**Section 1: Company Overview**

**S1.1: Basic Information**

| **Field** | **Value** |
| --- | --- |
| Company Name | Singapore Airlines Limited |
| Establishment Date | N/A |
| Headquarters Location | Singapore, Singapore |

**S1.2 : Core Competencies**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Innovation Advantages | The 2024 report highlights SIA's commitment to digital transformation, with over 300 use cases for Generative AI identified and around 80 implemented. This includes collaborations with Salesforce and OpenAI to enhance customer service and operational efficiencies. | The 2023 report emphasizes SIA's investment in digital capabilities, including the use of Generative AI to enhance revenue generation, customer experience, and operational efficiency. The introduction of JARVIS, a GenAI-enabled assistant, is also noted. |
| Product Advantages | The 2024 report details SIA's investment in upgrading its A350-900 long-haul aircraft with next-generation cabin products, aiming to elevate the premium travel experience. | The 2023 report highlights SIA's expansion of free unlimited in-flight Wi-Fi to all cabin classes and the introduction of a digital in-flight menu on selected aircraft. |
| Brand Recognition | The 2024 report emphasizes SIA's strategic growth and market position, leveraging its strong foundations and brand promise pillars to enhance customer experience. | The 2023 report highlights SIA's commitment to service excellence, product innovation, and network connectivity, reinforcing its brand promise. |
| Reputation Ratings | The 2024 report lists numerous awards, including being ranked 1st in the airline category by Fortune Magazine and receiving the Best Airline (Overall) award from DestinAsian. | The 2023 report mentions several awards, such as the World's Best Airline by Skytrax and Best Airline in the World by Condé Nast Traveler. |

**S1.3 : Mission & Vision**

| **Field** | **Answer** |
| --- | --- |
| 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. |
| Vision Statement | The Singapore Airlines Group remains committed to maintaining its position as a leading airline in the industry. By leveraging its strong foundations, the Airline is well positioned to seize growth opportunities and navigate challenges in an agile and flexible manner. |
| Core Values | N/A |

**Section 2: Financial Performance**

**S2.1: Income Statement**

| **Field** | **2025** | **2024** | **2023** | **Multiplier** | **Currency** |
| --- | --- | --- | --- | --- | --- |
| Revenue | 19,539.8 | 19,012.7 | 17,774.8 | Millions | SGD |
| Cost of Goods Sold | N/A | N/A | N/A | Millions | SGD |
| Gross Profit | N/A | N/A | N/A | Millions | SGD |
| Operating Expense | N/A | N/A | N/A | N/A | N/A |
| Operating Income | 1,709.1 | 2,727.5 | 2,692.1 | Millions | SGD |
| Net Profit | 2,778.0 | 2,674.8 | 2,156.8 | Millions | SGD |
| Income before income taxes | 2,964.8 | 3,037.1 | 2,636.8 | Millions | SGD |
| Income tax expense(benefit) | 152.6 | 342.0 | 473.5 | Millions | SGD |
| Interest Expense | 366.1 | 394.8 | 388.7 | Millions | SGD |

**S2.2: Balance Sheet**

| **Field** | **2025** | **2024** | **2023** | **Multiplier** | **Currency** |
| --- | --- | --- | --- | --- | --- |
| Total Assets | 43,086.8 | 44,264.7 | 49,101.2 | Millions | SGD |
| Current Assets | 11,396.0 | 15,641.7 | 19,299.3 | Millions | SGD |
| Non-Current Assets | N/A | N/A | N/A | N/A | N/A |
| Total Liabilities | 27,016.8 | 27,520.1 | 28,851.4 | Millions | SGD |
| Current Liabilities | 13,955.1 | 12,671.7 | 13,670.9 | Millions | SGD |
| Non-Current Liabilities | N/A | N/A | N/A | N/A | N/A |
| Shareholders' Equity | 16,070.0 | 16,744.6 | 20,249.8 | Millions | SGD |
| Retained Earnings | N/A | N/A | N/A | N/A | N/A |
| Total Equity and Liabilities | 43,086.8 | 44,264.7 | 49,101.2 | Millions | SGD |
| Inventories | 344.9 | 268.0 | 227.0 | Millions | SGD |
| Prepaid Expenses | 109.9 | 153.9 | 105.0 | Millions | SGD |

**S2.3: Cash Flow Statement**

| **Field** | **2025** | **2024** | **2023** | **Multiplier** | **Currency** |
| --- | --- | --- | --- | --- | --- |
| Net Cash Flow from Operations | 4,707.7 | 5,042.1 | 9,130.1 | Millions | SGD |
| Net Cash Flow from Investing | (3,301.7) | (1,436.2) | (134.0) | Millions | SGD |
| Net Cash Flow from Financing | (4,326.5) | (8,779.1) | (6,213.4) | Millions | SGD |
| Net Increase/Decrease in Cash | (2,920.5) | (5,173.2) | 2,782.7 | Millions | SGD |
| Dividends | (1,428.8) | (1,130.2) | (297.1) | Millions | SGD |

**S2.4: Key Financial Metrics**

|  | **2025** | **2024** | **2023** |
| --- | --- | --- | --- |
| Gross Margin | N/A | N/A | N/A |
| Operating Margin | 8.75% | 14.35% | 15.15% |
| Net Profit Margin | 14.17% | 14.07% | 12.13% |
| Current Ratio | 81.66% | 123.44% | 141.17% |
| Quick Ratio | 78.40% | 120.11% | 138.74% |
| Debt-to-Equity | 168.12% | 164.35% | 142.48% |
| Interest Coverage | 466.84% | 690.86% | 692.59% |
| Asset Turnover | 44.74% | 40.73% | N/A |
| Return on Equity | 16.93% | 14.46% | N/A |
| Return on Assets | 6.3% | 5.73% | N/A |
| Effective Tax Rate | 5.15% | 11.26% | 17.96% |
| Dividend Payout Ratio | 51.43% | 42.25% | 13.78% |

**S2.5: Operating Performance**

| **Field** | **2025** | **2024** | **2023** |
| --- | --- | --- | --- |
| Revenue by Product/Service | Full-Service Carrier (FSC): $16,738.0M Low-Cost Carrier (LCC): $2,349.2M Engineering Services: $1,245.1M Others: $154.2M | Full-Service Carrier (FSC): $16,177.1M Low-Cost Carrier (LCC): $2,445.5M Engineering Services: $1,094.2M Others: $140.5M | Full-Service Carrier (FSC): $15,590.1M Low-Cost Carrier (LCC): $1,965.0M Engineering Services: $796.0M Others: $131.6M |
| Revenue by Geographic Region | East Asia: $9,917.8M Europe: $2,512.6M South West Pacific: $2,957.7M Americas: $1,333.7M West Asia and Africa: $1,328.2M Systemwide: $18,050.0M Non-scheduled/incidental: $1,037.2M | East Asia: $9,522.8M Europe: $2,518.9M South West Pacific: $3,038.7M Americas: $1,314.4M West Asia and Africa: $1,408.2M Systemwide: $17,803.0M Non-scheduled/incidental: $819.6M | East Asia: $8,764.6M Europe: $2,684.2M South West Pacific: $2,715.3M Americas: $1,419.8M West Asia and Africa: $1,379.7M Systemwide: $16,963.6M Non-scheduled/incidental: $591.5M |

**Section 3: Business Analysis**

**S3.1: Profitability Analysis**

| **Field** | **Answer** |
| --- | --- |
| Revenue & Direct-Cost Dynamics | Revenue showed moderate growth with total revenue increasing from SGD 17,774.8M in 2023 to SGD 19,012.7M in 2024 (7.0% growth) and SGD 19,539.8M in 2025 (2.8% growth). By product segments, Full-Service Carrier (FSC) remained the dominant revenue driver, growing consistently from SGD 15,590.1M in 2023 to SGD 16,738.0M in 2025. However, Low-Cost Carrier (LCC) segment declined in 2025 to SGD 2,349.2M from SGD 2,445.5M in 2024. Engineering Services showed strong growth from SGD 796.0M in 2023 to SGD 1,245.1M in 2025. Geographically, East Asia remained the largest market at SGD 9,917.8M in 2025, while Europe remained stable and South West Pacific declined slightly in 2025. |
| Operating Efficiency | Operating efficiency deteriorated significantly over the three-year period. Operating margin declined from 15.15% in 2023 to 14.35% in 2024 and dramatically to 8.75% in 2025. Despite revenue growth, operating income fell sharply from SGD 2,727.5M in 2024 to SGD 1,709.1M in 2025, representing a 37.3% decline. This indicates substantial increases in operating expenses that outpaced revenue growth, severely impacting operational profitability in 2025. |
| External Impact | The effective tax rate showed a favorable declining trend, decreasing from 17.96% in 2023 to 11.26% in 2024 and further to 5.15% in 2025. This significant reduction in tax burden positively contributed to net profitability, with tax expenses declining from SGD 473.5M in 2023 to SGD 152.6M in 2025 despite higher pre-tax income levels. This tax efficiency helped offset some of the negative impact from declining operating performance. |

**S3.2: Financial Performance Summary**

| Perspective | 2024 Report | 2023 Report |
| --- | --- | --- |
| Comprehensive financial health | The company demonstrates mixed financial health with declining total assets from SGD 44,264.7M to SGD 43,086.8M and reduced shareholders' equity from SGD 16,744.6M to SGD 16,070.0M. However, total liabilities decreased from SGD 27,520.1M to SGD 27,016.8M. Cash flows show concerning trends with negative cash flow from operations declining to SGD 4,707.7M and significant negative financing cash flows of SGD -4,326.5M. Current ratio deteriorated to 81.66%, indicating potential liquidity concerns. | Financial health showed improvement with total assets growing from SGD 49,101.2M to SGD 44,264.7M and shareholders' equity declining from SGD 20,249.8M to SGD 16,744.6M. Operating cash flows remained strong at SGD 5,042.1M despite declining from SGD 9,130.1M. Current ratio was healthy at 123.44%, and the company maintained reasonable liquidity positions with current assets of SGD 15,641.7M. |
| Profitability and earnings quality | Profitability showed resilience despite operational challenges. Net profit increased from SGD 2,674.8M to SGD 2,778.0M, with net profit margin improving slightly from 14.07% to 14.17%. However, operating margin collapsed from 14.35% to 8.75%, indicating significant operational inefficiencies. The effective tax rate decreased favorably from 11.26% to 5.15%, contributing positively to bottom-line performance despite weaker operating results. | Profitability demonstrated strong performance with net profit growing from SGD 2,156.8M to SGD 2,674.8M and net profit margin improving from 12.13% to 14.07%. Operating margin remained strong at 14.35% compared to 15.15% in 2023, showing relatively stable operational performance. Effective tax rate decreased from 17.96% to 11.26%, contributing to improved profitability. |
| Operational efficiency | Operational efficiency deteriorated significantly with operating income declining from SGD 2,727.5M to SGD 1,709.1M despite revenue growth from SGD 19,012.7M to SGD 19,539.8M. Asset turnover remained relatively stable at 44.74% compared to 40.73%. The Full-Service Carrier segment continued to dominate revenue at SGD 16,738.0M, while Engineering Services showed strong growth from SGD 1,094.2M to SGD 1,245.1M. However, the Low-Cost Carrier segment declined from SGD 2,445.5M to SGD 2,349.2M. | Operational efficiency showed stable performance with operating income growing modestly from SGD 2,692.1M to SGD 2,727.5M alongside revenue growth from SGD 17,774.8M to SGD 19,012.7M. Asset turnover improved to 40.73%. The Full-Service Carrier segment grew from SGD 15,590.1M to SGD 16,177.1M, and Engineering Services expanded significantly from SGD 796.0M to SGD 1,094.2M. The Low-Cost Carrier segment showed strong growth from SGD 1,965.0M to SGD 2,445.5M. |
| Financial risk identification and early warning | Financial risks have escalated with deteriorating liquidity position as current ratio dropped to 81.66% and quick ratio to 78.40%. Debt-to-equity ratio increased to 168.12%, indicating higher leverage. Interest coverage weakened to 466.84% from 690.86%, though still adequate. Dividend payout ratio increased to 51.43%, raising concerns about cash retention. Negative financing cash flows of SGD -4,326.5M and declining operating cash flows signal potential cash flow stress. | Financial risks were moderate with current ratio at a healthy 123.44% and quick ratio at 120.11%. Debt-to-equity ratio was manageable at 164.35%. Interest coverage was strong at 690.86%, providing adequate protection for debt service. Dividend payout ratio increased to 42.25% from 13.78%, indicating higher cash distribution. Operating cash flows were robust at SGD 5,042.1M, though declining from previous year. |
| Future financial performance projection | Future performance faces significant challenges with deteriorating operational efficiency and declining operating margins signaling potential earnings pressure. The sharp drop in operating income despite revenue growth suggests unsustainable cost inflation. Weakening liquidity ratios and increasing leverage pose financial stability risks. However, strong market position in Full-Service Carrier operations and growing Engineering Services provide potential upside. Tax efficiency improvements may continue supporting net profitability short-term, but operational fixes are critical for sustainable performance. | Future performance outlook appeared positive with consistent revenue growth trajectory and stable operating margins. Strong cash generation capabilities and improving profitability metrics suggested sustainable growth potential. Expanding Engineering Services and growing Low-Cost Carrier segments indicated successful diversification. Healthy liquidity positions and manageable debt levels provided financial flexibility for strategic investments and growth initiatives. |

**S3.3: Business Competitiveness**

| **Field** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Business Model | The primary business model of Singapore Airlines includes passenger, cargo, and mail transportation, engineering services, and retail through KrisShop. The company also operates a frequent flyer program, KrisFlyer, and a lifestyle rewards app, Kris+. | Singapore Airlines operates a diverse business model that includes passenger and cargo transportation, engineering services, and retail through KrisShop. The company also runs a frequent flyer program, KrisFlyer, and a lifestyle rewards app, Kris+. |
| Market Position | Singapore Airlines maintains a leading position in the airline industry, leveraging its strong brand pillars of Service Excellence, Product Leadership, and Network Connectivity. The company continues to expand its route network and enhance its product offerings to maintain its market leadership. | Singapore Airlines aims to maintain its leading position in the airline industry by investing in brand pillars such as Service Excellence, Product Leadership, and Network Connectivity. The company continues to expand its route network and enhance its product offerings to maintain its market leadership. |

**Section 4: Risk Factors**

**S4.1: Risk Factors**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Market Risks | The Group is exposed to market risks such as changes in jet fuel prices and foreign currency exchange rates. The Group uses derivatives to hedge specific exposures to moderate the effects of such volatility on its financial performance. | The Group faces market risks including changes in jet fuel prices and foreign currency exchange rates. Derivatives are used to hedge specific exposures to moderate the effects of such volatility on financial performance. |
| Operational Risks | The Group is committed to ensuring resilience on all operational fronts, enhancing operational efficiency through innovation and regular process reviews, with safety and security being the top priority. | The Group is committed to ensuring resilience on all operational fronts, enhancing operational efficiency through innovation and regular process reviews, with safety and security being the top priority. |
| Financial Risks | The Group's financial risks include changes in jet fuel prices, foreign currency exchange rates, interest rates, and the market value of financial investments. The Group uses derivatives to hedge specific exposures and ensures access to diverse sources of funding. | The Group's financial risks include changes in jet fuel prices, foreign currency exchange rates, interest rates, and the market value of financial investments. The Group uses derivatives to hedge specific exposures and ensures access to diverse sources of funding. |
| Compliance Risks | The Group is committed to complying with applicable laws and regulatory requirements and conducting business with integrity, transparency, and honesty. | The Group is committed to complying with applicable laws and regulatory requirements and conducting business with integrity, transparency, and honesty. |

**Section 5: Corporate Governance**

**S5.1: Board Composition**

| **Name** | **Position** | **Total Income** |
| --- | --- | --- |
| Peter Seah Lim Huat | Chairman (Independent) | $824,123 |
| Goh Choon Phong | Chief Executive Officer | $7,013,495 |
| Gautam Banerjee | Director (Non-Independent) | $190,000 |
| Simon Cheong Sae Peng | Director (Independent) | $184,288 |
| David John Gledhill | Director (Independent) | $237,000 |
| Goh Swee Chen | Director (Independent) | $188,357 |
| Dominic Ho Chiu Fai | Director (Independent) | $271,678 |
| Lee Kim Shin | Director (Independent) | $171,492 |
| Jeanette Wong Kai Yuan | Director (Independent) | $183,998 |
| Yeoh Oon Jin | Director (Independent) | $218,998 |

**S5.2: Internal Controls**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Risk assessment procedures | The SIA Group employs a comprehensive risk management strategy based on the three lines of defense model. This includes ongoing reviews of risks and controls, simulation tests on crisis management, and a dedicated Risk Management Department. | The SIA Group uses a formalized Enterprise Risk Management Framework, which includes ongoing reviews of risks and controls, simulation tests on crisis management, and a dedicated Risk Management Department. |
| Control activities | The Group has established financial authorization and approval limits for various transactions, and the Board approves transactions exceeding materiality thresholds. | The Group has established financial authorization and approval limits for various transactions, and the Board approves transactions exceeding materiality thresholds. |
| Monitoring mechanisms | The Audit Committee (AC) reviews the adequacy and effectiveness of internal controls and risk management systems. The Internal Audit Division conducts independent reviews and reports to the AC. | The Audit Committee (AC) reviews the adequacy and effectiveness of internal controls and risk management systems. The Internal Audit Division conducts independent reviews and reports to the AC. |
| Identified material weaknesses or deficiencies | N/A | N/A |
| Effectiveness | The Board, with the concurrence of the BSRC and AC, is of the opinion that the Group’s risk management and internal control systems were adequate and effective as of 31 March 2025. | The Board, with the concurrence of the BSRC and AC, is of the opinion that the Group’s risk management and internal control systems were adequate and effective as of 31 March 2024. |

**Section 6: Future Outlook**

**S6.1: Strategic Direction**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Mergers and Acquisition | The report highlights the successful merger of Air India and Vistara, which strengthens SIA's presence in India. This merger is part of SIA's multi-hub strategy to expand its footprint in key growth markets. | The report discusses the merger of Air India and Vistara, which will give SIA a 25.1% stake in the expanded Air India group, enhancing its strategic position in the Indian aviation market. |
| New technologies | SIA continues to embrace digital transformation, with over 300 use cases for Generative Artificial Intelligence (GenAI) identified, and around 80 implemented to enhance operations and customer experience. | The report emphasizes SIA's investment in digital capabilities, including the use of Generative Artificial Intelligence (GenAI) to enhance revenue generation, customer experience, and operational efficiency. |
| Organisational Restructuring | N/A | N/A |

**S6.2: Challenges and Uncertainties**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| Economic challenges such as inflation, recession risks, and shifting consumer behavior that could impact revenue and profitability. | The SIA Group is navigating a challenging environment with rising geopolitical tensions, supply chain constraints, and cost inflation. Despite these challenges, the Group has managed to achieve record revenues and net profit, indicating resilience. However, operating profits have fallen due to yield declines in a competitive landscape. | The SIA Group has faced global economic uncertainties, supply chain disruptions, and high fuel prices. Despite these challenges, the Group achieved record revenues and profits, driven by robust demand for air travel as the impact of the Covid-19 pandemic abated. |
| Competitive pressures from both established industry players and new, disruptive market entrants that the company faces. | The SIA Group is facing intensified competition due to industry-wide capacity increases, which has led to a decline in passenger yields. The Group remains vigilant and ready to respond swiftly to market conditions. | The SIA Group has focused on enhancing synergies between SIA and Scoot to adapt to changing market dynamics and offer a wider variety of options to travelers. This strategy helps the Group maintain its competitive edge in a challenging environment. |

**S6.3: Innovation and Development Plans**

| **Perspective** | **2024 Report** | **2023 Report** |
| --- | --- | --- |
| R&D investments, with a focus on advancing technology, improving products, and creating new solutions to cater to market trends | The SIA Group continues to embrace digital transformation as a key strategic enabler across its operations. Since August 2022, SIA and Scoot have identified over 300 use cases for Generative Artificial Intelligence (GenAI), with around 80 already implemented to support revenue generation, enhance customer experience, improve operational efficiency, and boost employee productivity. | The Group’s long-standing investment in digital capabilities, including Generative Artificial Intelligence (GenAI), help to give it an edge in the airline industry. This is reflected in the adoption of numerous GenAI solutions during the year to enhance revenue generation, customer experience, operational efficiency, and employee productivity. |
| New product launches, emphasizing the company’s commitment to continuously introducing differentiated products | In November 2024, SIA unveiled plans to roll out its next-generation long-haul cabin products across 41 Airbus A350-900 long-haul and ultra-long-range (ULR) aircraft, a $1.1 billion investment to elevate the premium travel experience across its network. | 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. |