

MEDIA RELEASE

SATS TO INVEST OVER S\$250 MILLION TO UPGRADE AND TRANSFORM CAPABILITIES AT CHANGI AIRPORT

Singapore, 15 May 2025 – SATS Ltd. (**SATS**), one of the world's leading providers of air cargo and ground handling services, today announced an investment of over S\$250 million for Singapore Hub (**SG Hub**) to upgrade its ground operations and cargo handling infrastructure at Changi Airport. This investment includes over S\$150 million to be spent over the next five years for the renewal and expansion of SG Hub's ground support equipment (**GSE**) fleet – these are specialised commercial vehicles used to support airport operations – and S\$100 million to enhance cargo operations over the next two years.

These strategic initiatives will enhance operational reliability and safety, optimise turnaround times, and support growing cargo volumes at Changi Airport through to the mid-2030s when the new Terminal 5 and Changi East Industrial Zone (CEIZ) are projected to commence operations. These investments demonstrate SATS' commitment to the Changi ecosystem as well as the importance of the Singapore Air Hub to our business globally.

SATS established SG Hub on 1 October 2024 as a dedicated business division to support airport operations at Singapore's Air Hub, which groups Changi Airport, Seletar Airport and the aviation industries at these gateways. The division strengthens SATS' position as Changi Airport's leading solutions provider, powered by a future-ready workforce and systems that drive the global competitiveness of Singapore's Air Hub. SG Hub provides ground handling services such as passenger handling, baggage services, aircraft handling, security services and cargo handling services that are critical for safe, efficient and timely airport operations.

Renewing SG Hub's fleet of airport vehicles & equipment

Investment size: Over S\$150 million

Timeframe: Five years (2025 to 2029)

The GSE fleet modernisation project commenced on 1 April 2025. This project involves the renewal and refurbishment of over 500 specialised commercial vehicles and equipment, which is about 40% of SG Hub's current GSE motorised fleet¹, and the addition of over 100 new units to support growing business volumes.

Elevating SG Hub cargo operations

Investment size: S\$100 million

Timeframe: Two years (2025 to 2026)

SG Hub will bolster cargo operations across its airfreight terminals to address growing volumes, with a multi-phase enhancement beginning from the middle of this year.

In tandem with investments to enhance infrastructure and fleet assets, SG Hub is nurturing a future-ready and resilient workforce that is trained, organised and equipped to support traffic growth at Singapore's airports. SG Hub's focus on its People comes amid increasing competition in Singapore and internationally for talent in the aviation sector. Efforts on this front include job redesign to enhance meaningful and rewarding career pathways, upskilling initiatives, attracting new talent into its 7,800-strong workforce and leveraging technology like autonomous vehicles and artificial intelligence to boost productivity.

Henry Low, Chief Executive Officer, SATS Singapore Hub, said: "The multi-million dollar investments by SATS Singapore Hub mark an important milestone in our ongoing efforts to future-proof Singapore's aviation ground handling and cargo operations. While the opening of Changi Airport Terminal 5 is about 10 years away, SATS is already undertaking extensive preparations to handle future operational demands by modernising our equipment and infrastructure alongside efforts to raise and sustain a future-ready and resilient workforce.

¹ As of January 2025, SG Hub operated a fleet of 1,300 motorised GSEs.

“As a Singapore-headquartered multinational company, Changi Airport remains the cornerstone of our business strategy and a flagship hub for our global network. These upgrades and enhancements will enable us to support our airline customers more effectively and ensure that Singapore continues to excel as a world-leading air hub.”

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ABOUT SATS LTD.

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 215 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

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