel in advance, and manage their flight arrangements, providing a more seamless experience.

Childcare, Maternity, Paternity, and Shared Parental Leave

In FY2025/26, SIA and Scoot's overall retention rate and return to work rate of employees who took childcare, maternity, paternity, and shared parental leave decreased slightly from the previous financial year to 97.7% and 99.5%, respectively.

For more information, please refer to the Appendix.

Health Activities to Promote Employee Health, Safety, and Well-being

SIA and Scoot organised several programmes and initiatives to encourage employees to lead a more balanced lifestyle, and to care for their overall health and well-being.

Physical and Mental Wellness Activities

- Self-help and Self-care portal
- Professional help from appointed counsellors
- Mental wellness training for managers and team leads
- Health and wellness events and bazaars
- SIA Group Sports & Wellness Day

EMPLOYEES

CASE STUDY

SIA Group Sports & Wellness Day

The SIA Group Sports & Wellness Day is a key employee wellness and engagement initiative. It is designed to promote physical well-being, encourage healthy lifestyles, strengthen connections among SIA Group employees and promote cross-divisional bonding. The 2025 edition featured a broad range of activities catering to different fitness levels, including competitive track events, wellness classes like Mat Pilates and BodyCombat, and interactive sports such as Muay Thai, virtual cycling, and pickleball.

With more than 1,200 participants from across the SIA Group, the event reinforced the organisation's commitment to holistic employee well-being and creating opportunities for connection beyond the workplace. The highlight of the event was the CEO Challenge relay, which further fostered team spirit across the Group.

Staff participating in Mat Pilates (top) and human foosball (bottom) at the SIA Group Sports & Wellness Day.

Employee-led Activities

Special Interest Groups and Social Recreation Clubs

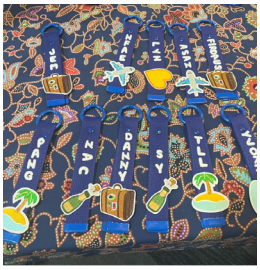
Through a wide variety of extra-curricular activities (ECAs) and Special Interest Groups (SIGs), SIA aims to cultivate strong relationships among crew through teamwork and shared experiences. There are 23 ECAs and seven SIGs for SIA crew to participate in, spanning sports, arts and culture, and community engagement, to cater to their diverse interests.

World Pilots' Day

The Flight Operations Division celebrated World Pilots' Day in April 2025 with a week-long initiative dedicated to appreciating pilots. Pilots received thoughtfully curated gift bundles, alongside a message from the Senior Vice President Flight Operations, recognising their contributions. A special get-together at the airport created an opportunity for management and pilots to connect over treats, games, and activities. In the days that followed, management pilots were stationed at the airport document counters to personally present tokens of appreciation and spend time engaging with on-duty crew, as a way of recognising their hard work, and building a sense of community.

Cabin Crew Month

In August 2025, the Cabin Crew Division (CCD) commemorated Cabin Crew Month with a series of in-person engagements and activities focused on supporting the mental and physical well-being of employees, and strengthening overall staff welfare. Key events included the annual *Cabin Crew Nite* and a video message from CCD Management as a gesture of their appreciation. Throughout the month, the celebratory atmosphere was sustained through the regular distribution of treats and gifts, providing opportunities for crew to engage, connect, and unwind.



SUPPLIERS

The SIA Group works closely with its suppliers to uphold responsible business practices across its supply chain. As a significant portion of the Group's environmental and social footprint arises from its procurement activities, supplier collaboration plays an important role in realising its sustainability ambitions.

MANAGEMENT APPROACH

Ambition

The SIA Group treats its suppliers with respect, emphasises fairness in its relationships, and works with them to ensure sustainable business practices.

Key Policies, Processes, and Systems

- Procurement policies and processes
- Suppliers' Code of Conduct

FY2025/26 in Numbers

> $16 billion
total expenditure for supplier services[59]

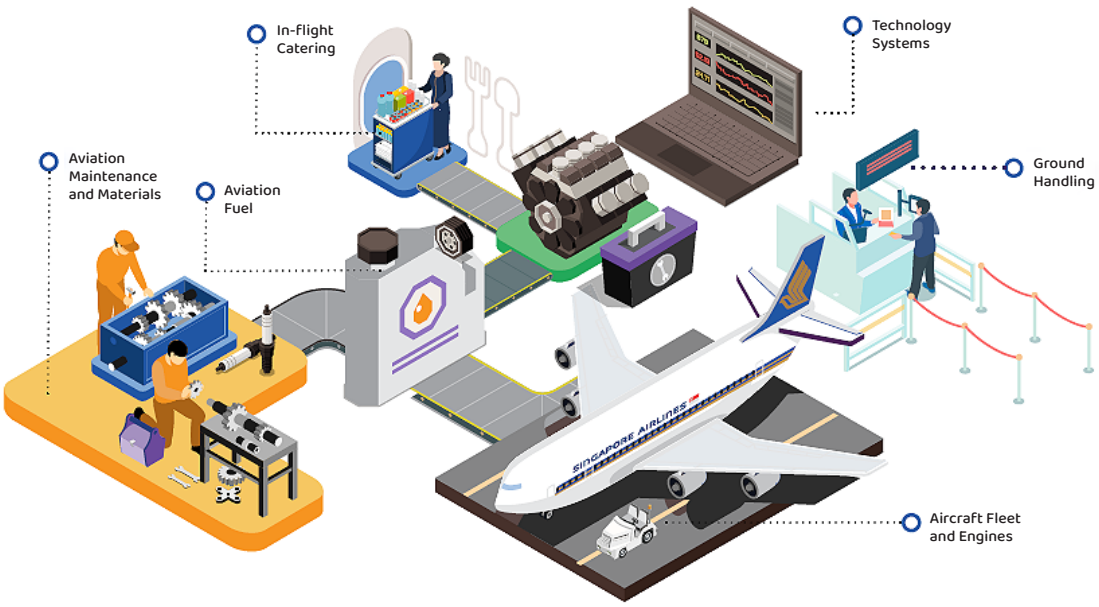
> 8,600
suppliers globally[59]

THE SIA GROUP'S SUPPLY CHAIN

The SIA Group adopts a risk-based approach to ensure that its supply chain is sustainable and resilient.

SIA and Scoot's Suppliers

SIA and Scoot together have more than 8,600 suppliers worldwide that provide goods, materials, or services directly to both airlines. These supply chains are grouped into six main categories:



In FY2025/26, SIA and Scoot's total expenditure on supplier services exceeded $16 billion, with most of this going towards the purchase of aircraft and engines, aviation fuel, aviation maintenance and materials, ground handling services, and in-flight catering.

[59] The FY2024/25 supplier expenditure and number of suppliers figures have been restated to $15.1 billion and 9,800 suppliers respectively, following the alignment of SIA and Scoot's expenditure definitions.

SUPPLIERS

MANAGING SUPPLY CHAIN RISKS

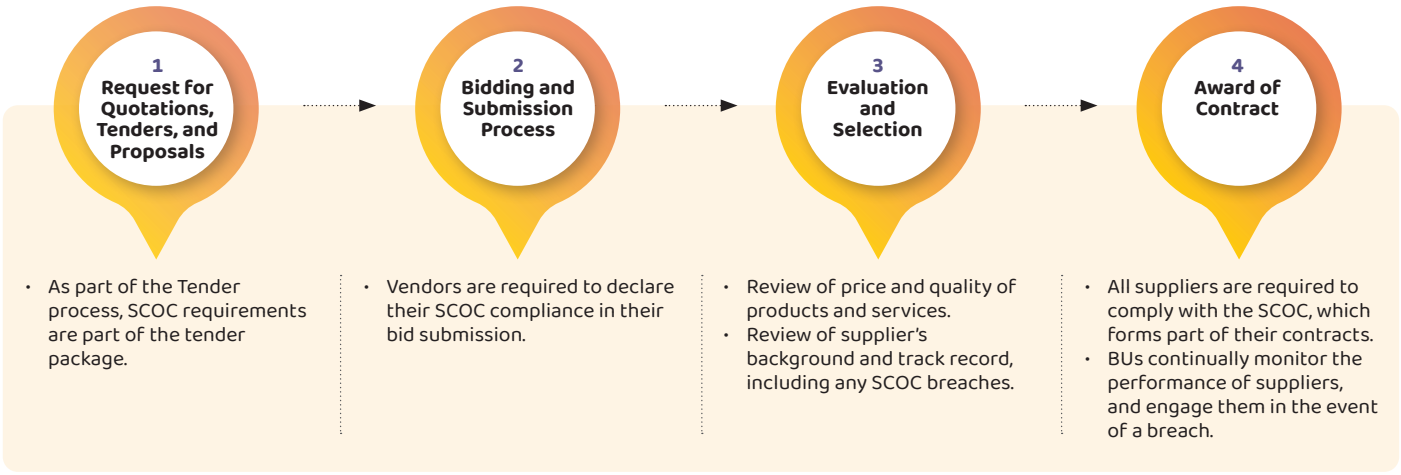
The SIA Group seeks to manage sustainability risks across its supply chain.

Suppliers' Code of Conduct

SIA and Scoot aim to mitigate social, economic, and environmental risks by setting minimum standards of conduct for their suppliers through the SCOC. Publicly available on SIA's corporate website, the code was developed in accordance with SIA's business values to promote sustainable development and is based on the Ten Principles of the UN Global Compact.

As part of the Tender process, all suppliers must declare their adherence to the SCOC. Prospective and current SIA suppliers are encouraged to submit relevant environmental and safety certifications or standards during the bidding and submission stage to support their proposals.

SCOC Inclusion in SIA and Scoot's Tender Process



All suppliers are expected to comply with the SCOC. Non-compliance may result in penalties, including contract termination.

SIA and Scoot contracts are screened for environmental and social criteria through the SCOC, which is included in contracts where applicable, unless an approved amendment or waiver has been made.

All amendments to the SCOC clauses require approval from the respective sustainability teams. All exclusions require approval from Vice President Sustainability, or his/her alternative for SIA, and Purchasing Authority Approvers for Scoot.

In FY2025/26, 97.2% of SIA's active contracts and 100% of Scoot's contracts as described above were screened using environmental and social criteria through the SCOC.

Additional Supplier Mandatory Clauses and Checks

Beyond the SCOC, suppliers must comply with other mandatory clauses as part of their contracts. These cover risk management clauses, anti-bribery, corruption, data protection, and information and communications technology, protecting SIA and Scoot from potential third-party risks, including financial penalties, reputational risks, and information security risks. Additionally, all new contracts[60] with suppliers undergo mandatory screening for sanction checks.

[60] Sanctions checks for Scoot are conducted for new contracts raised through the e-procurement system.

SUPPLIERS

INTEGRATING SUSTAINABILITY AND ENHANCING POLICY PROCESSES

Sustainability considerations are integrated into policy processes to enhance alignment, effectiveness, and long-term value creation.

Sustainable Procurement

To further embed ESG considerations into the supply chain, SIA embarked on a Sustainable Procurement framework to strengthen supplier accountability on ESG matters, enhance risk management, and promote responsible sourcing aligned with its long-term business objectives.

Review of the Suppliers' Code of Conduct

As the SCOC is a key element of the Sustainable Procurement framework, which aims to align suppliers' expectation with SIA's sustainability objectives, SIA included new and emerging sustainability topics in its SCOC to ensure continued relevance amid evolving ESG priorities and standards. The revised SCOC will apply to all new supplier contracts from FY2026/27.

Critical Suppliers

Another key element of the Sustainable Procurement framework is the identification of critical suppliers within SIA's supply chain. These are suppliers that have a significant impact on operations or customer satisfaction, have few viable substitutes, and are the highest spend suppliers. In FY2025/26, 44 critical suppliers were identified.

To evaluate the ESG risks and impact associated with these critical suppliers, SIA developed a supplier engagement questionnaire to provide greater transparency into suppliers' ESG risk profiles in relation to SIA's business operations.

In FY2025/26, none of the critical suppliers identified were assessed as high-risk based on the responses received. Where critical suppliers are identified as high-risk, SIA will implement appropriate mitigation measures to address the identified issues.

Looking ahead, SIA plans to further integrate ESG considerations by extending this ESG assessment into its sourcing process.

Promoting Best Practices With its Suppliers

SIA maintains responsible supply chains that minimise adverse environmental and societal impacts. During the product assessment and selection stage of the procurement exercise, SIA gives preference to suppliers that demonstrate sustainable business practices and submit environmentally friendly proposals.

Policy Update Processes

SIA's Procurement department reviews its procurement policies periodically for relevancy to ensure that business needs are met. During this internal review, the Tenders Committee, along with any other relevant committees, will review proposals and endorse potential changes to the policies.

SUPPLIERS

WORKING WITH SUPPLIERS ON SUSTAINABLE DEVELOPMENT

The SIA Group collaborates with its suppliers to integrate sustainability into its business.

Partnership with Suppliers

Collaboration on sustainability-focused projects is key to shaping a more sustainable future for the aviation industry. SIA and Scoot work with suppliers who demonstrate strong sustainability propositions.

Ongoing initiatives include:

- SIA and Scoot's continued collaboration with SATS to reduce single-use plastics and minimise waste generated on flights, including improvements in SIA's meal packaging.
- SIA's continued work with AeroFarms to supply aeroponically grown greens on flights out of the United States (US), reducing the environmental impact of food production.
- SIA's continued partnership with Golden Door to provide a series of nutritious meals to First Class and Business Class customers travelling from the US.

CASE STUDY

Golden Door

SIA continues to partner with California-based health and wellness retreat, Golden Door, to offer a health-focused in-flight experience. Through this collaboration, SIA customers travelling on flights between Singapore and the US can enjoy meals and programmes designed by Golden Door's chefs, nutritionists, and personal trainers to enhance customers' nutrition, sleep, relaxation, and energy levels during the journey.

Golden Door Executive Chef Grey Frey Jr. focused on using herbs, spices, and unique ingredient combinations to create vibrant flavours, reducing the reliance on fats and salts.

The meals incorporate ingredients that aid digestion, help reduce inflammation, and boost energy, helping travellers arrive at their destinations feeling rested and refreshed. This partnership demonstrates how culinary innovation, paired with a focus on health and wellness, can help address the unique challenges of the world's longest flights and enhance the overall customer experience.

Basil Kale Vegan Gnudi with Pecan Vinaigrette

Pan-Roasted Barramundi with Creamy Mushroom Broth

AeroFarms

SIA's farm-to-plane approach elevates the in-flight dining experience while reinforcing the Airline's commitment to sustainability. SIA partners with AeroFarms to source ingredients with freshness, flavour, and environmental impact in mind. AeroFarms supplies selected microgreens to SIA's catering kitchens at John F. Kennedy International Airport (JFK) and Newark Liberty International Airport (EWR) in the US, enabling SIA's chefs to deliver high-quality in-flight cuisine.

AeroFarms microgreens are grown aeroponically. This is a method that uses up to 90% less water than traditional farming, in an indoor facility under LED lighting to optimise nutrition and flavour, without the need for soil, sunlight, or pesticides. A single one-acre indoor farm produces the equivalent yield of a 320-acre conventional farm.

This partnership showcases how responsibly grown produce, combined with culinary innovation, can meaningfully enhance the customer's in-flight dining experience.

Many of SIA's suppliers have also embarked on their own sustainability initiatives. These include:

- Ground and cargo handling agents servicing 92 airports across various locations globally have introduced initiatives to cut down on paper usage by digitising their backroom processes and mandating the use of electronic Air Waybills in their operations.
- Ramp handlers and cargo terminal operators supplying services at 66 airports have cut their emissions by implementing initiatives like electrifying their vehicles and installing solar panels at their warehouses to generate electricity for warehouse operations.
- Cargo terminal operators that service 59 airports have recycled materials from imports, such as planks beams and skids, for subsequent export use.

SOCIETY

The SIA Group practises good corporate citizenship by contributing to the communities in which it serves through inclusive and sustained efforts. These include supporting vulnerable individuals and communities, championing sports and the arts, and promoting environmental awareness and stewardship.

MANAGEMENT APPROACH

Key Policies, Processes, and Systems

One CSR leave day per year for all Singapore-based SIA employees, and up to eight hours of time-off per month for Singapore-based Scoot office employees, to participate in volunteering activities.

Through the internal *SIA Cares* portal, SIA employees can sign up for curated initiatives that support children and youth, seniors, and people with disabilities

FY2025/26 in Numbers

5,500
SIA and Scoot employee participations in community service projects in Singapore and overseas

22,000 hours
of volunteerism by SIA and Scoot employees in Singapore and overseas

>110
beneficiary organisations in Singapore and overseas supported through SIA and Scoot's CSR efforts

$3.3 million
distributed in community investments

GIVING BACK TO THE COMMUNITIES WE SERVE

The Group supports a diverse range of causes in Singapore through initiatives such as its flagship programme *SIA Cares*, leveraging its strengths to deliver meaningful and lasting impact, employee volunteerism, as well as corporate donations and sponsorships to grow the arts scene, nurture sporting talent, and support community development and educational projects.

SIA Cares Around the World

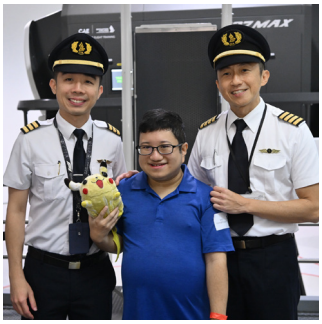
SIA Cares, the Airline's CSR programme, demonstrates its ongoing commitment to giving back to society and supporting the communities that it serves in Singapore and beyond.

***SIA Cares* Open House and Fundraising Campaign 2025**

On 19 and 20 July 2025, SIA opened its training centre to almost 900 guests at its third *SIA Cares* Open House. The event was expanded to two days for the first time, as part of the SG60 celebrations marking Singapore's 60 years of independence. Guests included beneficiaries from 33 Singapore-based social service agencies and their caregivers. More than 650 SIA Group staff volunteered their time to support the event.

The Open House marked the culmination of month-long *SIA Cares* activities in over 60 cities globally, and the conclusion of the SG60 *SIA Cares* fundraising campaign. Under the campaign, SIA's staff, corporate partners, and members of the public collectively donated $1.5 million. SIA matched this amount dollar-for-dollar, doubling the total to $3 million. The Singapore Government's *SG Gives* matching grant provided an additional $3 million, bringing the total impact of the SG60 *SIA Cares* fundraising initiative to $6 million.

The collective $3 million raised was presented to social service agencies AWWA, Community Chest, and Rainbow Centre



Visitors had the opportunity to interact with SIA pilots, cabin crew, and engineers

SOCIETY

SIA Cares Global CSR Activities

Activities under the *SIA Cares* Global CSR umbrella took place in July 2025, with more than 1,000 SIA employees from over 60 cities worldwide participating in community activities. Together, they supported underprivileged and special needs communities through activities focused on food security and children's well-being. These initiatives contributed over 4,000 staff volunteer hours, including delivering care packages, preparing meals, and educating youth on food waste and sustainability.

Staff volunteers from SIA's Australia offices learning about zero-waste cooking at OzHarvest, while transforming rescued ingredients into meals for vulnerable communities

SIA staff volunteers in New York City helping to pack meals at Isaacs Neighborhood Center Meals on Wheels

SIA staff volunteers in Bengaluru visiting the Refuge Foundation to engage the children in games and play, and deliver donated groceries, clothes, toys, and books to the children

Community Projects Around the World

Beyond the *SIA Cares* Global CSR activities, SIA's overseas stations also regularly partner with charities and organisations around the world to support a diverse range of initiatives and causes.

China

A decade of supporting individuals with rare disorders

SIA China marked a decade of partnership with the China-Dolls Center for Rare Disorders (CCRD) and hosted an online charity sale that raised over CNY50,000 ($9,050). SIA China donated the proceeds to sponsor the 9th China-Dolls National Conference for People with Osteogenesis Imperfecta.

The SIA China team also organised a five-city *Traditional Handicraft Experience* where over 190 participants, including SIA China staff, CCRD representatives, and staff volunteers from the Illness Challenge Foundation, created cloisonné enamel artworks featuring Singapore's national flower and floral emblems of five Chinese cities.

Germany

A memorable afternoon with retirement home residents

SIA Germany hosted an outdoor afternoon coffee session for 25 elderly residents from a local retirement home. SIA Germany staff joined the seniors for conversations over coffee and pastries, while surrounded by nature. The afternoon fostered inclusivity and social connection, while strengthening SIA's local partnerships and employee volunteerism.

SOCIETY

The UK

Partnering with local food charities to support those in need
In 2025, SIA's teams in London and Manchester strengthened their relationships with local charity partners Hounslow FoodBox in London and Perry's Pantry in Manchester, which provide emergency food supplies to people in need in the local community.

To help meet the needs of vulnerable households, staff donated and delivered groceries, and contributed written materials for local publicity. Colleagues in the UK also took part in a local Christmas Jumper Day initiative, donning festive jumpers and making donations to Hounslow FoodBox.

Japan

Inspiring the next generation in aviation excellence
SIA Japan welcomed 15 Meikei High School students and hosted a workshop at Tokyo International Airport (Haneda) to give them a glimpse of the aviation industry.

The session provided the students with valuable insights into SIA's operations, including the Airline's commitment to world-class service, its global reach, as well as SIA's sustainability initiatives. It also gave SIA staff an opportunity to interact with students who may one day aspire to begin their careers with the Airline.

Cambodia

Bringing Christmas cheer to a local children's village
The SIA Cambodia office hosted an *Art with an Heart* event, welcoming children from Community Outreach Services Immanuel (COSI) Children's Village for an afternoon of Christmas celebration and cheer.

Twenty-one children aged eight to 14 decorated gingerbread as they explored the use of colour, flew paper aeroplanes, and took photos with an SIA-themed Christmas tree.

As part of the initiative, each child received a soft toy sponsored by SIA Cambodia staff and Hyatt Regency, accompanied by a personalised, handwritten message.

SOCIETY

Staff Volunteerism

SIA

Since 2022, every Singapore-based SIA employee has been allocated one CSR day per year for volunteering activities. Through the internal *SIA Cares* portal, employees can sign up for curated initiatives that support children and youth, seniors, and people with disabilities.

In FY2025/26, over 3,600 SIA employees used their CSR day to contribute more than 14,000 volunteer hours through community service projects in Singapore. As part of SIA's onboarding journey, all new joiners are required to participate in a volunteering activity.

SIA supported several social service agencies in FY2025/26, including Ain Society, CampusImpact, Cerebral Palsy Alliance Singapore, Food from the Heart, Montfort Care, National Kidney Foundation, SPD, Thye Hwa Kuan Moral Charities, TOUCH Community Services, and Woodlands Social Centre. The Airline also partnered the Community Chest and the Community Development Council (Central) in various community activities.

SIA staff volunteers accompanying elderly beneficiaries from Montfort Care to experience an afternoon at the Formula 1 Singapore Airlines Singapore Grand Prix 2025

SIA staff volunteers participating in Community Chest's Fú Dài annual event to pack and distribute essential items to seniors and low-income families

SIA staff volunteers at ACRES Wildlife Rescue Centre, where they learnt about the illegal wildlife trade and assisted ACRES in expanding their facility

Scoot

At Scoot, employees are also encouraged to contribute beyond the workplace by getting involved in meaningful causes in the community. All Singapore-based office employees are eligible for up to eight hours of volunteering time-off each month.

In FY2025/26, over 160 Scoot employees contributed more than 490 hours of volunteering service to support local communities with AWWA, Children's Society, Children's Wishing Well, and St. John's Home for Elderly Persons.

Scoot also partnered with non-profit organisations such as AWARE Singapore, Carer, Community Chest, Flour Power, FairPrice Foundation, Helping Joy, Metta, Singapore Anglican Community Services, South East Community Development Council, and The Art Faculty, on various fundraising and donation drive projects.

Below are some examples of flagship community initiatives that were held in FY2025/26:

Pedal & Pick Family Day

Scoot returned with its annual *Pedal & Pick Family Day*, where employees enjoyed a cycle or stroll with their families while clearing litter from Pasir Ris Park. By the end of the session, the volunteers had cleared the equivalent of over four filled bags of rubbish.

Scoot Holiday Market

In the spirit of the season of giving, Scoot organised a Holiday Market featuring booths from four non-profit social enterprises – Carer, Flour Power, Metta, and The Art Faculty. The booths were managed by Scoot volunteers, who encouraged their colleagues to make a purchase and contribute to a good cause. The Holiday Market raised close to $10,000 for the beneficiaries of the social enterprises.

Year-end Party with Children's Wishing Well

To cap off 2025, Scoot hosted its annual year-end party with Children's Wishing Well. Some 30 children were treated to an afternoon of fun and games, including a paper plane flying contest, and a sharing session with a Scoot pilot. The day concluded with a shopping trip to Jewel with their volunteer buddies, where the children selected gifts sponsored by Scoot. Scoot employees also donated toys, stationery sets, and other school supplies that were given out as part of the goodie bags and game prizes.

SOCIETY

THE SINGAPORE AIRLINES FOUNDATION

Established in June 2024, the Singapore Airlines Foundation is committed to making a meaningful and lasting difference in the lives of those in need. Through strategic collaborations with industry partners, the Foundation aims to deliver positive and long-lasting change across the wider community.

The Foundation manages two flagship initiatives – the Youth Uplift Programme and the Youth Outreach Programme – which benefit more than 100 youths each year.

Youth Uplift Programme

Since its inception in September 2024, the Youth Uplift Programme has supported 39 students in their tertiary and pre-tertiary education through bursaries, traineeship opportunities, workshops, and mentorship by SIA volunteers.

To date, six students have successfully completed their traineeship with SIA, with one student subsequently accepting a full-time role in SIA's Customer Service Operations Division upon graduation.

In addition, more than 60 SIA staff volunteers have been trained as mentors, providing students with career guidance and valuable industry insights to support their professional development.

Youth Outreach Programme

The Youth Outreach Programme has engaged over 130 students since its launch in November 2024. Designed to broaden career perspectives and spark interest in aviation among youths, the programme immerses students in the world of aviation through engaging and expert-led sessions.

In FY2025/26, the Foundation prioritised students from disadvantaged families, underserved communities, and youths-at-risk. The Foundation also deepened its engagement with the aviation sector through new partnerships, including those with SATS Foundation and Changi Foundation.

Please refer to the Singapore Airlines Foundation website for more information on the two programmes.

DONATIONS AND SPONSORSHIPS

The JY Pillay Comparative Asia Research Centre

In FY2025/26, SIA donated $500,000 to the National University of Singapore's (NUS) JY Pillay Comparative Asia Research Centre (CARC), which will go towards supporting the centre's academic and research programmes. This follows a $5 million donation made between 2011 to 2015 to NUS, which supported the establishment of the CARC under the NUS Global Asia Institute, among other NUS programmes named after Mr J.Y. Pillay. The donations reflect the Airline's continued support of efforts to build research and thought leadership capabilities to tackle real-world societal and business challenges.

KrisFlyer and KidSTART Singapore Partnership

In FY2025/26, KrisFlyer continued its partnership with KidSTART Singapore for the third year by helping underprivileged children build a stronger foundation in life. Donated KrisFlyer miles were channelled into programmes that strengthen parent-child relationships, and support the children's learning and development.

Close to 11 million miles were donated to sponsor KidSTART's *Family Day Out* and *Parents' Day* activities during the financial year, benefiting over 1,800 families. These included a *Family Day Out* on the Singapore River Cruise, where families spent quality time with one another, as well as the gifting of care packages for *Parents' Day* that included gifts featuring SIA's signature batik motif and everyday items to promote self-care among parents supported by KidSTART.

KrisFlyer and Make-A-Wish Singapore Partnership

KrisFlyer extended its long-standing partnership with Make-A-Wish Singapore into its ninth year, aimed at fulfilling the wishes of children with critical illnesses. In FY2025/26, nearly 30 million KrisFlyer miles donated by members were used to grant over 50 wishes, where more than 40 beneficiaries and their families embarked on journeys to over 20 destinations on SIA and Scoot's network, including Brisbane, Jeddah, Jeju, London, Los Angeles, Manchester, Milan, Munich, and Tokyo. Others created treasured memories at Singapore attractions via Pelago, such as at the Singapore Zoo, Universal Studios Singapore, and Wings of Time Singapore.

Students from the Youth Outreach Programme at STC in November 2025

SOCIETY

Community Development Projects

SIA sponsors projects that foster community welfare, promote Singapore as a tourist destination, and recognise outstanding Singaporeans. These include:

- Community Chest's Fú Dài (since 1989)
- National Day Parade (since the 1970s)
- Singapore International Foundation (since 2004)
- Singapore Tourism Board (since 1973)
- The Straits Times *Singaporean of the Year* (since 2018)

Growing Singapore's Arts Scene

As part of its long-standing commitment to help grow the arts in Singapore, SIA continued sponsoring the following organisations in FY2025/26:

- Arts House Limited (since 1994)
- LASALLE College of the Arts (since 1999)
- Singapore Ballet Limited (since 1988)
- Singapore Chinese Orchestra (since 2002)
- Singapore Lyric Opera (since 1991)
- Singapore Symphony Orchestra (since 1979)

SIA's ticket sponsorships enable these organisations to send talents to perform overseas, or invite international artistes to perform in Singapore.

Nurturing Sporting Talent

SIA recognises the value of a strong sports ecosystem to forge bonds within the community. The Airline sponsored the following organisations in FY2025/26:

- **Singapore National Olympic Council:** Ticket sponsorship for the Singapore Sports Awards: Sportsman, Sportswoman, Sportsboy, and Sportsgirl of the Year (since 1999); and ticket sponsorship for Singapore athletes and contingents travelling to the 2025 Southeast Asian (SEA) Games in Thailand.

- **Singapore National Paralympic Council (since 2016):** Ticket sponsorship for Singapore athletes and contingents travelling to the 2025 Asian Youth Para Games in Dubai.

- **Singapore Sports School (since 2002):** Ticket sponsorship for student athletes representing Singapore for competitions.

SIA has been the title sponsor for the Formula 1 Singapore Grand Prix, a highlight of Singapore's sporting calendar, since 2014. For the 2025 edition of the race, around 100 SIA cabin crew and employees planned and participated in various activities around the Marina Bay street circuit. These included chaperoning low-income families, the elderly, and underprivileged children from AWWA, Goodlife Makan, and Woodlands Social Centre, respectively, to experience the Singapore Grand Prix. SIA volunteers also manned various activity booths at the Fan Village, including the car racing simulators.

LIST OF KEY ABBREVIATIONS AND ACRONYMS

AAPA	Association of Asia Pacific Airlines
AAR	After Action Review
AC	Audit Committee
ACRES	Animal Concerns Research and Education Society
ACSP	Air Carrier Security Programme
AI	Artificial Intelligence
ALH	Airline House
ANR	Air Navigation Regulations
AOSSC	Airport Operations Safety, Security and Compliance
APU	Auxiliary Power Units
ARMRE	Annual Risk Management Review Exercise
ASC	Air Safety Committee
ASIST	Arrival Sequencing into Singapore Terminal
ATC	Air Traffic Control
ARCRS	Automated Runway Condition Reporting System
ATM	Air Traffic Management
BCA	Building and Construction Authority
BCPs	Business Continuity Plans
BCUs	Book and Claim Units
BESS	Baggage E2E Self-service Suite
BEV	Breakthrough Energy Ventures
BSRC	Board Safety and Risk Committee
BUs	Business Units
CAAS	Civil Aviation Authority of Singapore
CAG	Changi Airport Group
CAPA	Centre for Aviation
CARC	Comparative Asia Research Centre
CCD	Cabin Crew Division
CCN	Cargo Community Network
CCRD	China-Dolls Center for Rare Disorders
CDG	Charles De Gaulle Airport
CDO	Continuous Descent Operations
CEO	Chief Executive Officer
CERT	Company Emergency Response Team
CETSC	Customer Experience, Technology and Sustainability Committee
CIP	Customer Insights Portal
CMS	Crisis Management Services
CO	Carbon monoxide
CO_2	Carbon dioxide
CO_2e	Carbon dioxide equivalent
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CRST	Changi Runway Safety Team
CSAT	Customer Satisfaction
CSO	Chief Sustainability Officer
CSR	Corporate Social Responsibility
CTC	Company Training Committee
DCAF	Direct Credit Authorisation Form
ECAs	Extra-curricular activities
EEUs	Eligible Emissions Units
EMA	Energy Market Authority (Singapore)
ERM	Enterprise Risk Management
ERP	Emergency Response Plan
ESG	Environmental, Social, Governance
ETS	Emission Trading Scheme
EU	European Union
EV	Electric Vehicle
ExCo	Executive Committee
FEMA	Federal Emergency Management Agency
FIP	Flight Information Package
FOSS	Flight Operations Safety and Security
FSC	Forest Stewardship Council
FY	Financial Year
GAPPRI	Global Action Plan for the Prevention of Runway Incursions
GEF	Grid Emission Factor
GenAI	Generative Artificial Intelligence
GHG	Greenhouse gas
GNSS	Global Navigation Satellite System
GRCMC	Group Risk and Compliance Management Committee
GRI	Global Reporting Initiative
HIRA	Hazard Identification and Risk Assessment
HR	Human Resources
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICC	International Catering Centre
IEA	International Energy Agency
IFE	In-flight Entertainment
IFRS	International Financial Reporting Standards
IIA	Institute of Internal Auditors
ILO	International Labour Organization
IOSA	IATA Operational Safety Audit
IPCC	Intergovernmental Panel on Climate Change
ISM	IOSA Standards Manual
ISO	International Organization for Standardization
ISSB	International Sustainability Standards Board
ITE	Institute of Technical Education
kg	Kilograms
kWh	Kilowatt-hour
L	Litre
LCC	Low-cost carrier
LH	Long-haul
LOSA	Line Operations Safety Audit
LPG	Liquefied Petroleum Gas
LTK	Load tonne-kilometre
m^2	Square metre
m^3	Cubic metre
MBM	Market-based Measure
MC	Management Committee
MOM	Ministry of Manpower (Singapore)
MoU	Memorandum of Understanding
MPR	Mandatory Packaging Report
MRV	Monitoring, Reporting, and Verification
MWh	Megawatt-hour
NC	Nominating Committee
NEA	National Environment Agency (Singapore)
NO_x	Nitrogen oxides
NParks	National Parks Board (Singapore)
NUS	National University of Singapore
OCS	Organisational Climate Survey
OHSMS	Occupational Health and Safety Management System
OSH	Occupational Safety and Health
PET	Polyethylene Terephthalate
Pte Ltd.	Private Limited
PUB	Public Utilities Board (Singapore)
QMS	Quality Management System
RBI	Risk-Based IOSA
RCMC	Risk and Compliance Management Committee
RCPs	Representative Concentration Pathways
RETI	Reduced Engine Taxi-in
RM	Risk Management
RSB	Roundtable on Sustainable Biomaterials
SAA	Singapore Aviation Academy
SAF	Sustainable Aviation Fuel(s)
SAFCo	Singapore Sustainable Aviation Fuel Company Ltd
SAG	Safety Action Groups
SAGI	Singapore Aviation and General Insurance Company (Pte) Limited
SARPs	Standards and Recommended Practices
SATS	SATS Ltd.
SBO	SIA Business Office
SCOC	Suppliers' Code of Conduct
SDG	Sustainable Development Goals
SEA	Southeast Asian
SEMS	Security Management System
SFC	Singapore Flying College Pte Ltd
SGX	Singapore Exchange
SGXNet	Singapore Exchange Net
SGX-ST	SGX Securities Trading Limited
SIA	Singapore Airlines
SIAEC	SIA Engineering Company Ltd
SID	Singapore Institute of Directors
SIGs	Special Interest Groups
SMM	Safe Management Measures
SMS	Safety Management System
SO	Sustainability Office
SO_x	Sulphur oxides
SSC	Sustainability Steering Committee
SSC	SIA Supplies Centre
SSO	Social Service Office
SSPs	Shared Socioeconomic Pathways
SSQ	Safety, Security and Quality
SSQH	Safety, Security, Quality and Health
SSW	Safety and Security Week
STC	SIA Training Centre
tCO_2e	Tonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-related Financial Disclosures
TEWG	Taxi Error Working Group
TJ	Terajoules
TMM	Total Mission Management
TSIB	Transport Safety Investigation Bureau
TSQ	TechSQ
UK	United Kingdom
ULR	Ultra-long-range
UN	United Nations
UNEP	United Nations Environment Programme
UNGC	United Nations Global Compact
US	United States
VCOP	Voluntary Carbon Offset Programme
VoC	Voice of Customer

DEFINITIONS AND METHODOLOGIES

GENERAL	
Mode of Narration	Throughout this Sustainability Report, "Singapore Airlines", "SIA", "the company", "its" are generally used to make reference to Singapore Airlines Limited (the Company) and its employees, unless otherwise stated. The term "Parent Airline Company" refers to "Singapore Airlines", unless the context otherwise requires. "SIA Group" and "the Group" are used to make reference to Singapore Airlines Limited and its subsidiaries and employees, unless otherwise stated. The companies in which Singapore Airlines Limited directly and indirectly owns investments are separate legal entities. More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2025/26 SIA Annual Report.
Reporting Scope	All sustainability data and information presented in SIA's report primarily relates to the two reportable and material airline businesses in the SIA Group – Singapore Airlines Limited and Scoot Pte Ltd. Unless explicitly stated, the Group's other non-airline subsidiaries are included only where relevant data is material and available. SIAEC Scope 1 and 2 GHG emissions are reported in the "Summary of Emissions Profile within the SIA Group" table, located in the Supplementary Sustainability Data section of this Sustainability Report, in fulfilment of IFRS S2 reporting requirements. All other sustainability data and information, including climate-related disclosures, related to SIAEC, a subsidiary listed on the SGX-ST, is disclosed separately in SIAEC's Sustainability Report. Since FY2023/24, SIA's reporting scope includes the environmental data of the following non-airline subsidiaries that provide services such as digital solutions for the air freight industry, travel experiences, payments and lifestyle rewards platforms, merchandise sales, community support services, captive insurance, pilot training, and related activities: • Cargo Community Network Pte Ltd (CCN) • Encounters Pte. Ltd. (Pelago) • Kris+ Pte. Ltd. (Kris+) • KrisShop Pte. Ltd. • Singapore Airlines Foundation Ltd. • Singapore Aviation and General Insurance Company (Pte) Limited (SAGI) • Singapore Flying College Pte Ltd (SFC) As Kris+, the Singapore Airlines Foundation, SAGI, and SFC (Singapore) operate within SIA-owned buildings, their environmental performances are subsumed under these buildings and are not reported as distinct entities. SIA will continue to work with its non-airline subsidiaries to improve the reporting of sustainability data. More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2025/26 SIA Annual Report. More information on the boundaries for key ESG data is available from pages 101 to 123.
Future-looking Statements	Aside from statements of historical fact, this Sustainability Report contains statements that are future-looking in nature relating to SIA's sustainability management approach. These are identified by terms and phrases such as "aim", "ambition", "anticipate", "believe", "continue", "expect", "goal", "maintain", "objective", "plan", "seek", and "target" and could also be expressed by way of future or conditional verbs such as "could", "should", "would". These statements are based on assumptions and expectations at the time of publication, and are subject to risks and uncertainties determined by factors beyond the control of SIA. As SIA operates in a continually changing environment, readers are cautioned not to place undue reliance on forward-looking statements.
Financial Year	The SIA Group's financial year is from 1 April to 31 March.
Currency	Unless otherwise stated, all monetary figures in this report are in the SIA Group's functional currency of Singapore Dollars (SGD).

DEFINITIONS AND METHODOLOGIES

GENERAL

Notes on Quantitative Data Reporting

Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

- Where figure is displayed as "0", data is zero or has been rounded to the nearest whole number.
- Where figure is displayed as "-", data is not applicable or unavailable.

Notes on SIA-Owned Buildings

There are currently four SIA-owned buildings in Singapore:

- Prior to FY2025/26, these four buildings were designated as Airline House (ALH); SIA Supplies Centre (SSC); SIA Training Centre (STC); and TechSQ (TSQ).
- From FY2025/26, the building formerly designated as TSQ was re-designated as the SIA Business Office (SBO). The SIA-leased premises at ONE@Changi City has been designated as the new TSQ.

SUSTAINABLE ECONOMIC GROWTH

Value Added for Distribution to Community Investments

Community investments definition:

- Donations and contributions to charities, non-governmental organisations, research institutes (tax-deductible)
- Donation-matching for SG60 *SIA Cares* 2025 Fundraising Campaign (tax-deductible)
- Operating costs for CSR-related and SIA Foundation programmes
- Ticket sponsorships
- Excess baggage fee waivers and allowances

Boundary: Covers charitable contributions from SIA and Scoot key BUs in Singapore, and contributions from SIA overseas stations under *SIA Cares* 2025.

GOVERNANCE

Non-compliance

Incidents of non-compliance definition: Incidents of violation that occur within the reporting period

Significant fines definition: Significant fines refer to those above $10,000.

Boundary: Incidents of non-compliance and significant fines incurred covers SIA and Scoot's global operations.

Grievance Mechanism

Grievance mechanism definition: A system consisting of procedures, roles and rules for receiving complaints and providing remedy.

Conflict of Interest

Conflict of interest definition: A situation where an individual is confronted with choosing between the requirements of his or her function and his or her own private interests.

Corruption

Confirmed incident of corruption definition: An incident of corruption that has been found to be substantiated. Confirmed incidents of corruption do not include incidents of corruption that are still under investigation in the reporting period.

Boundary: Confirmed incidents of corruption covers SIA and Scoot's global operations. Number of employees completing the Anti-bribery/Anti-corruption training covers SIA and Scoot's global operations. As Scoot's Anti-bribery/Anti-corruption training programme only started in April 2021, Scoot's data was excluded from the reporting scope of previous years.

Note: In FY2022/23, completion rates are broken down by a new format of employee levels.

Business Partners who receive communication of anti-corruption policies and procedures: Communication of SIA's anti-corruption policies and procedures is done through the inclusion of SIA's standard anti-bribery/anti-corruption clauses in contracts with Business Partners. Accordingly, the percentage of contracts with SIA's Business Partners is used to represent the percentage of eligible Business Partners who receive communication of anti-corruption policies and procedures.

BUs assessed for risks related to bribery/corruption definition: In FY2025/26, SIA revised the way that BUs are categorised under the annual risk assessment exercise which resulted in an increase in number of BUs. However, the coverage of BUs assessed remains the same.

DEFINITIONS AND METHODOLOGIES

GOVERNANCE

Breach of Customer Privacy

Breach of customer privacy definition: Non-compliance with existing legal regulations and (voluntary) standards regarding the protection of customer privacy.

Boundary: All cases of substantiated complaints concerning breaches of customer privacy and/or identified leaks, thefts, or losses of customer data across SIA and Scoot's global operations, but excluding cases that are still pending investigation in the reporting period.

ENVIRONMENT

Energy Consumption

Energy consumption definitions and boundaries:

- **Fuel consumption:** Total fuel consumed within the organisation, expressed in tonnes, joules or multiples. Unless otherwise stated, this relates to diesel, petrol, and liquefied petroleum gas (LPG) consumption of the SIA Group's ground support vehicles and equipment in Singapore, jet fuel consumption and SAF consumption of the SIA Group's passenger and freighter fleet, and aviation gasoline consumption from SFC.
    - From FY2022/23, this coverage includes five Boeing 777-200F freighters operated by SIA under its Crew and Maintenance Agreement with DHL Express, as well as Scoot's diesel and petrol consumption from ground support vehicles and equipment[61].
    - From FY2023/24, this coverage includes SFC's aviation gasoline, diesel, petrol, and LPG consumption from its aircraft training fleet, ground support vehicles and equipment. It also includes CCN's diesel consumption from its building generators.
    - From FY2024/25, this coverage includes SAF consumption from the SIA Group airlines' flight operations.
- **Electricity consumption:** Total electricity consumed within the organisation, expressed in watt-hours, joules or multiples. Unless otherwise stated, this relates to the purchased electricity consumption of SIA-owned buildings and leased premises.
    - From FY2022/23, the reporting scope includes purchased metered electricity at Scoot's leased offices in Singapore.
    - From FY2023/24, this includes purchased electricity from SFC's premises in Jandakot, Australia, CCN's three offices in Singapore, Shanghai, and Jakarta, Pelago's Singapore office, and KrisShop's Singapore offices in "The Signature" and SATS International Catering Centre (ICC) 1.
    - From FY2025/26, this includes purchased metered electricity for the charging of Scoot's EVs.
- **Emission Source Conversion Factors:** Conversion factors used to calculate the energy consumption from emission sources (i.e. fuel and electricity) in joules or multiples.
    - From FY2021/22, the conversion factors used for electricity as well as net calorific values for diesel, petrol, LPG, jet kerosene and aviation fuel were sourced from the International Energy Agency (IEA) Unit Convertor and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories respectively.
    - Between FY2021/22 to FY2023/24, the conversion factors used for fuel density were sourced from the GHG Protocol Emission Factors for Cross Sector Tools 2017.
    - From FY2024/25, updated conversion factors used for fuel density were sourced from the GHG Protocol Emission Factors for Cross Sector Tools 2024.
    - From FY2025/26, the conversion factors used for fuel density and net calorific values for SAF were sourced from SAF suppliers . Where not available, standard fuel densities and calorific values of jet kerosene were used.

[61] Scoot's diesel consumption from ground operations in FY2022/23 only covers September 2022 to March 2023.

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Energy Consumption

- **Renewable energy consumption:** Total renewable energy from SIA's solar photovoltaic systems consumed within the organisation expressed in watt-hours, joules or multiples. This includes solar energy generation from SIA's solar photovoltaic systems at ALH, SSC, STC, and SBO.

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Electricity	Conversion to energy units	kWh to TJ	0.0000036	International Energy Agency Unit Convertor
Diesel	Fuel density for gas/diesel oil	kg/litre	0.91	GHG Protocol Emission Factors for Cross Sector Tools 2024
			0.84	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for gas/diesel oil	GJ/tonne	43.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Petrol	Fuel density for motor gasoline	kg/litre	0.75	GHG Protocol Emission Factors for Cross Sector Tools 2024
			0.74	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for motor gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
LPG	Fuel density for LPG	kg/litre	0.49	GHG Protocol Emission Factors for Cross Sector Tools 2024
			0.54	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for LPG	GJ/tonne	47.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Jet Kerosene	Fuel density for jet kerosene	kg/litre	0.82	GHG Protocol Emission Factors for Cross Sector Tools 2024
			0.79	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for jet kerosene	GJ/tonne	44.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Aviation Gasoline	Fuel density for aviation gasoline	kg/litre	0.70	GHG Protocol Emission Factors for Cross Sector Tools 2024
			0.71	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for aviation gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
SAF	Fuel density for SAF	-	-	Specific to each batch of SAF; provided by SAF supplier
	Net calorific value for SAF	-	-	Specific to each batch of SAF; provided by SAF supplier

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Greenhouse Gas Emissions	**GHG definition and boundary:** GHG emissions refer to gases that contribute to the greenhouse effect by absorbing infrared radiation. Unless otherwise stated, GHG emissions reported follow the same boundary as **Energy Consumption**. **GHG units, CO_2 equivalent (CO_2e):** CO_2e is a way to measure and compare the effects of different greenhouse gases on climate change using a unit of CO_2 as a baseline. The conversion to CO_2e relies on the availability of such emission factors in our data sources. All Scope 1, 2, and 3 GHG emissions are computed in terms of CO_2e, except for the following operational activities that are computed in terms of CO_2 due to limitations of the data source: • Scope 2 emissions from electricity consumption (except for Western Australia) To maintain consistency in data presentation, all Scope 1, 2, and 3 emissions data in this Sustainability Report are presented in CO_2e for ease of understanding the Group's overall GHG emissions profile. Biogenic emissions from SAF consumption are reported in CO_2 in line with the IATA Sustainable Aviation Fuel (SAF) Accounting & Reporting Methodology. The GHG Protocol Corporate Accounting and Reporting Standard is adopted as it is an international standard for corporate accounting and reporting emissions. SIA accounts for GHG emissions using the operational control criteria and reports its direct (Scope 1), indirect (Scope 2), and indirect (Scope 3) GHG emissions, as well as emissions from SAF consumption (Biogenic). **Direct (Scope 1) GHG emissions:** Direct GHG emissions occur from sources that are owned or controlled by the SIA Group, expressed in kilograms of carbon dioxide equivalent ($kgCO_2e$) or multiples. These include emissions from combustion in SIA Group owned or controlled vehicles in Singapore. **Emission Factors:** • From FY2020/21 to FY2023/24, the CO_2 emission factor used for jet kerosene was obtained from the Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories. • From FY2024/25, the CO_2 emission factor used for jet kerosene was obtained from the Singapore Emissions Factor Registry 2025.

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Greenhouse Gas Emissions

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Diesel	CO_2 Emission Factor	$kgCO_2/GJ$	74.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH_4 Emission Factor	$kgCH_4/GJ$	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH_4	-	28	2014 IPCC Fifth Assessment Report (AR5)
	N_2O Emission Factor	kgN_2O/GJ	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N_2O	-	265	2014 IPCC Fifth Assessment Report (AR5)
Petrol	CO_2 Emission Factor	$kgCO_2/GJ$	69.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH_4 Emission Factor	$kgCH_4/GJ$	0.0038	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH_4	-	28	2014 IPCC Fifth Assessment Report (AR5)
	N_2O Emission Factor	kgN_2O/GJ	0.0057	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N_2O	-	265	2014 IPCC Fifth Assessment Report (AR5)
LPG	CO_2 Emission Factor	$kgCO_2/GJ$	63.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH_4 Emission Factor	$kgCH_4/GJ$	0.062	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH_4	-	28	2014 IPCC Fifth Assessment Report (AR5)
	N_2O Emission Factor	kgN_2O/GJ	0.0002	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N_2O	-	265	2014 IPCC Fifth Assessment Report (AR5)
Jet Kerosene	CO_2e Emission Factor	tonnes CO_2e/ tonnes of jet fuel	3.16	Singapore Emissions Factor Registry 2025
	CO_2 Emission Factor	tonnes CO_2/ tonnes of jet fuel	3.15	Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories
Aviation Gasoline	CO_2 Emission Factor	$kgCO_2/GJ$	70.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH_4 Emission Factor	$kgCH_4/GJ$	0.0005	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH_4	-	28	2014 IPCC Fifth Assessment Report (AR5)
	N_2O Emission Factor	kgN_2O/GJ	0.002	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N_2O	-	265	2014 IPCC Fifth Assessment Report (AR5)

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Greenhouse Gas Emissions

Indirect (Scope 2) GHG emissions: Indirect GHG emissions from the generation of purchased electricity consumed by the SIA Group's buildings, leased premises, and EVs, expressed in kilograms of carbon dioxide equivalent ($kgCO_2e$) or multiples.

A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest Singapore Energy Statistics, the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore, at the time of publication. SIA adopted the Average Operating Margin figures which measures Singapore's system-wide emissions factor.

Emission Source for Electricity	Reporting Period	Emission Factor	Unit	References
Singapore	FY2025/26	0.402	$kgCO_2/kWh$	EMA, Singapore GEF 2024
	FY2024/25	0.412		EMA, Singapore GEF 2023
	FY2023/24	0.416		EMA, Singapore GEF 2022
	FY2022/23	0.405		EMA, Singapore GEF 2021
	FY2021/22	0.408		EMA, Singapore GEF 2020
Western Australia	FY2025/26	0.50	$kgCO_2e/kWh$	Western Australia – South West Interconnected System, National Greenhouse Account Factors 2025
	FY2024/25	0.51		Western Australia – South West Interconnected System, National Greenhouse Account Factors 2024
	FY2023/24	0.53		Western Australia – South West Interconnected System, National Greenhouse Account Factors 2023
Chennai, India	FY2025/26	0.965	$kgCO_2/kWh$	Government of India, Ministry of Power Version 21.0
	FY2024/25	0.962		Government of India, Ministry of Power Version 20.0
	FY2023/24	0.971		Government of India, Ministry of Power Version 19.0
Jakarta, Indonesia	FY2025/26	0.8	$kgCO_2/kWh$	Jamali, 2019, Institute for Global Environmental Strategies, Version 11.7
	FY2024/25	0.8		Jamali, 2019, Institute for Global Environmental Strategies, Version 11.6
	FY2023/24	0.8		Jamali, 2019, Institute for Global Environmental Strategies, Version 11.4
Shanghai, China	FY2025/26	0.7782	$kgCO_2/kWh$	East China Grid, 2024, Institute for Global Environmental Strategies, Version 11.7
	FY2024/25	0.7703		East China Grid, 2023, Institute for Global Environmental Strategies, Version 11.6
	FY2023/24	0.7777		East China Grid, 2021, Institute for Global Environmental Strategies, Version 11.4

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Greenhouse Gas Emissions

Indirect (Scope 3) GHG emissions: Other indirect GHG emissions that are a consequence of SIA's and Scoot's activities but occur from sources that are not owned or controlled by SIA or Scoot.

- SIA and Scoot's Scope 3 emissions are calculated according to the recommendations of the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Scope 3 Conversion Factors: Emission factors were taken from the Greenhouse gas reporting: conversion factors 2025, 2024, 2023 and 2022 by the UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy, Life Cycle Upstream Emission Factors (Pilot Edition) and Life Cycle Upstream Emission Factors 2024 and 2025 by the IEA, Singapore's Fifth National Communication and Fifth Biennial Update Report 2022 and Singapore 2024 National Inventory Document and Common Reporting Tables by the NEA, Supply chain GHG emission factors for US Commodities and Industries v1.3 and v1.2 by the US Environmental Protection Agency, and the Singapore Emission Factors Registry 2025. GWP values were taken from the IPCC Assessment Report (AR5) and (AR4). All emission factors are in CO_2e. Scope 3 GHG emissions have been measured using inputs that are verified through annual internal audit processes where possible.

In FY2025/26, all 15 Categories continue to be evaluated by the SIA Group but only the relevant Scope 3 emissions are reported. The scope of reporting and methodology will be reviewed annually to ensure reported Scope 3 data remains accurate and relevant. Categories 1, 5, 6, and 7 are specific to SIA and Scoot, while Categories 2 and 3 are reported on a group level. Category 4 is specific to SIA because Scoot's emissions related to upstream transportation and distribution for goods and services provided by SATS have been included in Category 1 due to the use of spend-based methodology. Similarly, Category 8 is relevant to Scoot but is included in Category 1 due to the use of spend-based methodology.

Category 15 includes emissions from SIA as well as its subsidiary, SAGI. Changes to the methodology and/or expansion in the reporting boundary of the Group's Scope 3 emissions are detailed in the following table. Please refer to Sustainability Report for FY2022/23 onwards for the Scope 3 reporting boundary and methodology of the respective financial years.

In alignment with IFRS S2 reporting requirements on financed emissions from insurance activities, an assessment was conducted for SAGI, a subsidiary that has been set up as a captive insurance company to underwrite corporation risks within the SIA Group.

However, as SAGI's investment portfolio was assessed to be small and limited to the purpose of captive insurance for the SIA Group, SAGI's financed emissions are assessed to be immaterial and therefore additional information on SAGI's insurance activities are excluded from reporting in FY2025/26.

Category	Methodologies used and assumptions made	Reporting Boundary
Category 1: Purchased Goods and Services	Spend-based method In FY2025/26 Scoot changed its methodology and expanded the reporting coverage from supplier specific data of services and goods provided by SATS, to all purchased goods and services made in the financial year. At least 80% of SIA and Scoot's spend data was captured, before extrapolating to 100%.	Purchased goods and services by SIA and Scoot in the financial year. **SIA:** • From FY2024/25, SIA has included emissions from distribution services (Category 4) in Category 1 due to the use of spend-based method. **Scoot:** • From FY2025/26, Scoot has included emissions related to (1) transport and distribution services from SATS only (Category 4) and (2) overseas leased office (Category 8) due to the use of spend-based method.

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Greenhouse Gas Emissions	**Category**	**Methodologies used and assumptions made**	**Reporting Boundary**
	Category 2: Capital Goods	Spend-based method	Capital assets purchased by the SIA Group in the financial year.
	Category 3: Fuel- and Energy-related Activities Not Included in Scope 1 or 2	Average-data method	Well-to-tank emissions from the SIA Group's Scope 1 and 2.
	Category 4: Upstream Transportation and Distribution	Spend-based method **SIA:** As site or activity specific data for distribution services are unavailable, emissions related to distribution services are consolidated under Category 1 instead using the spend based methodology. **Scoot:** In FY2025/26, Scoot changed its methodology from supplier specific data to spend based methodology to account for upstream transportation and distribution services provided by SATS. However, due to challenges in data segregation, this has been consolidated in Category 1 along with other purchased goods and services from SATS	**SIA:** Upstream transportation services only. Since FY2024/25, distribution services are reported in Category 1. **Scoot:** From FY2025/26, Scoot's upstream transportation and distribution services provided by SATS are reported in Category 1.
	Category 5: Waste Generated in Operations	Waste-type-specific method and average data method The latter method is used where data from waste vendor is unavailable, and the type of waste disposed and waste treatment method were reasonably assumed based on operational context.	Refer to reporting boundary under "**Waste**". Since FY2024/25 Scoot's waste has been included in the calculations.

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Greenhouse Gas Emissions	**Category**	**Methodologies used and assumptions made**	**Reporting Boundary**
	Category 6: Business Travel	Spend-based method	Business travel in Singapore and overseas for SIA and Scoot. As SIA and Scoot operate within the aviation industry, the emissions from business-related travel on their own airlines have already been included in the Group's Scope 1 emissions assessment. • Since FY2024/25, all land, sea and air business travel (including on other airlines) for both SIA and Scoot have been included in the calculations. • From FY2025/26, both SIA and Scoot have included travel emissions between crew hotel and airports where crew layover is required.
	Category 7: Employee Commute	Hybrid methodology 1) Distance-based method. Distance travelled is assumed to be the distance between employees' homes and their worksites. Mode of transportation taken by employees is estimated from Singapore Census of Population 2020, Statistical Release 2, Transport. 2) Average-data method Homeworking days are assumed and applied uniformly for all ground staff based on company policy for both SIA and Scoot. Average-data method is used to estimate homeworking emissions.	All SIA and Scoot employees within the geographical boundary of Singapore, which includes homeworking emissions. • Since FY2024/25 emissions from homeworking for both SIA and Scoot ground staff have been included in the calculations.
	Category 8: Upstream Leased Assets	Not applicable as emissions from leased asset (except Scoot's leased office) have been accounted for in Scope 1 and 2. Scoot's leased offices are accounted for in Category 1 using spend-based methodology.	
	Category 9: Downstream Transportation and Distribution	Not typically relevant to the airline industry. Due to SIA and Scoot's operations, majority of transportation and distribution emissions are upstream in nature.	
	Category 10: Processing of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be sold or processed.	

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Greenhouse Gas Emissions

Category	Methodologies used and assumptions made	Reporting Boundary
Category 11: Use of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be used further.	
Category 12: End-of-life Treatment of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be treated at the end of life.	
Category 13: Downstream Leased Assets	Not applicable as SIA and Scoot did not lease out any asset in the financial year.	
Category 14: Franchises	Not applicable as SIA and Scoot do not operate any franchises.	
Category 15: Investments	Hybrid methodology 1) Investment-specific method 2) Average-data method	Captive insurance activities under SIA's subsidiary: • Singapore Aviation and General Insurance Company (Pte) Limited Associated Companies and Joint Ventures of SIA which include: • Singapore CAE Flight Training Pte. Ltd. • Airbus Asia Training Centre Pte. Ltd. • Ritz Carlton, Millenia Singapore Properties Private Limited • Air India Limited

Biogenic GHG emissions: Direct GHG emissions from the combustion or biodegradation of biomass, expressed in kilograms of carbon dioxide ($kgCO_2$) or multiples. Emissions from the combustion of SAF falls under this category as most commercially available SAF contains biogenic carbon.

Emissions Factors:

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
SAF	CO_2 Emission Factor	tonnes CO_2/ tonnes of SAF	3.16	IATA Sustainable Aviation Fuel (SAF) Accounting & Reporting Methodology

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Energy and GHG Emissions Mitigation

- **Fuel and energy savings methodology**
  - For engineering and flight operations, fuel savings from fuel reduction initiatives are measured using fuel efficiency and flight management systems. These initiatives provide opportunities for SIA and Scoot to reduce fuel consumption on-ground and in-flight, without compromising flight safety.
  - For infrastructure and property-related energy savings, energy savings are calculated by comparing the energy consumption of previous appliances and systems with the energy consumption of the new or retrofitted appliances and energy systems across the year.
- **GHG emissions mitigation methodology**
  - For engineering and flight operations, Scope 1 GHG emissions avoidances were calculated by multiplying the fuel savings (in tonnes) by the jet fuel GHG emissions conversion factor.
  - For infrastructure and properties, Scope 2 GHG emissions avoidances were calculated by multiplying energy savings with the corresponding grid emission factor.

Sustainable Aviation Fuel

SAF definition and boundary: Refers to an aviation fuel that has been certifiably produced in conformance with sustainability criteria, including lower GHG emissions on a life-cycle basis compared to conventional aviation fuel. The SIA Group's SAF consumption includes both Voluntary SAF and Mandatory SAF:

- **Voluntary SAF:** SAF procured and consumed on a voluntary basis and not used to fulfil compliance requirements under mandatory sustainable fuel schemes or regulations.
- **Mandatory SAF:** SAF procured and consumed under mandatory sustainable fuel schemes or regulations, such as the EU's ReFuelEU and the UK SAF Mandate.

GHG emissions reduction from SAF: Emissions reductions are reported based on documentation provided by fuel suppliers and/or SAF registries where available. Otherwise, they are calculated using the methodologies outlined by RSB or IATA. For voluntary SAF, emissions reductions are reported only upon retirement of the SAF certificates in a SAF registry and/or through submission of the relevant sustainability documentation to ICAO for CORSIA.

Reporting Methodology: The total amount of SAF for the current reporting period will only be reported in the next reporting period due to data constraints at the time of reporting. SAF volumes, emissions, and emissions reductions are computed on a purchase-based approach and are agnostic to the chain-of-custody model employed.

Intensity Ratios

Intensity ratios definition: Intensity ratios define resource consumption or emissions in the context of a specific metric.

- **Flight operations intensity ratio methodology:** Fuel productivity is expressed in load tonne-kilometre per tonne (LTK/tonne). Since FY2021/22, SIA and Scoot have disclosed fuel productivity expressed in litres per 100 passenger-kilometre for passenger fleet, and litres per tonne-kilometre for cargo fleet. Direct (Scope 1) GHG emissions intensity is expressed in kilograms of carbon dioxide equivalent per load tonne-kilometre ($kgCO_2e$/ LTK) or multiples.
- **Buildings and offices intensity ratio methodology:** Electricity intensity is expressed in kilowatt-hours per square metre (kWh/m^2) or multiples. Electricity indirect (Scope 2) GHG emissions intensity is expressed in kilograms of carbon dioxide equivalent per square metre ($kgCO_2e/ m^2$) or multiples. Water intensity is expressed in cubic metres per square metres (m^3/ m^2). The organisation-specific metric (the denominator) used was the total floor area which SIA and Scoot have operational control over, which is a summation of applicable total common area and total lettable area.

Boundary of total floor area: The floor area of SIA-owned buildings in Singapore, which are ALH, SSC, STC, and SBO, SIA leased spaces in Changi Airport, ION Orchard, Scoot's leased offices in Singapore, KrisShop's business premises in "The Signature" and SATS ICC1, Pelago's office in Singapore, SFC's premises in Jandakot, Australia as well as CCN's offices in Singapore, Shanghai, and Jakarta.

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Air Pollutants	**Air pollutants and boundary:** Emissions of NO_x and SO_x in the Landing and Take-off (LTO) cycle from the SIA Group airlines' flight operations, expressed in metric tonnes. **Air pollutants methodology:** NO_x and SO_x emissions were calculated using ICAO's simple approach from the ICAO Air Quality Manual Second Edition, 2020 (Doc 9889). This methodology takes into account the aircraft engine models, number of engines, the number of landing and take-off (LTO) cycles and total mass of NO_x and SO_x emitted during the LTO cycle. • The total mass of NO_x emitted during an LTO cycle was derived based on ICAO standard values for fuel flow, emission index, time in mode and LTO cycles, by engine type. These values were obtained from the ICAO Aircraft Engine Emission Databank (2004) and have been developed by ICAO for emissions certification purposes. • The total mass of SO_x emitted during an LTO cycle was derived based on ICAO standard values for fuel flow, time in mode and LTO cycles, by engine type. These values were obtained from the ICAO Aircraft Engine Emission Databank (2004) and have been developed by ICAO for emissions certification purposes. As ICAO does not have emissions certification standards for SO_x, an average of 1 gram of SO_x per 1,000 grams of fuel consumed (SO_x = 1 g/kg of fuel) was used. This figure was obtained from a survey conducted by the United States Environmental Protection Agency on sulphur content for commercial aviation jet fuel, as stated in the ICAO Air Quality Manual.
Waste	**Waste definition:** Refers to anything that the holder discards, intends to discard, or is required to discard expressed in kilograms (kg) or multiples and excludes effluents. SIA and Scoot do not produce any hazardous waste from their operations. *This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.* • **Waste directed to disposal:** Any operation which is not recovery, even where the operation has, as a secondary consequence, led to the recovery of energy. It is the end-of-life management of discarded products, materials, and resources in a sink or through a chemical or thermal transformation that makes these products, materials, and resources unavailable for further use. (e.g. incineration with/without energy recovery, landfilling) *This definition is based on the EU Waste Framework Directive 2008.* • **Waste diverted from disposal:** Any operation wherein products, components of products, or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose. (e.g. reuse, recycling) *This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.* **Waste boundary:** The reporting boundary of waste includes both operational ground waste from premises owned and/or leased by SIA and Scoot in Singapore, as well as in-flight waste from inbound flights. **Waste methodology:** Unless otherwise stated, figures for waste reported are based on actual data. • For SIA and Scoot's in-flight waste, data is based on a monthly sample of each airline's inbound flights to Singapore and extrapolated to achieve annual figures. Waste data for outbound flights from Singapore are not included due to data collection challenges with overseas waste handlers and restrictions from International Catering Waste regulations. o For SIA and Scoot's recycled magazines, the total amount is estimated from the uplifted volume per scheduled changeout. o For SIA's recycled glass bottles, the total amount is estimated from inbound waste data. • Ground waste data from SIA's SilverKris lounges at Changi Airport Terminals 2 and 3 and Scoot-leased offices in Terminals 1 and 3 are collected by a cleaning services provider. The waste data, including recycled waste figures, were derived from a one-week waste audit exercise and extrapolated to arrive at annualised figures. o Due to operational constraints, the waste data for FY2025/26 from SIA's SilverKris lounges were derived from a one-week waste audit exercise that was conducted in April 2026. • For SIA and Scoot's engineering waste, the total amount of recycled waste is based on actual data. However, due to limitations in the waste sorting process, the composition of the recycled waste is based on estimations.

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Waste

Category	Operation	Details	Boundary
Waste directed to disposal	**Waste-to-energy (WTE) incineration**	In Singapore, licensed waste contractors transport incinerable waste to the WTE plants for incineration. Heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. Scrap metal contained in the ash is recovered and recycled. Ash is sent for disposal at the offshore Semakau Landfill.	SIA's buildings (ALH, SSC, STC, and SBO): • Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2, and 3, as data could not be segregated. For FY2020/21, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal. • From FY2021/22, includes waste from SIA passenger fleets' inbound flights. • From FY2022/23, includes SIA's engineering waste. • From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA leased premises, as well as Scoot's leased offices and engineering waste. • From FY2024/25, includes waste from Scoot's inbound flights. • From FY2025/26, includes ground waste from SIA's cargo operations.
Waste diverted from disposal	**Recycling**	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. Please refer to the Supplementary Sustainability Data section for the composition of waste diverted from disposal for flight and ground operations.	SIA's buildings (ALH, SSC, STC, and SBO): • Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2, and 3, as data could not be segregated. For FY2020/21, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal. • From FY2021/22, includes waste from SIA passenger fleets' inbound flights. • From FY2022/23, includes SIA's scrap aircraft waste. • From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA leased premises, as well as Scoot's leased offices in Singapore. • From FY2025/26, includes waste from Scoot's inbound flights and engineering waste.

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Water

Water withdrawn definition: Total water drawn for the organisation's use, expressed in cubic metre (m^3) or multiples. All water withdrawn by SIA is water drawn from PUB, a third-party water provider in Singapore. Water provided by PUB is considered to be freshwater as Singapore's quality of drinking water is regulated by the Environmental Public Health (EPH) (Water Suitable for Drinking) (No.2) Regulations 2019, which follows the World Health Organization Guidelines for Drinking-water Quality (≤1,000 mg/L Total Dissolved Solids).

Surface water definition: Water that occurs naturally on the Earth's surface. This includes harvested rainwater.

Groundwater definition: Water that is being held in, and that can be recovered from, an underground formation.

Reporting boundary: Groundwater has been collected since FY2020/21

Third-party water definition: Water drawn from a third-party. Data is broken down by tap water and NEWater.

Category	Source	Details	Boundary
Groundwater	**(1) Groundwater harvested**	Storing and recovery of groundwater from an underground formation.	SIA's building (ALH)
Surface water	**(2) Rainwater harvested**	Collection and storing of rainwater from surfaces on which rain falls.	SIA's building (ALH)
Third-party water	**(3) Tap water**	Singapore's national tap water supply is managed by the PUB and comprises a mix of four sources – (i) water from local catchment, (ii) imported water, (iii) desalinated water and (iv) NEWater* * During dry periods, NEWater is added to Singapore's reservoirs to blend with raw water. The raw water from the reservoir is treated at the waterworks before it is supplied to consumers as tap water.	SIA's buildings (ALH, SSC, STC, and SBO) and leased premises • Up till FY2023/24, includes SIAEC's water withdrawal at Hangar 1, as the data could not be segregated[62]. • Up till FY2021/22, excludes water withdrawal at Scoot's leased offices due to data unavailability. From FY2022/23, includes water withdrawal at Scoot's leased offices in Singapore. • From FY2023/24, includes SFC's Jandakot premises, KrisShop's office in "The Signature" in Singapore as well as CCN's Singapore office.
	(4) NEWater	NEWater is high-grade reclaimed water produced from treated used water, mainly used for air-conditioning cooling purposes at SIA's buildings.	SIA's building (STC) and SilverKris Lounge at Changi Airport Terminal 3 • From FY2023/24, includes the SilverKris Lounge at Changi Airport Terminal 3.

[62] The reporting boundary previously stated that the water consumption attributable to SIAEC from Hangar 1 is subsumed under SIA. The reporting boundary has been amended to state that this was only applicable until FY2023/24.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

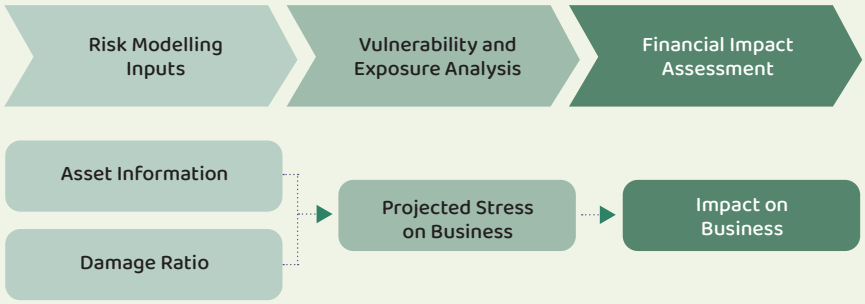
Climate Scenario Analysis

Physical Risk: Precipitation Stress-related Flooding

Scope of FY2024/25 Quantitative Analysis

Climate Scenarios	Net Zero Emissions Scenario (IPCC RCP 2.6 and SSP1-2.6) Middle-of-the-Road Scenario (IPCC RCP 4.5 and SSP2-4.5)
Time Horizons	2030 (Medium-term) and 2050 (Long-term)
Coverage	The assessment covers SIA-owned buildings and leased office premises in Singapore, including the fixed assets stored within. Movable assets such as aircrafts are not considered within the scope of financial impact assessment as they are not considered as part of the fixed assets stored within the buildings.

Risk Modelling

Methodology	
Asset information	Risk modelling was conducted by considering the building location and characteristics such as the height, floor area owned or occupied by SIA and Scoot offices, as well as the fixed assets stored within.
Flood damage ratios	Flood damage ratios from Federal Emergency Management Agency (FEMA), a globally recognised disaster database, were applied to each building to translate flood depths into economic losses for buildings impacted by floods.

Vulnerability and Exposure Analysis

Projected stress on business operations	Each building was assessed for its vulnerability and exposure to flooding events under the two climate scenarios, Net Zero Emissions Scenario and Middle-of-the-Road Scenario. This analysis considered factors such as geographical location, structural integrity, and historical climate data in Singapore. The extent of flood damage to buildings and fixed assets was estimated with the use of FEMA's flood damage ratios.

Financial Impact Assessment

Impact on business operations	Financial impact to the SIA Group was assessed for replacement costs of damaged buildings and fixed assets, and business disruption-related losses due to flood damage. Replacement costs were estimated using existing data and applying sector relevant proxies where data is unavailable, from recognised sources such as Arcadis, a global building design and consultancy firm; and Urban Redevelopment Authority, the national urban planning authority of Singapore.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Climate Scenario Analysis

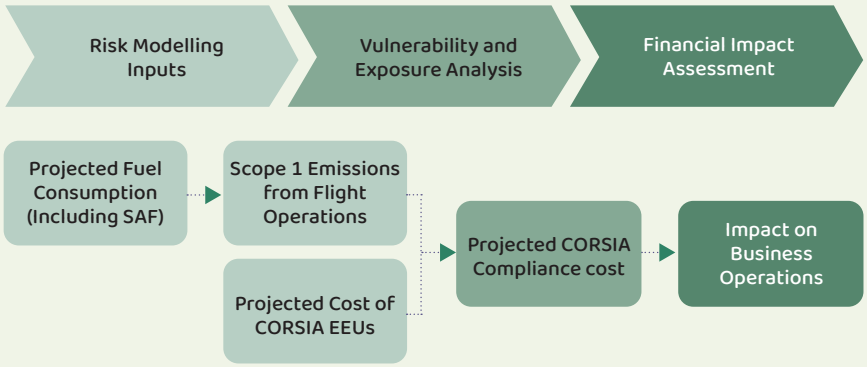
Transition Risk: Emissions Reporting Compliance Cost

Scope of FY2024/25 Quantitative Analysis

Climate Scenarios	Net Zero Emissions Scenario (IPCC RCP 2.6 and SSP1-2.6) Middle-of-the-Road Scenario (IPCC RCP 4.5 and SSP2-4.5)
Time Horizons	2030 (Medium-term)[63]
Coverage	SIA and Scoot international flight operations that are subjected to CORSIA

Risk Modelling

Methodology



Projected fuel consumption

Fuel consumption under the two climate scenarios, Net Zero Emissions Scenario and Middle-of-the-Road Scenario, was estimated using projected industry growth rates for aviation, referenced from IEA World Energy Outlook Report:

- Net Zero Emissions Scenario (2030): IEA Net Zero 2050
- Middle-of-the-Road Scenario (2030): IEA Stated Policies

SAF uptake was also estimated using projections in IEA World Energy Outlook Report, and the national SAF target announced in Singapore's Sustainable Air Hub Blueprint.

- Net Zero Emissions Scenario (2030): IEA Net Zero 2050
- Middle-of-the-Road Scenario (2030): Singapore's Sustainable Air Hub Blueprint

Projected Scope 1 emissions from flight operations

SIA and Scoot's Scope 1 emissions from operating international flights were calculated using projected fuel consumption and SAF emissions savings under the two climate scenarios.

Projected cost of CORSIA EEUs

Future pricing for CORSIA EEUs is uncertain due to various demand and supply factors.

For this analysis, estimated pricing was referenced from MSCI Carbon Market Report based on prevailing carbon market outlook.

[63] CORSIA compliance cost was only assessed for MT2030 time horizon as CORSIA implementation is currently expected to last till 2035 only.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Climate Scenario Analysis

Transition Risk: Emissions Reporting Compliance Cost

Vulnerability and Exposure Analysis	
Projected CORSIA offsetting requirements	SIA and Scoot's CORSIA offsetting requirements were calculated based on projected Scope 1 emissions from international flights, and IATA's CORSIA Sectoral Growth Factor Forecast.
Financial Impact Assessment	
Business operations	Financial impact to the SIA Group was assessed based on total expenditure on CORSIA EEUs for CORSIA compliance.

SAFETY

Safety Management Systems

SMS definition: The SIA Group's Safety Management Systems refer to a set of interrelated or interacting elements to establish work-related health and safety policies and objectives, and to achieve those objectives.

This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.

Boundary of Safety Management Systems:

System	Standards and certifications	Boundary
SIA and Scoot's Flight Safety Management System	Based on CAAS Air Navigation Regulations, ICAO International Standards and Recommended Practices Annex 19 – Safety Management, IOSA Standards Manual and Transport Safety Investigations Bureau (TSIB) (Aviation Occurrences) Regulation	All operations and employees globally
SIA's Occupational Health and Safety Management System	Based on Workplace Safety and Health Act	All employees and contractors working at SIA workplaces in Singapore
	Certified under ISO 45001:2018 OHSMS for SIA's Engineering Division	All employees and contractors working in SIA's Engineering Division
SIA and Scoot's Quality Management System	Based on CAAS Air Navigation Regulations	All operations in Singapore
	Certified under ISO 9001:2015 QMS for SIA's Engineering Division and SSQ	All employees and contractors working in SIA's Engineering and SSQ Divisions
SIA and Scoot's Security Management System	Based on Airport Police Division Security Directive for Aircraft Operators, ICAO International Standards and Recommended Practices Annex 17 – Security and IOSA Standards Manual	All security operations, employees and applicable security providers globally

DEFINITIONS AND METHODOLOGIES

SAFETY	
Customer Health and Safety	**Health and safety impacts of products and services definition:** Incidents of non-compliance with regulations and/or voluntary codes concerns the direct health and safety impacts of products and services on customers.
Hazard	**Hazard definition:** Any source of situations with the potential to cause injury or ill health in the workplace. This includes types of dangerous occurrences as defined by Ministry of Manpower's (MOM) list of Dangerous Occurrences in the Workplace Safety and Health Act (Chapter 354A), Section 4(1). *This definition is based on the International Labour Organisation (ILO) Guidelines on Occupational Safety and Health Management Systems.*
Aircraft incident	**Aircraft incident definition:** An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect operational safety. **Serious incident definition:** An incident where there is a high probability of an accident and associated with the operation of an aircraft, taking place between the time any person boards the aircraft with the intention of flight until such time said person has disembarked from the aircraft. *These definitions are based on ICAO Annex 13, Aircraft Accident and Incident Investigation.*
Man-hours Worked	**Man-hours worked definition:** Total scheduled number of hours worked for the year ended 31 March. **Boundary:** For employees, man-hours worked covers SIA and Scoot's global operations. For workers who are non-employees (scoped to key contractors only), man-hours worked covers SIA and Scoot. • From FY2021/22, this includes Scoot's local operations. • From FY2024/25, this includes Scoot's overseas operations.
Work-related Incidents	**Work-related incidents definition:** An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill health or death. As per MOM's definition, it could also be a Dangerous Occurrence, an Occupational Disease or: • Traffic accidents that happen at the workplace or in the course of work, e.g. a traffic accident while commuting to work on company transport. • Accidents that are incidental to or from work, e.g. slipping and falling within the workplace but when not performing official work duties. • Conditions of a medical nature, such as heart attacks or strokes, that may be triggered by work. *This definition is based on ISO 45001:2018 and MOM's Guidelines.*
Work-related Fatality	**Work-related fatality definition:** Refers to a work-related injury that results in a fatality while performing work that is controlled by the organisation or that is being performed in a workplace controlled by the organisation. *This definition is based on GRI 403: Occupational Health and Safety 2018.* **Methodology:** Work-related fatality rates were calculated based on 1,000,000 hours worked. **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**.

DEFINITIONS AND METHODOLOGIES

SAFETY	
Work-related Injury and Ill-health	**Work-related injury and ill-health definition:** Negative impacts on health arising from exposure to hazards at work. *This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.* • **Recordable work-related injury definition:** Refers to prevailing regulations from local authorities for employees, or when an SIA cabin crew is issued medical leave for four days or more (whether consecutive or not) for the related/same injury. o **Methodology:** Recordable work-related injury rates were calculated based on 1,000,000 hours worked. o **Boundary:** Number and rate of work-related fatalities reported covers employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**. • **Recordable high consequence work-related injury definition:** A work-related injury that results in a fatality or in an injury from which the individual cannot, does not, or is not expected to recover fully to pre-injury health status within six months. *This definition is based on GRI 403: Occupational Health and Safety 2018.* o **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked. o **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours worked**. • **Recordable work-related ill-health definition:** A work-related ill-health (including diseases, illnesses and disorders) that is contracted. *The coverage is based on the occupational diseases under Singapore's Workplace Safety and Health Act or Work Injury Compensation Act.* o **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked. o **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) covers SIA and Scoot's local operations.
Work-related Injury Types	**Work-related injury types definition:** Incident types reported include the following main categories: caught in/between objects; cut/stabbed by objects; exposure to electric current; exposure to extreme temperatures; over-exertion/strenuous movements; slips, trips and falls; strike against objects; struck by falling objects; struck by moving objects, etc. *This is based on MOM's major and minor injury incident types.*

DEFINITIONS AND METHODOLOGIES

EMPLOYEES

Employees

Employees definition: An individual who is in an employment relationship with the organisation. All employee data relates to the headcount at the end of the financial year.

Employee categories: SIA and Scoot's employee profiles can be broadly broken down by function (i.e. Ground Staff, Cabin Crew and Pilots) and level (i.e. Managers and above, Executives, Other Employees), in line with their human resources systems.

The employee levels are defined below for Singapore Airlines and Scoot respectively.

Employee Levels	SIA	Scoot
Managers and Above (Senior Management)	Managers, Senior Managers, Vice Presidents, Divisional Vice Presidents, Senior Vice Presidents, Executive Vice Presidents, and Chief Executive Officer	Section Managers, Managers, Senior Managers, Directors, Vice Presidents, Senior Vice Presidents and above, this includes the Chief Commercial Officer, Chief Operating Officer, and Chief Executive Officer
Executives	Executives, Senior Executives, and Assistant Managers	Officers, Senior Officers, Specialists, Analysts, and Assistant Managers
Other Employees	Associates, Senior Associates, Pilots, and Cabin Crew	Cabin Crew and Flight Crew

Boundary: Total employees reported cover the SIA Group's global operations. A five-year dataset from FY2021/22 to FY2025/26 for SIA and Scoot is provided in this year's report.

Employment Type and Contract

Employment Type

Full-time definition: An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.

Part-time definition: An employee whose working hours are less than 'full-time' as defined above. Based on Singapore's Employment Act by MOM, a part-time employee is one who is under a contract of service to work less than 35 hours a week.

Boundary: A five-year dataset from FY2021/22 to FY2025/26 for SIA and Scoot is provided in this year's report.

Employment contract

Employment contract definition: Refers to employment contract as recognised under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).

Permanent contract definition: A contract with an employee, for full-time or part-time work, for an indeterminate period.

Temporary contract definition: A contract that is of limited duration and is terminated by a specific event (e.g., end of a project or work phase, or return of replaced employees).

Boundary: The employee profile breakdown by employment contract follows the same boundary as **Employment Type**.

DEFINITIONS AND METHODOLOGIES

EMPLOYEES	
New Hires and Turnover	**New hires** **New hires definition:** Employees who joined the organisation during the year. Reported metrics for new hires include external hires only. **Internal hires definition:** The internal movement of employees or the sourcing of existing employees within the SIA Group, which can include lateral movements and team transfers. **External hires definition:** Hires from outside of the SIA Group **New hire rate methodology:** Number of new hires over number of employees at the end of the reporting period, expressed as a percentage (e.g. new hire rate for employees <30 years old is computed by number of new hires (<30 years old) over total number of employees, expressed as a percentage). **Turnover** **Turnover definition:** Employees who left the organisation during the year. Due to confidentiality constraints, reported turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc. **Turnover rate methodology:** Number of turnover over number of employees at the end of the reporting period, expressed as a percentage (e.g. turnover rate for males is computed by number of turnover (males) over total number of employees, expressed as a percentage). **Boundary:** New hire and turnover numbers and rates reported follow the same boundary as **Employment Type**. For reported turnover rates, the figures only relate to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc., due to confidentiality constraints. **Note:** Starting FY2021/22, the breakdown of new hires by Employee Level, by Employment Type (Full-time and Part-time) and by Recruitment Type (Internal and External Hires) is tracked and reported according to the updated calculation methodology and boundary refined in FY2022/23. Additionally, the five-year dataset for the breakdown of turnover, by Employee Level, will only include SIA and Scoot's global operations since SilkAir has been integrated into SIA.
Training Hours	**Training hours definition:** Number of hours used for learning and development for employees active as of 31 March. **Average training hours methodology:** Average training hours are calculated using total number of training hours, divided by number of employees as at 31 March. This can be computed by the respective demographic cuts (e.g. average number of training days for cabin crew is computed by number of training hours attended by cabin crew over the number of cabin crew, expressed as a percentage). From FY2025/26, Scoot adopts a new methodology, to improve accuracy, that covers actual training hours for flight crew and cabin crew. **Boundary:** Average training hours reported follow the same boundary as **Employment Type**.
Investment in Learning and Development	**Boundary:** Investment in learning and development for employees reported follows the same **Employee Categories** as defined above, with the additional inclusion of Cadet Pilots from Scoot.
Parental Leave	**Parental leave definition:** Leave granted to male and female employees on the grounds of the birth of a child. This includes maternity, paternity, shared parental leave, and childcare leave. **Return to work rate methodology:** Number of employees who returned to work after childcare, maternity, paternity, and shared parental leave ended, over number of employees who took such leave, expressed as a percentage. **Retention rate methodology:** Number of employees who returned to work after childcare, maternity, paternity, and shared parental leave ended and who were still employed 12 months after their return to work, over number of employees who took such leave, expressed as a percentage. **Boundary:** Return to work rate and retention rates reported follow the same boundary as **Employment Type**.

DEFINITIONS AND METHODOLOGIES

EMPLOYEES

Worker Who is a Non-employee

Worker who is a non-employee definition: An individual whose work, or workplace, is controlled by the organisation. This report has been scoped to include key contractors only (e.g. cleaners, maintenance workers, landscapers, sales agent, ground handling agents, check-in agents, warehouse operators), unless otherwise stated. Non-employee data includes estimated or actual headcount employed during the financial year, depending on the business operation.

Boundary: The workers profile breakdown reported only covers SIA and Scoot's operations.

- From FY2022/23, this includes SIA's local and overseas operations and Scoot's local operations.
- From FY2024/25, this includes Scoot's overseas operations.

SUPPLIERS

Suppliers

Suppliers definition: Refers to an organisation or person that provides a product or service used by SIA or Scoot's operations and is characterised by a direct or indirect commercial relationship with SIA or Scoot.

Supplier categories: SIA's suppliers can be broadly classified into six main categories

- Aircraft fleet and engines
- Aviation fuel
- Aviation maintenance and materials
- Ground handling
- In-flight catering
- Technology systems

Number of suppliers and expenditure for suppliers' services boundary: Covers SIA and Scoot's suppliers globally.

Boundary: Total supplier expenditure includes expenditure by SIA and Scoot's Singapore and overseas operations.

Total number of suppliers includes suppliers engaged by SIA and Scoot's Singapore and overseas operations.

Suppliers' Code of Conduct

Suppliers' Code of Conduct boundary: All suppliers are required to adhere to SIA's SCOC, which is part of our contracts with suppliers.

Percentage of suppliers screened using environmental and social criteria:

- **SIA Boundary:** Covers all active suppliers that have contracts and were onboarded onto the contract management systems. This scope covers both new and existing suppliers as SIA's system is unable to distinguish between new and existing suppliers. Suppliers were screened using SCOC's environmental and social criteria or due diligence by the respective BUs where the SCOC was waived. There was a methodology change in FY2024/25 to include only active contracts within the reporting period. As the data in the Contract Management Tool cannot be backdated, only data from FY2024/25 onwards will be affected.
- **Scoot Boundary:** Covers all new supplier contracts as raised in the e-procurement system per the internal procurement requirements and that are submitted for legal vetting and with a legal review required in accordance with Scoot's contract vetting policy, and that are effective from the reporting period. From FY2024/25, the type of supplier contracts covered has been expanded to include new Travel Agent contracts, which are managed outside of the e-procurement system and that have been signed during the reporting period.

SOCIETY

Beneficiary organisations

Total aggregated number of beneficiary organisations: Total aggregated count of beneficiary organisations is not a unique number, and may include organisations that were beneficiaries of more than one than one community activity.

Employee Volunteers

Total aggregated number of employee volunteers: Total aggregated counts of employee volunteers across the various community activities for SIA and Scoot are not unique numbers. The aggregated head counts may include more than one attendance by employees who participated in multiple community events.

SUPPLEMENTARY SUSTAINABILITY DATA

All supplementary sustainability data are to be read with the definitions and methodologies segment on pages 101 to 123.

GOVERNANCE

Diversity of Governance Bodies

Management Committee by Gender and by Age Group	FY2025/26
Singapore Airlines and Scoot Management Committee, by Gender	
Female	**25.0%**
Male	**75.0%**
Singapore Airlines and Scoot Management Committee, by Age Group	
<30 y.o.	**0.0%**
30-50 y.o.	**18.8%**
>50 y.o.	**81.3%**

Completion of Anti-bribery/Anti-corruption Training, by Employee Type and Region

	Managers and Above	Executives	Other Employees	Total
FY2021/22				
Total employees required to complete, by employee type	645	1,938	4,313	6,896
Total employees completed, by employee type and region	611 (94.7%)	1,853 (95.6%)	4,243 (98.4%)	6,707 (97.3%)
Singapore (Head Office)	512	1,545	2,296	4,353
The Americas	8	14	113	135
Europe	22	47	343	412
North Asia	24	94	446	564
South East Asia	21	65	526	612
South West Pacific	16	45	248	309
West Asia and Africa	8	43	271	322
FY2022/23				
Total employees required to complete, by employee type	631	1,979	5,668	8,278
Total employees completed, by employee type and region	594 (94.1%)	1,936 (97.8%)	5,436 (95.9%)	7,966 (96.2%)
Singapore (Head Office)	488	1,615	3,422	5,525
The Americas	9	15	128	152
Europe	26	46	343	415
North Asia	26	97	451	574
South East Asia	21	69	558	648
South West Pacific	14	55	242	311
West Asia and Africa	10	39	292	341
FY2023/24				
Total employees required to complete, by employee type	675	2,435	5,281	8,391
Total employees completed, by employee type and region	672 (99.6%)	2,412 (99.1%)	5,224 (98.9%)	8,308 (99.0%)
Singapore (Head Office)	570	2,094	3,413	6,077
The Americas	11	12	146	169
Europe	28	45	366	439
North Asia	23	91	378	492
South East Asia	17	74	497	588
South West Pacific	13	48	217	278
West Asia and Africa	10	48	207	265

SUPPLEMENTARY SUSTAINABILITY DATA

GOVERNANCE

Completion of Anti-bribery/Anti-corruption Training, by Employee Type and Region

	Governance Body Members	Managers and Above	Executives	Other Employees	Total
FY2024/25					
Total employees required to complete, by employee type	14	684	2,532	5,578	8,808
Total employees completed, by employee type and region	14 (100%)	670 (98.0%)	2,508 (99.1%)	5,480 (98.2%)	8,672 (98.5%)
Singapore (Head Office)	14	580	2,182	3,658	6,434
The Americas	0	11	14	134	159
Europe	0	26	44	379	449
North Asia	0	13	95	383	491
South East Asia	0	19	73	507	599
South West Pacific	0	12	51	210	273
West Asia and Africa	0	9	49	209	267
FY2025/26					
Total employees required to complete, by employee type	**16**	**715**	**2,579**	**5,824**	**9,134**
Total employees completed, by employee type and region	**16 (100%)**	**701 (98.0%)**	**2,519 (97.7%)**	**5,747 (98.7%)**	**8,983 (98.3%)**
Singapore (Head Office)	16	594	2,081	3,595	**6,286**
The Americas	0	13	16	121	**150**
Europe	0	28	47	379	**454**
North Asia	0	18	161	518	**697**
South East Asia	0	22	93	593	**708**
South West Pacific	0	15	65	259	**339**
West Asia and Africa	0	11	56	282	**349**

	FY2025/26
Total number and percentage of SIA's business partners that the organisation's anti-corruption policies and procedures have been communicated to	**4,810 (98.2%)**

Data Privacy and Cybersecurity

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	3	5	2	1	**1**

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

Flight Operations[64]

	FY2021/22	FY2022/23	FY2023/24[65]	FY2024/25	FY2025/26
All Flight Operations					
Fuel Consumption (tonnes)	2,472,491	4,047,365	4,770,343	5,418,415	**5,626,997**
Fuel Consumption (TJ)	109,037	178,489	210,372	238,952	**248,151**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	7,788	12,749	15,027	17,122	**17,781**
Airline Flight Operations[66]					
SIA Group[67]					
Fuel Consumption (tonnes)	2,472,491	4,047,365	4,770,154	5,418,163	**5,626,715**
Total LTK (million)	7,939	15,971	19,240	21,249	**21,956**
Fuel Productivity (LTK/tonne)	3,211	3,946	4,033	3,922	**3,902**
Overall Fuel Productivity for Passenger Fleet (Litres/100 RPK)	13.11	3.96	3.84	3.94	**3.93**
Overall Fuel Productivity for Cargo Fleet (Litres/tonne-km)	0.22	0.33	0.24	0.23	**0.23**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	7,788	12,749	15,026	17,121	**17,780**
Direct (Scope 1) GHG Emissions Intensity ($kgCO_2e$/LTK)	0.98	0.80	0.78	0.81	**0.81**
Singapore Airlines (Passenger Fleet)					
Fuel Consumption (tonnes)	1,964,312	3,068,812	3,661,127	4,183,914	**4,337,442**
Total LTK (million)	5,668	11,838	13,773	15,265	**15,685**
Fuel Productivity (LTK/tonne)	2,885	3,857	3,762	3,649	**3,616**
Fuel Productivity (Litres/100 RPK)	12.97	4.27	4.22	4.27	**4.30**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	6,188	9,667	11,533	13,221	**13,706**
Direct (Scope 1) GHG Emissions Intensity ($kgCO_2e$ /LTK)	1.09	0.82	0.84	0.87	**0.87**
Singapore Airlines (Freighter Fleet)					
Fuel Consumption (tonnes)	331,738	494,150	408,933	497,571	**490,796**
Total LTK (million)	1,892	1,891	2,120	2,693	**2,608**
Fuel Productivity (LTK/tonne)	5,703	3,827	5,185	5,413	**5,314**
Fuel Productivity (Litres/tonne-km)	0.22	0.33	0.24	0.23	**0.23**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	1,045	1,557	1,288	1,572	**1,551**
Direct (Scope 1) GHG Emissions Intensity ($kgCO_2e$/LTK)	0.55	0.82	0.61	0.58	**0.59**

[64] Due to data availability constraints, figures for mandatory SAF uplifted on the SIA Group airlines' flight operations for January to March of the current reporting period cannot be disaggregated from jet kerosene. As such, fuel consumption and emissions figures for the current reporting period assumes that all fuel uplifted is jet kerosene. The figures for the current reporting period will be revised to account for SAF in the next reporting period. This applies from FY2024/25 onwards.

[65] Figures for fuel consumption for All Flight Operations and the SIA Group for FY2023/24 have been restated due to transcription errors.

[66] Direct (Scope 1) GHG emissions intensity figures for the current reporting period represent gross emissions from the Group airlines' flight operations, without accounting for the emissions reductions from SAF. Only figures for the current reporting period should be used by corporate customers to compute Scope 3 emissions.

[67] Figures for fuel productivity (LTK/tonne) and direct (Scope 1) GHG emissions intensity for Singapore Airlines (Passenger Fleet) and Singapore Airlines (Freighter Fleet) for FY2022/23 and FY2023/24 have been revised to attribute the LTK for Passenger Aircraft Carrying Cargo under the former instead of the latter. Figures for fuel productivity (LTK/tonne) and direct (Scope 1) GHG emissions intensity for the SIA Group and Scoot for FY2024/25 have been restated after updating Scoot's bellyhold cargo LTK figures.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Scoot					
Fuel Consumption (tonnes)	176,440	484,403	700,094	736,677	**798,477**
Total LTK (million)	379	2,242	3,346	3,291	**3,663**
Fuel Productivity (LTK/tonne)	2,147	4,628	4,780	4,467	**4,587**
Fuel Productivity (Litres/100 RPK)	15.02	2.71	2.61	2.74	**2.68**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	556	1,526	2,205	2,328	**2,523**
Direct (Scope 1) GHG Emissions Intensity ($kgCO_2e$/LTK)	1.47	0.68	0.66	0.71	**0.69**
Training Organisation Flight Operations					
SFC[68]					
Fuel Consumption (tonnes)	-	-	190	252	**282**
Direct (Scope 1) GHG Emissions ('000 tonnes CO_2e)	-	-	0.59	0.79	**0.88**

Sustainable Aviation Fuel (SAF)[69]

	FY2024/25	FY2025/26
Total SAF consumption (tonnes)	5,025	-
Total SAF consumption (TJ)	219	
Total biogenic emissions from SAF (tonnes CO_2)	15,878	-
Total emissions reductions from SAF (tonnes CO_2e)[70]	10,684	-

Ground Operations – Fuel

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Ground Operations (Diesel)					
Diesel Consumption (Litres)	10,745	12,667	28,238	26,326	**21,869**
Diesel Consumption (TJ)	0.4	0.5	1.0	1.0	**0.9**
Direct (Scope 1) GHG Emissions From Diesel (tonnes CO_2e)	29.2	34.4	76.7	77.8	**64.6**
Ground Operations (Petrol)					
Petrol Consumption (Litres)	18,861	24,274	20,309	22,355	**21,677**
Petrol Consumption (TJ)	0.6	0.8	0.7	0.7	**0.7**
Direct (Scope 1) GHG Emissions From Petrol (tonnes CO_2e)	43.8	56.4	47.2	52.3	**50.8**
Ground Operations (LPG)					
LPG Consumption (Litres)	-	-	21,909	30,848	**20,556**
LPG Consumption (TJ)	-	-	0.6	0.7	**0.5**
Direct (Scope 1) GHG Emissions From LPG (tonnes CO_2e)	-	-	36.3	46.7	**31.1**

[68] Figures for fuel consumption and direct (Scope 1) GHG emissions for SFC for FY2024/25 have been revised due to a computational error.
[69] Figures for the current reporting period are excluded due to data availability constraints for mandatory SAF.
[70] Where applicable, this includes the absolute emission reductions from mandatory SAF as well as the Scope 3 emission reductions of voluntary SAF that have been claimed by the SIA Group's corporate customers through SAF certificates.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

Ground Operations – Buildings and Premises[71]

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Ground Operations (Electricity)					
Non-renewable Energy Consumption (MWh)	19,302	22,781	24,225	22,972	**23,751**
Non-renewable Energy Consumption (TJ)	69.5	82.0	87.2	82.7	**85.5**
Renewable Energy Consumption (MWh)	4,709	4,416	5,379	5,458	**5,494**
Renewable Energy Consumption (TJ)	17.0	15.9	19.4	19.6	**19.8**
Total Energy Consumption (MWh)	24,010	27,197	29,604	28,430	**29,245**
Total Energy Consumption (TJ)	86.4	97.9	106.6	102.3	**105.3**
Electricity Intensity (kWh/m^2)	104.2	116.2	127.6	122.3	**119.3**
Indirect (Scope 2) GHG Emissions (Location-based) (tonnes CO_2e)	7,875	9,242	10,138	9,511	**9,608**
Indirect (Scope 2) GHG Emissions Intensity (Location-based) ($kgCO_2e/m^2$)[72]	34	39	44	41	**39**
Amount of Renewable Energy Certificates (REC) Retired (MWh)	4,706	4,416	5,380	5,458	**5,494**
Indirect (Scope 2) GHG Emissions (Market-based) (tonnes CO_2e)	5,955	7,451	7,895	7,263	**7,400**

Other Value-chain Activities

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Scope 3 Emissions (tonnes CO_2e)					
Category 1: Purchased goods and services	-	96,718	248,055	373,253	**738,413**
Category 2: Capital goods	-	173,895	319,629	279,240	**310,690**
Category 3: Fuel and energy related activities[73]	-	2,701,336	3,191,618	3,514,437	**3,646,164**
Category 4: Upstream transportation and distribution	-	13,245	14,035	28,395	**27,304**
Category 5: Waste generated in operations[74]	-	1,150	3,154	6,866	**8,243**
Category 6: Business travel	-	92	370	544	**5,852**
Category 7: Employee commuting	-	8,885	9,669	8,477	**11,352**
Category 15: Investment[75]	-	-	-	1,135,132	**2,806,468**
Total Other Indirect (Scope 3) GHG Emissions (tonnes CO_2e)	-	2,995,321	3,786,529	5,346,344	**7,554,485**

[71] The total energy consumption in the SIA Group's buildings and premises and its corresponding indirect (Scope 2) GHG emissions for FY2024/25 have been revised due to incorrect billing from KrisShop's electricity provider, as well as an incorrect date range for Pelago's data.
[72] Figures for indirect (Scope 2) emission intensity (location-based) have been re-expressed in units of $kgCO_2e/m^2$ instead of $tCO2_2/m^2$ for improved readability.
[73] Figures for Category 3 have been revised for FY2024/25 due to a computational error in SFC's fuel consumption and the retrospective reporting of SAF consumption.
[74] Figures for Category 5: Waste generated in operations have been revised for FY2023/24 and FY2024/25 due to updated waste data for Scoot.
[75] Figures for Category 15 have been restated to include Air India Limited's FY2024/25 GHG emissions attributable to SIA based on the equity-share approach

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

Summary of Energy Consumption within the SIA Group

	FY2021/22	FY2022/23	FY2023/24	FY2024/25[76]	FY2025/26
Total Energy Consumption within the SIA Group					
Energy Consumption from SIA's Operations (TJ)	101,343	157,225	179,595	206,769	**213,027**
Energy Consumption from Scoot's Operations (TJ)	7,781	21,363	30,875	32,491	**35,214**
Energy Consumption from Operations of other non-listed subsidiaries (TJ)	-	-	11	15	**16**
Total Energy Consumption within the SIA Group (TJ)	109,124	178,588	210,481	239,276	**248,258**

Summary of Emissions Profile within the SIA Group

	FY2021/22	FY2022/23	FY2023/24[77]	FY2024/25[78]	FY2025/26
Total Emissions Profile within SIA Group					
Scope 1 GHG Emissions					
Total Direct (Scope 1) GHG Emissions (tonnes CO_2e)	7,788,420	12,749,292	15,026,737	17,122,359	**17,781,447**
Scope 2 GHG Emissions					
Total Indirect (Scope 2) GHG Emissions (Location-based) (tonnes CO_2e)	7,875	9,242	10,138	9,511	**9,608**
Total Indirect (Scope 2) GHG Emissions (Market-based) (tonnes CO_2e)	5,955	7,451	7,895	7,263	**7,400**
Scope 3 GHG Emissions[79]					
Total Indirect (Scope 3) GHG Emissions (tonnes CO_2e)	-	2,995,321	3,786,529	5,346,344	**7,554,485**
Total Scope 1 and 2 GHG Emissions					
Total Scope 1 and 2 GHG Emissions (Location-based) (tonnes CO_2e)	7,796,295	12,758,534	15,036,875	17,131,870	**17,791,055**
Total Scope 1 and 2 GHG Emissions (Market-based) (tonnes CO_2e)	7,794,375	12,756,742	15,034,633	17,129,621	**17,788,847**
Total Scope 1, 2, and 3 GHG Emissions					
Total Scope 1, 2, and 3 GHG Emissions (Location-based) (tonnes CO_2e)	7,796,295	15,753,855	18,823,404	22,478,213	**25,345,540**
Total Scope 1, 2, and 3 GHG Emissions (Market-based) (tonnes CO_2e)	7,794,375	15,752,063	18,821,161	22,475,965	**25,343,332**
Total Scope 1 and 2 GHG Emissions within the SIA Group (including SIAEC)[80]					
Total Scope 1 and 2 GHG Emissions (Location-based) (tonnes CO_2e)	7,809,767	12,775,324	15,054,966	17,154,711	**17,818,151**
Total Scope 1 and 2 GHG Emissions (Market-based) (tonnes CO_2e)	7,807,846	12,773,532	15,052,723	17,152,462	**17,815,942**

[76] The total energy consumption in the SIA Group for FY2024/25 has been revised due to a computational error in SFC's fuel consumption, the retrospective reporting of SAF consumption, incorrect billing from KrisShop's electricity provider, and incorrect date range for Pelago's data.
[77] The SIA Group's direct (Scope 1) GHG emissions and related figures for FY2023/24 have been revised due to transcription errors.
[78] The SIA Group's direct (Scope 1) GHG emissions for FY2024/25 have been revised to account for SFC's updated fuel consumption figures and the retrospective reporting of SAF consumption figures. The SIA Group's indirect (Scope 2) GHG emissions for FY2024/25 have been revised to account for KrisShop and Pelago's updated electricity consumption figures.
[79] Figures for the SIA Group's total indirect (Scope 3) GHG emissions have been revised for FY2023/24 and FY2024/25 due to updated waste data for Scoot.
[80] IFRS S2 requires disclosure of the SIA Group's total Scope 1 and 2 GHG emissions, including data from SIAEC that is available at time of reporting. This figure includes GHG emissions from SIA, SIAEC, Scoot, and consolidated subsidiaries in line with the entities listed in the FY2025/26 SIA Annual Report. For more details on SIAEC's GHG emissions performance and reporting boundary, please refer to SIAEC's Sustainability Reports for FY2021/22 to FY2025/26.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Air Pollutants

Summary of Air Pollutants in LTO Cycle in Airline Flight Operations[81]

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
NO_x emissions (tonnes)					
SIA	-	-	4,348	4,929	**5,112**
Scoot	-	-	1,153	1,252	**1,419**
Total NO_x emissions (tonnes)	-	-	5,500	6,181	**6,531**
SO_x emissions (tonnes)					
SIA	-	-	226	251	**258**
Scoot	-	-	65	69	**76**
Total SO_x emissions (tonnes)	-	-	291	320	**335**

Waste

Summary of Waste Generated, Disposed, and Diverted from Disposal for Flight Operations

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Waste Generated in Flight Operations (tonnes)					
SIA	169	1,979	3,557	9,200	**8,582**
Scoot	-	-	-	408	**552**
Total Waste Generated	169	1,979	3,557	9,608	**9,134**
Waste Directed to Disposal (tonnes), Non-hazardous Waste – Waste-to-Energy (WTE) Incineration					
SIA	138	1,679	3,164	8,359	**7,440**
Scoot	-	-	-	408	**545**
Total Waste Directed to Disposal	138	1,679	3,164	8,767	**7,985**
Waste Diverted from Disposal (tonnes), Non-hazardous Waste – Recycling					
SIA	31	300	393	841	**1,142**
Scoot	-	-	-	-	**7**
Total Waste Diverted From Disposal	31	300	393	841	**1,149**

Composition of Non-hazardous Waste Diverted from Disposal for Flight Operations (tonnes)

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
SIA					
Glass Bottles	31	292	368	776	**722**
Magazines	-	8	25	65	**58**
Food Waste	-	-	-	-	**235**
Plastic Bottles[82]	-	-	-	-	**127**
Total Waste Diverted From Disposal	31	300	393	841	**1,142**
Scoot					
Glass Bottles	-	-	-	-	**-**
Magazines	-	-	-	-	**7**
Food Waste	-	-	-	-	**-**
Plastic Bottles	-	-	-	-	**-**
Total Waste Diverted From Disposal	-	-	-	-	**7**

[81] SIA and the SIA Group's emissions of NO_x and SO_x for FY2023/24 and FY2024/25 have been revised after using more accurate emission factors for SIA's B747-400F aircraft engines.

[82] Includes both the plastic packaging and any residual water content.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Waste

Summary of Non-hazardous Waste Generated, Disposed, and Diverted from Disposal for Ground Operations[83]

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Waste Generated (tonnes)					
SIA	964	1,343	2,080	2,385	**2,357**
Scoot	-	-	19	19	**25**
Total Waste Generated	964	1,343	2,099	2,404	**2,382**
Waste Directed to Disposal (tonnes) – Waste-to-Energy (WTE) Incineration and Landfill					
SIA	860	1,213	1,773	2,006	**1,988**
Scoot	-	-	18	16	**18**
Total Waste Directed to Disposal	860	1,213	1,791	2,022	**2,006**
Waste Diverted from Disposal (tonnes) – Recycling					
SIA	104	130	307	380	**369**
Scoot	-	-	1	2	**7**
Total Waste Diverted From Disposal	104	130	308	382	**376**

Composition of Non-hazardous Waste Diverted from Disposal for Ground Operations (tonnes)[84]

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
SIA					
Paper	78	93	114	107	**130**
Plastic	10	14	11	6	**3**
Metal	14	21	94	82	**114**
Glass	0	0	85	136	**77**
Textile	2	-	-	-	**-**
Wood	-	-	-	-	**-**
E-waste	-	3	4	3	**3**
Others	-	-	-	45	**43**
Total Waste Diverted From Disposal	104	130	307	380	**369**
Scoot					
Paper	-	-	1	2	**2**
Plastic	-	-	0	0	**1**
Metal	-	-	-	0	**4**
Glass	-	-	-	-	**-**
Textile	-	-	-	-	**-**
Wood	-	-	-	-	**-**
E-waste	-	-	-	-	**-**
Others	-	-	-	-	**-**
Total Waste Diverted From Disposal	-	-	1	2	**7**

[83] Figures for Scoot's waste generated and waste directed to disposal for ground operations for FY2023/24 and FY2024/25 have been revised following the adoption of an updated computation methodology in FY2025/26.
[84] Figures in the "Others" category for SIA have been revised following the retrospective reporting of electronic waste from FY2022/23 to FY2024/25.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Water

Summary of Water Performance for Ground Operations

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Water Withdrawal, by Source					
Groundwater (m^3)	23,546	14,884	16,449	17,697	**13,718**
Surface water (m^3)	985	7,666	8,756	8,681	**16,230**
Tap water (m^3)	94,020	132,745	150,329	154,013	**156,660**
NEWater (m^3)	19,450	20,751	35,040	36,890	**42,394**
Total Water Withdrawal (m^3)[85]	138,001	176,046	210,574	217,280	**229,002**
Water Intensity					
Water Intensity (m^3/m^2)	0.55	0.75	0.91	0.94	**0.94**

[85] Total water withdrawal for FY2023/24 has been revised due to a transcription error.

SUPPLEMENTARY SUSTAINABILITY DATA

SAFETY

Work-related Injuries

Work related Injuries, Employees

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Estimated number of man-hours worked (hours)	18,835,417		20,234,815		22,995,351		25,534,664		26,220,165	
Number (and rate) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)
Number (and rate) of high-consequence work-related injuries	0	(0.0)	1	(0.1)	0	(0.0)	10	(0.4)	2	(0.1)
Number (and rate) of recordable work-related injuries	60	(3.2)	162	(8.0)	346	(15.0)	401	(15.7)	480	(18.3)
Main types of work-related injuries	• Slip, trips, and falls • Struck by falling objects such as cabin baggage • Over-exertion and strenuous movements • Scalds due to exposure to extreme temperatures • Sprains, strains, and cuts from operating equipment									

Work-related Injuries, workers who are Non-Employees

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)		**Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)**	
Estimated number of man-hours worked (hours)	1,281,554		2,771,559		3,113,788		4,533,371		**4,746,814**	
Number (and rate) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	**0**	**(0.0)**
Number (and rate) of high-consequence work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	**0**	**(0.0)**
Number (and rate) of recordable work-related injuries	1	(0.8)	0	(0.0)	0	(0.0)	8	(1.8)	**2**	**(0.4)**
Main types of work-related injuries	Slip, trips and falls		Nil		Nil		Fracture, sprains, lacerations, and cuts		**Sprains**	

SUPPLEMENTARY SUSTAINABILITY DATA

SAFETY

Work-related Ill-health

Work-related Ill-health, Employees

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Number of fatalities as a result of work-related ill-health	0	0	0	0	**0**
Number of recordable work-related ill-health	6	6	4	2	**2**
Main types of work-related ill-health	Noise-induced deafness	Noise-induced deafness	Noise-induced deafness	Noise-induced deafness	**Noise-induced deafness**

Work-related Ill-health, Workers who are Non-Employees

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations, check-in agents, sales agents)				
Number of fatalities as a result of work-related ill-health	0	0	0	0	**0**
Number and rate of recordable work-related ill-health	0	0	0	0	**0**
Main types of work-related ill-health	Nil	Nil	Nil	Nil	**Nil**

EMPLOYEES

Employee Profile

Total Employees

	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Employees in the SIA Group					
Employees in the SIA Group	21,517	24,181	27,116	28,563	**29,620**
Singapore Airlines	14,125	15,539	17,802	18,047	**18,420**
Scoot	1,747	2,551	2,660	2,967	**3,247**
SIAEC	3,964	4,127	4,552	4,896	**5,007**
SIAEC's Subsidiaries	1,330	1,609	1,739	2,285	**2,530**
Tradewinds Tours & Travel	42	-	-	-	**-**
Cargo Community Network	70	81	85	92	**92**
Singapore Flying College	62	67	67	81	**85**
SAGI	3	3	3	3	**3**
KrisShop	119	127	123	121	**135**
Encounters	55	77	85	71	**101**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees by Gender and by Age Group

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Singapore Airlines and Scoot Employees										
Singapore Airlines and Scoot Employees	15,872	100%	18,090	100%	20,462	100%	21,014	100%	**21,667**	**100%**
Employees, by Gender										
Male	8,245	51.9%	9,117	50.4%	9,775	47.8%	10,075	47.9%	**10,420**	**48.1%**
Female	7,627	48.1%	8,973	49.6%	10,687	52.2%	10,939	52.1%	**11,247**	**51.9%**
Employees, by Age Group										
<30 y.o.	3,528	22.2%	4,977	27.5%	6,312	30.8%	6,129	29.2%	**6,220**	**28.7%**
30-50 y.o.	9,375	59.1%	9,897	54.7%	10,706	52.3%	11,287	53.7%	**11,724**	**54.1%**
>50 y.o.	2,969	18.7%	3,216	17.8%	3,444	16.8%	3,598	17.1%	**3,723**	**17.2%**
Employees, by Region										
Singapore	13,683	86.2%	15,859	87.7%	18,131	88.6%	18,322	87.2%	**18,969**	**87.5%**
The Americas	129	0.8%	140	0.8%	151	0.7%	167	0.8%	**157**	**0.7%**
Europe	425	2.7%	422	2.3%	430	2.1%	463	2.2%	**454**	**2.1%**
North Asia	579	3.6%	593	3.3%	637	3.1%	688	3.3%	**702**	**3.2%**
South East Asia	438	2.8%	466	2.6%	481	2.4%	698	3.3%	**708**	**3.3%**
South West Pacific	311	2.0%	303	1.7%	317	1.5%	325	1.5%	**326**	**1.5%**
West Asia and Africa	307	1.9%	307	1.7%	315	1.5%	351	1.7%	**351**	**1.6%**

Employees, by Employee Function and by Gender

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Ground Staff										
Total	5,591	35.2%	5,963	33.0%	6,435	31.4%	6,632	31.6%	**6,659**	**30.7%**
Male	2,445	15.4%	2,638	14.6%	2,889	14.1%	2,987	14.2%	**2,985**	**13.8%**
Female	3,146	19.8%	3,325	18.4%	3,546	17.3%	3,645	17.3%	**3,674**	**17.0%**
Cabin Crew										
Total	7,470	47.1%	9,124	50.4%	10,782	52.7%	10,924	52.0%	**11,332**	**52.3%**
Male	3,028	19.1%	3,524	19.5%	3,702	18.1%	3,715	17.7%	**3,861**	**17.8%**
Female	4,442	28.0%	5,600	31.0%	7,080	34.6%	7,209	34.3%	**7,471**	**34.5%**
Pilots										
Total	2,811	17.7%	3,003	16.6%	3,245	15.9%	3,458	16.5%	**3,676**	**17.0%**
Male	2,772	17.5%	2,955	16.3%	3,184	15.6%	3,373	16.1%	**3,574**	**16.5%**
Female	39	0.3%	48	0.3%	61	0.3%	85	0.4%	**102**	**0.5%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employee Function and by Age Group

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Ground Staff										
Total	5,591	35.2%	5,963	33.0%	6,435	31.4%	6,632	31.6%	**6,659**	**30.7%**
<30 y.o.	940	5.9%	1,090	6.0%	1,236	6.0%	1,240	5.9%	**1,206**	**5.6%**
30-50 y.o.	3,215	20.3%	3,377	18.7%	3,660	17.9%	3,839	18.3%	**3,932**	**18.1%**
>50 y.o.	1,436	9.0%	1,496	8.3%	1,539	7.5%	1,553	7.4%	**1,521**	**7.0%**
Cabin Crew										
Total	7,470	47.1%	9,124	50.4%	10,782	52.7%	10,924	52.0%	**11,332**	**52.3%**
<30 y.o.	2,474	15.6%	3,741	20.7%	4,866	23.8%	4,638	22.1%	**4,741**	**21.9%**
30-50 y.o.	4,143	26.1%	4,426	24.5%	4,839	23.6%	5,154	24.5%	**5,400**	**24.9%**
>50 y.o.	853	5.4%	957	5.3%	1,077	5.3%	1,132	5.4%	**1,191**	**5.5%**
Pilots										
Total	2,811	17.7%	3,003	16.6%	3,245	15.9%	3,458	16.5%	**3,676**	**17.0%**
<30 y.o.	114	0.7%	146	0.8%	210	1.0%	251	1.2%	**273**	**1.3%**
30-50 y.o.	2,017	12.7%	2,094	11.6%	2,207	10.8%	2,294	10.9%	**2,392**	**11.0%**
>50 y.o.	680	4.3%	763	4.2%	828	4.0%	913	4.3%	**1,011**	**4.7%**

Employees, by Employee Level and by Gender

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Managers and Above										
Total	563	3.5%	638	3.5%	682	3.3%	713	3.4%	**743**	**3.4%**
Male	377	2.4%	429	2.4%	453	2.2%	468	2.2%	**483**	**2.2%**
Female	186	1.2%	209	1.2%	229	1.1%	245	1.2%	**260**	**1.2%**
Executives										
Total	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%	**2,587**	**11.9%**
Male	1,049	6.6%	1,147	6.3%	1,335	6.5%	1,372	6.5%	**1,384**	**6.4%**
Female	879	5.5%	999	5.5%	1,169	5.7%	1,186	5.6%	**1,203**	**5.6%**
Other Employees										
Total	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%	**18,337**	**84.6%**
Male	6,819	43.0%	7,541	41.7%	7,987	39.0%	8,235	39.2%	**8,553**	**39.5%**
Female	6,562	41.3%	7,765	42.9%	9,289	45.4%	9,508	45.2%	**9,784**	**45.2%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employee Level and by Age Group

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Managers and Above										
Total	563	3.5%	638	3.5%	682	3.3%	713	3.4%	**743**	**3.4%**
<30 y.o.	0	0.0%	1	0.0%	1	0.0%	-	0.0%	**2**	**0.0%**
30-50 y.o.	406	2.6%	458	2.5%	481	2.4%	507	2.4%	**533**	**2.5%**
>50 y.o.	157	1.0%	179	1.0%	200	1.0%	206	1.0%	**208**	**1.0%**
Executives										
Total	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%	**2,587**	**11.9%**
<30 y.o.	486	3.1%	579	3.2%	690	3.4%	661	3.2%	**601**	**2.8%**
30-50 y.o.	1,207	7.6%	1,307	7.2%	1,517	7.4%	1,604	7.6%	**1,695**	**7.8%**
>50 y.o.	235	1.5%	260	1.4%	297	1.5%	293	1.4%	**291**	**1.3%**
Other Employees										
Total	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%	**18,337**	**84.6%**
<30 y.o.	3,042	19.2%	4,397	24.3%	5,621	27.5%	5,468	26.0%	**5,612**	**25.9%**
30-50 y.o.	7,762	48.9%	8,132	45.0%	8,708	42.6%	9,176	43.7%	**9,523**	**44.0%**
>50 y.o.	2,577	16.2%	2,777	15.4%	2,947	14.4%	3,099	14.7%	**3,202**	**14.8%**

Employees, by Nationality and by Employee Categories

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Managers and Above										
Total	563	3.5%	638	3.5%	682	3.3%	713	3.4%	**743**	**3.4%**
Singaporean	436	2.7%	502	2.8%	538	2.6%	588	2.8%	**613**	**2.8%**
Malaysian	35	0.2%	36	0.2%	32	0.2%	28	0.1%	**25**	**0.1%**
Indian	22	0.1%	25	0.1%	30	0.1%	30	0.1%	**33**	**0.2%**
Others	70	0.4%	75	0.4%	82	0.4%	67	0.3%	**72**	**0.3%**
Executives										
Total	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%	**2,587**	**11.9%**
Singaporean	1,412	8.9%	1,569	8.7%	1,798	8.8%	1,866	8.9%	**1,895**	**8.7%**
Malaysian	95	0.6%	97	0.5%	112	0.5%	112	0.5%	**103**	**0.5%**
Indian	114	0.7%	133	0.7%	155	0.8%	176	0.8%	**175**	**0.8%**
Others	307	1.9%	347	1.9%	439	2.1%	404	1.9%	**414**	**1.9%**
Other Employees										
Total	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%	**18,337**	**84.6%**
Singaporean	8,737	55.0%	9,514	52.6%	9,999	48.9%	9,999	47.6%	**10,244**	**47.3%**
Malaysian	1,758	11.1%	2,512	13.9%	2,825	13.8%	2,876	13.7%	**3,019**	**13.9%**
Indian	380	2.4%	357	2.0%	475	2.3%	516	2.5%	**531**	**2.5%**
Others	2,506	15.8%	2,923	16.2%	3,977	19.4%	4,352	20.7%	**4,543**	**21.0%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employment Type (Full-time and Part-time) and by Gender

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Full-time										
Total	15,827	99.7%	18,038	99.7%	20,408	99.7%	20,956	99.7%	**21,584**	**99.6%**
Male	8,240	51.9%	9,110	50.4%	9,768	47.7%	10,069	47.9%	**10,407**	**48.0%**
Female	7,587	47.8%	8,928	49.4%	10,640	52.0%	10,887	51.8%	**11,177**	**51.6%**
Part-time										
Total	45	0.3%	52	0.3%	54	0.3%	58	0.3%	**83**	**0.4%**
Male	5	0.0%	7	0.0%	7	0.0%	6	0.0%	**13**	**0.1%**
Female	40	0.3%	45	0.3%	47	0.2%	52	0.2%	**70**	**0.3%**

Employees, by Employment Type (Full-time and Part-time) and by Region

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Full-time										
Total	-	-	-	-	20,408	99.7%	20,956	99.7%	**21,584**	**99.6%**
Singapore	-	-	-	-	18,125	88.6%	18,316	87.2%	**18,943**	**87.4%**
The Americas	-	-	-	-	151	0.7%	167	0.8%	**157**	**0.7%**
Europe	-	-	-	-	397	1.9%	430	2.0%	**417**	**1.9%**
North Asia	-	-	-	-	636	3.1%	687	3.3%	**700**	**3.2%**
South East Asia	-	-	-	-	481	2.4%	698	3.3%	**708**	**3.3%**
South West Pacific	-	-	-	-	303	1.5%	307	1.5%	**308**	**1.4%**
West Asia and Africa	-	-	-	-	315	1.5%	351	1.7%	**351**	**1.6%**
Part-time										
Total	-	-	-	-	54	0.3%	58	0.3%	**83**	**0.4%**
Singapore	-	-	-	-	6	0.0%	6	0.0%	**26**	**0.1%**
The Americas	-	-	-	-	-	0.0%	-	0.0%	**-**	**0.0%**
Europe	-	-	-	-	33	0.2%	33	0.2%	**37**	**0.2%**
North Asia	-	-	-	-	1	0.0%	1	0.0%	**2**	**0.0%**
South East Asia	-	-	-	-	-	0.0%	-	0.0%	**-**	**0.0%**
South West Pacific	-	-	-	-	14	0.1%	18	0.1%	**18**	**0.1%**
West Asia and Africa	-	-	-	-	-	0.0%	-	0.0%	**-**	**0.0%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employment Type (Permanent and Contract) and by Gender

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Permanent										
Total	8,909	56.1%	9,396	51.9%	10,072	49.2%	10,366	49.3%	**10,502**	**48.5%**
Male	5,984	37.7%	6,284	34.7%	6,759	33.0%	6,940	33.0%	**7,020**	**32.4%**
Female	2,925	18.4%	3,112	17.2%	3,313	16.2%	3,426	16.3%	**3,482**	**16.1%**
Contract										
Total	6,963	43.9%	8,694	48.1%	10,390	50.8%	10,648	50.7%	**11,165**	**51.5%**
Male	2,261	14.2%	2,833	15.7%	3,016	14.7%	3,135	14.9%	**3,400**	**15.7%**
Female	4,702	29.6%	5,861	32.4%	7,374	36.0%	7,513	35.8%	**7,765**	**35.8%**

Employees, by Employment Type (Permanent and Contract) and by Region

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Permanent										
Total	8,909	56.1%	9,396	51.9%	10,072	49.2%	10,366	49.3%	**10,502**	**48.5%**
Singapore	6,791	42.8%	7,239	40.0%	7,836	38.3%	7,789	37.1%	**7,918**	**36.5%**
The Americas	127	0.8%	137	0.8%	149	0.7%	165	0.8%	**155**	**0.7%**
Europe	407	2.6%	401	2.2%	407	2.0%	439	2.1%	**432**	**2.0%**
North Asia	535	3.4%	549	3.0%	580	2.8%	631	3.0%	**644**	**3.0%**
South East Asia	436	2.8%	464	2.6%	477	2.3%	673	3.2%	**684**	**3.2%**
South West Pacific	310	2.0%	302	1.7%	316	1.5%	323	1.5%	**324**	**1.5%**
West Asia and Africa	303	1.9%	304	1.7%	307	1.5%	346	1.6%	**345**	**1.6%**
Contract										
Total	6,963	43.9%	8,694	48.1%	10,390	50.8%	10,648	50.7%	**11,165**	**51.5%**
Singapore	6,892	43.4%	8,620	47.7%	10,295	50.3%	10,533	50.1%	**11,051**	**51.0%**
The Americas	2	0.0%	3	0.0%	2	0.0%	2	0.0%	**2**	**0.0%**
Europe	18	0.1%	21	0.1%	23	0.1%	24	0.1%	**22**	**0.1%**
North Asia	44	0.3%	44	0.2%	57	0.3%	57	0.3%	**58**	**0.3%**
South East Asia	2	0.0%	2	0.0%	4	0.0%	25	0.1%	**24**	**0.1%**
South West Pacific	1	0.0%	1	0.0%	1	0.0%	2	0.0%	**2**	**0.0%**
West Asia and Africa	4	0.0%	3	0.0%	8	0.0%	5	0.0%	**6**	**0.0%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

New Hires

New Hires

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
New Hires (Total)										
Total	787	100%	3,929	100%	3,601	100%	2,593	100%	**2,621**	**100%**
New Hires, by Gender										
Male	421	53.5%	1,517	38.6%	1,132	31.4%	1,013	39.1%	**1,046**	**39.9%**
Female	366	46.5%	2,412	61.4%	2,469	68.6%	1,580	60.9%	**1,575**	**60.1%**
New Hires, by Age Group										
<30 y.o.	440	55.9%	2,789	71.0%	2,726	75.7%	1,791	69.1%	**1,891**	**72.1%**
30-50 y.o.	309	39.3%	1,091	27.8%	835	23.2%	759	29.3%	**660**	**25.2%**
>50 y.o.	38	4.8%	49	1.3%	40	1.1%	43	1.7%	**70**	**2.7%**
New Hires, by Region										
Singapore	683	86.8%	3,626	92.3%	3,357	93.2%	2,326	89.7%	**2,375**	**90.6%**
The Americas	20	2.5%	34	0.9%	23	0.6%	27	1.0%	**13**	**0.5%**
Europe	12	1.5%	41	1.0%	31	0.9%	41	1.6%	**31**	**1.2%**
North Asia	23	2.9%	53	1.4%	53	1.5%	70	2.7%	**78**	**3.0%**
South East Asia	19	2.4%	95	2.4%	75	2.1%	78	3.0%	**73**	**2.8%**
South West Pacific	24	3.1%	54	1.4%	36	1.0%	28	1.1%	**30**	**1.1%**
West Asia and Africa	6	0.8%	26	0.7%	26	0.7%	23	0.9%	**21**	**0.8%**
New Hires, by Employee Level										
Managers and Above	29	3.7%	43	1.1%	22	0.6%	16	0.6%	**21**	**0.8%**
Executives	468	59.5%	543	13.8%	363	10.1%	330	12.7%	**230**	**8.8%**
Other Employees	290	36.8%	3,343	85.1%	3,216	89.3%	2,247	86.7%	**2,370**	**90.4%**
New Hires, by Employment Type (Full-time and Part-time)										
Full-time	784	99.6%	3,918	99.7%	3,599	99.9%	2,589	99.8%	**2,605**	**99.4%**
Part-time	3	0.4%	11	0.3%	2	0.1%	4	0.2%	**16**	**0.6%**
Recruitment Type (Internal and External Hires)										
Total	1,198	100%	4,433	100%	4,077	100%	3,206	100%	**3,149**	**100%**
Internal Hires	411	34.3%	504	11.4%	476	11.7%	613	19.1%	**528**	**16.8%**
External Hires	787	65.7%	3,929	88.6%	3,601	88.3%	2,593	80.9%	**2,621**	**83.2%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Turnover

Turnover

	FY2021/22		FY2022/23		FY2023/24		FY2024/25		FY2025/26	
Turnover (Total)										
Total	1,777	100%	1,363	100%	1,071	100%	1,717	100%	**1,568**	**100%**
Turnover, by Gender										
Male	601	33.8%	504	37.0%	369	34.5%	536	31.2%	**473**	**30.2%**
Female	1,176	66.2%	859	63.0%	702	65.5%	1,181	68.8%	**1,095**	**69.8%**
Turnover, by Age Group										
<30 y.o.	858	48.3%	566	41.5%	520	48.6%	868	50.6%	**848**	**54.1%**
30-50 y.o.	876	49.3%	758	55.6%	522	48.7%	577	33.6%	**666**	**42.5%**
>50 y.o.	43	2.4%	39	2.9%	29	2.7%	272	15.8%	**54**	**3.4%**
Turnover, by Region										
Singapore	1,592	89.6%	1,178	86.4%	958	89.4%	1,572	91.6%	**1,412**	**90.1%**
The Americas	28	1.6%	16	1.2%	9	0.8%	13	0.8%	**9**	**0.6%**
Europe	23	1.3%	23	1.7%	11	1.0%	26	1.5%	**23**	**1.5%**
North Asia	40	2.3%	35	2.6%	21	2.0%	35	2.0%	**50**	**3.2%**
South East Asia	46	2.6%	44	3.2%	34	3.2%	35	2.0%	**41**	**2.6%**
South West Pacific	33	1.9%	44	3.2%	26	2.4%	25	1.5%	**20**	**1.3%**
West Asia and Africa	15	0.8%	23	1.7%	12	1.1%	11	0.6%	**13**	**0.8%**
Turnover, by Employee Level										
Managers and Above	42	2.4%	38	2.8%	16	1.5%	29	1.7%	**31**	**2.0%**
Executives	414	23.3%	255	18.7%	113	10.6%	194	11.3%	**161**	**10.3%**
Other Employees	1,321	74.3%	1,070	78.5%	942	88.0%	1,494	87.0%	**1,376**	**87.8%**

Parental Leave Statistics

Parental Leave Statistics

	FY2021/22			FY2022/23			FY2023/24			FY2024/25			FY2025/26		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees who were entitled to parental leave	2,463	995	3,458	2,375	1,028	3,403	2,353	1,118	3,471	2,506	1,270	3,776	**2,571**	**1,349**	**3,920**
Employees who took parental leave	1,386	810	2,196	1,740	907	2,647	1,640	983	2,623	1,792	1,137	2,929	**1,976**	**1,173**	**3,149**
Employees who returned to work after parental leave ended	1,381	802	2,183	1,738	896	2,634	1,639	978	2,617	1,786	1,126	2,912	**1,970**	**1,163**	**3,133**
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,308	729	2,037	1,698	861	2,559	1,608	950	2,558	1,756	1,078	2,834	**1,951**	**1,127**	**3,078**
Retention rate of employees who took parental leave	94.4%	90.0%	92.8%	97.6%	94.9%	96.7%	98.0%	96.6%	97.5%	98.0%	94.8%	96.8%	**98.7%**	**96.1%**	**97.7%**
Return to work rate of employees who took parental leave	99.6%	99.0%	99.4%	99.9%	98.8%	99.5%	99.9%	99.5%	99.8%	99.7%	99.0%	99.4%	**99.7%**	**99.1%**	**99.5%**

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Average Training Hours

Average Training Hours					
	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Total average training hours	-	-	80	67	**76**
Average Training Hours by Gender					
Male	-	-	62	66	**81**
Female	-	-	96	68	**71**
Average Training Hours by Age Group					
<30 y.o.	-	-	133	91	**96**
30-50 y.o.	-	-	29	60	**72**
>50 y.o.	-	-	141	44	**55**
Average Training Hours by Employee Level					
Managers and Above	-	-	34	36	**25**
Executives	-	-	31	35	**30**
Other Employees	-	-	89	72	**85**
Average Training Hours by Employee Function					
Ground Staff	38	36	34	38	**34**
Cabin Crew	59	81	109	80	**85**
Pilots	35	39	76	78	**125**

Worker Profile

Workers who are non-employees					
	FY2021/22	FY2022/23	FY2023/24	FY2024/25[86]	FY2025/26
Total number of workers who are not employees by region					
Singapore	-	443	608	676	**714**
Other overseas operations	-	111	746	1,517	**1,755**
Total	-	554	1,354	2,193	**2,469**

[86] The increase in the number of workers who are non-employees is driven by the growth in the operational requirements for SIA's overseas operations as well as the inclusion of Scoot's workers who are non-employees from overseas operations.

GRI CONTENT INDEX

The GRI Content Index has been prepared with reference to the GRI 2021 Standards. It summarises the GRI Standards Disclosures SIA has selected for reporting and directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIA. The full GRI Standards is available on the GRI website.

References:

AR : FY2025/26 SIA Annual Report
SR : FY2025/26 SIA Sustainability Report
Web : SIA Corporate Website

GENERAL DISCLOSURES	
Statement of use	SIA has reported the information cited in this GRI content index for the period 01 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
GRI 2: General Disclosures 2021			
The organisation and its reporting practices			
2-1	Organisation details	Reporting Scope Definition and Methodologies - General	**SR: 4** **SR: 101**
2-2	Entities included in the organisation's sustainability reporting	Reporting Scope Definition and Methodologies - General	**SR: 4** **SR: 101**
2-3	Reporting period, frequency and contact point	Reporting Period Definition and Methodologies - General	**SR: 5** **SR: 101**
2-4	Restatements of information	Climate Action Air Pollutants Waste Management Supplementary Sustainability Data Topic-Specific Disclosures for Material Topics	**SR: 35, 38** **SR: 47** **SR: 50** **SR: 126-132** **SR: 145**
2-5	External assurance	Reporting Quality	**SR: 5**
Activities and workers			
2-6	Activities, value chain and other business relationships	Reporting Scope The SIA Group's Supply Chain FY2025/26 SIA Annual Report	**SR: 4** **SR: 90** **AR: 6**
2-7	Employees	Strength in Workforce Diversity Definition and Methodologies - Employees Supplementary Sustainability Data – Employee Profile	**SR: 80** **SR: 121** **SR: 134-142**
2-8	Workers who are not employees	Definitions and Methodologies – Employees Supplementary Sustainability Data – Worker Profile	**SR: 123** **SR: 134-139**
Governance			
2-9	Governance structure and composition	Sustainability Governance Structure and Composition FY2025/26 SIA Annual Report	**SR: 16-18** **AR: 75-82, 94-100**
2-10	Nomination and selection of the highest governance body	FY2025/26 SIA Annual Report	**AR: 80**
2-11	Chair of the highest governance body	Board of Directors FY2025/26 SIA Annual Report	**SR: 16** **AR: 75, 77**

GRI CONTENT INDEX

GENERAL DISCLOSURES			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure and Composition	**SR: 16-18**
2-13	Delegation of responsibility for managing impacts	Sustainability Governance Structure and Composition	**SR: 16-18**
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure and Composition	**SR: 16-18**
2-15	Conflicts of interest	Conflicts of interest FY2025/26 SIA Annual Report	**SR: 20** **AR: 75**
2-16	Communication of critical concerns	Grievance Mechanisms Whistleblowing Policy Definitions and Methodologies – Governance **Confidentiality constraints:** Omitted sub-disclosure (b) – Information regarding the number and nature of critical concerns communicated to the board is not publicly disclosed by SIA as it includes sensitive information and is confidential.	**SR: 22** **SR: 24** **SR: 102**
2-17	Collective knowledge of the highest governance body	Sustainability Governance Structure and Composition FY2025/26 SIA Annual Report	**SR: 16-18** **AR: 81**
2-18	Evaluation of performance of the highest governance body	Evaluation of Board Performance FY2025/26 SIA Annual Report	**SR: 17** **AR: 80**
2-19	Remuneration policies	FY2025/26 SIA Annual Report **Confidentiality constraints:** Undisclosed due to confidentiality constraints	**AR: 82-89**
2-20	Process to determine remuneration	FY2025/26 SIA Annual Report	**AR: 82-89** **Web: SIA AGM Minutes 2025**
2-21	Annual total compensation ratio	**Confidentiality constraints:** Information regarding total compensation is not publicly disclosed by SIA as it includes sensitive information and is confidential.	-
Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	Message by CEO Board Statement	**SR: 1** **SR: 16**
2-23	Policy commitments	Policy, Commitment, and Strategy Sustainability Governance Anti-modern Slavery and Human Trafficking Statement Risk Management Suppliers' Code of Conduct	**SR: 19** **SR: 16-18** **SR: 20** **SR: 23-24** **SR: 91-92**
2-24	Embedding policy commitments	Policy, Commitment, and Strategy Sustainability Governance Anti-modern Slavery and Human Trafficking Statement Risk Management Suppliers' Code of Conduct	**SR: 19** **SR: 16-18** **SR: 20** **SR: 23-24** **SR: 91-92**
2-25	Processes to remediate negative impacts	Compliance with Laws and Regulations Grievance Mechanisms Whistleblowing Policy Definitions and Methodologies – Governance	**SR: 19** **SR: 22** **SR: 24** **SR: 102-103**

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GENERAL DISCLOSURES			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
2-26	Mechanisms for seeking advice and raising concerns	Compliance with Laws and Regulations Code of Conduct Data Privacy and Cybersecurity Grievance Mechanisms Whistleblowing Policy Definitions and Methodologies – Governance	**SR: 19** **SR: 20** **SR: 21-22** **SR: 22** **SR: 24** **SR: 102-103**
2-27	Compliance with laws and regulations	Compliance with Laws and Regulations Definitions and Methodologies – Governance	**SR: 19** **SR: 102-103**
2-28	Membership associations	Memberships	**SR: 5**
Stakeholder engagement			
2-29	Approach to stakeholder engagements	Stakeholder Engagement	**SR: 9-10**
2-30	Collective bargaining agreements	Collaborative Partnerships with Unions	**SR: 86**
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality	**SR: 11**
3-2	List of material topics	Materiality	**SR: 11-14**
3-3	Management of material topics	Materiality	**SR: 11-14**

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
Material topic: Sustainable Economic Growth			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Sustainable Economic Growth	**SR: 7-8, 12**
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Sustainable Economic Growth **Restatement:** FY2024/25 value added for distribution to community investments is revised to $1.1 million to include tax-deductible contributions only. Correspondingly, FY2024/25 value retained for future capital requirements is revised to $3,969 million.	**SR: 7**
Material Topic: Corporate Governance and Ethics			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Sustainability Governance	**SR: 12, 16-19**
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Board of Directors Supplementary Sustainability Data – Diversity of Governance Bodies	**SR: 16** **SR: 124**
Material Topic: Compliance with Laws and Regulations			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Compliance with Laws and Regulations	**SR: 12, 15, 19-20**
GRI 205: Anti-corruption 2016			

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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
205-1	Operations assessed for risks related to corruption	Anti-bribery/Anti-corruption	**SR: 20**
205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery/Anti-corruption Supplementary Sustainability Data – Completion of Anti-corruption Training, by Employee Type and Region **Information Incomplete:** Omitted sub-disclosure (c) – Business Partners (BPs) acknowledge SIA's Anti-bribery/Anti-corruption Policy and Procedures through the incorporation of the standard anti-bribery/anti-corruption clause, or through obtaining waivers or amendment approvals, for their relevant contracts with SIA. However, not all active contracts with BPs have been uploaded onto CMT for data tracking at this point.	**SR: 20** **SR: 124-125**
205-3	Confirmed incidents of corruption and actions taken	Anti-bribery/Anti-corruption	**SR: 20**
GRI 415: Public Policy 2016			
415-1	Political Contributions	Political Contributions	**SR: 22**
Material Topic: Data Privacy and Cybersecurity			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Data Privacy and Cybersecurity	**SR: 12, 21-22**
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity Supplementary Sustainability Data – Data Privacy and Cybersecurity	**SR: 21-22** **SR: 125**
Material Topic: Climate Change Mitigation and Adaptation, Energy and Emissions Management			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Climate Change Mitigation and Adaptation Energy and Emissions Management	**SR: 13, 25-27, 40-46** **SR: 13, 25, 28-39**
GRI 102: Climate Change 2025			
102-1	Transition plan for climate change mitigation	Materiality Sustainability Governance Climate Action Climate-related Risks and Opportunities	**SR: 13** **SR: 16-18** **SR: 25-39** **SR: 40-46**
102-2	Climate change adaptation plan	Materiality Climate Action Climate-related Risks and Opportunities Definition and Methodologies – Environment	**SR: 13** **SR: 25-39** **SR: 40-46** **SR: 116-118**
102-5	Scope 1 GHG emissions	The SIA Group's Scope 1 Emissions from Airline Flight Operations Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 35** **SR: 105-106** **SR: 126-127, 129**
102-6	Scope 2 GHG emissions	The SIA Group's Scope 2 Emissions from Buildings and Premises Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 38** **SR: 107** **SR: 128-129**

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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
102-7	Scope 3 GHG emissions	The SIA Group's Scope 3 Emissions from Other Value-Chain Activities Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 39** **SR: 108-111** **SR: 128-129**
102-8	GHG emissions intensity	The SIA Group's Scope 1 Emissions from Airline Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 35** **SR: 38** **SR: 112** **SR: 126-128**
GRI 103: Energy 2025			
103-1	Energy policies and commitments	Climate Action	**SR: 25-33**
103-2	Energy consumption and self-generation within the organisation	The SIA Group's Scope 1 Emissions from Airline Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 35** **SR: 38** **SR: 103-104** **SR: 126-129**
103-4	Energy intensity	The SIA Group's Scope 1 Emissions from Airline Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises Definition and Methodologies - Environment Supplementary Sustainability Data - Energy and Emissions	**SR: 35** **SR: 38** **SR: 112** **SR: 126-128**
103-5	Reduction of energy consumption	Climate Action Definition and Methodologies - Environment	**SR: 29, 36** **SR: 111**
GRI 305: Emissions 2016			
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Other Pollutants Definition and Methodologies - Environment Supplementary Sustainability Data – Energy and Emissions	**SR: 47** **SR: 112** **SR: 130**
Material topic: Safety and Security			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Safety and Security	**SR: 13, 54-57**
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management systems	Safety Management Safety Management Systems, Processes and Procedures Definitions and Methodologies – Safety	**SR: 55-56** **SR: 57** **SR: 118**
403-2	Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Management Aircraft Incidents Definitions and Methodologies – Safety	**SR: 66-67** **SR: 69** **SR: 119**
403-3	Occupational health services	Hazard Identification and Risk Management Workplace Safety	**SR: 66-67** **SR: 69-70**

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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety Management Safety Training and Communication Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response Crisis Management Definitions and Methodologies – Safety	**SR: 55-56** **SR: 59-64** **SR: 65** **SR: 66-67** **SR: 68** **SR: 68** **SR: 119**
403-5	Worker training on occupational health and safety	Safety Management Safety Training and Communication Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response Crisis Management Aircraft Incidents Definitions and Methodologies – Safety	**SR: 55-56** **SR: 59-64** **SR: 65** **SR: 66-67** **SR: 68** **SR: 68** **SR: 69** **SR: 119**
403-6	Promotion of worker health	Safety Management Safety Training and Communication Crew Psychological Well-being Promotion of Worker Health Employee Benefits	**SR: 55-56** **SR: 59-64** **SR: 67** **SR: 67** **SR: 88-89**
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety Management Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response Crisis Management Aircraft Incidents Definitions and Methodologies – Safety	**SR: 55-56** **SR: 65** **SR: 66-67** **SR: 68** **SR: 68** **SR: 69** **SR: 119**
403-8	Workers covered by an occupational health and safety management system	Safety Management Safety Management Systems, Processes and Procedures Definitions and Methodologies – Safety	**SR: 55-56** **SR: 57** **SR: 118-119**
403-9	Work-related injuries	Workplace Safety Work-Related Injuries Definitions and Methodologies – Safety Supplementary Sustainability Data – Work-related Injuries	**SR: 69** **SR: 70** **SR: 120** **SR: 133**
403-10	Work-related ill-health	Workplace Safety Work-Related Ill-Health Definitions and Methodologies – Safety Supplementary Sustainability Data – Work-related Ill-health	**SR: 69** **SR: 70** **SR: 120** **SR: 134**
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Safety Management Safety Management Systems, Processes and Procedures Customer Health and Safety Definitions and Methodologies – Safety	**SR: 55-56** **SR: 57** **SR: 65** **SR: 118-119**
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Safety Management Safety Management Systems, Processes and Procedures Customer Health and Safety Definitions and Methodologies – Safety	**SR: 55-56** **SR: 57** **SR: 65** **SR: 118-119**

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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		**Page Reference(s) and Remarks**	**Page Number**
Material Topic: Customer Experience and Satisfaction			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Customer Experience and Satisfaction	**SR: 13, 71-78**
Material topic: Building a Future Ready Workforce			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Building a Future Ready Workforce	**SR: 14, 80-86**
GRI 401: Employment 2016			
401-1	New employment hires and employee turnover	New Hires and Turnover Definitions and Methodologies – Employees Supplementary Sustainability Data – New Hires Supplementary Sustainability Data – Turnover	**SR: 80** **SR: 122** **SR: 140** **SR: 141**
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Learn and Grow Definitions and Methodologies – Employees Supplementary Sustainability Data – Average Training Hours	**SR: 81-85** **SR: 122** **SR: 142**
404-2	Programmes for upgrading employee skills and transition assistance programmes	Learn and Grow	**SR: 81-85**
404-3	Percentage of employees receiving regular performance and career development reviews	Employment Practices	**SR: 86**
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Strength in Workforce Diversity Definitions and Methodologies – Employees Supplementary Sustainability Data - Employee Profile	**SR: 80** **SR: 121** **SR: 134-139**
Material topic: Employee Well-being			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Employee Well-being	**SR: 14, 87-89**
GRI 401: Employment 2016			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits	**SR: 88-89**
401-3	Parental leave	Childcare, Maternity, Paternity, and Shared Parental Leave Definitions and Methodologies – Employees Supplementary Sustainability Data – Parental Leave Statistics	**SR: 88** **SR: 122** **SR: 141**
GRI 402: Labour Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	Notice Periods	**SR: 86**
GRI 403 : Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Employee Well-being	**SR: 87-89**
403-6	Promotion of worker health	Employee Benefits Health Activities to Promote Employee Health, Safety, and Well-being	**SR: 88-89** **SR: 88**

GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR TOPICS OF ONGOING IMPORTANCE		
GRI Standards Disclosures	**Page Reference(s) and Remarks**	**Page Number**
Topic of Ongoing Importance: Sustainable Supply Chain		
Supplier Environmental Assessment		
New suppliers that were screened using environmental criteria	Suppliers' Code of Conduct	**SR: 91**
Supplier Social Assessment		
New suppliers that were screened using social criteria	Suppliers' Code of Conduct	**SR: 91**
Topic of Ongoing Importance: Water and Waste Management		
Water and Effluents		
Interactions with water as a shared resource	SIA's Water Conservation Efforts	**SR: 51**
Waste		
Waste generation and significant waste-related impacts	Waste Management	**SR: 48-50**
Management of significant waste-related impacts	Waste Management	**SR: 48-50**
Waste generated	Waste Management Supplementary Sustainability Data – Waste	**SR: 49-50** **SR: 130-131**
Waste diverted from disposal	Waste Management Supplementary Sustainability Data – Waste	**SR: 49-50** **SR: 130-131**
Waste directed to disposal	Waste Management Supplementary Sustainability Data – Waste	**SR: 49-50** **SR: 130-131**
Topic of Ongoing Importance: Biodiversity Management		
Biodiversity		
Policies to halt and reverse biodiversity loss	Pledge Against the Illegal Wildlife Trade	**SR: 53**
Management of biodiversity impacts	Biodiversity	**SR: 52-53**
Topic of Ongoing Importance: Contribution to Society		
Local Communities		
Operations with local community engagement, impact assessments, and development programmes	Society	**SR: 94-99**

IFRS S1 AND S2 CONTENT INDEX

The IFRS Content Index summarises SIA's disclosures reported with reference to the climate-relevant provisions in IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*, based on applicable disclosures and alignment with SGX requirements for climate reporting.

The Content Index directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA. The full IFRS S1 and S2 Standards are available on the IFRS website.

In preparing climate-related disclosures, SIA has also considered the applicability of the industry-based disclosures, adopted from the SASB Standards for Air Freight and Logistics (Vol.60) and Airlines (Vol.61).

References:

AR : FY2025/26 SIA Annual Report
SR : FY2025/26 SIA Sustainability Report

Code	Disclosure Description	Location
Conceptual Foundations		
S1.17; S1.B32	**Materiality -** An entity shall disclose material information about the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	**SR: 40-46**
S1.20	**Reporting entity -** An entity's sustainability-related financial disclosures shall be for the same reporting entity as the related financial statements.	**SR: 4, 101**
S1.21-24; S1.B42	**Connected information -** An entity shall provide information in a manner that enables users of general-purpose financial reports to understand the connections between the items to which the information relates and the connections between disclosures provided by the entity.	**SR: 28, 44, 101** **AR: 117, 119, 160-165**
General Requirements		
S1; 55a, S1.58a, S1.59	**Sources of Guidance -** In identifying climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, an entity shall apply IFRS Sustainability Disclosure Standards. In identifying applicable disclosure requirements about a sustainability-related risk or opportunity that could reasonably be expected to affect an entity's prospects, an entity shall apply the IFRS Sustainability Disclosure Standard that specifically applies to that sustainability-related risk or opportunity. In addition to the IFRS Sustainability Disclosure Standards, an entity shall refer to and consider the applicability of the disclosure topics in the SASB standards for the identification of climate-related risks and opportunities. In the absence of an IFRS Sustainability Disclosure Standard that specifically applies to a sustainability-related risk or opportunity, the entity shall refer to and consider the applicability of the metrics associated with the disclosure topics included in the SASB standards.	**SR: 6, 40**
S1.60; S1.62; S1.B47	**Location of disclosures -** An entity is required to provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general-purpose financial reports.	**SR: 28, 44** **AR: 117, 119, 160-165**
S1.64	**Timing of reporting -** An entity shall report its climate-related financial disclosures at the same time as its related financial statements and cover the same reporting period as the related financial statements.	**SR: 5**
S1.70	**Comparative information -** An entity shall disclose comparative information in respect of the preceding period for all amounts and other relevant information disclosed in the reporting period.	**SR: 25-51, 126-132**
S1.72	**Statement of compliance -** An entity whose climate-related financial disclosures comply with all the requirements of IFRS Sustainability Disclosure Standards shall make an explicit and unreserved statement of compliance.	**SR: 6, 40, 151**

IFRS S1 AND S2 CONTENT INDEX

Code	Disclosure Description	Location
Judgements, uncertainties and errors		
S1.74	**Judgements -** An entity shall disclose information about the judgements that it has made in the process of preparing its climate-related financial disclosures.	**SR: 40-44, 116-118**
Governance		
S2.05-07	**Governance -** The objective of climate-related financial disclosures on governance is to enable users of general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	**SR: 16-18**
Strategy		
S2.08; S2.10; S2.12	**Climate-related risks and opportunities -** The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	**SR: 40-46**
S2.13	**Business model and value chain -** An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its business model and value chain.	**SR: 40-46**
S2.14	**Strategy and decision-making -** An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making.	**SR: 25-46**
S2.15; S2.16;	**Financial position, financial performance and cash flows -** An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows for the reporting period.	**SR: 28, 36-37, 40-46** **AR: 117, 119, 160-165**
S2.22a(i); S2.22a(iii), S2.22b, S2.23	**Climate resilience -** An entity shall disclose information that enables users of general-purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration its identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with its circumstances. In providing quantitative information, the entity may disclose a single amount or a range.	**SR: 40-46, 116-118**
Risk management		
S2.24-26	**Risk management -** The objective of climate-related financial disclosures on risk management is to enable users of general-purpose financial reports to understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	**SR: 22-24, 40-46, 116-118** **AR: 72-74**
Metrics and targets		
S1.53; S2.27	**General requirements -** The objective of climate-related financial disclosures on metrics and targets is to enable users of general-purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	**SR: 25-51, 126-132**
S2.29a(i); S2.29a(iii-v); S2.29a(vi)(1); S2.29(b)-(g); S2.B56	**Climate-related metrics -** An entity shall disclose information relevant to the cross-industry metric category of greenhouse gas emissions, climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration. In preparing disclosures to meet the requirements in paragraph 29(b)–(d), an entity shall use all reasonable and supportable information that is available to it at the reporting date without undue cost or effort.	**SR: 25-51, 103-115, 126-132** **AR: 82-85, 145**

IFRS S1 AND S2 CONTENT INDEX

Code	Disclosure Description	Location
S2.32	**Industry-based metrics -** An entity shall disclose industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	SR: 27, 153-154
S1.49	**Entity-specific metrics -** An entity shall provide disclosures about metrics taken from a source other than IFRS Sustainability Disclosure Standards.	SR: 25-51, 103-115, 126-132
S2.33; S2.34(a)-(c); S2.35; S2.36(a)-(c)	**Climate-related targets -** An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in S2.33–34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	SR: 16-18, 25-51, 126-132

IFRS S1 AND S2 CONTENT INDEX

IFRS INDUSTRY-BASED GUIDANCE ON CLIMATE-RELATED DISCLOSURES (VOL 60. AIR FREIGHT AND LOGISTICS, VOL. 61 AIRLINES)		
Code	**Disclosure Description**	**Location**
Sustainability Disclosure Topics & Metrics – Greenhouse Gas Emissions		
TR-AL-110a.1 **TR-AF-110a.1**	Gross global Scope 1 emissions	**SR: 126-129**
TR-AL-110a.2 **TR-AF-110a.2**	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	**SR: 25-51**
TR-AL-110a.3 **TR-AF-110a.3**	Total fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative[87] and (b) sustainable[88] **Note:** Road transport-related metrics are not relevant to SIA Group's airline business hence not reported. For air transport, petroleum-based fuels such as jet kerosene and aviation gasoline are primarily consumed in SIA Group flight operations. Apart from sustainable aviation fuel, no other alternative fuel is consumed.	**SR: 126-127**
Sustainability Disclosure Topics & Metrics – Supply Chain Management		
TR-AF-430a.2	Total GHG footprint across transport modes	**SR: 126-129**
Activity Metrics (Airlines)		
TR-AL-000.A	Available seat kilometres (ASK)[89]	**AR: 9, 212-213**
TR-AL-000.B	Passenger load factor (PLF)[90]	**AR: 9, 212-213**
TR-AL-000.C	Revenue passenger kilometres (RPK)[91]	**AR: 9, 212-213**
TR-AL-000.D	Revenue tonne kilometres (RTK)[92]	**SR: 126-127**
TR-AL-000.E	Number of departures[93]	**AR: 24**
TR-AL-000.F	Average age of fleet	**SR: 28** **AR: 21, 26-27, 212, 214**
Activity Metrics (Airfreight and Logistics)		
TR-AF-000.A	Revenue tonne kilometres (RTK)[92] for: (1) road transport and (2) air transport **Note:** Road transport-related metric is not relevant to SIA Group's airline business hence it is not reported.	**SR: 126**
TR-AF-000.B	Load factor[94] for: (1) road transport and (2) air transport **Note:** Road transport-related metric is not relevant to SIA Group's airline business hence it is not reported.	**AR: 9, 212-213**
TR-AF-000.C	Number of employees, number of truck drivers **Note:** Number of truck drivers is not relevant to SIA Group's airline business hence it is not reported.	**SR: 80, 134-139**

[87] Alternative fuel is defined by the ICAO as fuel from sources other than petroleum that has the potential to generate lower carbon emissions than petroleum-based fuel on a life cycle basis.
[88] Sustainable fuel is defined as a subset of alternative fuel that meets all of the following criteria described by ICAO: achieves net GHG emissions reduction on a life cycle basis, avoids competition with food and water through marginal or unviable land use and contributes to local social and economic development, such as through expanded employment and revitalised infrastructure.
[89] ASK is defined as the maximum potential cumulative kilometres travelled by passengers (kilometres travelled by occupied and unoccupied seats).
[90] PLF is a measure of capacity utilisation and is calculated as passenger kilometres travelled divided by available seat kilometres.
[91] RPK is defined as the cumulative total kilometres travelled by revenue passengers. A revenue passenger is a passenger for whose transportation an air carrier receives commercial remuneration.
[92] LTK is used to represent RTK.
[93] This is proxied with SIA and Scoot weekly frequencies operated for passenger network as at the end of FY2025/26.
[94] Load factor is a measure of capacity utilisation and is calculated as kilometres travelled by cargo divided by total kilometres travelled.

UN GLOBAL COMPACT CONTENT INDEX

Since 2018, SIA has been supporting the UNGC corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption. The content index in this sustainability report serves as SIA's active Communication on Progress (COP), which details efforts to embed the Ten Principles into its business strategies and operations. The complete details on the Ten principles can be found on the UNGC website.

References:

SR : FY2025/26 SIA Sustainability Report

The Ten Principles of UNGC	Location
Human Rights	
Principle 1: Business should support and respect the protection of internationally proclaimed human rights.	**SR: 19-20, 66, 68-69, 91**
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	**SR: 19-20, 91**
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	**SR: 86, 91**
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	**SR: 19-20, 91**
Principle 5: Businesses should uphold the effective abolition of child labour.	**SR: 19-20, 91**
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	**SR: 20, 91**
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges.	**SR: 26-34, 47-53, 91**
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	**SR: 26-34, 36-37, 38, 40-47, 48-50, 51, 91**
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	**SR: 26-34, 36-37, 38, 40-47, 48-50, 51, 91**
Anti-corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	**SR: 20, 91-92**

SGX CORE ESG METRICS INDEX

The SGX Core ESG metrics index summarises SIA's disclosures against the recommended list of 27 core ESG metrics that are intended for issuers to disclose a common and standardised set of metrics. The full details on the list of ESG metrics can be found on the ESG website.

References:

SR : FY2025/26 SIA Sustainability Report

Topic	Metric	Location
Governance		
Board Composition	Board Independence	**SR: 16**
	Women on the Board	**SR: 16**
Management Diversity	Women in the management team	**SR: 124**
Ethical Behaviour	Anti-corruption disclosures	**SR: 20**
	Anti-corruption training for employees	**SR: 20, 124-125**
Certifications	List of sustainability or ESG related certifications	**SR: 37**
Alignment with Framework	Alignment with frameworks and disclosure practices	**SR: 4-6, 143, 151**
Assurance	Assurance of sustainability report (Internal/External/None)	**SR: 5**
Environmental		
Greenhouse Gas Emissions (GHG)	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	**SR: 35, 38-39, 126-129**
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	**SR: 35, 38, 126-128**
Energy Consumption	Total energy consumption	**SR: 35, 38, 126-129**
	Energy consumption intensity	**SR: 35, 38, 126-128**
Water Consumption	Total water consumption	**SR: 51, 132**
	Water consumption intensity	**SR: 51, 132**
Waste Generation	Total waste generated	**SR: 49-50, 130-131**
Social		
Gender Diversity	Current employees by gender	**SR: 80, 135**
	New hires and turnover by gender	**SR: 80, 140-141**
Age-Based Diversity	Current employees by age groups	**SR: 80, 135**
	New hires and turnover by age groups	**SR: 80, 140-141**
Employment	Total turnover	**SR: 80, 141**
	Total number of employees	**SR: 80, 134-135**
Development and Training	Average training hours per employee	**SR: 81, 142**
	Average training hours per employee by gender	**SR: 142**
Occupational Health and Safety	Fatalities	**SR: 70, 133-134**
	High-consequence injuries	**SR: 70, 133**
	Recordable injuries	**SR: 70, 133**
	Recordable work-related ill health cases	**SR: 70, 134**

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