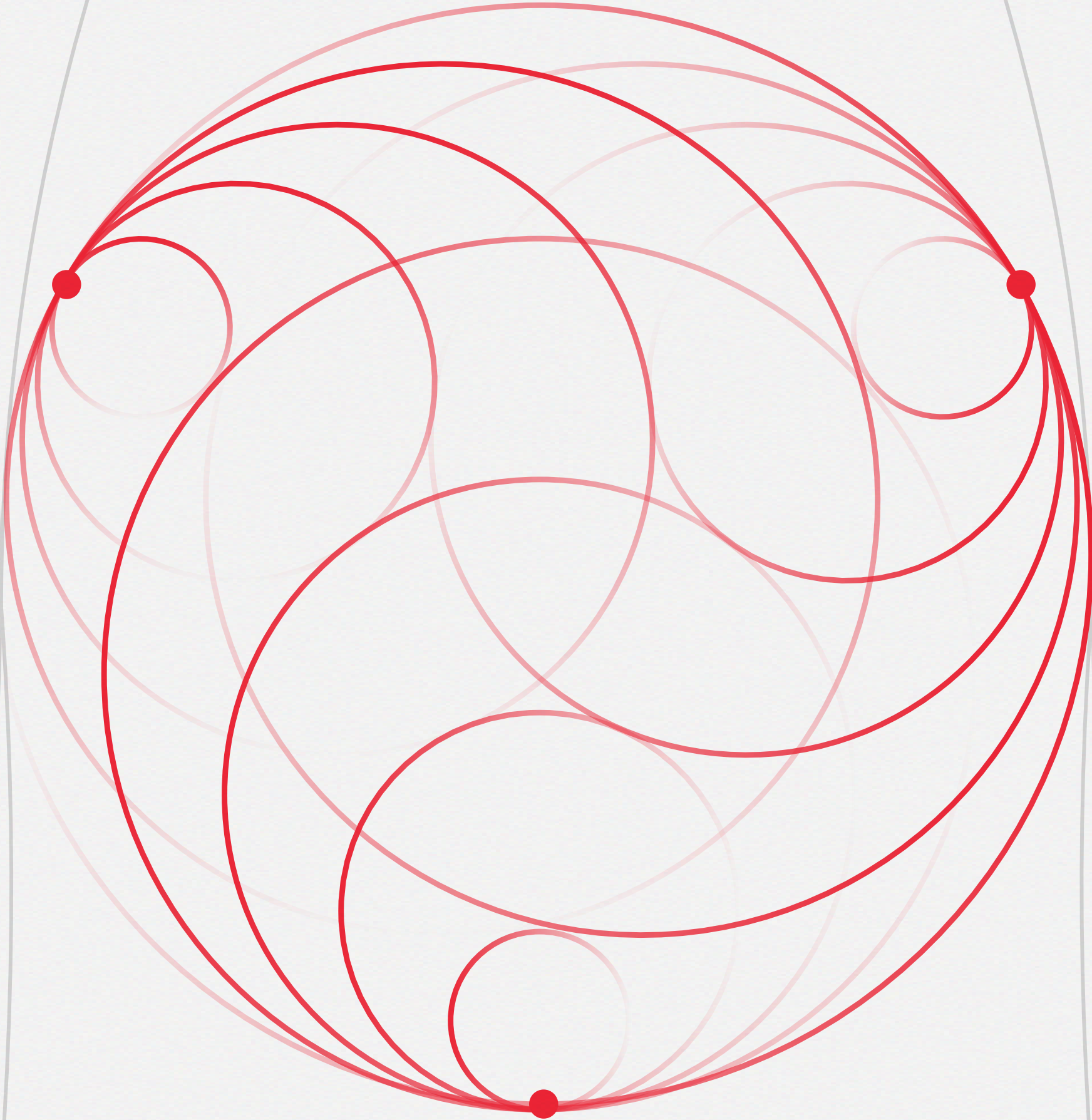




Sustaining Growth, Creating Value

SATS LTD. Sustainability Report FY2025



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Sustaining Growth, Creating Value

SATS' flightpath of growth and value empowers us to connect the world together through trade, travel, and taste. Powered by our commitment to service excellence and innovation, we aspire to build an unrivalled global network.

Powering ● Trade ● Travel ● Taste

About SATS

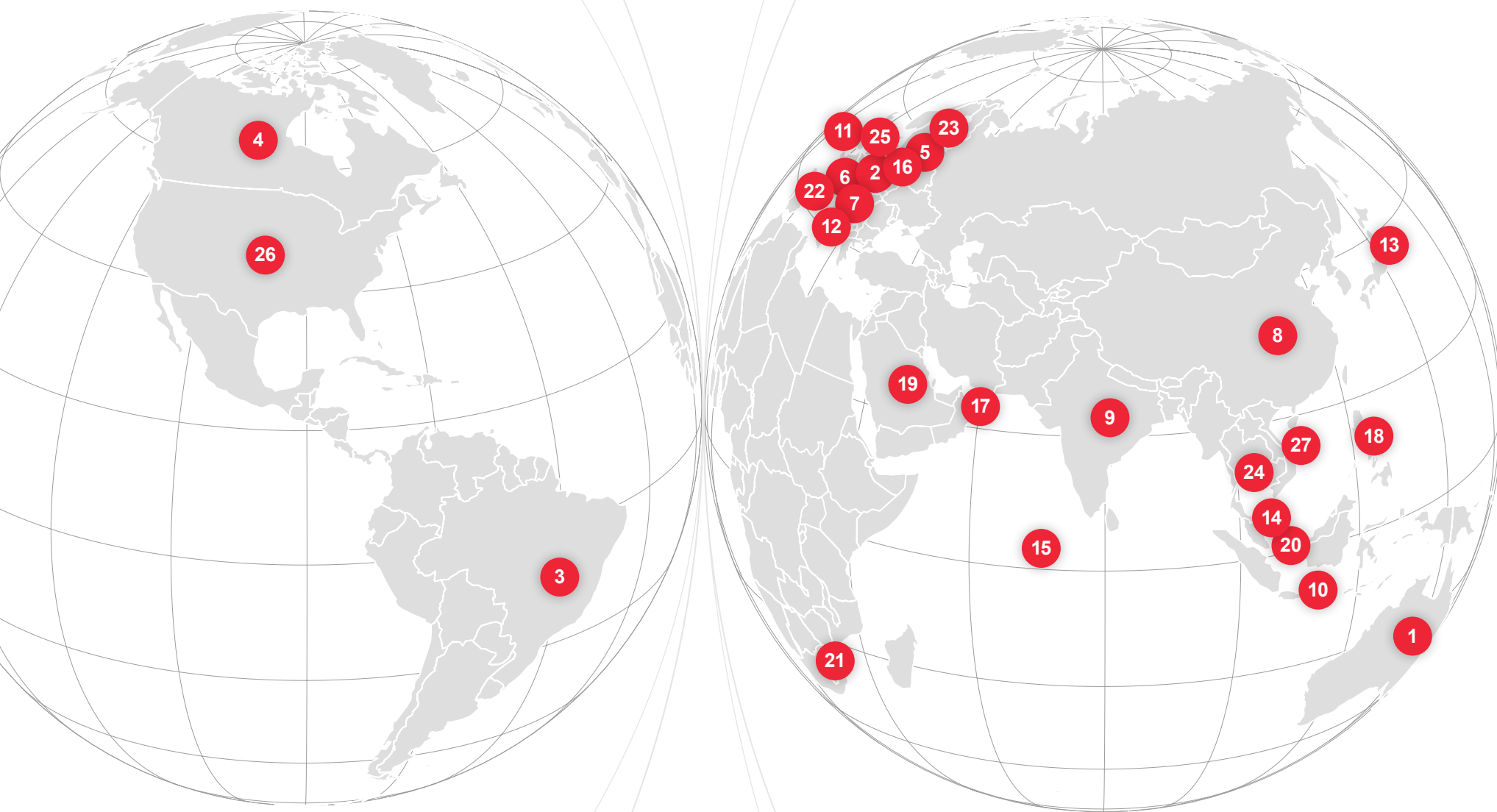
Headquartered in Singapore, SATS Ltd. is one of the world's largest providers of air cargo handling services and Asia's leading airline caterer.

SATS Gateway Services provides airfreight and ground handling services including passenger services, ramp and baggage handling, aviation security services, aircraft cleaning and aviation laundry.

SATS Food Solutions serves airlines and institutions, and operates central kitchens with large-scale food production and distribution capabilities for a wide range of cuisines.

SATS is present in the Asia-Pacific, the Americas, Europe, the Middle East and Africa, powering an interconnected world of trade, travel and taste. Following the acquisition of Worldwide Flight Services (WFS) in 2023, the combined SATS and WFS network operates over 225 stations in 27 countries. These cover trade routes responsible for more than 50% of global air cargo volume.

SATS has been listed on the Singapore Exchange since May 2000. For more information, please visit www.sats.com.sg



- Food Solutions
 - Ground Handling
 - Cargo Handling
* Subcontracted
 - Ground Handling +
Cargo Handling

- 1. Australia**
 - Rockhampton
 - 2. Belgium**
 - Brussels
 - Liege
 - 3. Brazil**
 - Belém
 - Boa Vista
 - Brasilia
 - Cascavel
 - Confins
 - Congonhas
 - Corumbá
 - Campo Grande
 - Cuiabá
 - Curitiba
 - Fortaleza
 - João Pessoa
 - Manaus
 - Montes Claros
 - Natal
 - Palmas
 - Ponta Porã
 - Porto Alegre
 - Recife
 - Ribeirão Preto
 - Rio de Janeiro (GIG)
 - Rio de Janeiro (SDU)
 - Salvador
 - São Luís
 - São Paulo (VCP)
 - São Paulo (GRU)
 - Tabatinga
 - Tefé
 - Teresina
 - Uberlândia
 - Uberaba
 - Vitória
 - 4. Canada**
 - Dorval
 - Mirabel
 - Toronto
 - 5. Denmark**
 - Copenhagen
 - 6. France**
 - Bordeaux
 - Lille
 - Lyon
 - Marseille
 - Mulhouse
 - Nantes
 - Nice
 - Paris (ORY)
 - Paris (CDG)
 - Rennes
 - Strasbourg
 - Toulouse
 - 7. Germany**
 - Frankfurt
 - 8. Greater China**
 - Beihai
 - Beijing (PKX)
 - Beijing (PEK)
 - 9. India**
 - Bangalore
 - Chennai
 - Goa (GOI)
 - Goa (GOX)
 - Hyderabad
 - Kolkata
 - Mangalore
 - Mumbai
 - New Delhi
 - Ranchi
 - Trivandrum
 - 10. Indonesia**
 - Balikpapan
 - Denpasar
 - Jakarta (CGK)
 - Jakarta (HLP)
 - Kalimantan
 - Kertajati
 - Medan
 - Surabaya
 - Tangerang
 - Timika
 - Yogyakarta
 - 11. Ireland**
 - Cork
 - Dublin
 - Shannon
 - 12. Italy**
 - Rome
 - Milan
 - Venice*
 - 13. Japan**
 - Tokyo
 - 14. Malaysia**
 - Alor Setar
 - Bintulu
 - Ipoh
 - Johor Bahru
 - Kota Bharu
 - Kota Kinabalu
 - Kuala Lumpur (KUL)
 - Kuala Lumpur (SZB)
 - Kuala Terengganu
 - Kuching
 - Labuan
 - Langkawi
 - Miri
 - 15. Maldives**
 - Male
 - 16. Netherlands**
 - Amsterdam
 - 17. Oman**
 - Muscat
 - 18. Philippines**
 - Manila
 - 19. Saudi Arabia**
 - Dammam
 - Jeddah
 - Riyadh
 - 20. Singapore**
 - Singapore
 - 21. South Africa**
 - Cape Town
 - Johannesburg
 - 22. Spain**
 - Alicante*
 - Barcelona*
 - Bilbao*
 - Getafe
 - Madrid
 - Malaga*
 - Sevilla*
 - Valencia
 - Vitoria*
 - Zaragoza*
 - 23. Sweden**
 - Stockholm
 - 24. Thailand**
 - Bangkok
 - 25. United Kingdom**
 - Aberdeen
 - Belfast (BFS)
 - Belfast (BHD)*
 - Birmingham*
 - East Midlands*
 - Edinburgh
 - Glasgow
 - London (LGW)
 - London (LHR)
 - London Stansted (STN)*
 - Luton
 - Manchester
 - Newcastle
 - Surrey
 - 26. United States**
 - Albany
 - Allentown
 - Atlanta
 - Austin
 - Baltimore/Washington
 - Billings
 - Boston
 - 27. Vietnam**
 - Ho Chi Minh City

As at 27 May 2025

OVER
225
Locations

ACROSS
27
Countries



● ●
Our 3-stage ESG approach of comply, optimise, and transform is designed to ensure compliance with regulatory demands while optimising our operations for efficiency and resilience, ultimately transforming our business to lead the aviation logistics sector towards a more sustainable future.

KERRY MOK
President &
Chief Executive Officer

President & CEO Statement

DEAR SHAREHOLDERS,

SATS recognises that sustainability extends beyond compliance and operational requirements – it serves as a strategic driver of long-term value.

We have identified eight ESG priorities through a regularly revised materiality assessment that takes into account market best practices, market trends, regulations, and stakeholder expectations.

We are committed to:

- **Reducing our environmental footprint through decarbonisation, waste management, and sustainable sourcing.**
- **Enhancing our preparedness for extreme weather, and cyber threats.**
- **Continuously investing in our people and systems to create a safe, secure, diverse and inclusive workplace.**
- **Upholding stringent standards of governance and business ethics.**

In addition, I would take this opportunity to reaffirm SATS' commitment to the Ten Principles of the United Nations Global Compact (UNGC) in Human Rights, Labour, Environment, and

Anti-Corruption. Since 2021, we have participated in the UNGC and have consciously striven to integrate these principles into our business strategy, culture, and daily operations.

Our 3-stage ESG approach – comply, optimise, and transform – is designed to ensure regulatory compliance while optimising operations for efficiency and resilience. This ultimately transforms our business, positioning us to lead the aviation logistics sector towards a more sustainable future.

Having set ambitious goals in areas such as decarbonisation, waste reduction, diversity, and cybersecurity, we are focused on accelerating the transformative phase of our ESG journey. This phase requires deeper innovation and broader investments to support our transition to a low-carbon and resilient future.

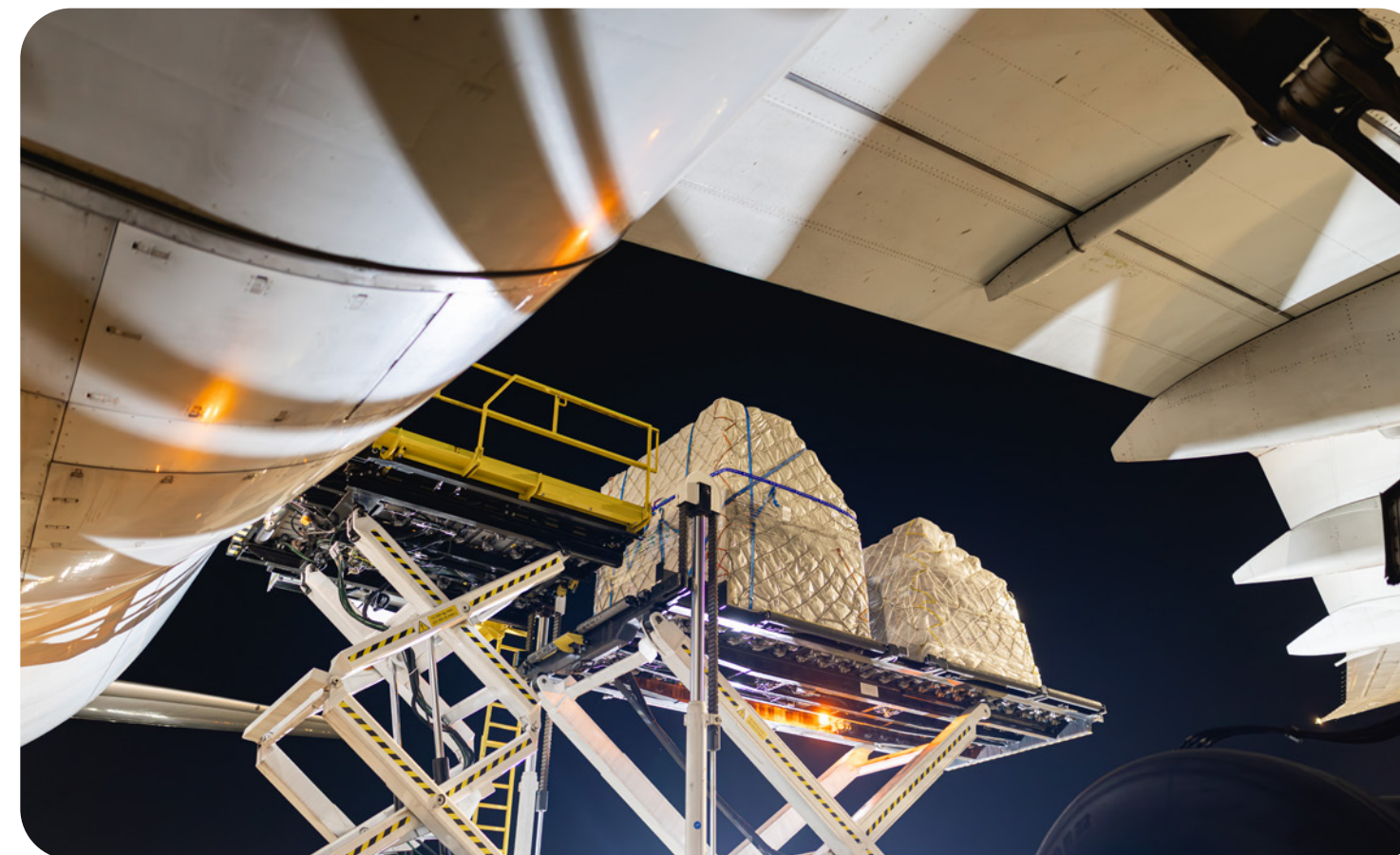
This transformation is essential for maintaining our competitive advantage and positioning SATS as a premier partner for airlines and a leader in the aviation industry's transition towards sustainability.

In terms of Scope 1 and 2 emission reductions, we emitted 316,265 tCO₂e in FY2025, representing a 4.6% net reduction compared to our baselines set in 2020 for Singapore operations and 2024 for overseas.

Over the past 6 years, SATS has made significant improvements, halving our Group's carbon intensity from 111 tCO₂e per SGD million of revenue in FY2020 to 54 tCO₂e in FY2025. We have also accelerated the transition of our global GSE fleet to low-carbon vehicles jumping from 11% in FY2024 to 21% now.

Food waste intensity within our Singapore operations dropped from 4.1% in FY2022 (baseline) to 1% in FY2025, exceeding our target of a 50% reduction by 2030. Our continuous efforts to enhance sustainable packaging have led to 91% of the materials used in our global food operations being designed for reuse or recyclability.

People are at the heart of this transformation. As SATS grows across borders, we are building a unified culture anchored on our People Values, supported by leadership development, structured talent frameworks, and robust workforce training. From embedding our values into core people processes to launching tiered talent programmes, we are equipping our workforce to lead, adapt, and thrive. Initiatives such as job redesign, cross-border assignments, and our first global engagement survey strengthen our employee experience and readiness. These efforts reflect our commitment to fostering a future-



ready, high-performing, and inclusive global workforce, united in purpose and driven to deliver collective success.

We continue to emphasise the importance of safety in all our operations and are fostering an injury-free culture. In FY2025, we rolled out SATS Just Culture programme, empowering employees to report safety concerns, and while building a transparent and learning-oriented environment.

The Group regularly conducts cybersecurity awareness training for all employees. The procurement teams across the Group have also begun engaging their strategic suppliers,

with 36% of them having undergone ESG screening to date, contributing to a responsible and resilient sourcing strategy.

With these foundations in place, SATS enters a pivotal time as we execute our strategy in driving sustainable and profitable growth, poised to capture various opportunities to deliver sustained shareholder value.

KERRY MOK

President & Chief Executive Officer, SATS Ltd.

27 May 2025



SATS accelerates low-carbon logistics through efficient cargo handling, advancing our ESG goals in decarbonisation, innovation, and operational excellence for a more resilient and sustainable future.

The Board Statement

At SATS, we regard ESG commitments as a fundamental corporate responsibility, a key determinant of our long-term success. As an industry leader with a global presence, SATS is committed to addressing the climate emergency. Our ESG commitments strengthen our competitive edge, build operational resilience, and create long-term sustainable value for our stakeholders.

We have striven to ensure that ESG considerations are integrated in our business strategies, operations, and company culture. We are focused on reducing environmental impact, investing in our people, maintaining high governance standards, and contributing positively to the communities we serve. These efforts align with our purpose of powering a connected world of trade, travel and taste, while supporting our ambitions to deliver growth and value.

The Board of Directors oversees and provides strategic direction on ESG matters by its guidance on sustainability strategies, policies, and performance targets, ensuring they are integrated with SATS' broader business objectives. In consultation with the Board, SATS has established measurable ESG targets across key material areas such as emissions reduction, energy efficiency, workplace safety, and employee engagement. The Board and management regularly monitor and review performance in these areas to ensure accountability and progress.

SATS is also committed to open and ongoing engagement with stakeholders through regular dialogue with investors, customers, employees, regulators, and industry partners to build trust, exchange ideas, and keep sustainability priorities relevant.

As SATS grows and transforms, sustainability will continue to be embedded in our operations and value creation activities. The Board is fully committed to guiding SATS' ESG strategy to ensure long-term business success while delivering positive outcomes for all stakeholders.

IRVING TAN
Chairman

27 May 2025



IRVING TAN



KERRY MOK



ACHAL AGARWAL



VINITA BALI



CHAN LAI FUNG



CHIA KIM HUAT



ENG AIK MENG



MAK SWEE WAH



DEBORAH ONG



PIER LUIGI SIGISMONDI

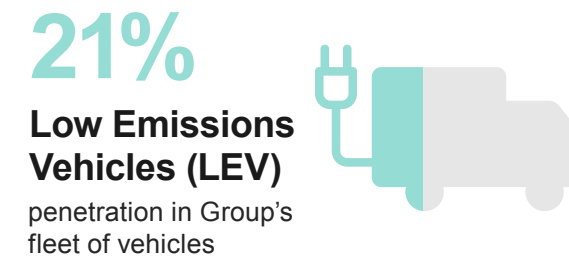
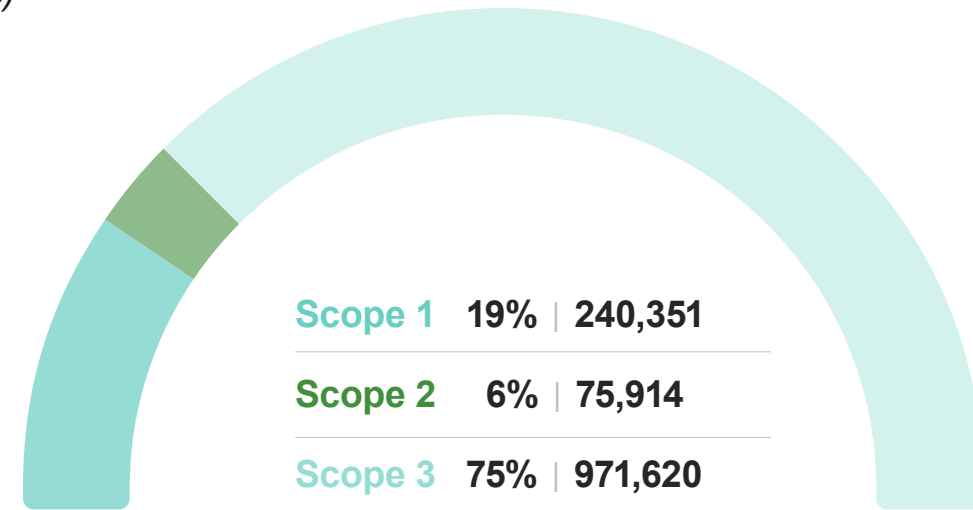
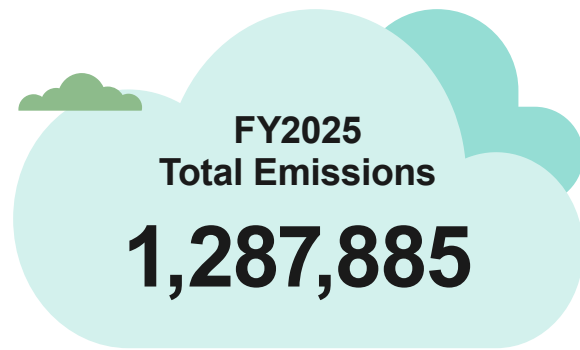


JESSICA TAN

Key Sustainability Metrics

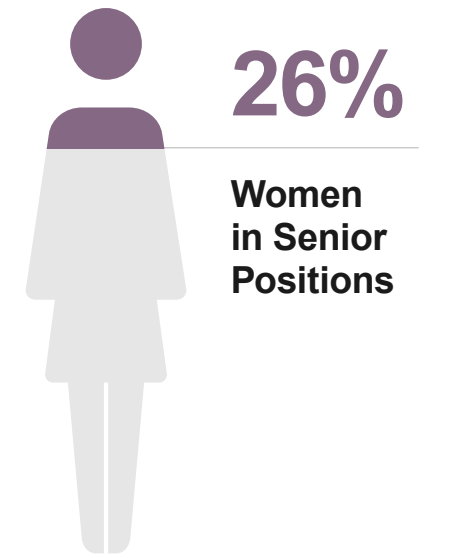
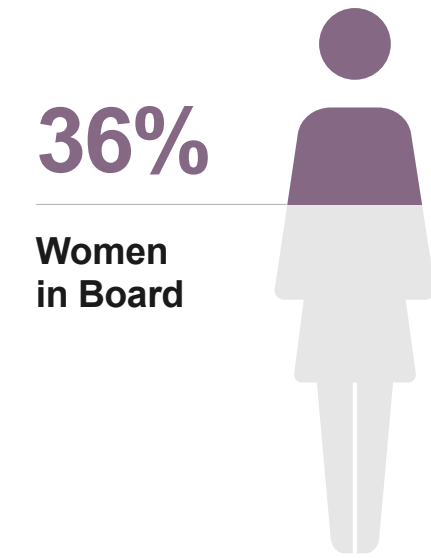
ENVIRONMENT

SATS Group
FY2025 Scope 1, 2 and 3 Emissions (in tCO₂e)

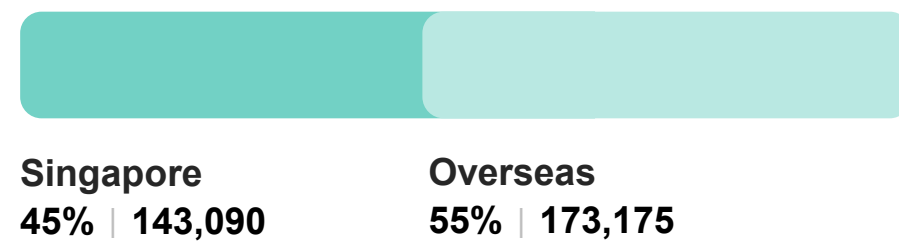


SOCIAL

Gender Diversity



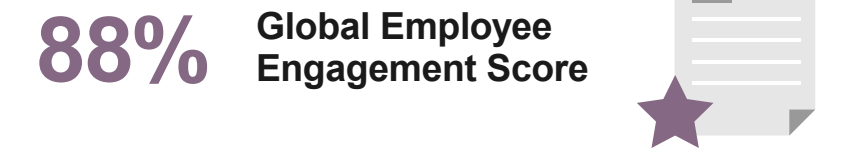
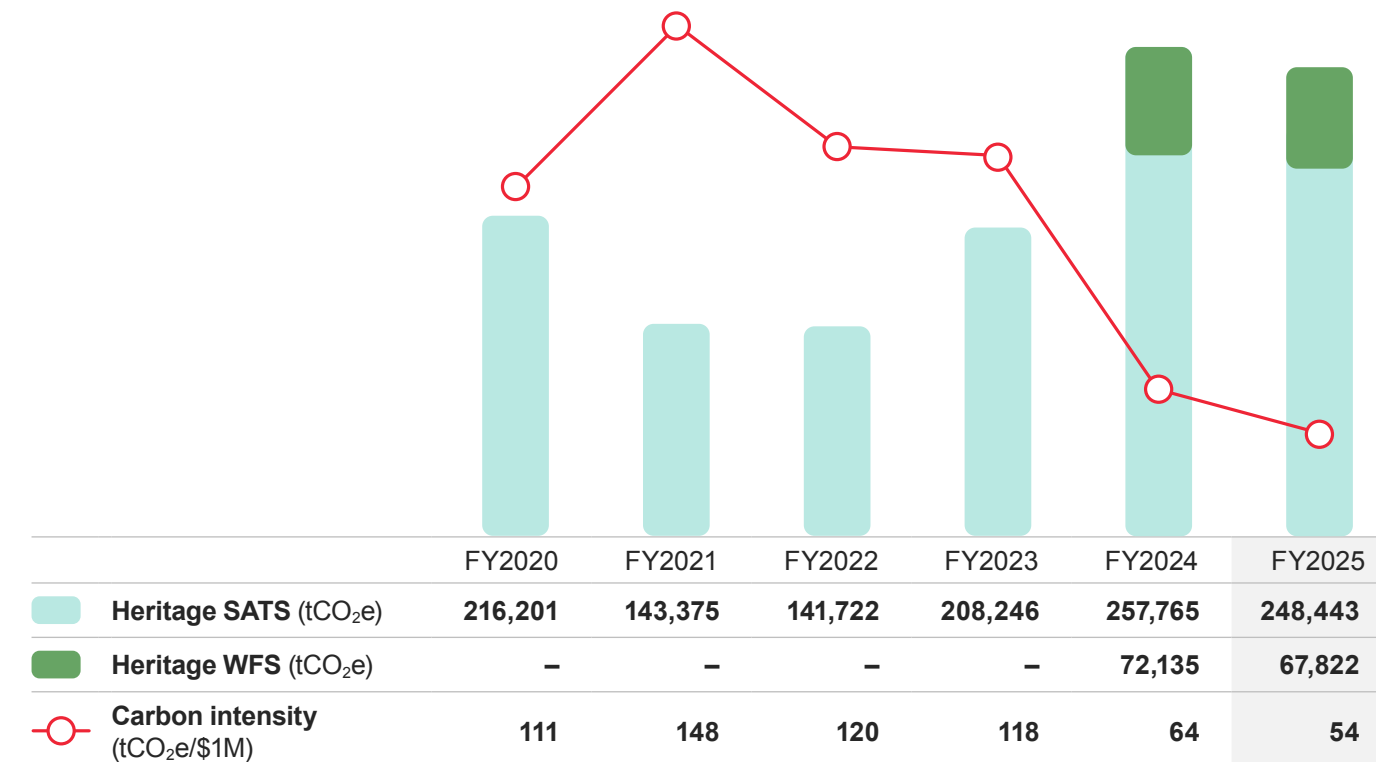
Singapore vs Overseas
FY2025 Scope 1 and 2 Emissions (in tCO₂e)



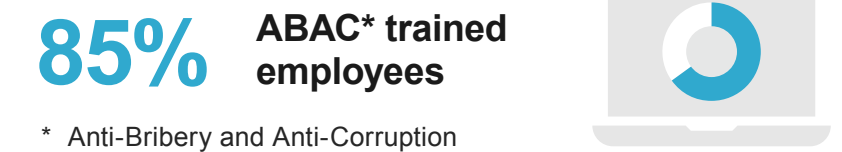
Food vs Gateway
FY2025 Scope 1 and 2 Emissions (in tCO₂e)



Scope 1 and 2 Emissions Evolution since 2020 (absolute and intensity)



GOVERNANCE



Please refer to SATS ESG DataBook FY2025 for all metrics.

Our ESG Framework

With SATS expanding its geographical presence through the acquisition of WFS, our sustainability expertise is transitioning from being Singapore-focused to operating with a global mindset.

In FY2025, the Sustainability team has been strengthening existing and building new foundations to equip the Group with tools, processes, skills and know-how to deliver on our ESG commitments.

At the heart of our sustainability journey lies a robust ESG Framework designed to translate our global ambitions into tangible, measurable outcomes. This framework provides a clear structure for how we govern, deliver, and embed our ESG priorities across all levels of the organisation.

Together, these pillars enable us to turn our Group strategy into action, creating value for our business and our stakeholders.



Our 8 ESG Priorities

Our 8 ESG priorities have been established through a regularly revised materiality assessment that takes into account market best practices, market trends, regulations, and stakeholder expectations.

In essence, these priorities can be summarised as commitments:

- To reduce our environmental footprint through decarbonisation, waste management, and sustainable sourcing.
- To improve our preparedness for extreme weather and cyber threats.
- To continuously invest in our people and systems to create a safe, secure, diverse, and inclusive workplace.
- To uphold stringent standards of governance and business ethics.

These 8 ESG priorities relate closely to 10 out of 17 world Sustainable Development Goals (SDGs) set by the United Nations in pursuit of an agenda to achieve peace, eradicate poverty, protect human rights, and promote environmental sustainability. These priorities represent areas that we have identified for improvement and where transformative action is required. This compact guides us as a responsible business to keep in step with the imperatives of our time and contribute to advancing the global agenda on sustainable development.

The Defined 8 ESG Priorities Forming Our License to Operate and Grow



ENVIRONMENT

Decarbonisation

Waste and Packaging



SOCIAL

Safety and Security

Human Capital Development

Diversity and Inclusion



GOVERNANCE

Cybersecurity and Data Protection

Governance and Business Ethics

Sustainable Sourcing



Our ESG Strategy

Ambition statements, targets, and delivery strategies are defined for each of our 8 ESG priorities, and we disclose in this sustainability report the achievements and progress made during FY2025.

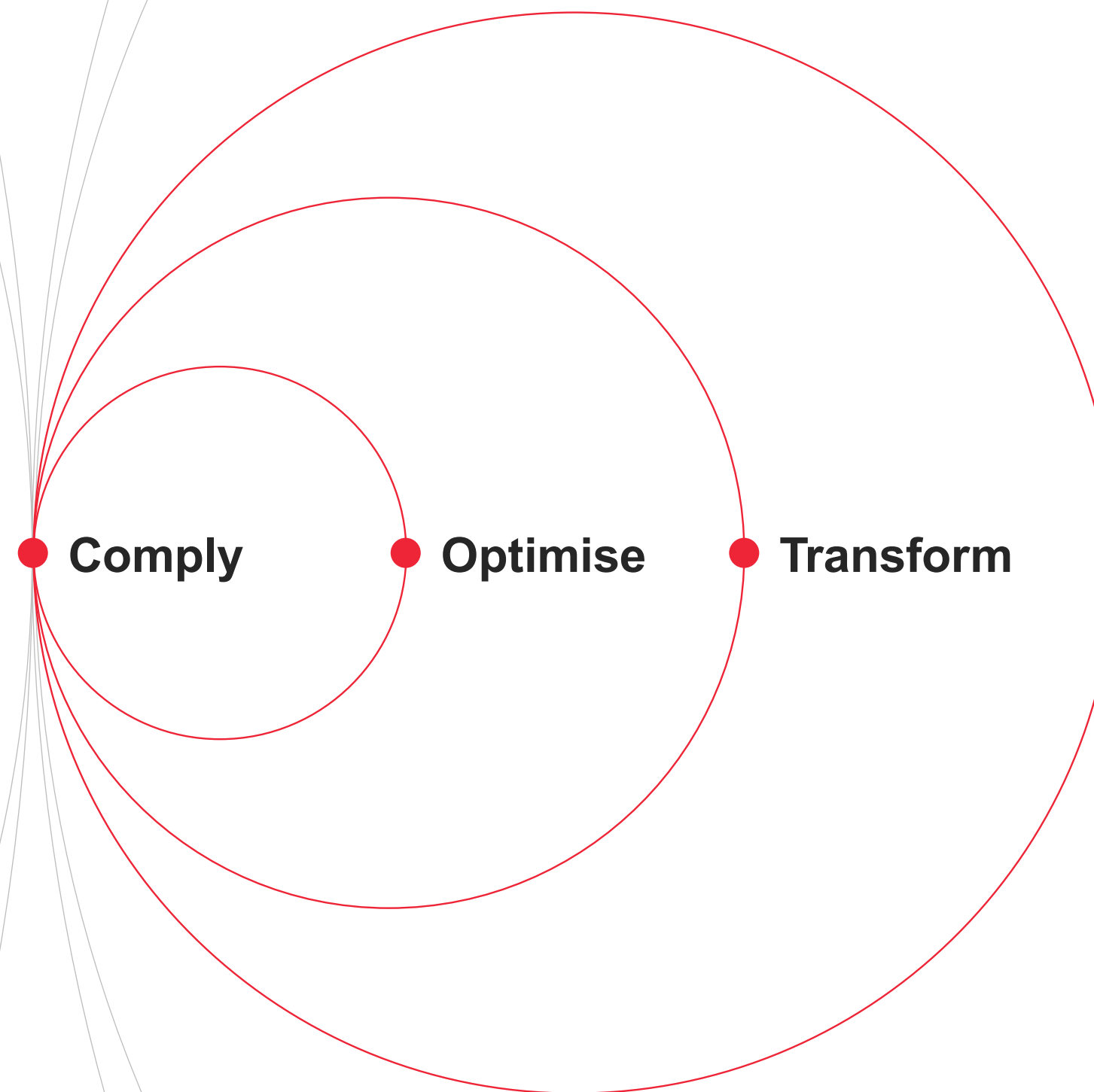
Having established clear commitments to safety and security, decarbonisation, waste reduction, cybersecurity, business ethics, responsible sourcing, talent development, diversity and inclusion, it is now time to accelerate the transformative phase of our ESG journey.

This phase requires deeper innovation and broader investments to finance and support our transition to a low-carbon and resilient future.

To deliver on our commitments, we approach sustainability from 3 angles:

- **Comply:** With the support of Global Enterprise Risk Management and Legal teams, we ensure ESG risks are identified, managed and compliant with regulations and standards of environmental protection, safety, and governance in the markets we operate. It allows us to minimise regulatory risks, enhance our credibility with stakeholders – from investors to customers, and ensure operational continuity amid an increasingly stringent regulatory landscape.

- **Optimise:** Over the past years, we have focused on optimising our processes by streamlining operations, reducing emissions, and minimising waste. Now is the time to quantify the impacts of these actions, scale up, and replicate the best practices that have proven to be most impactful in all our operations thanks to our Continuous Improvement and Operation Excellence teams.
- **Transform:** We are at a pivotal point where we must accelerate the Transform phase of our strategy, particularly regarding our environmental, people and cyber agendas. This includes investing in breakthrough technologies such as biodegradable plastics, hydrogen, and other sustainable alternative energies; electrifying our ground fleet; fostering a safe and inclusive workplace to ensure diversity and creativity; and strengthening our climate and cyber resilience measures. Our ESG transformation requires sustainability to be embedded in all our corporate functions: finance, procurement, talent acquisition, training, legal, innovation, and product development. To achieve this, we are defining robust policies that will apply to all entities within the Group. Additionally, we are developing appropriate training to ensure each of the 8 ESG priorities becomes a core principle of how we do things at SATS. Capability building will be key to equipping our teams to make ESG-friendly decisions that accelerate positive change.



Our ESG Risks

At SATS, we are committed to managing risks and ensuring long-term business resilience, with a particular focus on sustainability.

Our robust Enterprise Risk Management (ERM) framework is designed to identify, assess, and mitigate key risks, including sustainability-related ones, ensuring we remain adaptable and resilient in the face of an evolving ESG landscape.

Please refer to the Corporate Governance Report in the SATS FY2025 Annual Report for more details on our ERM framework.

We have also, where applicable, adopted an integrated approach between Health, Safety, Security and Environment (HSSE), Risks and ESG to undertake climate-related scenario analysis to identify the impact of climate change-related risks and opportunities for the organisation, considering emerging trends and regulatory requirements.

Mapping of Our 8 ESG Priorities with Our ERM Framework

The Global ERM and Global Sustainability Teams work closely together to ensure ESG-related risks are integral to the overall ERM framework. Specifically, our 8 ESG priorities have been mapped to our 12 risk categories where applicable.

8 ESG PRIORITIES

ENVIRONMENT

- 1 Decarbonisation
- 2 Waste and Packaging

SOCIAL

- 3 Safety and Security
- 4 Human Capital Development
- 5 Diversity and Inclusion

GOVERNANCE

- 6 Cybersecurity and Data Protection
- 7 Governance and Business Ethics
- 8 Sustainable Sourcing

12 KEY RISK CATEGORIES

STRATEGIC

- Market Economics & Competition
- Talent & Organisational Development
- Environment & Climate Change

FINANCIAL

- Financial Resiliency
- Financial Controls

OPERATIONAL

- Operational & Business Process Management
- Supply Chain & Third Party
- Health, Safety & Security

COMPLIANCE

- Business Continuity
- Legal & Regulatory Compliance
- Fraud, Corruption & Bribery

TECHNOLOGY

- Cyber and Data Security

Business Continuity

Ensuring business continuity in the face of disruptions is a critical aspect of our risk management strategy. SATS has developed comprehensive business continuity and resilience plans to address potential crises and maintain operational stability.

Our business continuity and resilience planning include:

- Crisis response plans
- Supply chain resilience
- Insurance strategy

Crisis response plans

We have established robust crisis response plans to address events such as natural disasters, pandemics, and major business disruptions. These plans include:

- **Business Impact Analysis (BIA):** To identify critical business functions and assess the potential impact of disruptions on these functions. This ensures that we understand and prioritise the most crucial aspects of our operations during a disruption.

- **Business Continuity & Recovery Strategy:** To ensure continuity of essential services by minimising downtime and restoring the operations quickly and efficiently.

Additionally, the plans also include structured and timely escalation procedures, training and exercises, and regular reviews to ensure effectiveness.

Supply chain resilience

We collaborate with our suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks. This includes diversifying our supply base and implementing measures to mitigate supply chain disruptions.

Insurance strategy

We have developed a comprehensive insurance strategy to protect against potential losses and ensure timely recovery. This includes obtaining adequate insurance coverage and maintaining a proactive approach to managing insurance claims.

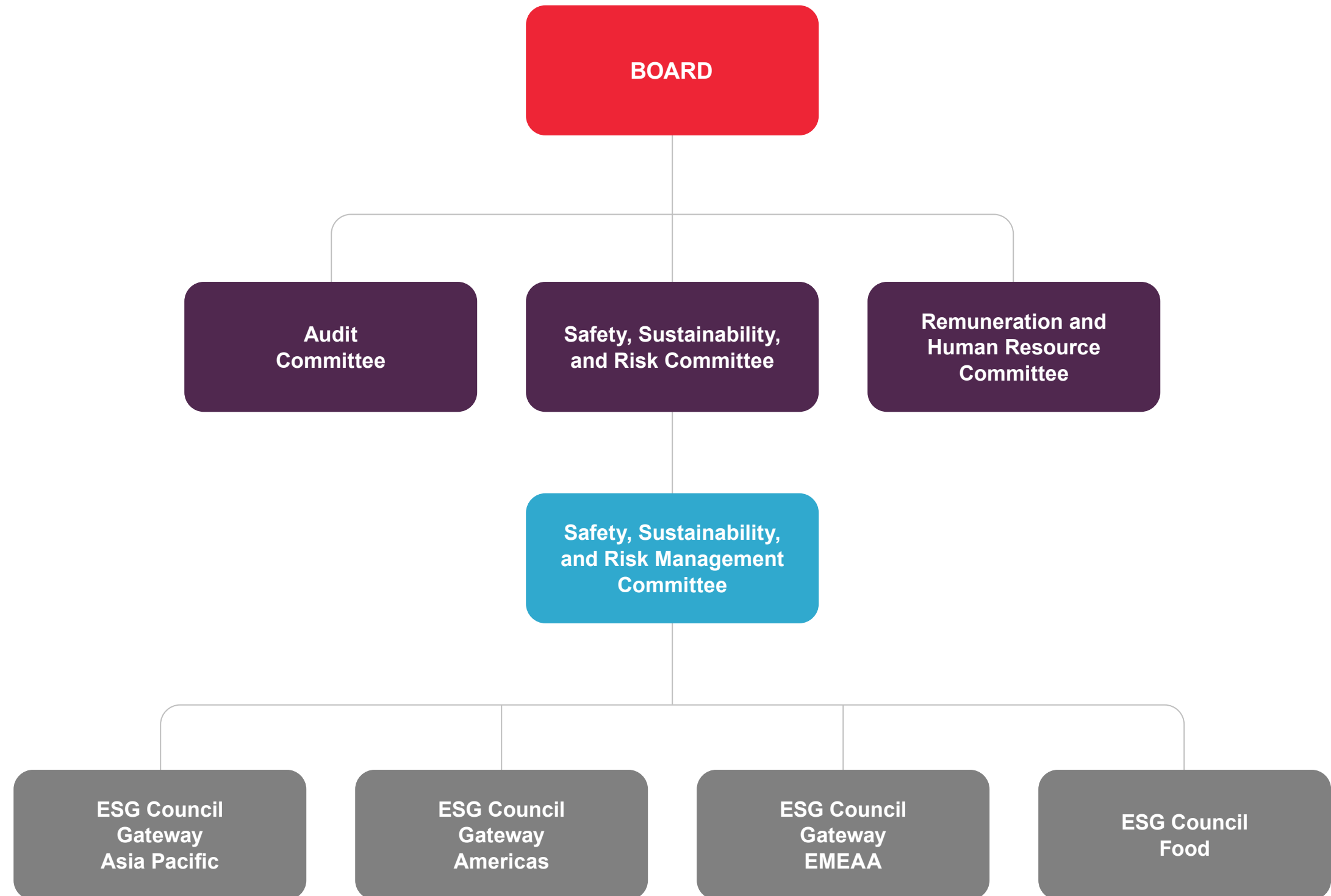
Our Stewardship and Governance

SATS Group's ESG governance framework is designed to provide effective oversight and accountability for sustainability initiatives, ensuring that sustainability considerations are integrated into our strategic decision-making processes and operational practices. This is reflected in our governance structure, which defines the roles and responsibilities of the Board and management in overseeing ESG matters.

Our Governance Structure

Our governance structure is designed to ensure effective oversight and accountability for ESG initiatives:

- The Board is overall responsible for ESG matters, ensuring that our sustainability strategy and goals align with our overall business objectives and meet stakeholder expectations.
- The Board is supported by the Safety, Sustainability, and Risk Committee (SSRC) which provides strategic direction and monitors performance, ensuring also that sustainability goals are integrated into all areas of the business. Additionally, the Audit Committee and the Remuneration and Human Resource Committee, each supports the Board on ESG matters relevant to their scope of oversight.
- At the executive level, the SSRC is supported by the Safety, Sustainability, and Risk Management Committee (SSRMC) which is chaired by the President and Chief Executive Officer. The SSRMC plays a crucial role in shaping the Group's approach to sustainability matters and charts the way forward in executing the Board's strategic direction.
- Currently, at the operational level, four ESG Councils are structured to support the ESG effort across our business segments.



Safety, Sustainability, and Risk Committee (SSRC)

The SSRC is primarily responsible for overseeing the effectiveness and adequacy of risk management and internal control systems. In addition, the committee's key responsibilities regarding ESG include:

- **ESG oversight:** The committee provides strategic direction on ESG matters, ensuring our sustainability initiatives align with our long-term business goals. This includes reviewing and approving our sustainability strategy, policies, and targets.
- **Risk management & internal controls:** The committee oversees the identification, assessment and mitigation of ESG-related risks as well as identifying opportunities that align with our sustainability strategy. We have integrated these risks and opportunities into our Enterprise Risk Management framework. This includes monitoring emerging ESG trends and regulatory developments that may impact our business.
- **Performance & compliance monitoring:** The committee regularly reviews our ESG targets & performance, ensuring that we are progressing towards our sustainability goals. This includes monitoring key performance indicators (KPIs) and reviewing the effectiveness of our ESG initiatives.
- **Stakeholder engagement:** The committee ensures that we engage effectively with our stakeholders, including investors, customers, employees, and regulators, on ESG matters. This includes overseeing our sustainability reporting and ensuring that we provide transparent and accurate disclosures on our ESG performance.

Management Responsibilities

The day-to-day management of our ESG initiatives is led by the Sustainability team, reporting directly to the Chief Corporate Officer.

Key responsibilities of the Sustainability team include:

- **Strategy:** The team is responsible for defining and implementing the Group sustainability strategy, coordinating ESG initiatives across the organisation, and ensuring that we meet our ESG targets.
- **Policies:** The team is responsible for designing and implementing our ESG policies and ensuring that they are integrated into our business operations.
- **Data collection and reporting:** The team collects and analyses ESG data, ensuring that we have accurate and reliable information to track our performance. This includes preparing our sustainability reports and ensuring compliance with regulatory requirements.
- **Collaboration and innovation:** The team works closely with other departments to drive collaboration and innovation on ESG matters. This includes partnering with procurement, operations, and human resources to integrate sustainability considerations into their respective functions.
- **Continuous improvement:** The team is committed to continuously improving our ESG practices, ensuring we stay ahead of emerging trends and best practices. This commitment includes benchmarking our performance against industry standards and seeking internal assurance for our sustainability reporting.

Safety, Sustainability, and Risk Management Committee (SSRMC)

The SSRMC is chaired by the President & CEO and plays a crucial role in strengthening ESG governance and ensuring transparency and accountability across the organisation.

This committee drives the integration of ESG principles into our business operations, ensuring that sustainability considerations are embedded in decision-making. SSRMC oversees the allocation of adequate resources to support sustainability initiatives, reinforcing our commitment to environmental stewardship, social responsibilities and ethical governance.

The SSRMC also monitors our progress towards ESG targets and long-term aspirations through our ESG scorecards, challenging our businesses to understand and manage our environmental and social impacts better.

ESG Councils

At the operational level, we have established four ESG Councils for our Food Solutions business and our three Gateway regional operations in the Americas, EMEA and Asia Pacific.

Each Council is led by its dedicated Sustainability Business Partner and chaired by the CEO of the business unit, and consists of sustainability champions and key functions' representatives within the region.

The ESG Councils play a key role in evaluating the effectiveness of our sustainability programmes, monitoring key performance metrics, disseminating best practices, and sharing key developments across our regional operations.



◀ A cargo agent working during heavy rain in Singapore: impacts of extreme weather are assessed and mitigation strategies are defined to ensure our workers' safety and security.

New ESG Delivery Model

Our new ESG delivery model is designed to enhance our ESG capabilities and ensure seamless integration across all regions.

Key elements of this model include:

Team Structure

- We have appointed **Subject Matter Experts** (SMEs) in critical areas such as decarbonisation, waste management, sustainable sourcing, and new product development. These experts provide the necessary technical knowledge and strategic direction to drive our sustainability initiatives forward.
- The **Project Management Office** (PMO) plays a crucial role in coordinating and managing ESG projects across the organisation. This includes overseeing project timelines, ensuring resource allocation, and maintaining strong standards of project execution.
- Our **Sustainability Business Partners** (SBPs) work closely with their respective business units (BUs) and regions. They directly contribute to the success of the BUs by integrating sustainability into business strategies and operations. This collaborative approach ensures that sustainability is embedded in every aspect of our business.

The SMEs, PMO and SBPs are working together to drive and incorporate sustainability practices within the various regions by means of a purposeful ESG Council established in each region.

ESG Data & Reporting

We are implementing robust data collection and management systems to monitor and report on our ESG performance. This includes using advanced data platforms to ensure accurate and timely reporting of sustainability metrics.

Continuous monitoring of the ESG regulatory framework is essential to ensure compliance in all markets. We are committed to meeting evolving stakeholders' expectations and regulatory requirements.

As a listed company in Singapore, we adhere to the Singapore Exchange (SGX) guidelines:

- We identified our ESG material topics through robust materiality assessments. This was initially conducted for SATS in 2017 and WFS in 2022. SATS revised our ESG material topics in 2023 after the integration with WFS.
- We have assessed our climate-related risks and opportunities, aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in 2023.



Our new ESG delivery model is based on the principle of central coordination with regional and local implementation, using our network of Sustainability Champions.

- We are disclosing our ESG metrics annually using the Global Reporting Initiative (GRI) framework and now making them available in our ESG DataBook 2025.

We are monitoring and preparing for new regulatory requirements applicable to SATS Group:

- From next financial year, we will be reporting in compliance with the two IFRS Sustainability

Disclosure Standards set by the International Sustainability Standards Board (ISSB): IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information, and IFRS S2: Climate-related Disclosures.

- We will also conduct a revised Materiality Assessment in compliance with the regulatory requirements set by SGX.

- We monitor and ensure compliance with other reporting obligations in regions and countries where we operate.

ESG Projects: Optimise and Transform

Our ESG projects are designed to address key environmental, social, and governance issues. These projects in the areas of decarbonisation, waste reduction, sustainable sourcing, diversity and inclusion, are either global, regional or local.

Our Outreach and Engagement

At SATS, we recognise the importance of engaging with our stakeholders to understand their needs and incorporate their feedback into our sustainability strategies.

Our stakeholder engagement process is designed to ensure that we address the concerns and priorities of our diverse stakeholder groups, including employees, customers, airport communities, suppliers, investors, media and communities.

Stakeholder Identification, Engagement and Feedback

Our stakeholder identification and engagement process involve a systematic approach to identifying and engaging with key stakeholders.

We begin by mapping out our stakeholder groups, which include employees, customers, suppliers, investors, and communities. This mapping exercise helps us understand our stakeholders' diverse perspectives and interests and ensures that we engage with them effectively.

We actively seek feedback from our stakeholders and incorporate their insights into our sustainability initiatives and decision-making processes.

Materiality assessment

Our materiality assessment process is a critical component of our stakeholder engagement strategy. We conduct regular materiality assessments to

identify and prioritise the ESG topics that are most relevant to our stakeholders and our business. This process involved:

- Review and identify:** We conducted desk-based research and benchmarking analysis to identify the initial list of material ESG topics.
- Prioritise:** We engaged with stakeholders through quantitative online surveys, qualitative interviews, and focus group discussions to assess and prioritise topics of significance to our stakeholders and which may have a material impact to both the Group and our community.
- Validate and endorse:** The results were consolidated, analysed, and validated by the Group Management Board (GMB) and approved by the Board.

Please refer to SATS Sustainability Report FY2023 for the description of our last materiality assessment.

In the near term, we will be conducting fresh materiality assessments for our businesses to cater for compliance reporting against developing regulatory requirements, such as the adoption of the IFRS Sustainability Disclosure Standards developed by the ISSB under the purview of the IFRS Foundation and the advent of European CSRD reporting.

Our Key Stakeholders Employees

We conduct annual Employee Engagement Surveys (EES), monthly staff bonding activities, breakfast sessions between staff and senior management, and offsite team meetings. We organise global engagement events like Global Connect and PCEO Awards to highlight our diversity and inclusiveness.

We also have reporting systems for employees to report work-related risks and regular performance and career development reviews.

Feedback from employees has led to the implementation of retraining, multi-skilling, and upskilling initiatives to increase productivity and employability.



Customers

We engage with customers through daily interactions with our service teams, Quarterly Business Review (QBR) meetings, regular audits, and outreach events to showcase our expertise and gather feedback. Customer insights drive our innovation in Food Solutions and Gateway Services, improve service quality and satisfaction, address potential issues, and promote continuous improvement.

This year, we implemented a Net Promoter Score (NPS) survey to measure customer loyalty and satisfaction by asking how likely they are to recommend our products and services on a scale of 0-10.

We also participate in major industry events like the World Travel Catering & Onboard Services Expo, the IATA World Cargo Symposium and the TIACA Air Cargo Forum.



The team and SATS booth at the World Travel Catering & Onboard Services Expo 2025 in Hamburg, Germany.



◀ Briefing our investors and analysts at the SATS Capital Markets Day 2025.

Suppliers

The collaboration with our suppliers is essential to driving sustainability across our value chain. Beyond regular face-to-face meetings, phone calls, and emails, we actively engage our partners through structured sustainability initiatives.

In Singapore, the SATS Supplier Engagement Programme serves as an ongoing platform to support our suppliers in their ESG journeys.

This year, the sustainability and procurement teams have expanded our supplier engagement efforts and ESG screening to encompass all regions and operations worldwide.

Investors

We maintain regular communication with investors through our Annual General Meeting (AGM), quarterly earnings conferences, investor conferences (Capital Markets Day), and dedicated investor relations team.

We hold quarterly meetings with analysts and investors to discuss SATS' financial performance and address related queries. During these meetings, we also provide updates on the integration of WFS with SATS and the progress made towards achieving the committed potential EBITDA synergies.

We share pertinent information with the broader investment community through updates on the SATS and SGX websites.

Investor feedback therefore plays an important and crucial role in charting and adjusting our sustainability roadmap and targets, capital investments in sustainability initiatives, and human capital management plans.

Airport communities

At our Singapore Hub, SATS actively collaborates and consults with Changi Airport stakeholders, such as Changi Airport Group (CAG), Civil Aviation

Authority of Singapore (CAAS), National Trades Union Congress (NTUC), Singapore Airlines and other airlines, as well as a broad range of industry players to seek feedback and collaboration on the continued sustainability and efficiency of the Singapore aviation hub.

As a standard practice across our operations in the Americas, Europe, the Middle East & Africa and in Asia, SATS and WFS maintain close and continuous engagement with airport communities to align on sustainability objectives and identify opportunities for mutual collaboration.

These partnerships play a critical role in shaping our local efforts to adopt low carbon technologies, digitalise our processes, and modernise our fleet and infrastructure.

Communities

We participate in various community outreach and engagement activities, including donations and volunteering programmes, in Singapore and across the world where we operate.

Industry associations

SATS and WFS strategically utilise networking platforms of global, regional, and local industry associations to engage with customers, business partners, and regulators. These channels facilitate the collection of insights on market trends, customer expectations, and regulatory developments that influence our business operations.

By participating in industry associations and maintaining memberships, we actively contribute to the development of industry standards and the dissemination of best practices across the cargo ecosystem.

On the cargo front, SATS and WFS are involved in several industry working groups, including:

- ASA Sustainability & GSE Committee
- CargoIQ
- IATA Life Cycle Assessment Technical Advisory Group
- IATA ONE Record

On the catering side, SATS is a founding member of the Aviation Sustainability Forum (ASF). In April 2024, SATS Catering conducted the industry's largest-ever Cabin Waste Composition Audit (CWCA), analysing 6 tonnes of waste from 25 aircrafts. This initiative aimed to help airlines manage waste more effectively and promote sustainable practices. The CWCA programme was officially recognised by IATA in July 2024 as the industry standard for measuring and analysing cabin waste data.

Given our expertise and proven track record in ESG leadership, SATS teams are regularly invited to speak at air cargo, aviation catering, or general sustainability events to share best practices.

During FY2025, we have been invited to speak at:

- The SAAA-LogiSYM Supply Chain Sustainability Day in Singapore
- The annual Air Cargo Handling & Logistics conference in Istanbul
- TIACA's Air Cargo Forum in Miami
- The annual Changi Airport's Let's Talk Cargo event in Singapore
- The annual World Travel Catering & Onboard Services Expo in Hamburg
- The first Airline Catering Association (ACA) Leadership Symposium in Amsterdam
- The EcoVadis World Tour – Asia-Pacific
- The UN GCNS Scope 3 Practitioner's Workshop in Singapore

Our Corporate Sustainability Culture

Our organisation is dedicated to nurturing a culture of sustainability that influences all facets of our operations. Promoting awareness is a crucial component of our objectives. Through active engagement with our employees, stakeholders, and the wider community, we strive to effect meaningful change and build a sustainable future.

Education and Training

This year, a new ESG training programme has been developed for the Sales teams to provide them with comprehensive knowledge of the Group's ESG ambitions, strategy and initiatives. Additionally, our staff onboarding programme was updated to include an introduction to ESG topics.

Looking ahead to FY2026, further training and development programmes will be developed to:

- Ensure all staff have basic ESG awareness
- Provide targeted functional training for teams in operations, procurement, and sales to equip them with role-specific ESG competencies

Sustainability Roadshows at Our Stations

To drive engagement on the ground with our Gateway Services operations teams, we have regional sustainability business

partners (SBPs) who are tasked with engaging within our business leads on sustainability matters, who held a regular series of sustainability roadshows and events to build awareness both locally and regionally.

In the Americas, our SBP had conducted such roadshows in Boston, Chicago, Dallas, Los Angeles, Miami, Minnesota, New Jersey, New York, Philadelphia, and Seattle. These sessions provided an opportunity for the SBP to:

- Visit the facilities to better understand operational realities and identify challenges and opportunities
- Introduce SATS Group's sustainability strategy, decarbonisation and waste reduction targets to station general managers and their teams
- Identify and share best practices
- Tailor station-specific sustainability plans
- Engage with local airport authorities and communities to foster alignment on sustainability initiatives and explore collaborative partnerships that support shared sustainability goals



As part of "Sustainable Development Week 2024" and "World Cleanup Day", a Green Walk has been organised to collect waste in the airside cargo area of CDG airport – demonstrating the significant volunteers' commitment to a cleaner, more sustainable environment.



EMEAA representatives from 13 countries, mainly from HSSE and ESG teams, participating in the Climate Fresk workshop – strengthening our collective awareness and action on climate challenges.

In Europe, our SBP visited operations in Amsterdam, Madrid, and Paris, and organised an interactive workshop on understanding the causes and consequences of climate change through collaborative learning.

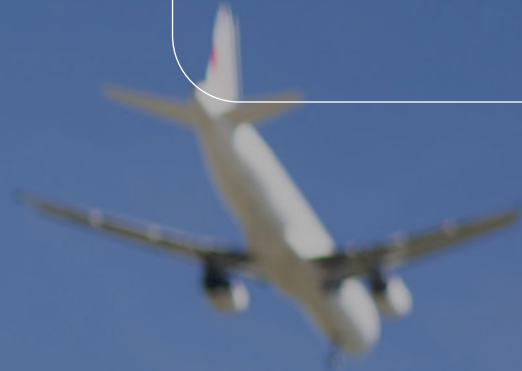
The Environmental team in France regularly promotes WFS France's energy efficiency plan via a monthly "Tips & Habits" newsletter and encourages participation in events

like the annual Green Walk at Charles de Gaulle airport.

In FY2025, the SBP for the Asia Pacific region visited stations in Hong Kong (AAT), Malaysia (GTR Malaysia) and Saudi Arabia (SATS Saudi Arabia) to share our ESG targets and initiatives, understand local initiatives and initiate decarbonisation activities in alignment with the Group's objectives.

ENVIRONMENT

Our Commitment to Climate Action



 **wfs**



Our Decarbonisation Commitments

2030

Reduce our Scope 1 and 2 emissions by 50% by 2030

2040

Carbon neutral by 2040

2050

Achieve Net Zero by 2050

Notes:

1. 2030 target is from 2020 baseline for Singapore operations and from 2024 baseline for overseas operations
2. Carbon neutrality refers to the reduction and balancing of 100% Scope 1 and 2 emissions across SATS operations
3. Net Zero means the comprehensive reduction and balancing of all greenhouse gas emissions across Scope 1, 2, and 3 across SATS operations

DECARBONISATION

Our Carbon Footprint Today

1,287,885

tCO₂e

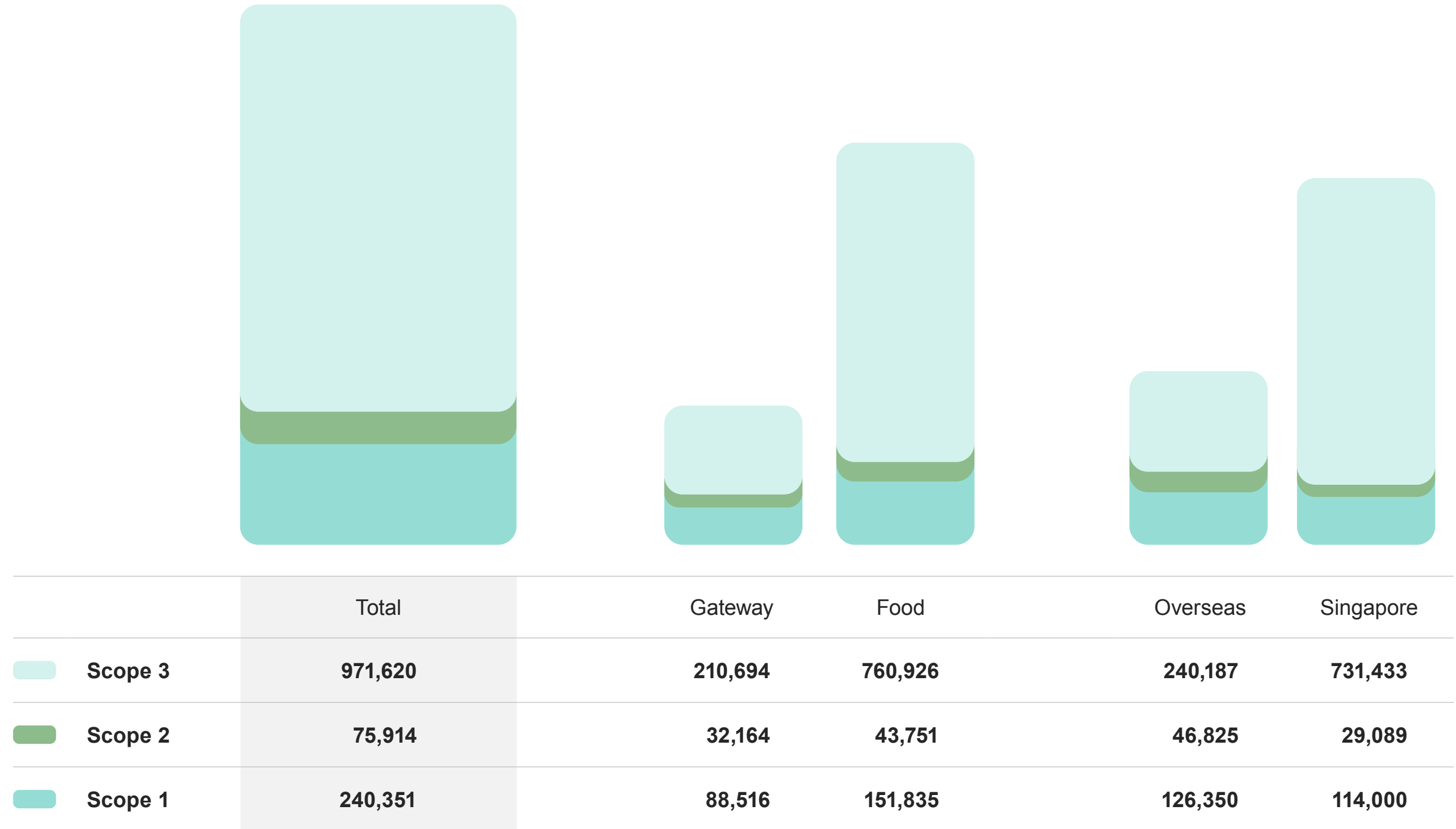
SATS has committed to reduce our Scope 1 and 2 emissions by 50% by 2030 from baselines established for Singapore-based operations in 2020 and for overseas operations in 2024. As a Group, our combined Scope 1 and 2 emissions amounted to 316,265 tCO₂e in FY2025, representing a 4.6% net reduction compared to our baselines.

Over the years, SATS has made significant improvements, halving its Group carbon intensity in just six years from 111 tCO₂e per SGD million of revenues (tCO₂e/M\$) in FY2020 to 54 tCO₂e/M\$ in FY2025. Compared to 64 tCO₂e/M\$ in FY2024, the Group improved its carbon intensity by 15%.

FY2025 carbon intensity is 137 tCO₂e/M\$ for our Food Solutions, (28% reduction compared to FY2024) and 29 tCO₂e/M\$ for our Gateway Services (3% reduction).

SATS Group Total Emissions

in tCO₂e



2020 baseline for Singapore operations (188,645 tCO₂e) and 2024 baseline for overseas operations (142,881 tCO₂e).

Certain columns and rows may not add due to the use of rounded numbers.

DECARBONISATION

Key Contributors to Our Scope 1 and 2 Emissions

At SATS, we recognise the importance of identifying and addressing the primary sources of our greenhouse gas emissions.

With the detailed carbon reporting structure, SATS has identified the key contributors to our Scope 1 and Scope 2 emissions:

Fuel Combustion (Scope 1)

SATS operations rely heavily on a fleet of ground support equipment (GSE) at airports, including vehicles and machinery essential for aircraft handling and cargo operations.

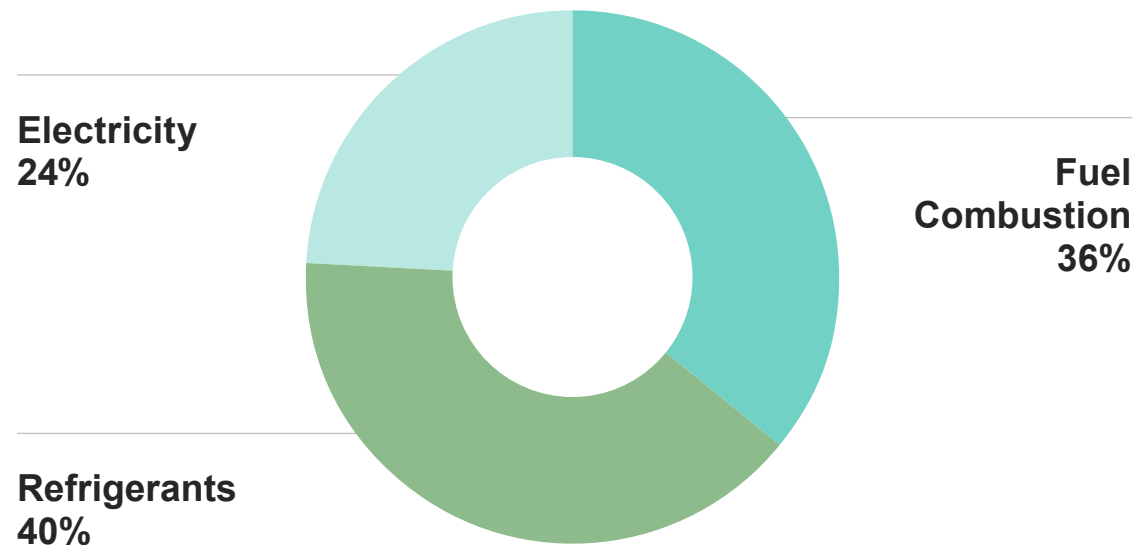
The combustion of fossil fuels in these vehicles is one of the main source of direct emissions (Scope 1), representing 36% of our Scope 1 and 2 emissions, and 9% of our total emissions.

SATS is committed to transitioning to a low-carbon intensive fleet of vehicles to mitigate this impact.



◀ One of our electric GSEs on the ramp at JFK airport improving air quality and lowering noise pollution and carbon emissions.

FY2025 SATS Group Scope 1 and 2 Emissions



Refrigerants (Scope 1)

Both our Food Solutions and Gateway Services activities rely on the use of large-scale refrigeration systems.

Fugitive emissions coming from our refrigerants make up 40% of our Scope 1 and 2 emissions and 10% of our total emissions.

SATS is exploring ways to adopt refrigerants with a lower global

warming potential (GWP). We are investing in modernising our cooling facilities and enhancing our maintenance practices to minimise fugitive emissions.

Electricity Consumption (Scope 2)

The extensive use of electricity across SATS facilities, including kitchens, warehouses, and office buildings, is a major contributor to its indirect (Scope 2) emissions.

Purchased electricity represents 24% of our Scope 1 and 2 emissions and 6% of our total emissions.

This electricity is primarily sourced from national grids, which may include fossil fuel energy sources. SATS is investing in renewable energy projects and energy efficiency improvements to reduce our reliance on carbonised electricity.

DECARBONISATION

Reducing Emissions from Fuel Combustion

What We Focus On

- 1. Conversion to Low Emissions Vehicles (LEV):** SATS is committed to reducing fuel combustion by transitioning its fleet – airside vehicles, warehouse GSEs, off-airport vehicles and employee cars – to low-emissions vehicles, such as electric vehicles (EVs) and biodiesel-powered vehicles. SATS has initiated the transition to electric forklifts in our warehouses. Additionally, efforts are underway to shift electric vehicles where feasible.
- 2. Deployment of charging infrastructure:** The electrification of the fleet requires adequate charging infrastructure on the airside, landside or inside the warehouses. SATS is working with relevant stakeholders, including airports and landlords, to expand the number of charging stations where we operate. Ongoing studies on alternative energy solutions include implementing Hydrogen and BioGNV stations at airports.
- 3. Improvement of fleet efficiency:** Through a comprehensive review and analysis of our fleet operating processes and the use of telematic systems, SATS is identifying opportunities for efficiency improvements, potentially resulting in a smaller and more efficient fleet of vehicles and optimisation of fuel usage.

FY2025 Status and Progress

The emissions generated by fuel combustion in FY2025 represent 113,649 tCO₂e for SATS Group. This is a net decrease of 10,746 tCO₂e (-9%)* compared to emissions generated by fuel combustion in FY2024.

74% of SATS emissions from fuel combustion are attributed to our Gateway Services operations, making it a decarbonisation priority for our Cargo and Ground businesses.

The current global fleet of SATS shows a LEV penetration of 21% compared to FY2024 (11%). The deployment of LEV is largely led by our stations in

EMEA region (67%). In our home market, Singapore, we have achieved 31% penetration.

Five countries within our Gateway network have reached 90% or more LEV penetration in FY2025: Belgium (90%), Denmark (95%), India (100%), Netherlands (94%), Sweden (100%).

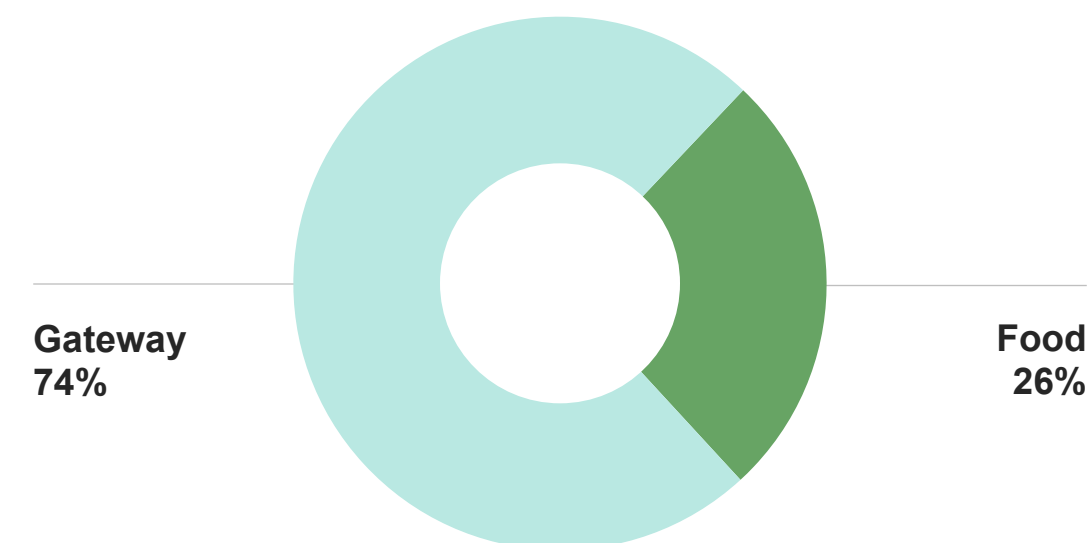
We are also pleased to report a high level of LEV adoption in our Gateway joint ventures, with 91% in China, 96% in Germany, and 89% in Thailand. This has significantly contributed to the reduction of our Scope 3 emissions.



◀ The electrification of our fleet of forklifts requires the adequate supporting infrastructure, such as the 12 dual charging stations installed in Chicago, U.S.

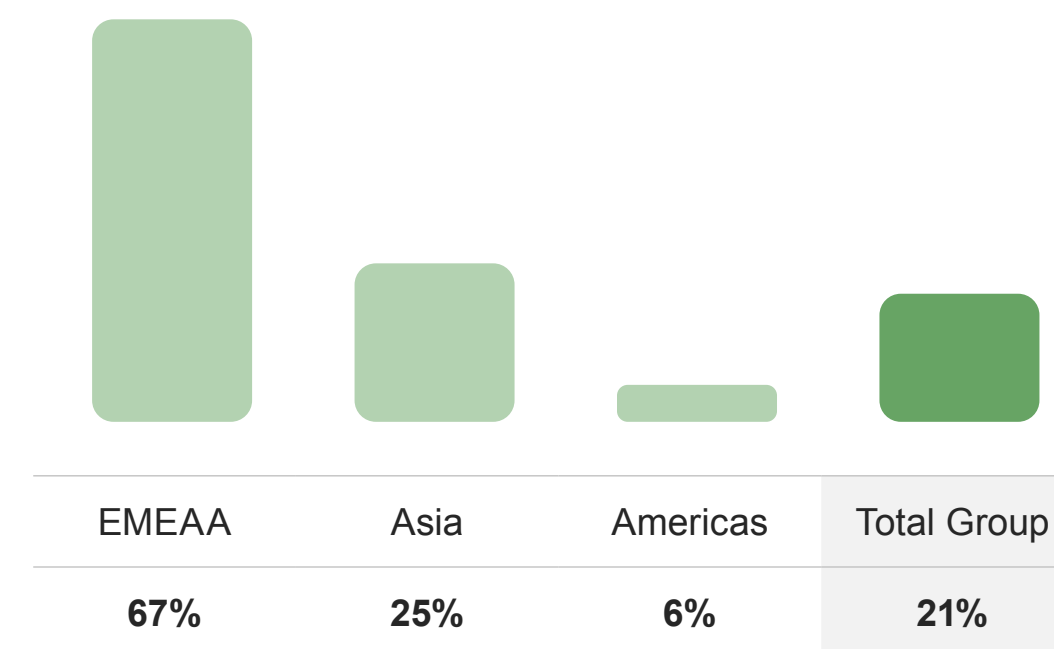
Origin of SATS Emissions from Fuel Combustion

as of 31 March 2025



LEV Penetration for SATS Group by Region

as of 31 March 2025



* In the Sustainability section of the Annual Report FY2025, there is an error showing (-2%) instead of (-9%).

DECARBONISATION

Notable progress made in FY2025:

- In **France**, Biofuel (HVO100 – Hydrotreated Vegetable Oil) has been launched for GSE at Paris Charles de Gaulle (CDG) Airport since September 2024.
- In **Hong Kong**, AAT implemented the use of autonomous electric tractors (AET) at its cargo terminal in Hong Kong in April 2024, thereby revolutionising the cargo handling process and enhancing overall efficiency. Compared to traditional diesel tractors, AETs significantly improve energy efficiency by up to 75% and reduce carbon emissions by up to 35%. With a range of up to 90 km per charge, this initiative drives us towards a more sustainable future by reducing environmental impact.

Furthermore, the deployment of AETs enhances operational efficiency and resilience by providing uninterrupted service for extended hours during peak seasons and extreme weather conditions, thereby ensuring the quality of services provided to our customers. Looking ahead, AAT anticipates sustained business growth and an enhanced market presence, paving the way for wider adoption of autonomous and electric technologies within the industry. Consequently, we plan to progressively expand our fleet while introducing additional automation features, such as

automatic dolly detachment and enhanced route signage.

- In **Ireland**, at Dublin Airport we switched from diesel to electric tugs in Q3 2024. We optimised our fleet, reducing forklifts by 25% at Cork and Shannon Airports and replaced a 12-tonne diesel forklift in Cork with a 5.5-tonne electric model.
- In **Malaysia**, Ground Team Red Sdn Bhd (GTR) deployed 20 electric baggage tractors at Kuala Lumpur International Airport (KLIA) Terminals in October 2024. According to the manufacturer, these vehicles cut carbon emissions by 67% and

operational costs by 58% compared to diesel models, aligning with Malaysia's Aviation Decarbonisation Blueprint and the 2050 net-zero goal. GTR is working with Malaysia Airports Holdings Berhad to upgrade charging infrastructure, ensuring environmental objectives are met without delays. This collaboration allows GTR to uphold its leadership in sustainable aviation ground operations in Malaysia.

- In the **Netherlands**, Schiphol airport has fully transitioned to electric forklifts with interchangeable batteries, enhancing sustainability and reducing emissions. The



Refueling Ground Support Equipment with HVO100 biofuel directly from a tank on the CDG ramp – a step forward in reducing our carbon footprint.

Electric baggage tractors deployed by GTR at KLIA Terminals supporting our sustainable ground operations in Malaysia.

electrification of cargo towing vehicles, GSE fleet, corporate cars, and vans have enhanced our emission reduction objectives.

- In **Singapore**, where the penetration of LEV stands at approximately 31%, SATS is working with Changi Airport community to accelerate the transition to green mobility. This initiative is part of our commitment to contribute to the overarching goal of having the entire airside vehicle fleet at Changi Airport operate on cleaner energy sources by 2040. This objective is outlined in the Singapore Sustainable Air Hub Blueprint launched by the Civil Aviation Authority of Singapore in early 2024.

- In **Spain**, petrol-powered GSE have been replaced with electric models. Groundhandling telemetry software and fleet management systems were implemented to ensure responsible and efficient equipment use.

- In the **United Kingdom**, following a successful three-month trial utilising HVO biofuel in its airside transport fleet at London's Heathrow Airport, WFS formally adopted HVO as a sustainable fuel at the end of October 2024. The implementation of biofuel has been expanded across its fleet of 77 airside vehicles, which perform approximately 130,000 truck movements annually at Heathrow, serving 10 airline clients. Additionally, WFS UK has transitioned its airside vans from diesel to a fully electric fleet compliant with the Euro 6 environmental standards, which restricts harmful exhaust emissions. Electric trucks have been integrated into Heathrow's transportation operations, alongside the electrification of forklifts.

- In the **U.S.**, WFS Americas is starting its fleet electrification journey at the major hubs of Chicago, Los Angeles, New Jersey and New York.



DECARBONISATION

Reducing Emissions from Refrigerants

What We Focus On

1. **Choice of better refrigerants with low Global Warming Potential (GWP):** SATS is committed to using low-emission refrigerants wherever possible to reduce the environmental impact of its refrigeration systems used both in our kitchen facilities and in our cold storage for cargo activities.

2. **Leakage reduction:** SATS is actively identifying, managing and reducing refrigerant leakages in its assets globally by means of regular maintenance and where necessary, replacing faulty or dated equipment. These initiatives reduce our emissions footprint as well as enhance the efficiency and longevity of our refrigeration assets across our businesses.

Food preparation at our Bangalore kitchen, where the use of ammonia refrigerant helps reduce Scope 1 emissions.



FY2025 Status and Progress

The emissions generated by refrigerants in FY2025 represent 126,701 tCO₂e for SATS Group. This is a net increase of 15,149 tCO₂e (+14%) compared to emissions generated by refrigerants in FY2024, driven by business growth.

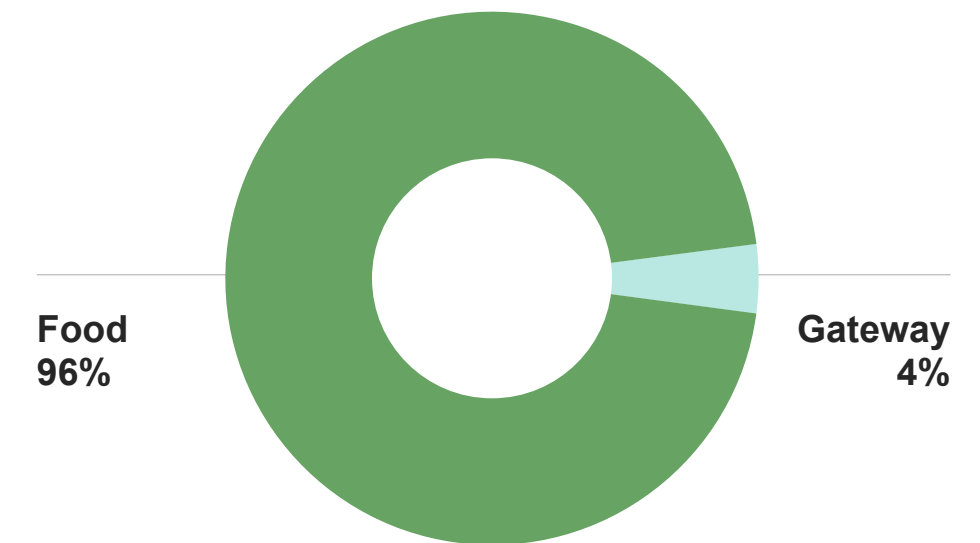
96% of SATS fugitive emissions from refrigerants are attributed to our Food Solutions operations, making it the first decarbonisation priority for our Catering business:

- In **India**, for both its kitchen facility and its cargo business, SATS is now using ammonia, a refrigerant gas with a zero GWP.
- In **Singapore**, SATS Catering is replacing coil fans to reduce refrigerant leakage and lower carbon fugitive emissions over time. For FY2025, the net reduction of fugitive emissions generated by refrigerants for SICC1 and SICC2. These two facilities represent 8,861 tCO₂e, which is a 11% decrease compared to FY2024.

- In **Thailand**, the central kitchen has emitted three times more fugitive emissions from refrigerants in FY2025 (38,440 tCO₂e), compared to FY2024 (12,830 tCO₂e) due to business growth. As our Thai facility expands, SATS has opted for ammonia, a low-carbon refrigeration system which will help reduce this source of emissions in the coming years. The plan is also to refurbish the existing facility once the new one is fully operational.

Origin of SATS Emissions from Refrigerants

as of 31 March 2025



DECARBONISATION

Reducing Emissions from Electricity

What We Focus On

1. On-site renewable energy sources through solarisation: SATS is committed to maximising the use of renewable energy within its facilities. This involves the installation of solar panels wherever feasible, including on building rooftops and carpark areas. While this initiative is constrained by the availability of physical space, it represents a significant step towards reducing SATS reliance on non-renewable energy sources.

2. Off-site renewable energy sources through Power Purchase Agreements (PPA): To complement such efforts on our facilities, SATS is also exploring the procurement of electricity from renewable sources such as solar, wind, and hydro, generated outside its facilities but connected to the same common electrical grid. This approach aligns with the regulatory framework in developed markets and is competitively accessible.

3. Green electricity retailers: These retailers offer packages that include the supply of low-carbon electricity along with environmental attribute certificates to ensure the physical electricity we procure meets green standards.

4. Energy efficiency: At SATS, we recognise that avoiding the unnecessary use of energy remains the most effective way to reduce emissions. SATS is exploring various energy efficiency solutions, including the deployment of smart consumption monitoring systems and upgrading of our chilling and cooling systems. Additionally, we are transitioning to lower energy consumption equipment, such as LED lighting, to further reduce our energy footprint.

FY2025 Status and Progress

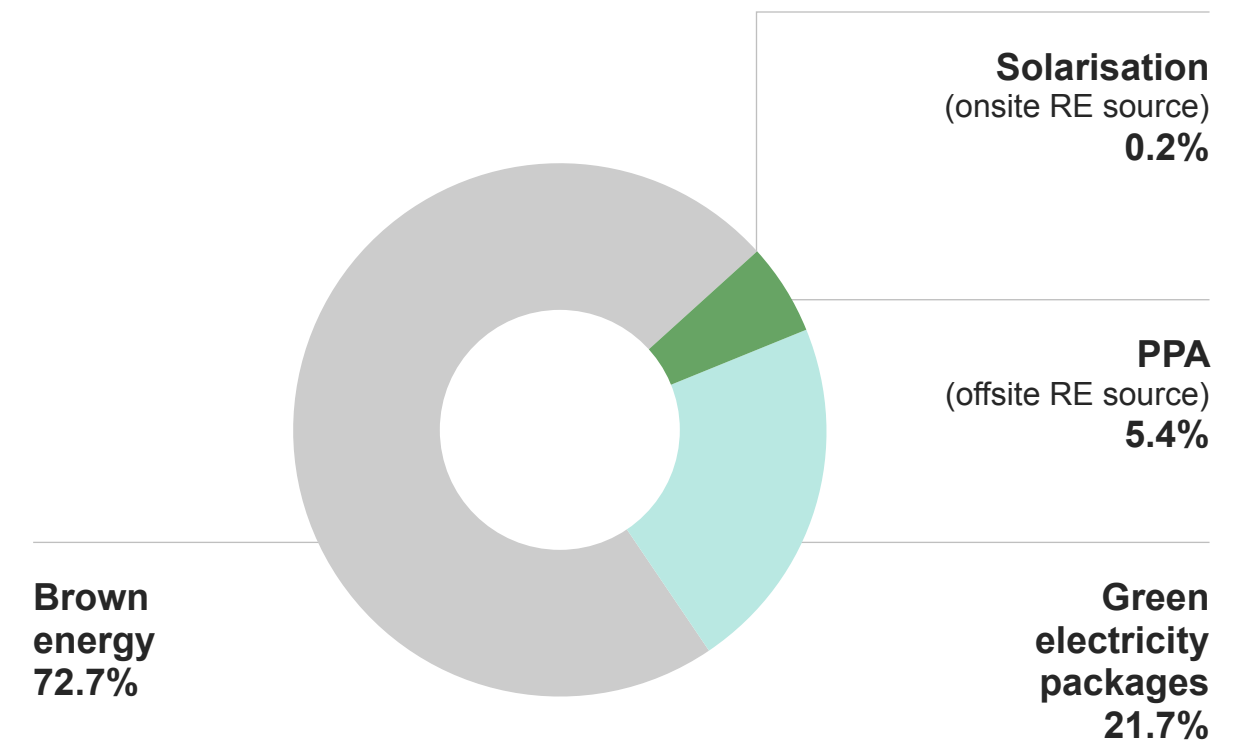
In FY2025, the total electricity consumption of the Group represents 104,264 tCO₂e, from which 27% is sourced from renewable energy (solarisation of our rooftops or procurement of green electricity whether through PPA or green electricity packages).

After the corresponding abatement of 28,448 tCO₂e, the reported emissions from electricity in FY2025 represent 75,816 tCO₂e for SATS Group. This is a net reduction of 13,274 tCO₂e (-15%) compared to FY2024.



Origin of SATS Electricity Emissions

as of 31 March 2025



◀ To date, the Group has deployed solar rooftop solutions with a total global capacity of 18.3 megawatt-peak (MWp) across its facilities – including this one in Chicago, U.S.

DECARBONISATION

On-site Renewable Energy Generation through Solarisation of Our Rooftops

SATS is a pioneer in implementing solar rooftop solutions. To date, the Group has globally deployed a total capacity of 18.3 megawatt-peak (MWp) across its facilities and continues to actively assess potential areas for additional solarisation opportunities.

- In **Belgium**, we reduced our carbon footprint by 52% (-481 tCO₂e) in FY2025 due to new solar rooftops installed with 6.1 MWp of capacity.
- In **Denmark**, solar panels with a capacity of 1.4 MWp decreased our carbon footprint by 100% (-472 tCO₂e) in FY2025.
- In **India**, solar panels on our cargo warehouse rooftop (with 1.6 MWp of capacity) nearly neutralised our Scope 2 emissions (48 tCO₂e).
- In **Singapore**, a portfolio of solar rooftops with 9.1 MWp capacity has been installed. The Renewable Energy Certificates (RECs) corresponding to these solar rooftops have been monetised, and the proceeds are directed back to a fund that supports carbon abatement projects. As a result, this is not included in the measurement of our Scope 2 emissions.

In addition, solar panels have already been installed in **Chicago, U.S.** and will be commissioned in the coming year.

Our cargo facility in **Thailand** also benefits from solar panels. This renewable energy source is not accounted for in our Scope 2 as this entity is a joint venture, but it contributes to reducing our Scope 3 emissions.

Procurement of Renewable Energy

Given the physical limitations of on-site generation, SATS has explored all available options to procure green electricity and implemented the following in FY2025:

- In **Europe, Italy and the UK** have opted for green electricity packages through their electricity retailers, following the lead of four countries (France, Germany, Spain and Sweden) that did it in the previous years.
- For our kitchen in **India**, we are procuring electricity from photovoltaic solar farms installed outside of our premises, allowing us to reduce our carbon footprint by 88% (-693 tCO₂e).
- In **Singapore**, SATS has made substantial progress reducing its carbon footprint (a net reduction of 21,990 tCO₂e representing 43% less than FY2024) by entering a



SATS is committed to maximising the use of renewable energy, through the installation of solar panels wherever feasible, including on rooftops.

“green electricity” procurement contract. Our electricity provider outside of Changi Airport supplies electricity generated from Vietnam hydraulic power plants.

Energy Efficiency Projects

- **France, Germany, India, Italy, Netherlands, Spain, Sweden, Thailand and the UK** have introduced a programme this year to replace bulbs with LED lights to reduce energy consumption. This programme has been implemented not only in office

environments but also across warehouse operations and management systems, including at newly acquired sites like in Sweden.

- Real Estate managers are exploring and deploying smart technologies such as motion detectors and advanced IoT solutions to activate lighting systems only when necessary, and to monitor and optimise energy consumption wherever possible.

- In **Singapore**, SATS signed a Cooling as a Service agreement in 2024 for catering facilities. This project involves the comprehensive replacement of cooling systems over a two-year period (2024-26) and a subsequent ten-year operational phase. This initiative is expected to result in an annual reduction in electricity consumption of 4.5 GWh (1,876 tCO₂e).

DECARBONISATION

FOCUS ON BUILDING 260 AT JFK AIRPORT

A Benchmark for Sustainable Growth

Setting a New Standard for Sustainable Cargo Operations

Building 260, the first new cargo terminal at John F. Kennedy International Airport (JFK) in over 30 years, marks a significant milestone in WFS Americas' commitment to integrating sustainability into its operational strategy. We increased our capacity at JFK, while embedding cutting-edge clean technologies to enhance operational efficiency, reduce emissions, improve air quality, reduce noise levels and improve workplace conditions.

KEY SUSTAINABILITY FEATURES

Electrification of Ground Support Equipment

Switching to electric ground support equipment (GSE) like forklifts, tugs, pallet movers, sweepers, and bobtails cuts emissions, improves air quality, and lowers noise pollution

Energy-efficient LED Lighting

LED lighting adoption reduces energy consumption and operational costs while improving working conditions

Dedicated Charging Infrastructure

Multiple charging stations for forklifts, ramp equipment, pallet movers and active containers ensure seamless operations and reduce equipment downtime

High-efficiency Ventilation Fans

These fans regulate temperature control, improve air circulation, and maintain employee comfort while decreasing overall energy consumption



FUTURE SUSTAINABILITY DEVELOPMENTS

Expansion of electric GSE fleet subject to infrastructure readiness

Continuous collaboration with airport authorities for additional charging capacity

Enhancement of waste management and circular economy initiatives

Further integration of digital tracking systems to improve energy efficiency

DECARBONISATION

Addressing Our Scope 3 Emissions

Net Zero by 2050

SATS is committed to achieving net-zero emissions by 2050. To do so requires a combination of emission reductions, supply chain transformation and carbon management strategies.

We recognise that we need a holistic approach to manage our carbon inventory, especially Scope 3, which represents the largest share of our carbon footprint (75%).

Within Scope 3, 84% are due to Purchased Goods and Services (PGS) with food products being the primary contributors, accounting for at least 70% of our purchases: meat & meat preparation (30%), cereals & cereals preparation (10%), vegetables & fruits (7%), dairy products & eggs (6%), fish & seafood (4%), beverages (2%) and other edible products (11%).

In response to this, we launched the **Supplier Engagement Programme** in Singapore in 2023, initially focusing on food suppliers before expanding this to include suppliers in our Gateway business. This initiative seeks to enhance suppliers' sustainability literacy, provide practical tools for emissions tracking, and work with industry partners such as financial institutions and solution providers to introduce lower-carbon solutions to our suppliers. Beyond this programme, we have accelerated our global efforts

in the past year, working with our global subsidiaries to identify their strategic suppliers to undergo ESG assessments.

More information can be found in the Sustainable Sourcing section.

SATS is also working closely with our logistics partners, waste management teams, and energy providers to uncover additional opportunities for emissions reductions. This includes initiating a project to analyse our emissions across other key Scope 3 categories, such as Waste and

Up/Downstream Transportation. This involved a **Product Carbon Footprint** assessment on our key food products to pinpoint emissions hotspots along their supply chains and inform our emission reduction strategies. This project has enabled us to take a data-driven approach and involve the appropriate stakeholders in our decarbonisation plans.

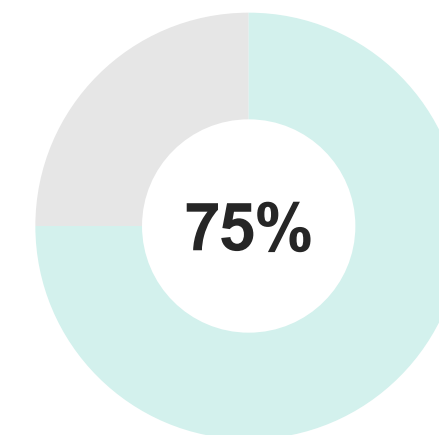
Moving forward, SATS will continue to work to deepen our understanding of our emissions inventory to best allocate our resources to manage the Scope 3 hotspots.

Ingredients used in the SATS kitchens account for 60% of our Scope 3 emissions.



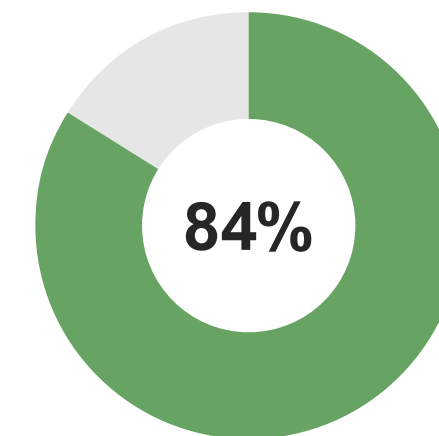
Scope 3

(of FY2025 Total Emissions)



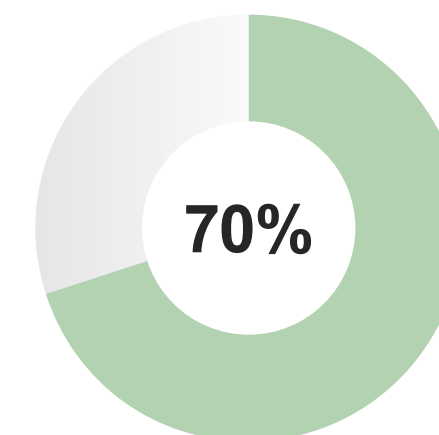
Purchased Goods & Services

(of FY2025 Scope 3 Emissions)



Food Products

(of FY2025 Purchased Goods & Services Emissions)



DECARBONISATION

Being a Decarbonisation Ally

As part of our broader commitment to sustainable aviation and logistics ecosystems, SATS continues to play an active role in supporting sector-wide efforts to reduce emissions and improve operational efficiency.

Truck Docking Management Systems

SATS has expanded Docking Management Systems in the U.S. and Singapore to minimise truck wait times. This resulted in reducing congestion, fuel consumption for truckers, local air pollution and noise.

In the U.S., implementation at John F. Kennedy International Airport (JFK), Los Angeles International Airport (LAX), and Boston Logan International Airport (BOS) resulted in 38% reduction in waiting time.

▶ Servicing of TDSB under SATS One-Stop e-Acceptance – a fully digitalised process using pre-booked slots to reduce congestion, wait times, and optimise terminal resources.



As part of our ongoing commitment to digital transformation and sustainable logistics, SATS has played a key role in the rollout of the **Truck Dock Slot Booking (TDSB) system at Changi Airport**. Launched in August 2024, this initiative enables freight forwarders and trucking companies to pre-book time slots for cargo lodgement at SATS' cargo terminals. The system significantly reduces truck idling times, improves resource deployment, and enhances visibility across the cargo handling process. TDSB enhances operational efficiency and supports more sustainable ground operations by minimising unnecessary emissions from waiting vehicles and optimising manpower and terminal resources.



▶ SATS Cargo and CAG collaborate in Singapore to ensure efficient, seamless cargo operations and management with the new TDSB.

Waste and Packaging

Food Waste and Sustainable Packaging: From Transformational to Business-As-Usual Activities

SATS' transformative journey to reduce food waste in our kitchens and adopt sustainable food packaging started in 2017. Over the years, SATS has made significant strides in integrating these initiatives into its business operations by:

- Leveraging technology to optimise resource and demand planning
- Partnering with local start-ups in Singapore to drive continuous improvement and innovation in waste management and circularity
- Increasing food waste segregation in our kitchens and cookhouses for better waste reduction and circularity
- Converting waste into renewable energy through biodigesters
- Introducing frozen meals to reduce food waste from unconsumed meals

- Promoting sustainable sourcing and transparency in supply chains
- Introducing biodegradable and plastic-free packaging for inflight and ready-to-eat meals
- Developing and rolling-out the Golden Rules for Sustainable Packaging to guide the procurement and operational teams with actionable recommendations to select adequate flexible and rigid plastics as well as paper-based packaging
- Organising internal roadshows benefiting more than 500 employees across our network to raise awareness on food waste and sustainable packaging

As a result, within our Singapore operations, our food waste intensity dropped from 4.1% in FY2022 (baseline) to 1% in FY2025 largely exceeding the target of 50% reduction by 2030. For our Overseas operations, the 6.64% baseline was set in FY2024. In FY2025, our food waste intensity improved by more than a 6% reduction from baseline to reach 6.23%.



Our ongoing efforts to advance packaging sustainability have resulted in 91% of materials used across our global food operations being designed to be reusable or recyclable-ready.

Broadening Our Waste Targets and Focus

Food waste reduction and sustainable packaging are now embedded in our daily operations, reflecting our long-term commitment to circularity. As our operations evolve, so do our ambitions:

- Within our Food Solutions business, we have expanded our focus to tackle inbound cabin waste
- The acquisition of WFS has also broadened our focus to cargo operations, where the use of plastics is under scrutiny

In 2025, following the revision of our ESG materiality assessment, we will also revise our waste targets and focus on impactful projects across our operations – from kitchens to cargo terminals.



Unconsumed food waste separated for recycling at SICC1 warewashing area.

OUR AMBITION

Minimise waste as much as possible across our operations and promote a more circular economy including in the choice of packaging materials

WHY IT MATTERS

- Reducing our environmental footprint through smarter material choices and waste management is not only good for the planet but also for our profitability and attractiveness
- Food and packaging waste contribute to emissions, resource depletion, and pollution. As a large-scale catering provider, we have a critical role to play in minimising waste and embracing circular economy principles

OUR TARGETS

- Reduce food waste intensity by 50% by 2030
- Ensure 100% of SATS packaging are either reusable or recyclable-ready by 2030

WASTE AND PACKAGING

Tackling Food Waste at Industry Level



Tackling Inbound Cabin Waste

SATS is a founding member of the Aviation Sustainability Forum (ASF), a not-for-profit collaborative think tank raising awareness on cabin waste and developing standardised solutions to enhance the sustainability of inflight products and services across the aviation sector.

In April 2024, alongside its airline partners, SATS Catering conducted a Cabin Waste Composition Audit (CWCA) analysing six tonnes of

waste from 25 aircrafts. This initiative aimed to help airlines better understand their waste streams, manage cabin waste more effectively, and adopt more sustainable practices.

Insights from this landmark audit led to the development of the CWCA programme, which was officially recognised by IATA in July 2024 as the industry standard for measuring and analysing cabin waste data for the aviation sector.



Controlled portioning at SATS reduces food waste at source by analysing and evaluating production inputs for our meals.

The Waste Reduction Ally of Our Airline Partners and Changi Airport

Leveraging our experience gained in the analysis of inbound waste, SATS held waste management workshops with airline partners to profile inbound cabin waste streams and explore initiatives for enhanced waste management and recycling.

SATS maintains close collaboration with Singapore Airlines (SIA) through regular meetings involving the Catering and Sustainability teams of both companies. During these engagements, SATS assists in reviewing and improving the airline's waste measurement and reporting processes while identifying opportunities for waste reduction. Leveraging insights from inbound waste audits, SATS has proposed several initiatives to enhance recycling practices by diverting food and plastic waste to innovative solution providers. Through a series of proof-of-concept trials, we evaluated the operational feasibility, cost implications, and waste reduction potential of each initiative to inform future implementation.

As a key contributor to the Changi Airport ecosystem, SATS is planning "Green Cabin Corridors" to measure and reduce key waste streams. Through collaborative workshops, we have identified opportunities for better recovery of recyclables and showcased innovative solutions from recycling providers. This underscores SATS' commitment to sustainability and innovation via the SATS Global Innovation Hub.

96% of our food waste in Singapore is diverted from disposal, thanks to multiple solutions we are implementing, including the WasteMaster at SICCC1.

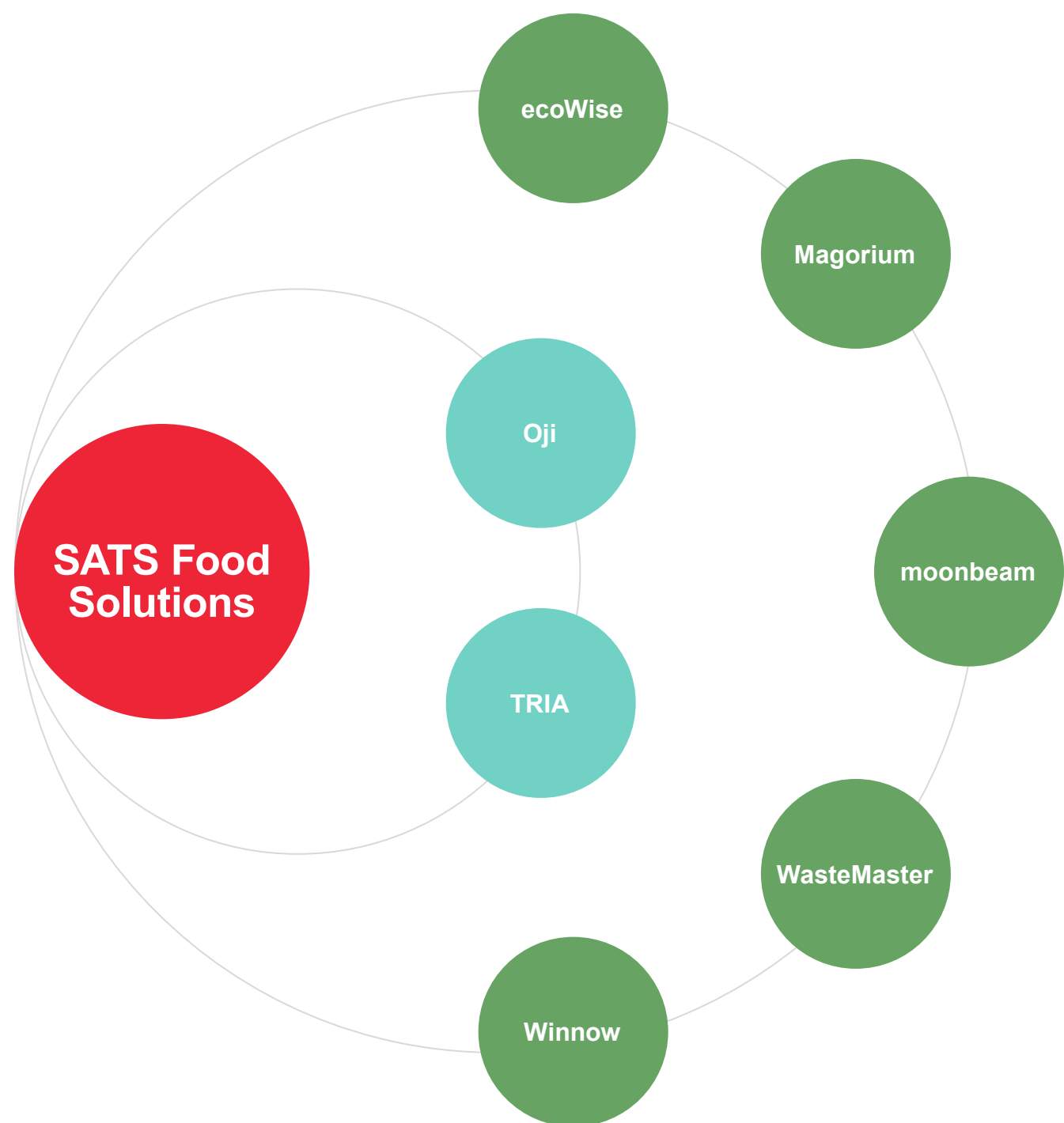


WASTE AND PACKAGING

Driving Innovation with our Partners

Technology and Innovation

SATS drives innovation in waste management and packaging by working with start-ups and business partners such as:



WASTE MANAGEMENT

ecoWise

From waste to energy

In FY2025, a proof of concept was conducted to recycle around 75 tonnes of food waste, converting them into biogas for renewable energy generation.

Magorium

From dirty plastics to road repair

We ran a plastic waste recycling trial in FY2025 where more than two tonnes of contaminated plastic waste were collected over a 30-day period and deemed compatible for conversion into NEWBitumen, an eco-road construction material to be used for road repair in SATS Catering Centre's outbound area.

resavour by the moonbeam co.

Closing the loop on coffee grounds

SATS conducted a "From Lounge to Lounge" trial in FY2025, exploring innovative ways to repurpose food waste within our operations. The trial involved the collection of coffee grounds from SATS Lounges and their transformation into cookies and granolas. These products were then served back in the same lounges, allowing SATS to divert the waste which would have typically been sent for incineration.

WasteMaster

Closing the food loop

Since its deployment in November 2023, SATS has successfully processed and diverted over 230 tonnes of organic waste from incineration. In FY2025, we deepened our collaboration with Life Lab Resources to further enhance the efficiency of food waste treatment. Organic material is repurposed into high-protein substrates, which are used in aquaponics to feed tilapias. The nutrient-rich waste from the fish is then used to grow pesticide-free vegetables fully closing the food loop, a viable and scalable circular solution.

Winnow

Utilising AI to minimise food waste

SATS has adopted AI-enabled waste tracking technology to measure, monitor, and record data on various waste streams during production processes. Commencing with initial trials in 2018 and fully integrated by 2023, the Winnow system provides real-time data on these waste streams. The insights derived from Winnow have allowed SATS to analyse and evaluate production inputs, thereby supporting the overarching objective of reducing food waste.

PACKAGING

Oji

In partnership with the Oji Group and a designated supplier, Country Foods has implemented a recycling program for used corrugated packaging. The materials are collected, recycled, and made into new cartons for reuse by Country Foods. This initiative supports a circular economy and reduces waste disposal costs.

TRIA

SATS is exploring TRIA's plant-based, bio-digestible packaging material for frozen bento meals to replace conventional plastics and promote circular economy principles in catering. Organic waste recycling systems process both packaging and food waste, recovering nutrients and reintegrating materials into agricultural or food production cycles. Diverting waste from incineration reduces environmental impact and advances food system circularity.

WASTE AND PACKAGING

Waste in Cargo Operations



SATS is collecting waste data and raising awareness about waste management across its Gateway network.

Efforts include finding alternatives to traditional single-use plastics (SUP). At the station or country level, the Group is standardising waste management procedures and working closely with waste management providers to harmonise segregation practices, improve transparency, and enhance recycling efforts to reduce costs. The maturity level of each station is different which reflects the maturity of the legal framework of the country and the national culture towards waste and circularity.

Waste segregation processes, recycling and circularity initiatives are in place in our stations in Belgium, Brazil, Denmark, France, Germany, Hong Kong, India, Ireland, Italy, Singapore, South Africa, Spain, Thailand, The Netherlands, United Kingdom, and U.S. Initiatives include efforts to reuse, repurpose and recycle wooden pallets, resulting in 29% decrease of our wood products wastage compared to FY2024 and 82% of wood waste being diverted away from disposal in FY2025.

▲ New waste bins and colourful sorting signage have been implemented at Paris CDG facilities to improve segregation process.

▶ As a leading air cargo handler, SATS is committed to optimise our use of plastics in our operations, avoiding unnecessary SUP and choosing better plastics.

FOCUS ON Plastics in Cargo Operations

In 2020, WFS Americas became the launch customer for **BioNatur Plastics' biodegradable stretch wrap and pallet covers** for cargo shipments in North America. In 2024, the use of BioNatur biodegradable plastics in the U.S. had prevented the equivalent of 67 million plastic bottles, or more than 665 tonnes of plastic, from ending up in landfills annually.

The selected biodegradable plastic is both recyclable in the normal waste stream, and biodegradable in a landfill environment (according to the manufacturer, it will biodegrade in just 8 to 12 years as opposed to the hundreds of years required for traditional plastic). This characteristic is particularly important in the air cargo context, where end-of-life scenarios for plastics vary significantly worldwide. Following the full implementation of BioNatur plastics across the U.S., we moved into a second phase to assess the environmental benefits and address any unresolved issues. This collaborative approach enables us to make informed decisions regarding the best materials to use, taking into account various regulatory frameworks and recycling practices globally.

In August 2024, WFS EMEAA set up a **Plastics Optimisation Task Force**, with the objective of supporting sustainability goals and achieving cost savings by optimising material thickness to reduce plastics usage. At Liege Airport, the Continuous Improvement team reduced the use of shrink foil on the pallet build-up process, saving 44 tonnes of plastic per year.

Due to SATS' recognised expertise in sustainable packaging, we have been invited to join **IATA's Technical Advisory Group (TAG)**. The TAG is tasked with developing a harmonised

Life Cycle Assessment (LCA) methodology for SUP and reusable alternatives in the airline sector, aiming to apply it globally and ensure consistency in evaluating various product alternatives for passenger and cargo items.

The aim of the TAG was to provide technical input for the development of a standard methodology that benefits the industry. SATS' representatives contributed insights from diverse operational perspectives, including inflight catering and cargo operations insights, and considered geographical factors.



SOCIAL

One People, One Culture



Safety and Security

At SATS Group, excellence in Health, Safety, Security, and Environment (HSSE) is fundamental to our sustained growth and long-term value creation.

As we unify our teams and strengthen our HSSE culture, we reaffirm our commitment to building a safe and secure future for our employees and customers. By leveraging technology, investing in people, and embedding a proactive safety culture, we are positioning SATS for sustained success in a rapidly evolving global landscape.

At SATS Group, our HSSE journey is not just about compliance: it's about creating a future where everyone goes home safe and secure, every day.

Integrating Pulse and Upgrading our HSSE Framework

We have integrated Pulse, our HSSE digital reporting and management system which has been a legacy system of WFS, across the SATS group. This harmonisation enables a consistent approach to risk management, incident reporting, and safety assurance across our global network.

In addition to Pulse integration, we have undertaken critical upgrades to safety and security protocols, enhancing our ability to identify risks, prevent incidents, and drive operational resilience.

Advancing Safety Management: New SMS for FY2026

To support our sustained growth, we are developing a new, unified Safety Management System (SMS), set to launch in FY2026.

This enhanced framework will:

- Standardise safety protocols across SATS Group
- Improve risk mitigation strategies through data-driven decision-making
- Enhance compliance with global aviation and industry regulations

By integrating best-in-class safety management practices, the new SMS will reinforce our commitment to operational excellence and regulatory leadership.

Risk Reduction Initiatives: Strengthening Workplace Safety

We recognise that proactively reducing risk is critical to protecting our people, assets, and operations.

In FY2025, SATS Group successfully implemented several risk reduction initiatives, including:

Forklift safety improvements

- Upgraded forklift fleet with enhanced safety features, reducing collision risks and improving operator control.
- Standardised forklift training and certification programmes, ensuring competency across all locations.
- Trialing and investing in proximity sensors and pedestrian awareness systems, reducing incidents in high-traffic zones.

Plant and equipment risk reduction

- Developed and deployed a comprehensive Plant and Equipment Register, improving tracking, maintenance, and compliance of critical equipment.
- Strengthened preventive maintenance programmes, reducing plant and equipment failure risks and improving operational efficiency.
- Increased visibility of high-risk plant and equipment, ensuring proactive risk management and improved workplace safety.

These initiatives have significantly reduced risk exposure, reinforced operational safety standards, and contributed to a more secure and efficient working environment.

Building a Unified HSSE Team

In FY2025, we conducted multiple engagement workshops across

Pulse & Cranfield, aligning our global workforce under a shared HSSE vision.

These workshops focused on:

- **Standardising best practices across business units**
- **Enhancing leadership capability in safety and security**
- **Fostering collaboration across teams**

By investing in knowledge sharing, leadership development, and frontline engagement, we are creating an HSSE culture that transcends borders – one that is proactive, accountable, and data-driven.

An agent conducts meticulous audits to ensure every shipment complies with our highest safety and security standards.



OUR AMBITION

Continuously strengthen the company's safety and security culture by increasing proactive risk identification, leadership engagement, and staff competency

WHY IT MATTERS

- We uphold our duty to those who rely on us every day: employees, customers, and partners
- As a trusted aviation services provider, we play an important role in the safe movement of aircraft, cargo, passengers and meals worldwide

OUR REVISED TARGETS

- Reduce occupational and operational safety incident rates year-on-year
- Increase hazard and near-miss reporting to foster a proactive safety and security culture
- Enhance visible leadership at all levels through HSSE inspections, GEMBA walks, and direct engagement, including staff briefings and video content
- Strengthen staff knowledge and awareness of safety and security through online learning, awareness programmes, classroom training and other methods

SAFETY AND SECURITY

A New HSSE Brand and Identity for the Future

To further embed HSSE into our corporate DNA, we are launching a new HSSE brand and identity in FY2026.

The “Home Safe and Secure Everyday” message is vital because it reminds everyone that the ultimate goal of our work is simple but powerful: ensuring every person, every aircraft, every cargo load, and every meal reaches its destination safely and securely.

It’s not just a slogan – it’s a commitment we live each day.

The icon that supports this message reinforces its meaning:

- **The arrow** symbolises continuous improvement – our commitment to learn, adapt, and get better every day, because safety is never a one-time effort.
- **The three yellow lines** represent the foundations of our HSSE approach: Safety, Security, and Compliance. All three must be in place to reduce risk and protect lives.
- **The shield** stands for protection – of our people, our operations, our customers, and our brand. It’s a visual cue that safety is our defense against harm.

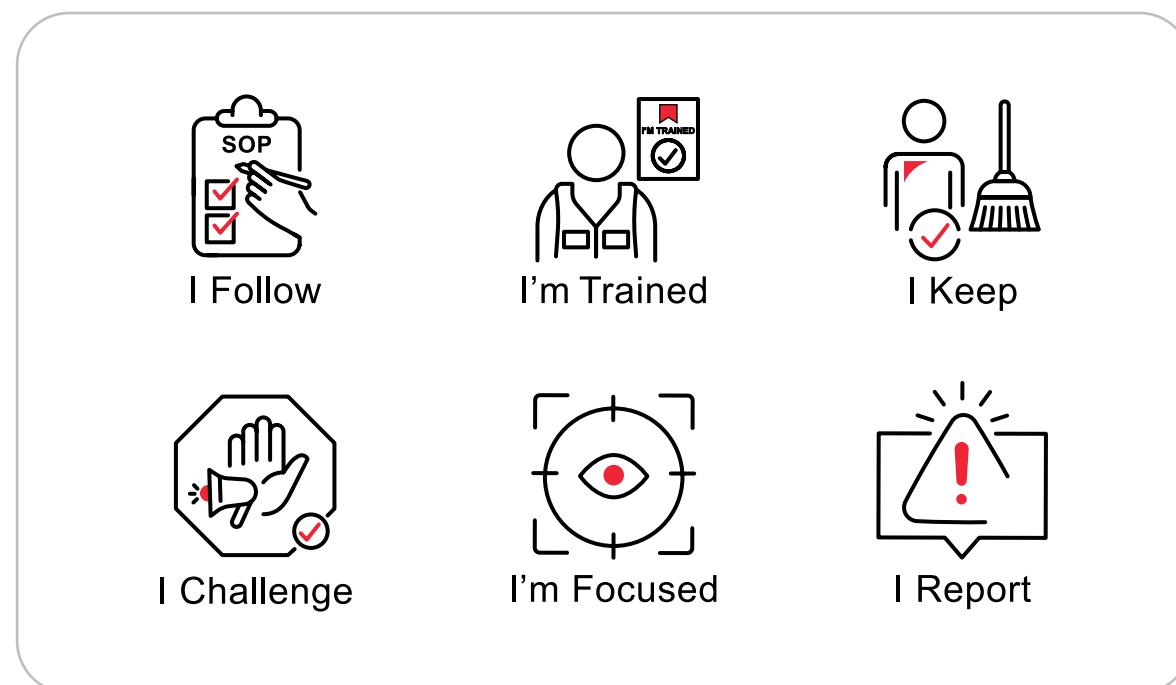
Together, the icon and the message unite our teams globally under a shared purpose. By following this,

we build a culture where everyone plays a role in making sure we all return Home Safe and Secure Everyday.

This initiative will:

- **Strengthen employee engagement and ownership of HSSE responsibilities**
- **Reinforce our cultural behaviours, launched in FY2025:**
 - I Follow, I Challenge, I’m Trained, I’m Focused, I Keep, I Report**
- **Enhance visibility of HSSE priorities across all SATS Group locations**

This evolution reflects our commitment to innovation, leadership, and excellence in HSSE performance.


FOCUS ON Embedding Just Culture for safer operations


◀ Our New York agent exemplifies Just Culture in action, fostering trust, accountability, and continuous improvement in every safety and security operation.

A Just Culture is foundational to trust, learning, and continuous improvement.

In FY2025, we rolled out Just Culture training and integration, reinforcing our commitment to fairness in investigations, promoting accountability, and driving our open reporting policy.

This initiative ensures that employees feel empowered to report safety concerns, fostering a transparent and learning-oriented environment while maintaining zero tolerance for reckless behaviour or gross negligence.

Just Culture is a framework that promotes an environment where our employees feel

safe to report mistakes and safety concerns without fear of punishment, while still holding individuals accountable for their actions.

Using this framework allows us to distinguish between human errors, at-risk behaviours, and reckless actions, allowing Just Culture to help SATS Group focus on systemic improvements rather than assigning blame.

Our approach fosters a culture of continuous learning, where employees are encouraged to engage in open dialogue, contributing to enhanced safety, innovation, and overall organisational performance. It’s essential for cultivating a climate of trust, transparency, and shared responsibility across all levels of the organisation.

Human Capital Development

At SATS, we recognise that our people are our most valuable asset, and we are committed to fostering a supportive and empowering work environment.

Our talent development strategy is designed to attract, retain, and nurture top talent, ensuring that we remain a global employer of choice.

Employee Value Proposition (EVP)

Our EVP is central to our talent development strategy. We aim to create a workplace that aligns with the needs and aspirations of our diverse workforce. By offering competitive compensation packages and opportunities for career growth, we strive to attract and retain top talent.

Our EVP also emphasises our commitment to diversity and inclusion, ensuring that all employees feel valued and supported.

We have actively driven our cultural integration by rolling out our SATS People Values globally, establishing a shared language and common reference for teams operating across different geographies and cultural contexts.

These values are brought to life with supporting brand visuals and employee stories, reinforcing their critical role in our success and identity.

Our commitment to employee engagement is further demonstrated by our recognition as Asia's Top Employer by Influential Brands in 2024. This award is a testament to our efforts to create a positive and inclusive work environment, where employees feel valued and supported.

Employee Engagement Survey

Employee engagement is a key indicator of organisational health and performance. We have rolled out Employee Engagement Surveys across all regions to establish a global baseline for tracking employee engagement.

These surveys provide valuable insights into employee satisfaction, motivation, and overall engagement. The feedback collected from these surveys helps us identify areas for improvement and develop targeted initiatives to enhance the employee experience.

Our engagement surveys provide consistent measurement across our global operations, while local action planning ensures that improvement efforts address the specific needs of diverse teams and contexts.

Leadership Development and Upskilling

To empower our employees and enhance their capabilities, we have implemented targeted leadership development programmes, upskilling initiatives, and mentorship opportunities. Our leadership development framework includes structured programmes like Built to Lead and Front Line Leaders Programme, which equip our leaders with the requisite people management skills.

Over the past year, we have completed our baseline succession plans at the senior leadership levels, providing visibility into our leadership pipeline and enabling proactive development planning.

In the following year, we will develop and deliver tiered global flagship talent development programmes to enhance the succession readiness of our identified global pool of successors and talent.

In addition to leadership development, we are committed to upskilling our workforce to meet the evolving demands of our industry. We offer a range of training programmes and workshops to help employees develop new skills and advance their careers. These initiatives are designed to foster a culture of continuous learning and improvement, ensuring that our employees remain competitive in the global marketplace.

FOCUS ON Job Redesign Initiative in Singapore with NTUC and CAAS

SATS is the first in the aviation and aerospace sector to partner NTUC to train our staff to do higher-skilled jobs. The aim is to enhance career development for about 500 Singaporeans within the passenger services, cargo and apron businesses. At the inaugural aerospace and aviation symposium, the labour movement urged companies to upskill workers and streamline processes in anticipation of increased demand. Changi Airport Terminal 5 is set to be operational in the mid-2030s, while passenger numbers across Asia are projected to double by 2040.

In partnership with NTUC and CAAS, the Company Training Committee has been working on job redesign initiatives to enhance the roles and career paths of the aviation workforce.

This collaboration aims to equip employees with the necessary skills and knowledge to adapt to evolving industry demands, ensuring a more resilient and capable workforce.



Our Employee Engagement Survey gives us a pulse check on how everyone in the organisation is doing.

OUR AMBITION

Attract and retain a substantial core of local talent in each market by developing a compelling employee value proposition making SATS a global employer of choice

Grow and develop a future-ready workforce, increasing productivity and progression

WHY IT MATTERS

- SATS firmly believes that our global talent pool is one of our most important assets and competitive advantages
- Creating a unified culture carries particular significance for SATS due to our integration with WFS and our rapid expansion of our global footprint

OUR TARGETS

- Ensure all full-time employees are regularly engaged through the Employee Engagement Survey conducted globally
- Implement targeted leadership development programmes, upskilling initiatives, and mentorship opportunities to empower employees and enhance their capabilities

Diversity and Inclusion

At SATS, our goal is to foster a culture where every employee feels valued, empowered to contribute, and has equal opportunities for career development.

At Global Connect 2024, we promoted “The Silent Kitchen,” a mini-documentary celebrating hearing-impaired employees and team members who communicate non-verbally in our food solutions kitchens.

In January 2025, we introduced a global e-learning programme, “Workplace Inclusion” to provide employees with a basic understanding of fostering inclusiveness in the workplace. This training, translated into 10 languages to ensure accessibility, is launched in both APAC and EMEAA regions while similar training has been deployed in the Americas. Aligned with SATS’ People Value of Respect and ESG commitments, this training aims to implement a Diversity and Inclusion programme for all employees across all regions.

Gender Diversity

We remain committed to gender diversity in leadership, reflected in our target to increase women’s representation in leadership roles within the organisation to 35% by 2030. As of 31st of March 2025, 26% of SATS senior management roles were filled by women. We enable this by supporting the development of potential women leaders through existing development programmes and mentoring within the Women in Aviation (WAI) partnership in Singapore.

Women from our warehouses and offices are raising their voices and shaping change – driving our goal of 35% women in leadership by 2030.



FOCUS ON #AccelerateAction in EMEAA

Our EMEAA’s Sustainability Business Partner is working tirelessly with each Country and HC directors in the region to bring diversity and inclusion in the forefront of their agendas, through the monthly “Community S” meetings.

These monthly engagements of EMEAA HC Directors are designed to inspire action, share ideas and best practices, and track progress to deliver measurable results. The objective is to accelerate gender diversity and foster a more inclusive professional environment.

In FY2025, WFS EMEAA undertook several symbolic and impactful initiatives to raise awareness of the importance of diversity and inclusion in the workplace:

- Renaming the executive boardroom at the EMEAA headquarters “Betty Gillies” in tribute to the pioneering member of the Women Airforce Service Pilots during World War II
- Rebalancing the visual narrative in daily spaces by featuring female aviators alongside their male counterparts in the lobby, and showcasing women actively working in operations, warehouses, or driving forklifts
- Engaging in several industry high-level discussions and initiatives promoting gender equality: panel discussion on “Paths to Gender Equality” organised by the British Embassy in France, active contribution to the French IndustriElles network, which aims to promote the feminisation of the French industrial sector, participation in the conference hosted by the French Minister of Economy, Finance, Industry, and Digital on the topic “Women & Economy: Key Challenges”
- Actively supporting and promoting the annual International Women’s Day 2025 through fun videos and engagement

OUR AMBITION

Recognise diversity and build inclusion by promoting a safe and respectful environment for a harmonious workplace

WHY IT MATTERS

As we expand our global footprint, SATS recognises that fostering an inclusive workplace where every voice is heard and valued is both a cultural imperative and a business necessity to drive performance and inspire innovation

OUR TARGETS

- Achieve 35% of women in leadership roles within the organisation by 2030
- Roll out “Workplace Inclusion” training for all regions to strengthen awareness worldwide employees on Diversity & Inclusion

FOCUS ON Corporate Social Responsibility in Asia

COMPANY OF GOOD CONFERMENT 2024

SATS LTD.

SATS was honoured with the Champion of Good 2024 award by the National Volunteer & Philanthropy Centre (NVPC), and recognised as the Community Chest Gold Partner – affirming our leadership in corporate giving and community stewardship.

Caring for Community

SATS employees across the region actively contribute to causes that uplift lives and build stronger, greener and more compassionate communities.

At SATS' global headquarters in Singapore, employees packed over 2,000 food blessing bags in collaboration with local food bank Food from the Heart and donated essential items during SATS Giving Week. Volunteers also accompanied elderly residents of the Society for the Aged Sick on enriching visits to Jewel Changi Airport, fostering intergenerational connection.

In Hong Kong, AAT organised its first-ever coastal clean-up at Tai Long Wan, contributing to environmental sustainability and community well-being. Championing sustainable practices and team unity, WFS HK participated in the Green Power Hike and earned the Outstanding Green Award.



Empowering Community

SATS is deeply committed to long-term community empowerment through investments in nutrition, inclusive education and youth development.

In Singapore, we supported over 2,000 youth through scholarships, sponsorships, and educational partnerships. This included scholarships for students from Institutes of Higher Learning such as Republic Polytechnic and the Institute of Technical Education (ITE) East, focusing on their applied, career-focused curriculum programmes in aviation and culinary arts.

We also contributed student awards and training kitchen equipment to Pathlight School, the first autism-focused school in Singapore, and Assumption Pathway School. A key highlight was our chef-led "Train the Trainer" programme,



where SATS chefs taught community volunteers to turn surplus "ugly food" into nutritious meals – advancing food resilience and nutrition literacy.

In India, AISATS focused on boosting academic performance and public health:

- A fortified Ragi nutrition programme reaching 15,000 school children
- Education support for 80 higher primary school girls
- Distribution of school bags to 400 children in Uttar Pradesh

Partnering to Build Community

SATS collaborates with governments and nonprofits to drive shared impact. In FY2024, we supported over 20 community organisations in Singapore through initiatives focused on food security, education, and inclusion.

A key milestone continues to be our annual participation in Singapore's National Day Parade, where SATS staff proudly represent our industry in a national moment of pride and unity.

Our long-standing partnership with Community Chest continued, contributing to national fundraising efforts and co-development of a vocational training kitchen with Pathlight School.

In India, AISATS supported disaster response and rehabilitation by contributing to the Kerala Chief Minister's Distress Relief Fund and the Prime Minister's Citizen Assistance and Relief in Emergency Situation Fund.

▲ SATS Singapore participated in the 2024 National Day Parade with a contingent representing various business units. SATS Singapore is also participating in this year's SG60 National Day Parade, which marks Singapore's 60th year of independence.

◀ AAT Hong Kong team cleans the beach, contributing to environmental sustainability and community well-being.

At SATS, we care about the well-being of our local communities and support our employees' giving and volunteerism initiatives.

In Asia, our CSR activities are centred on 3 key foundations:

- Caring for Community
- Empowering Community
- Partnering to Build Community

GOVERNANCE

Conducting Business Ethically

Cybersecurity and Data Protection

In an era where digital transformation and advanced technology are pivotal to business growth and efficiency, SATS Group acknowledges the growing importance of cyber and data security.

As we embrace these technological advancements, we are committed to a robust cybersecurity strategy and data governance framework to protect against evolving cyber threats and data security risks.

Cybersecurity Management Framework

Our cybersecurity management framework is designed to protect, detect, and respond to cybersecurity threats, thereby strengthening SATS' cyber resilience.

This framework is built upon the principles of defence-in-depth, attacker's perspective, cybersecure culture, and secure-by-design technology development.

- **Defence-in-depth:** We deploy multiple layers of security measures to protect against different types of attacks, reduce the likelihood of successful attacks, and minimise the impact of any breaches. Our security controls include firewalls, intrusion prevention systems, secure internet access, mobile security, cloud security,

infrastructure security, application security, data encryption, and multi-factor authentication.

- **Attacker's perspective:** We continuously monitor our systems and networks from the point of view of attackers to understand how they might try to exploit our systems. This proactive approach includes continuous attack surface monitoring, system and infrastructure vulnerability assessments, red-team exercises, and technical incident response rehearsals.
- **Cybersecure culture:** We promote safe and responsible behaviour when using SATS' IT assets and empower employees to spot and report cyberattacks promptly. Our security awareness programme includes phishing simulations, cyber tabletop exercises, and adherence to our Acceptable Use and Data Privacy Policies.
- By proactively integrating robust security measures from development, we aim to minimise vulnerabilities and strengthen infrastructure

security. Our core principles include threat modelling, secure coding practices, regular technical risk assessments, and continuous infrastructure monitoring.

Global Cybersecurity Integration

Following the acquisition of WFS, SATS has expanded its cybersecurity mandate globally.

We have integrated cybersecurity teams from both SATS and WFS into a single global team, setting up a unified approach to cybersecurity management.

Cybersecurity reports are presented to the SATS Security Risk Management Committee (SSRMC) and the SATS Security Risk Committee (SSRC) quarterly, in line with our commitment to transparency and accountability.

Data Protection

Our Personal Data Protection Policy (PDP Policy) ensures compliance with applicable global data protection laws and regulations, including the Singapore Personal Data Protection Act and EU General Data Protection Regulation. The PDP Policy outlines the procedures and steps SATS employees must take in the handling and processing of personal data, including collection, storage, transfers and disposal.

Employees are also required to undertake training on the topic. SATS also has an incident management plan to address personal data breaches.

Commitment to Best Practices

SATS' Information Security Policy and supporting standards and guidelines are aligned with ISO27001 and other cybersecurity best practices.

Our cybersecurity programme maturity is assessed based on the US National Institute of Standards & Technology's Cybersecurity Framework. This alignment ensures that our cybersecurity practices are robust, comprehensive, and continuously improving.

SATS teams work collaboratively to monitor and secure critical digital infrastructure, reinforcing our commitment to data protection and resilient operations.



OUR AMBITION

Continuously mature the company's cybersecurity resilience by enhancing preparedness and awareness across all levels

WHY IT MATTERS

- SATS pursues its digital transformation and embraces the opportunities offered by Artificial Intelligence and innovative technologies
- With the rise in cyber-attacks targeting companies and institutions, it is essential to safeguard our digital assets and sensitive information, maintain trust and business continuity, and contribute to a secure and sustainable future for our organisation and stakeholders

OUR TARGETS

- Regularly conduct cybersecurity exercises with cybersecurity incident stakeholders
- Enforce frequent cybersecurity awareness training for all employees

Governance and Business Ethics

Our company is committed to upholding strong standards of business ethics, anti-bribery, and anti-corruption.

We have established global policies and procedures to ensure compliance with applicable laws and regulations, including those related to bribery and corruption, sanctions, and data protection. These procedures apply to our employees in their dealings with third parties, such as suppliers, customers, and joint venture partners.

Refer to the Corporate Governance Report in the SATS FY2025 Annual Report for more information.

Our Anti-Bribery and Anti-Corruption programme is communicated to SATS employees in various languages. Staff at our Paris CDG station holding a poster in the French language.



FOCUS ON Anti-Bribery & Anti-Corruption (ABAC)

Our ABAC Programme is a cornerstone of our E&C framework. It comprises the following policies and procedures:

- **The ABAC Policy** sets out SATS' stance against bribery & corruption, and our compliance with anti-bribery laws, in jurisdictions where we operate.
- **The Gifts & Entertainment (G&E) Policy** provides clear guidelines on prohibited actions and sets out the types of gifts and entertainment that are permitted, prohibited, or require approval.
- **The Charitable Donations, Sponsorships and Political Contributions Policy** sets out the approval and escalation process, where SATS is contributing to a charitable purpose or making a sponsorship and prohibits all forms of political contributions on behalf of SATS Group.

The ABAC Programme aligns with the laws of the countries where SATS operates, outlining our zero-tolerance stance on bribery and corruption.

To ensure compliance with global laws, the ABAC Programme applies to the SATS Group entities where we have shareholding,

operational or management control. The policies also provide for ways employees can report suspected or actual violations of the policies or law.

Certain SATS Group entities in Singapore have obtained an **ISO37001 Anti-Bribery Certification**.

The ABAC Programme is complemented by end-to-end procedures where SATS engages with third parties, including suppliers and customers, and where SATS enters into an investment or joint venture partnership.

The procedures include desktop diligence checks, risk escalation to SATS management, the inclusion of ABAC clauses in contracts, and in the case of investments or joint ventures, the need to ensure that the investee company or joint venture partner has in place an adequately robust ABAC programme.

These measures are crucial in ensuring that SATS is guarded against third-party risks, which could impact SATS from a legal, financial, reputational or operational perspective. Additionally, SATS suppliers and vendors are required to adhere to our **Supplier Code of Conduct**, which contain ABAC commitments, amongst other requirements.

OUR AMBITION

Ensure all our business entities apply consistent and strict ethical behaviours, contributing to fairness and justice within the communities we serve

WHY IT MATTERS

- **By upholding strong ethical standards, we aim to protect our reputation, build trust with our stakeholders, and contribute to a sustainable and responsible business environment**
- **We believe that ethical conduct is not only the right thing to do but also essential for the long-term success and sustainability of our company**

OUR TARGETS

- **Zero tolerance for any form of bribery and corruption in our business and supply chains**
- **Operations that are compliant with all applicable legislation in each location**

Sustainable Sourcing

At SATS, we recognise the importance of integrating sustainable practices into our procurement processes to ensure long-term environmental, social, and economic benefits, and we believe procurement will be a key enabler of accelerating our ESG transformation.

Given that 75% of our total emissions stem from Scope 3 activities – of which purchased goods and services account for the largest share (84% in FY2025) – our efforts to engage suppliers, assess their ESG credentials, and integrate ESG criteria into our procurement processes are essential in driving meaningful impact.

SATS Supplier Engagement Programme

Since its inception in 2023, our Supplier Engagement Programme has helped our Singapore-based suppliers build ESG literacy and improve their sustainability performance.

More than 130 participants from approximately 85 suppliers have participated in our sustainability and carbon accounting workshops so far.

Details of this programme can be found in the last two years' Sustainability Reports.

Assessing ESG Credentials and Maturity of Our Suppliers

Our target is to conduct ESG assessments of all strategic suppliers by the end of 2025.

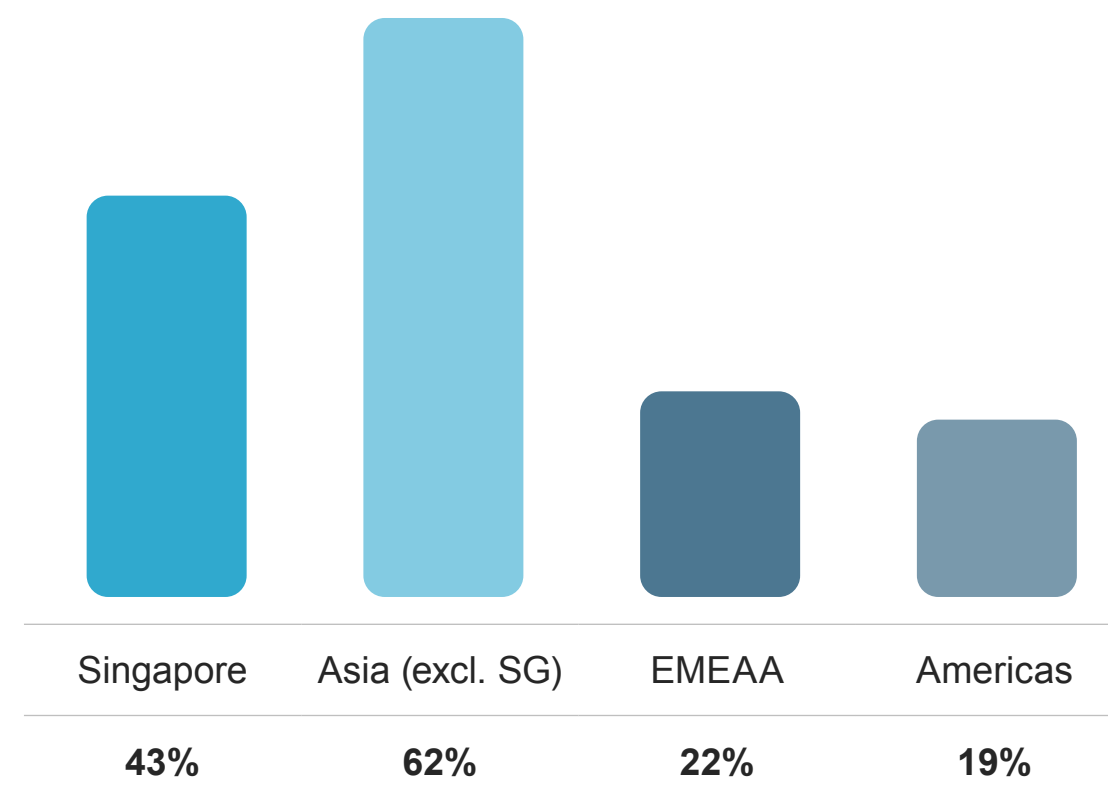
SATS deeply appreciates our suppliers' commitment to this journey and looks forward to fostering long-term partnerships with like-minded suppliers to build a more responsible and resilient supply chain.

Sustainability and Procurement teams worked together to identify and prioritise the key entities that participated in this exercise. SATS' procurement entities define strategic suppliers in various ways based on business needs – including based on percentage of total spend, ranking among the top suppliers, or their criticality to core operations.

To date, 43% of strategic suppliers in Singapore, 62% in Asia (excl.SG), 22% in EMEAA, and 19% in the Americas have already been ESG screened, using existing tools such as EcoVadis or our inhouse ESG

% of strategic suppliers who have been ESG-assessed

as of 31 March 2025



questionnaire. Our goal is to assess the ESG maturity of all our strategic suppliers by end of 2025 and further embed sustainability principles into sourcing strategies and decisions.

SATS is also a recipient of such requests from customers and stakeholders. We have been actively reporting our ESG performance through platforms such as EcoVadis, Carbon Disclosure Project (CDP) and the

United Nations Communication on Progress (UN COP). These assessments enhance our accountability and reinforce our commitment to upholding the same expectations across our supply chain.

A New Group Policy

SATS developed a new Group Sustainable Procurement policy which was adopted by the Group Management Board (GMB) in October 2024.

The key principles of our sustainable procurement policy include:

- Environmental stewardship:** We strive to prioritise products and services with lower carbon footprints, reduced waste, and energy efficiency. We promote the use of renewable resources and materials that are recyclable, biodegradable, or have minimal environmental impact. Additionally, we encourage our suppliers to adopt environmentally responsible practices, including waste reduction and pollution prevention.
- Social responsibility:** We aim to drive positive social impacts through our sustainable sourcing practices by ensuring fair labour practices and human rights compliance. We source from local and regional suppliers whenever possible to support local economies and reduce transportation-related emissions.
- Supplier engagement:** We collaborate with our suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks. Our Supplier Code of Conduct represents our commitment to sustainable, responsible procurement and business practices across our global operations.

OUR AMBITION

Put in place a responsible and verifiable group supply chain, collaborating with suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks

WHY IT MATTERS

- SATS has committed to Net Zero by 2050 and over 60% of our total emissions are indirect emissions from our purchased goods and services**
- Sustainable sourcing is not just about the environment, but also about ethics, and a way to minimise potential supply chain disruptions**

OUR TARGET

- Perform ESG assessments of all strategic suppliers by end of 2025**

ANNEX A

About this Report

This is SATS' eighth Sustainability Report, reaffirming our steadfast commitment to responsible and sustainable business practices. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, and in accordance with the Singapore Exchange (SGX) Sustainability Reporting Guide.

In line with our commitment to transparency and climate resilience, we have also aligned our climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

This report covers the sustainability performance of SATS Ltd. and its subsidiaries over which we have operational control, including Worldwide Flight Services (WFS).

The reporting period for this report is 1 April 2024 to 31 March 2025, corresponding to SATS' financial year.

This report is released alongside our ESG Databook, which is published separately in Excel format. The Databook contains detailed performance data, relevant GRI, TCFD and SGX content indexes. While each document can be read independently, they are intended to be complementary and are published concurrently with our Annual Report for the same period.

We welcome feedback and suggestions to help us improve our sustainability reporting. Please direct your comments or queries to:

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ANNEX B

Greenhouse Gas Calculation Methodology

Data Collection Approach

To ensure the accuracy and credibility of our greenhouse gas (GHG) emission inventory, we prioritise the use of actual activity data wherever available. In cases where such data was not accessible during the reporting period, we applied reasonable estimations based on historical data. This hybrid approach allows us to maintain a high level of data integrity while ensuring comprehensive coverage.

We apply the operational control approach to define our reporting boundaries. This means we account for 100% of the GHG emissions from operations over which we have full authority to introduce and implement operating policies.

We have been consistently tracking and reporting our Scope 1 and 2 emissions since 2018, in accordance with the GHG Protocol standards. Since 2020, we have expanded our efforts to include selected Scope 3 emissions categories, where data availability permits.

For the second consecutive reporting period, we utilised an ESG data management and reporting platform that incorporates high-quality reference data from international sources, as detailed here. The platform also features an automated AI emissions calculator that assigns the most appropriate emission factor from these sources, enhancing the accuracy and efficiency of our emissions reporting.

Emissions Categories

- **Scope 1** (Direct emissions): these include emissions from sources that are owned or controlled by the organisation, such as fuel combustion and refrigerants in our vehicles and equipment.

Sources of emissions factors include:

- IPCC 5th Assessment Report for global warming potentials
 - IPCC Guidelines for National Greenhouse Gas Inventories
 - National Greenhouse Accounts Factors by the Australian Government's Department of Climate Change, Energy, the Environment and Water
 - National Greenhouse and Energy Reporting (Measurement) Determination 2008 (Australia)
 - Singapore Emissions Factor Registry
 - Singapore's Measurement and Reporting Guidelines under the Carbon Pricing Act
- **Scope 2** (Indirect emissions from purchased energy): these are emissions from purchased electricity, steam, heating, and cooling consumed by the organisation using data from utility bills and meter readings. In accordance with GHG Protocol, Scope 2 emissions can be calculated using location-based and market-based methods. For location-based emissions, we use the average grid emissions factor for the country in which that electricity is purchased to calculate the emissions.

ANNEX B (CONTINUED)

We use supplier-specific data, where available, in the calculation of our market-based emissions. Sources of grid emission factors include:

- Australia's National Greenhouse and Energy Reporting (Measurement) Determination
- Canada's Official GHG Inventory
- EU Association of Issuing Bodies (AIB) 2022
- India's Ministry of Power
- Institute for Global Environmental Strategies
- Malaysia's Energy Commission
- Singapore Energy Market Authority
- Thailand's Ministry of Energy
- Tokyo Electric Power Company Holdings
- UK's Department for Business, Energy & Industrial Strategy (BEIS)
- US EPA's eGRID 2022

We use supplier-specific data, where available, in the calculation of our market-based emissions.

Since April 2022, we have transitioned to a green electricity provider for all contestable facilities in Singapore (excluding those within the Changi Airport grid). This electricity is backed by bundled Energy Attribute Certificates (EACs) from hydroelectric projects in Vietnam.

- **Scope 3** (Other indirect emissions): it represents indirect emissions that occur across our value chain, both upstream and downstream of our operations. This is a critical step in understanding our broader climate impact and informing our decarbonisation strategy.

Sources of Scope 3 emissions factors include:

- Exiobase database to determine spend factors
- National Greenhouse Accounts (Australia)
- Singapore Emissions Factor Registry
- US EPA
- UK's Department for Business, Energy & Industrial Strategy (BEIS)

Over the past four years, SATS has progressively enhanced our Scope 3 emissions tracking approach, refining data collection methodologies and processes. Scope 3 tracking remains a nascent and evolving area, and while our current figures reflect our best estimates, reliable and consistent data sources are still developing across regions. We have observed some year-on-year variation, which we will continue to monitor and investigate. Despite these challenges, our focus remains to improve the accuracy and consistency of Scope 3 emissions tracking year-on-year, building a stronger foundation for long-term decarbonisation efforts.

Collaboration with global colleagues, especially those in finance and procurement teams, is crucial to SATS' data collection and analysis process. The company has integrated the data source systems from its main procurement units in Singapore into its data management platform to reduce manual intervention and improve data accuracy.

For Purchased Goods and Services, more than 98% of SATS' line items were matched and mapped to the appropriate spend-based emission factor, surpassing the goal of 95% coverage and improving upon the 96% recorded last year.

SATS will continue to use a hybrid methodology to calculate its Category 15: Investments, referencing the Partnership for Carbon Accounting Financials (PCAF) framework. Where Scope 1 and 2 emission data was available for investments, it was used with SATS' ultimate equity share ownership. Where data was unavailable, emissions from investments were calculated using sectoral emissions intensities multiplied by the amount invested in the company.

Restatement

In line with our commitment to continuous improvement and enhanced data accuracy, we have conducted a restatement of our greenhouse gas emissions for the previous fiscal year. This restatement reflects refinements in our data collection processes, updates to emission factors, and the inclusion of more accurate or complete activity data that became available after the initial reporting. These adjustments ensure greater alignment with the latest methodological standards and reinforce the integrity of our environmental reporting. The revised figures are presented alongside current year data to maintain transparency and comparability across reporting periods.

Reporting Boundaries

Our reporting covers operations across the following key regions, aligned with our internal organisational and operational structure:

- **Asia:** includes all our operations across Asia including Gateway operations and Food Solutions
- **Americas:** refers to our Gateway operations across the U.S., Canada and Brazil
- **EMEA (Europe, Middle East, Africa and Asia):** reflects our Gateway operations, encompassing activities in countries such as India (WFS Bangalore) and Thailand (WFS PG Cargo)
- **Heritage SATS:** refers to SATS Ltd., a Singapore-based provider of food solutions and gateway services, before its acquisition and integration of Worldwide Flight Services (WFS).
- **Heritage WFS:** refers to Worldwide Flight Services, a global air cargo and ground handling company headquartered in Paris, before becoming part of the SATS Group.

ANNEX C

Climate Risk Assessment and TCFD

Climate Risk Assessments

Climate change poses significant risks to our business, including physical risks from extreme weather events and chronic climate changes, as well as transition risks associated with the shift to a low-carbon economy.

To address these risks, SATS undertook a climate risk assessment in 2023 to analyse the potential impact of climate-related risks on our operations, investments, and reputation. This assessment was previously reported and informs our ongoing risk management and strategic planning processes.

Our climate risk assessments focus on several key areas:

- **Physical risks:** We evaluate the potential impact of extreme weather events such as lightning, floods, hurricanes, and wildfires on our facilities and supply chain. This includes assessing the vulnerability of our infrastructure and implementing measures to enhance resilience.

- **Transition risks:** We analyse the risks associated with the transition to a low-carbon economy, including regulatory changes, carbon pricing, and shifts in consumer preferences. This helps us identify opportunities for innovation and adaptation to meet evolving market demands.
- **Regulatory compliance:** We ensure compliance with environmental regulatory requirements at global, regional, and local levels. This includes monitoring emerging regulations and adapting our practices to meet new standards.

Outcomes of TCFD work

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), SATS had developed climate scenarios to assess the physical and transition risks and opportunities that our businesses face.

We conducted a series of workshops involving senior management and members from various departments to determine our exposure to climate-related impacts, assess the relative significance of key risks and opportunities, examine mitigating actions, and identify ways to build climate resilience.

To better understand how the changing climate may affect our direct operations and its value chain, we used what we term a “business as usual” scenario (4°C) and a strong mitigation scenario (1.5°C to 2°C) to assess our risks and opportunities in each. Our climate scenario analysis includes:

- **Business as usual scenario (4°C):** This scenario focused on assessing potential physical risks to our businesses as a result of events brought about by or related to climate change, such as extreme weather, rising sea levels, drought, water stress, and flooding.
- **Strong mitigation scenario (1.5-2°C):** This scenario placed greater emphasis on transition risks associated with the shift to a low-carbon economy, including regulatory changes, carbon pricing, and technological advancements.

The full results of the climate risk assessment are detailed in the FY2024 Sustainability Report.

We will revisit and update the risk assessment as part of our preparatory work in FY2026 to align with the ISSB (International Sustainability Standards Board) disclosure requirements.

ANNEX D

List of Key Abbreviations and Acronyms

AAT	Asia Airfreight Terminal Company Limited
ABAC	Anti-Bribery and Anti-Corruption
AET	Autonomous Electric Tractor
AGM	Annual General Meeting
AI	Artificial Intelligence
AISATS	Air India SATS Airport Services Private Limited
APAC	Asia-Pacific
ASA	Airport Services Association
ASF	Aviation Sustainability Forum
CAAS	Civil Aviation Authority of Singapore
CAG	Changi Airport Group
CEO	Chief Executive Officer
CSRD	Corporate Sustainability Reporting Directive
CWCA	Cabin Waste Composition Audit
EACs	Energy Attribute Certificates
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortisation
EES	Employee Engagement Survey
EMEAA	Europe, Middle East, Africa & Asia
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
EVP	Employee Value Proposition
EVs	Electric Vehicles
FY2024	SATS' financial year ending 31 March 2024

FY2025	SATS' financial year ending 31 March 2025
FY2026	SATS' financial year ending 31 March 2026
GCNS	UN Global Compact Network Singapore
G&E	Gifts & Entertainment
GMB	Group Management Board
GRI	Global Reporting Initiative
GSE	Ground Support Equipment
GWh	Gigawatt hours
GWP	Global Warming Potential
HC	Human Capital
HSSE	Health, Safety, Security and Environment
HVO	Hydrotreated or Hydrogenated Vegetable Oil
IATA	International Air Transport Association
IFRS	International Financial Reporting Standards
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
KPIs	Key Performance Indicators
LEV	Low Emissions Vehicle
MWp	Megawatt-peak
NTUC	National Trades Union Congress
PCEO	President & Chief Executive Officer

PGS	Purchased Goods and Services
PMO	Project Management Office
PPA	Power Purchase Agreement
RE	Renewable Energy
RECs	Renewable Energy Certificates
SAAA	Singapore Aircargo Agents Association
SBP	Sustainability Business Partner
SDGs	Sustainable Development Goals
SGX	Singapore Exchange
SICC	SATS Inflight Catering Centre
SMEs	Subject Matter Experts
SMS	Safety Management System
SSRC	Safety, Sustainability and Risk Committee
SSRMC	Safety, Sustainability and Risk Management Committee
SUP	Single-use plastics
tCO₂e	Tonnes of carbon dioxide equivalent
TAG	Technical Advisory Group
TCFD	Task Force on Climate-related Financial Disclosures
TDSB	Truck Dock Slot Booking
TIACA	The International Air Cargo Association
UN	United Nations
UNGC	United Nations Global Compact



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