



A STAR ALLIANCE MEMBER 

Annual Report FY2023 / 24





MISSION STATEMENT

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

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CHAIRMAN'S LETTER TO SHAREHOLDERS

The Singapore Airlines Group achieved a significant milestone in FY2023/24, posting a second consecutive year of record revenues, operating profits, net profits, and load factors. This was on the back of the robust demand for air travel, which came as the impact of the Covid-19 pandemic abated and key markets in North Asia fully reopened their borders.



Our achievements reflect the success of two strategic objectives that were set during the early months of the pandemic: ensuring SIA and Scoot were first off the blocks as borders reopened to capture the latent demand for air travel, and retaining our industry leadership in the post-pandemic world.

Shortly after announcing our full-year results, however, we had a poignant reminder of the unpredictable nature of the airline business. Flight SQ321, operating from London (Heathrow) to Singapore on 20 May 2024, encountered severe turbulence and was diverted to Bangkok. The incident tragically resulted in one fatality and multiple injuries.

On behalf of SIA's Board and Management team, I offer our deepest condolences to the family of our deceased passenger. We are committed to supporting all affected passengers and crew members, and we are fully cooperating with the investigations.

The aviation industry faces several challenges such as global economic uncertainties, supply chain disruptions, high fuel prices and geopolitical tensions. Thanks to our robust foundations such as a strong balance sheet, cutting-edge digital capabilities, our resilient, talented, and dedicated people, as well as our strategic long-term initiatives, the Group is well-positioned to navigate these uncertainties, as well as capitalise on emerging growth opportunities.

The Group continued to find ways to enhance the synergies between SIA and Scoot, the two airline brands in its portfolio, in FY2023/24. This allows it to adapt to changing market dynamics in a nimble and flexible manner, and directly offer travellers a wider variety of options.

We also reinforced our commitment to the three pillars of our brand promise: service excellence, product innovation, and network connectivity.

In March 2024, SIA unveiled a comprehensive revamp of the Premium Economy Class in-flight experience, featuring a wide range of enhanced meal selections and a new amenity kit. This marks the first significant changes to this cabin class since it was introduced in 2015. Improving the on-ground customer experience also remains a priority. We inaugurated a new SilverKris Lounge at Perth International Airport in February 2024, with renovations underway at the London (Heathrow) lounge and plans for further upgrades across our network.

SIA has added new services to Brussels and London (Gatwick), while restoring its network in key markets, including China. Scoot's new 112-seater Embraer E190-E2 jets enhance its regional connectivity to non-metro cities, including new destinations such as Koh Samui and Sibiu. Our strategic win-win partnerships with like-minded airlines offer customers more travel options and benefits. Recent examples include agreements with Garuda Indonesia, Philippine Airlines, and Riyadh Air.

The merger of Air India and Vistara is underway, and we are working with our partner Tata to secure the necessary approvals. Once completed, this will give SIA a 25.1% stake in an enlarged Air India group and a direct stake in India's fast-growing aviation market. Our multi-hub strategy will potentially be a strong driver of SIA's future growth.

KrisFlyer, our lifestyle rewards programme, now boasts over eight million members. It continues to expand its reach through new partnerships, which offer members more ways to earn and spend their miles on the ground and in the air.

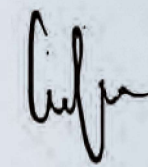
The Group's deep digital capabilities help to spur innovative solutions across the organisation. Our early adoption of Generative Artificial Intelligence (GenAI), for example, has resulted in more than 140 use cases that can drive revenue growth, enhance operational efficiencies, raise productivity, and deliver a world-class customer experience. This will help us to retain our edge in the highly competitive airline industry.

Our sustainability goals, including the ambition to achieve net zero carbon emissions by 2050, are a core focus. SIA and Scoot's pledge to substitute 5% of their total fuel requirements with Sustainable Aviation Fuel (SAF) by 2030, and an agreement to purchase 1,000 tonnes of SAF from Neste's refinery in Singapore, underscore our commitment to decarbonisation. Greater collaboration across the aviation ecosystem is also critical to these goals, and we are working closely with stakeholders and partners in Singapore and around the world. This will ensure that future generations continue to enjoy the benefits that air travel brings.

Community support is also central to the Group's ethos. In September 2023, we helped to raise \$2.6 million for two social service agencies in Singapore, as part of a *SIA Cares* week that saw the SIA family around the world take part in initiatives that made a positive impact on the communities we serve. In May 2024, we announced our plans to launch the Singapore Airlines Foundation to support individuals and communities in need within Singapore, as well as contribute to the growth of the country's aviation industry.

On behalf of the Board, I extend my sincere gratitude to our customers, well as our stakeholders including shareholders, partners, governments, all Singaporeans, and our staff for their strong support. We will never take this for granted.

We remain firmly committed to ensuring that the SIA Group maintains its industry-leading position in the years to come.



PETER SEAH

Chairman
Singapore Airlines

SIGNIFICANT EVENTS



16 MAY

The SIA Group posts its highest net profit in its 76-year history, with strong demand driving record revenues, operating profit, and passenger load factors for the Group.

29 MAY

Garuda Indonesia and SIA announce plans to enter into a joint venture arrangement that would deepen the cooperation between the two carriers, increase passenger capacity between Singapore and Indonesia, and offer customers more travel options between the two countries.

20 JUN

SIA clinches *World's Best Airline* for the fifth time at the 2023 Skytrax World Airline Awards, also clinching top spot in three other categories including *Best First Class Airline*, *Best First Class Comfort Amenities*, and *Best Airline in Asia*. SIA's low-cost subsidiary Scoot was named *Best Long Haul Low-cost Airline*, and ranked second in the *World's Best Low-cost Airlines* category.



1 JUL

SIA customers enjoy the most comprehensive free unlimited Wi-Fi access in the airline industry, with the service extended to all travellers in all cabin classes. This enhanced Wi-Fi offering is available virtually across the entire aircraft fleet¹ and almost the entire global SIA route network.

27 JUL

The SIA Group posts a record quarterly net profit of \$734 million, amid robust demand for air travel through the mid-year school holidays and the start of the summer travel season.

7 AUG

SIA announces that it will ramp up services to destinations across its network during the Northern Summer 2024 operating season, supporting the strong demand for air travel to its key markets. Airbus A380 services will be reinstated between Singapore and Frankfurt, the Airbus A350-900 medium-haul aircraft will be deployed on services to Cairns and Male, and direct services will be reinstated between Singapore and Barcelona.

12 SEP

SIA announces the launch of non-stop flights between Singapore and Brussels, the capital of Belgium, from 5 April 2024, returning to the city after more than 20 years.

23 SEP



SIA raises \$2.6 million for Cerebral Palsy Alliance Singapore (CPAS) and SPD, two social service agencies that support communities with special needs in Singapore, as part of its *SIA Cares* fundraising drive. The Airline's partners, members of the public, and its staff contributed \$1.3 million to the drive over the last two months, and SIA matched this with another \$1.3 million. SIA hosted over 400 individuals from communities in need for a tour of the SIA Training Centre.



2 NOV

The Civil Aviation Authority of Singapore (CAAS), GenZero, and SIA conclude a 20-month Sustainable Aviation Fuel (SAF) pilot, in partnership with Temasek.

The SAF pilot supports one of the key recommendations of the International Advisory Panel on Sustainable Air Hub to create a long-term secured SAF supply ecosystem in Singapore.

7 NOV

The SIA Group posts record load factors, as well as the highest-ever half-year operating results and net profits in the its history.

14 NOV

SIA and Scoot announce their target of replacing 5% of their total fuel requirements with SAF by 2030. This is an important milestone in the SIA Group's sustainability journey, putting the Group on its path towards achieving net zero carbon emissions by 2050.

15 NOV

Philippine Airlines and SIA sign a new codeshare partnership agreement, which will allow the airlines to enhance flight options for customers travelling between the Philippines and Singapore, as well as to other domestic and international destinations via their respective hubs.

18 DEC

SIA announces plans to launch its inaugural non-stop flights between Singapore and London's Gatwick Airport in June 2024, operating the five-times weekly services with the long-haul variant of its Airbus A350-900 aircraft.

¹ Free unlimited Wi-Fi services are available on all aircraft except for the seven Boeing 737-800 NGs that are not Wi-Fi enabled.



9 JAN

SIA attains the International Air Transport Association global re-certification for its handling of perishable products via its Singapore hub. The re-certification is valid for three years, starting from 1 February 2024. It validates SIA's efforts to ensure that time- and temperature-sensitive cargo will continue to be transported with speed and reliability via SIA's THRU-FRESH service.

15 JAN

The SIA Group, the Ministry of Health, and Public Service Division sign a Memorandum of Understanding to formalise the commitment to collaborate on manpower planning and deployment for future national crises, building on the collaboration started in 2020 during the Covid-19 pandemic. This includes training SIA and Scoot cabin crew volunteers in peacetime, so that they are ready to step up and take on various healthcare support roles as part of our national response for future crisis situations.

16 JAN



SIA transports giant panda cub Le Le to his new home in Chengdu, China, ensuring his safety and comfort during the 4.5-hour flight aboard a specially arranged Boeing 747-400F freighter aircraft. The custom-made crate provides a familiar and secure environment for Le Le while housing his travel essentials, which include his in-flight meal consisting of bamboo, bamboo shoots, fruit, pellets, and water.

1 FEB

KrisFlyer celebrates its 25th anniversary and eight-million-member membership milestone with exclusive promotions and accelerated mile accrual opportunities to its members.

20 FEB

The SIA Group posts strong third quarter net profit of \$659 million with passenger capacity close to pre-pandemic levels. In addition, the robust passenger demand drives a record quarterly revenue of \$5,082 million, with the SIA Group achieving record operating and net profits for nine months to December 2023.

28 FEB

Air New Zealand and SIA receive regulatory approval to extend joint venture alliance for another five years until March 2029. This allows both carriers to continue offering their customers more value, greater options, and access to a wide global network in the coming years.

29 FEB

The SIA Group receive two honours at Air Transport World magazine's annual Airline Industry Achievement Awards. SIA Chief Executive Officer Mr Goh Choon Phong wins the *Excellence in Leadership Award* for 2024, while Scoot is named 2024 *Value Airline of the Year*.

15 MAR



SIA unveils its revamped Premium Economy Class in-flight experience, which includes an improved and expanded selection of food and beverage options, as well as a new amenity kit, available on flights from 31 March 2024. These mark the first comprehensive revamp of SIA's Premium Economy Class in-flight experience since this cabin class was introduced in 2015, allowing the Airline to continue delivering a distinctive level of service to its customers.



THE SIA GROUP PORTFOLIO

FIGURES AS AT 31 MARCH 2024

In FY2023/24, the SIA Group continued to grow its capacity and expanded its global network as it benefitted from the robust demand for air travel across all key markets.



23,740,733

passengers carried in FY2023/24

12,702,498

passengers carried in FY2023/24

142

passenger aircraft in operating fleet

51

aircraft in operating fleet

73

passenger destinations served

67

passenger destinations served

THE SIA GROUP

36,443,231

passengers carried in FY2023/24

118

passenger destinations served²

193

passenger aircraft in operating fleet³

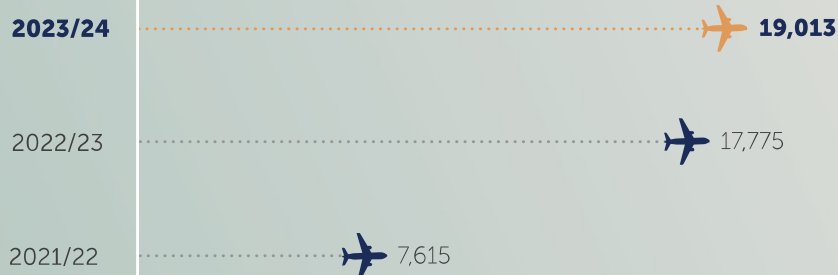
² This figure refers to the total number of unique destinations operated by Singapore Airlines and Scoot (including Singapore).

³ This figure excludes seven Boeing 747-400F freighter aircraft.

THREE-YEAR FINANCIAL HIGHLIGHTS

TOTAL GROUP REVENUE

(\$ million)



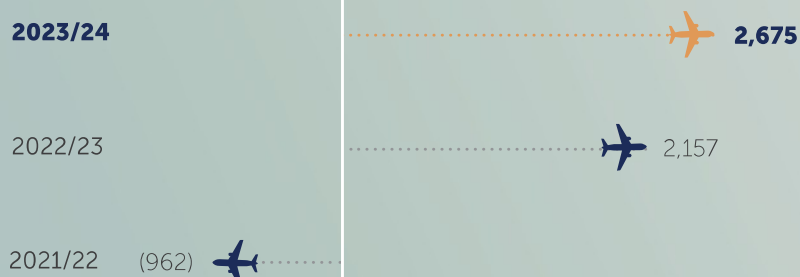
GROUP OPERATING PROFIT/(LOSS)

(\$ million)



GROUP NET PROFIT/(LOSS)

(\$ million)



NET ASSET VALUE PER SHARE

\$5.49

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

EARNINGS PER SHARE (BASIC)

63.3 cents

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

STATISTICAL HIGHLIGHTS

FINANCIAL STATISTICS ^{R1}

	2023/24	2022/23	% Change	
The Group				
Financial Results (\$ million)				
Total revenue	19,012.7	17,774.8	+	7.0
Total expenditure	16,285.2	15,082.7	+	8.0
Operating profit	2,727.5	2,692.1	+	1.3
Profit before taxation	3,037.1	2,636.8	+	15.2
Profit attributable to owners of the Company	2,674.8	2,156.8	+	24.0
Financial Position (\$ million)				
Share capital	7,180.4	7,180.2	+	-
Mandatory convertible bonds	1,547.5	6,195.1	-	75.0
Treasury shares	(37.5)	(73.8)	+	49.2
Capital reserve	(116.7)	(116.0)	-	0.6
Foreign currency translation reserve	(22.4)	(32.4)	+	30.9
Share-based compensation reserve	32.2	24.3	+	32.5
Fair value reserve	448.7	506.9	-	11.5
General reserve	7,305.7	6,174.0	+	18.3
Equity attributable to owners of the Company	16,337.9	19,858.3	-	17.7
Return on equity holders' funds (%) ^{R2}	14.8	10.2	+	4.6 points
Total assets	44,264.7	49,101.2	-	9.9
Total debt	13,448.0	15,339.3	-	12.3
Total debt : equity ratio (times) ^{R3}	0.82	0.77	+	0.05 times
Value added	9,221.8	8,154.6	+	13.1
Per Share Data				
Earnings - basic (cents) ^{R4}	63.3	35.6	+	77.8
Earnings - diluted (cents) ^{R5}	61.4	35.1	+	74.9
Net asset value (\$) ^{R6}	5.49	6.68	-	17.8

	2023/24	2022/23	% Change	
The Full Service Carrier				
Financial Results (\$ million)				
Total revenue	16,177.1	15,590.1	+	3.8
Total expenditure	13,541.9	12,988.9	+	4.3
Operating profit	2,635.2	2,601.2	+	1.3
Profit before taxation	2,969.7	2,724.9	+	9.0
Profit after taxation	2,570.8	2,218.9	+	15.9
Value added	7,846.7	7,122.6	+	10.2

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

^{R2} Return on equity holders' funds is profit/(loss) attributable to owners of the Company expressed as a percentage of the average equity holders' funds.

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

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

^{R5} Earnings per share (diluted) is computed by dividing profit attributable to owners of the Company (adjusted for interest on convertible bonds, net of tax) by the weighted average number of ordinary shares in issue less treasury shares, adjusted for the dilutive effect of convertible bonds and the vesting of all outstanding share-based incentive awards granted, in accordance with IAS 33.

^{R6} Net asset value per share is computed by dividing equity attributable to owners of the Company by the number of ordinary shares in issue excluding treasury shares at 31 March.

OPERATING STATISTICS

	2023/24	2022/23	% Change		
Singapore Airlines					
Passengers carried (thousand)	23,741	18,155	+	30.8	
Revenue passenger-km (million)	109,942.9	91,025.2	+	20.8	
Available seat-km (million)	126,240.5	106,099.3	+	19.0	
Passenger load factor (%)	87.1	85.8	+	1.3	points
Passenger yield (cents/pkm)	12.1	12.7	-	4.7	
Revenue per available seat-km (cents/ask)	10.6	10.9	-	2.8	
Passenger unit cost (cents/ask)	9.0	9.8	-	8.2	
Passenger unit cost ex-fuel (cents/ask)	5.8	6.0	-	3.3	
Passenger breakeven load factor (%)	74.4	77.2	-	2.8	points
Scoot					
Passengers carried (thousand)	12,702	8,331	+	52.5	
Revenue passenger-km (million)	33,946.7	22,602.9	+	50.2	
Available seat-km (million)	37,227.4	26,932.6	+	38.2	
Passenger load factor (%)	91.2	83.9	+	7.3	points
Passenger yield (cents/pkm)	6.9	8.2	-	15.9	
Revenue per available seat-km (cents/ask)	6.3	6.9	-	8.7	
Passenger unit cost (cents/ask)	6.2	6.5	-	4.6	
Passenger unit cost ex-fuel (cents/ask)	4.2	4.4	-	4.5	
Breakeven load factor (%)	89.9	79.3	+	10.6	points
Group Airlines (Passenger)					
Passengers carried (thousand)	36,443	26,486	+	37.6	
Revenue passenger-km (million)	143,889.6	113,628.1	+	26.6	
Available seat-km (million)	163,467.9	133,031.9	+	22.9	
Passenger load factor (%)	88.0	85.4	+	2.6	points
Passenger yield (cents/pkm)	10.9	11.8	-	7.6	
Revenue per available seat-km (cents/ask)	9.6	10.0	-	4.0	
Group Airlines (Cargo)					
Cargo and mail carried (million kg)	952.4	923.0	+	3.2	
Cargo load (million tonne-km)	5,347.9	5,260.8	+	1.7	
Gross capacity (million tonne-km)	9,804.8	9,165.4	+	7.0	
Cargo load factor (%)	54.5	57.4	-	2.9	points
Cargo yield (cents/ltk)	39.6	68.5	-	42.2	
Cargo unit cost (cents/ctk)	21.1	24.9	-	15.3	
Cargo breakeven load factor (%)	53.3	36.4	+	16.9	points
Employee Productivity (Average) -Singapore Airlines					
Average number of employees	16,643	14,803	+	12.4	
Capacity per employee (tonne-km)	1,368,511	1,357,217	+	0.8	
Revenue per employee (\$)	972,006	1,053,172	-	7.7	
Value added per employee (\$)	471,471	481,159	-	2.0	
Employee Productivity (Average) - Group					
Average number of employees	25,619	22,819	+	12.3	
Revenue per employee (\$)	742,133	778,947	-	4.7	
Value added per employee (\$)	359,959	357,360	+	0.7	

GLOSSARY

Revenue passenger-km	= Number of passengers carried x distance flown (in km)
Available seat-km	= Number of available seats x distance flown (in km)
Passenger load factor	= Revenue passenger-km expressed as a percentage of available seat-km
Passenger yield	= Passenger revenue from scheduled services divided by revenue passenger-km
Revenue per available seat-km	= Passenger revenue from scheduled services divided by available seat-km
Passenger unit cost	= Passenger operating expenditure divided by available seat-km
Passenger unit cost ex-fuel	= Passenger operating expenditure less fuel cost, divided by available seat-km
Passenger breakeven load factor	= Passenger unit cost expressed as a percentage of passenger yield. This is the theoretical load factor at which passenger revenue equates to the operating expenditure of passenger operations
Cargo load	= Cargo and mail load carried (in tonnes) x distance flown (in km)
Gross capacity	= Cargo capacity production (in tonnes) x distance flown (in km)
Cargo load factor	= Cargo and mail load (in tonne-km) expressed as a percentage of gross capacity (in tonne-km)
Cargo yield	= Cargo and mail revenue from scheduled services divided by cargo load (in tonne-km)
Cargo unit cost	= Cargo operating expenditure divided by gross capacity (in tonne-km)
Cargo breakeven load factor	= Cargo unit cost expressed as a percentage of cargo yield. This is the theoretical load factor at which cargo revenue equates to the operating expenditure of cargo operations