

SATS Group ESG DataBook FY2025



About SATS Group ESG DataBook

This ESG DataBook presents a non-exhaustive collection of environmental, social and governance indicators that SATS monitors annually to assess progress against its ESG strategy and commitments. It reflects SATS’ ambition to embed sustainability across all operations and geographies, particularly following the integration of WFS and the expansion of its global footprint.

The DataBook covers performance metrics for the period from April 1, 2024 to March 31, 2025, in line with SATS’ financial reporting cycle. In addition, it provides references to international sustainability standards and frameworks.

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Environment	GHG Emissions	Energy Consumption	Waste & Packaging	Water
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Reporting frameworks				

- Important notes:**
- In the ESG DataBook, we compile all available ESG data for SATS Group since FY2020. Data covering WFS operations are available since FY2024.
 - All data contained applies to the entire Group as described in the 2025 consolidated financial statements, unless otherwise stated.
 - All data relates to the period from April 1 to March 31.
 - GHG emissions are measured in metric tonnes. The calculation method is based on GHG Protocol.
 - All currency data are in SGD.
 - Columns with "-" state that we did not calculate back to the data point.

Further 2025 reporting documents

- [Annual Report](#)
- [Corporate Governance Report](#)
- [Sustainability Report](#)
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Contacts

- General Line info_enquiry@sats.com.sg
- Investor Relations sats_ir@sats.com.sg

SATS Groups ESG priorities and targets

Priorities		Ambition statements	Targets (as defined for FY2025)
E	Decarbonisation	Reduce greenhouse gas emissions across our operations by improving energy efficiency, transitioning to low-carbon vehicles and buildings, using renewable energy and collaborating with partners	<div>• 50% Scope 1 and 2 reduction by 2030⁽¹⁾, and carbon neutral by 2040⁽²⁾</div> <div>• Net Zero by 2050⁽³⁾</div>
	Waste & Packaging	Minimise waste as much as possible across our operations and promote a more circular economy including in the choice of packaging materials	<div>• 50% reduction in food waste intensity by 2030⁽⁴⁾</div> <div>• 100% packaging is reusable or recyclable-ready by 2030</div>
S	Safety & Security	Continuously strengthen the company's safety and security culture by increasing proactive risk identification, leadership engagement, and staff competency	<div>• Reduce occupational and operational safety incident rates year-on-year</div> <div>• Continue to expand the coverage of relevant safety and security certifications across the Group</div>
	Human Capital Development	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	<div>• Develop and promote a compelling Employee Value Proposition as a global employer of choice that aligns with the needs and aspirations of the local workforce</div> <div>• Implement targeted leadership development programmes, upskilling initiatives, and mentorship opportunities to empower employees and enhance their capabilities</div>
	Diversity & Inclusion	Recognise diversity and build inclusion by promoting a safe and respectful environment for a harmonious workplace	<div>• Achieve 35% of women in leadership roles⁽⁵⁾ within the organisation by 2030</div> <div>• Employee Engagement Survey rolled out in all regions</div> <div>• D&I training in all regions</div>
G	Governance & Business Ethics	Ensure all our business entities apply consistent and strict ethical behaviours, contributing to fairness and justice within the communities we serve	<div>• Demonstrate zero tolerance for any form of bribery and corruption in our business and supply chains</div> <div>• Ensure all our operations are fully compliant with all applicable legislation in each location</div>
	Cybersecurity & Data Protection	Continuously mature the company's cybersecurity resilience by enhancing preparedness and awareness across all levels	<div>• Establish robust cybersecurity and data protection governance framework and best practices</div> <div>• Enforce annual cybersecurity awareness training for all employees</div>
	Sustainable Sourcing	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	<div>• Perform ESG assessments of all strategic suppliers by 2025</div> <div>• Actively increase the proportion of locally sourced food, when possible, near shoring otherwise, and seek for certified sustainably produced products as relevant</div>

(1) From 2020 baseline for Singapore operations (188'645 tCO2e) and from 2024 baseline for overseas operations (142'881 tCO2e)
(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
(4) From 2022 baseline for Singapore operations (4.1%) and from 2024 baseline for overseas operations (6.6%)
(5) Leadership roles refers to N-3 and above, N being the President & CEO

SATS Certifications

Certification	Type	Entity	Business line / Station
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	WFS EMEAA	Barcelona
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	SATS Ltd	Country Foods
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	WFS EMEAA	Frankfurt
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	WFS EMEAA	Madrid
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	SATS Ltd	Primary Industries
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	SATS Ltd	SATS Catering
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	SATS Ltd	SATS Food Services
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	SATS Ltd	SG Hub
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	WFS EMEAA	Valencia
ISO 45001: Occupational Health & Safety System	Workplace Health & Safety	WFS EMEAA	Vitoria
BizSAFE Star	Safety	SATS Ltd	Country Foods
BizSAFE Star	Safety	SATS Ltd	SATS Catering
BizSAFE Star	Safety	SATS Ltd	SATS Food Services
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS EMEAA	Bangkok
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS EMEAA	Bangkok (HQ)
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS Americas	WFS Orbital Guarulhos -São Paulo
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS Americas	WFS Orbital HQ Guarulhos -São Paulo
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS Americas	HQ NAM
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS EMEAA	London Heathrow
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS EMEAA	London Heathrow (HQ)
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS Americas	Los Angeles
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	SATS Ltd	SATS Catering
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	WFS Americas	Seattle
IATA Safety Audit for Ground Operations programme (ISAGO)	Aviation Safety	SATS Ltd	SG Hub
IATA SeMS : Security Management System	Aviation Security	WFS Americas	HQ NAM
ISO 14001: Environmental Management System (EMS)	Environment	WFS EMEAA	Barcelona
ISO 14001: Environmental Management System (EMS)	Environment	WFS EMEAA	Frankfurt
EMAS - Eco-Management and Audit Scheme	Environment	WFS EMEAA	Frankfurt
ISO 14001: Environmental Management System (EMS)	Environment	WFS EMEAA	Madrid
ISO 14001: Environmental Management System (EMS)	Environment	WFS EMEAA	Valencia
ISO 14001: Environmental Management System (EMS)	Environment	WFS EMEAA	Vitoria
ISO 14001: Environmental Management System (EMS)	Environment	SATS Catering Pte Ltd	Singapore

SATS Certifications

Certification	Type	Entity	Business line / Station
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Airport Services Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Catering Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Aero Laundry Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Food Services Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Institutional Catering Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SFI Manufacturing Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Seletar Aviation Service Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Security Services Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS Asia-Pacific Star Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	Primary Industries Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	Hog Auction Market Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	SATS-Creuers Cruise Services Pte Ltd	Singapore
ISO 37001:2026 - Anti-bribery management systems	Business Ethics	Country Foods Pte Ltd.	Singapore
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	AMS
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	ARN
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	Bangkok (HQ)
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	Barcelona
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	BLR
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	BRU
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	CDG Pharma Center
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	CPH
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	CPT
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	DUB
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	Frankfurt
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	JNB
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	Madrid
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	MPX
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	ORK
Good Distribution Practice (GDP)	Cargo operations	WFS EMEAA	SNN
IATA CEIV Dangerous Goods	Cargo operations	WFS Americas	HQ (all NAM)
CRES (Certificado de Regularidade em Serviços Auxiliares ao Transporte Aéreo)	Quality	WFS Americas	WFS Orbital Guarulhos -São Paulo
ISO9001: Quality Management System	Quality	SATS Ltd	SG Hub

GHG emissions

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Absolute emissions									
SGX-1 (a)		Scope 1 + 2 + 3	Tonnes of CO₂e	1,052,201	Not available	Not available	1,105,813	1,160,644	1,287,885
SGX-1 (b)	GRI 305-1	Scope 1	Tonnes of CO ₂ e	150,099	89,790	86,879	136,974	235,948	240,351
SGX-1 (b)	GRI 305-2	Scope 2	Tonnes of CO ₂ e	66,102	53,585	54,843	71,272	93,952	75,914
		Scope 1 + 2	Tonnes of CO₂e	216,201	143,375	141,722	208,246	329,900	316,265
		Singapore-based operations	Tonnes of CO ₂ e	188,646	125,196	116,805	165,548	187,019	143,090
		Overseas operations	Tonnes of CO ₂ e	27,556	18,179	24,917	42,698	142,881	173,175
SGX-1 (c)	GRI 305-3	Scope 3	Tonnes of CO ₂ e	836,000	Not available	Not available	897,567	830,744	971,620
Emission intensity									
	GRI 305-4	Carbon intensity per SGD revenue	tCO₂e / Million SGD						
SGX-2 (b)		Scope 1 & 2		111	148	120	118	64	54
		For Food Solutions		-	-	-	-	188	145
		For Gateway Services		-	-	-	-	30	27
SGX-2 (a)		Scope 1, 2 & 3		542	Not available	Not available	629	225	221
		For Food Solutions		-	-	-	-	727	708
		For Gateway Services		-	-	-	-	88	74

GHG emissions

SGX ref	GRI ref	Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Absolute emissions details: Scope 1								
	Scope 1	Tonnes of CO₂e	150,099	89,790	86,879	136,974	235,948	240,351
	By geography							
	Singapore-based operations	Tonnes of CO ₂ e	138,654	87,582	80,067	120,237	135,344	114,000
	Overseas operations	Tonnes of CO ₂ e	11,445	2,208	6,812	16,738	100,603	126,350
	By activity							
	Food Solutions	Tonnes of CO ₂ e	-	-	-	-	147,017	151,835
	Gateway Services	Tonnes of CO ₂ e	-	-	-	-	88,931	88,516
	By source							
	From Fuel Combustion	Tonnes of CO ₂ e	54,635	22,427	26,781	40,896	124,395	113,649
	From Fugitive Emissions	Tonnes of CO ₂ e	95,464	67,363	60,098	96,078	111,552	126,701
Absolute emissions details: Scope 2								
	Scope 2 (location-based method)	Tonnes of CO₂e	66,102	53,585	54,843	71,272	93,952	75,914
	By geography							
	Singapore-based operations	Tonnes of CO ₂ e	49,991	37,615	36,738	45,311	51,674	29,089
	Overseas operations	Tonnes of CO ₂ e	16,111	15,971	18,104	25,961	42,278	46,825
	By activity							
	Food Solutions	Tonnes of CO ₂ e	-	-	-	-	61,719	43,751
	Gateway Services	Tonnes of CO ₂ e	-	-	-	-	33,512	32,164
	By source							
	From Purchased Electricity (location-based method)	Tonnes of CO ₂ e	66,102	53,585	54,043	67,902	89,091	104,264
	From Purchased Heat and Steam	Tonnes of CO ₂ e	-	-	487	2,022	2,908	98
	From Purchased Cold	Tonnes of CO ₂ e	-	-	312	1,347	1,953	-
	Scope 2 from Purchased Electricity (market-based method)	Tonnes of CO₂e	-	-	-	-	-	75,816
	Reduction through market-based measures	Tonnes of CO₂e	-	-	-	-	-	28,448

GHG emissions

SGX ref	GRI ref	Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Absolute emissions details: Scope 3								
	Scope 3	Tonnes of CO₂e	836,000	Not available	Not available	897,567	830,744	971,620
	By activity							
	Food Solutions	Tonnes of CO ₂ e	-	-	-	-	597,271	760,926
	Gateway Services	Tonnes of CO ₂ e	-	-	-	-	233,390	210,694
	By category							
	Category 1: Purchased goods and services	Tonnes of CO ₂ e	-	-	-	604,063	694,397	815,519
	Category 2: Capital Goods	Tonnes of CO ₂ e	-	-	-	27,825	6,143	19,877
	Category 3: Fuel and Energy-Related Activities	Tonnes of CO ₂ e	-	-	-	48,469	6,744	6,640
	Category 4: Upstream Transportation and Distribution	Tonnes of CO ₂ e	-	-	-	8,078	Negligible	Negligible
	Category 5: Waste generated in operations	Tonnes of CO ₂ e	-	-	-	6,283	7,269	9,575
	Category 6: Business travel	Tonnes of CO ₂ e	-	-	-	3,590	3,259	15,918
	Category 7: Employee commuting	Tonnes of CO ₂ e	-	-	-	20,644	23,534	24,923
	Category 8: Upstream Leased Assets (Under operational control	Tonnes of CO ₂ e	-	-	-	-	Negligible	Negligible
	Category 9: Downstream Transportation and Distribution	Tonnes of CO ₂ e	-	-	-	Negligible	5,614	1,775
	Category 10: Processing of Sold Products	Tonnes of CO ₂ e	-	-	-	Negligible	NA	NA
	Category 11: Use of Sold Products	Tonnes of CO ₂ e	-	-	-	-	NA	NA
	Category 12: End of life of sold products	Tonnes of CO ₂ e	-	-	-	25,132	23,604	14,564
	Category 13: Downstream Leased Assets	Tonnes of CO ₂ e	-	-	-	9,873	529	720
	Category 14: Franchises	Tonnes of CO ₂ e	-	-	-	NA	NA	NA
	Category 15: Investments	Tonnes of CO ₂ e	-	-	-	143,611	59,641	62,101

Notes

- For more information on SATS GHG emissions methodology and scope, please refer to the Annex B - Greenhouse Gas Calculation Methodology page of SATS 2025 Sustainability Report.
- Baseline for Singapore operations is indicated in red: 188,646 tonnes of CO₂e (FY2020)
- Baseline is for Overseas operations indicated in red: 142,881 tonnes of CO₂e (FY2024)
- Revenue in SGD for FY2020, FY2021, FY2022, FY2023, FY2024 and FY2025 is 1,941 million, 970 million, 1,176 million, 1,758 million, 5,149 million and 5,821 million.
- The FY2025 values for Carbon Intensity (scope 1 & 2) for Food Solutions and Gateway Services have been corrected in the ESG DataBook (prior discrepancy on SR25 page 19)

Energy consumption

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Energy consumption							
SGX-3	GRI 302-1 (e)	Total energy consumption	GJ	1,356,695	700,960	840,950	1,243,955	2,692,313	2,569,822
		By category							
		Fuel, Gas combustion	GJ	469,395	194,250	218,564	305,241	1,861,883	1,687,404
	GRI 302-1 (a)	Fossil source	GJ	-	-	-	-	-	1,681,883
	GRI 302-1 (b)	Renewable source (biodiesel, ethanol)	GJ	-	-	-	-	-	5,521
	GRI 302-1 (c)	Electricity, Heating, Cooling and Steam	GJ	887,300	506,710	622,386	938,714	830,430	882,418
		Energy consumption intensity							
SGX-4	GRI 302-3	Energy consumption intensity	GJ/MSGD revenue	699	723	715	707	523	441

Waste & Packaging

SGX ref		GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
			Waste generated							
SGX-7		GRI 306-3	Total weight of waste generated	Tonnes	7,882	Not available	10,724	24,067	82,246	112,832
			By category							
			Hazardous waste	Tonnes	148	Not available	135	62	700	1,114
			Non-hazardous waste	Tonnes	7,734	Not available	10,589	24,005	81,546	111,718
			By geography							
			Singapore-based operations	Tonnes	-	-	-	-	29,452	29,336
			Overseas operations	Tonnes	-	-	-	-	52,794	83,496
			By activity							
			Food Solutions	Tonnes	-	-	-	-	28,247	28,213
			Gateway Services	Tonnes	-	-	-	-	53,999	84,619
			Total weight of waste generated by composition							
			General waste	Tonnes	-	-	-	-	71863	98,381
			Food & beverage	Tonnes	-	-	-	-	1321	5,018
			Carton boxes & cardboard	Tonnes	-	-	-	-	1854	2,749
			Wood & wood products	Tonnes	-	-	-	-	3759	2,669
			Plastics	Tonnes	-	-	-	-	1119	1,549
			Glass	Tonnes	-	-	-	-	800	741
			Paper	Tonnes	-	-	-	-	511	336
			Metal (aluminium)	Tonnes	-	-	-	-	283	211
			Cooking oil	Tonnes	-	-	-	-	35	62
			Other industrial waste	Tonnes	-	-	-	-	-	2
			Hazardous waste	Tonnes	-	-	-	-	700	1,114

Waste & Packaging

SGX ref	GRI ref	Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GRI 306-4	Waste diverted from disposal							
GRI 306-4a	Total weight of waste diverted from disposal (i.e. recycled, composted, reused)	Tonnes	4,727	267	3,381	4,694	23,050	27,570
	% waste diverted from disposal (i.e. recycled, composted, reused)	%	60%	Not available	32%	20%	28%	24%
GRI 306-4a	Total weight of waste diverted from disposal by composition							
	General waste	Tonnes	-	-	-	-	14,227	16,040
	Food & beverage	Tonnes	-	-	-	-	941	4,808
	Carton boxes & cardboard	Tonnes	709	244	506	1,245	1,719	2,105
	Wood & wood products	Tonnes	2,998	-	2,065	2,002	3,500	2,180
	Plastics	Tonnes	285	3	148	205	1,040	1,163
	Glass	Tonnes	281	7	108	635	800	739
	Paper	Tonnes	218	-	348	368	494	264
	Metal (aluminium)	Tonnes	102	11	142	178	282	210
	Cooking oil	Tonnes	8	2	12	10	35	60
	Other industrial waste	Tonnes	-	-	-	-	-	1
GRI 306-4b	Hazardous waste	Tonnes	125	-	52	51	12	1
GRI 306-5	Waste directed to disposal							
GRI 306-5a	Total weight of waste directed to disposal	Tonnes	3,281			19,374	59,196	85,262
	% weight of waste directed to disposal	%	42%			81%	72%	76%
GRI 306-5b	Total weight of hazardous waste directed to disposal by disposal operations	Tonnes	148			11	688	1,113
	Incineration	Tonnes	125			11	177	452
	Landfilling	Tonnes	23			0	511	661
GRI 306-5c	Total weight of non-hazardous waste directed to disposal by disposal operations	Tonnes	3,133			19,363	58,508	84,150
	Incineration	Tonnes	3,133			19,363	32,023	26,023
	Landfilling	Tonnes	-			-	26,485	58,127

Waste & Packaging

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Food waste intensity							
		Singapore-based operations	%	-	-	4.1%	2.3%	2.8%	1%
		Overseas-based operations	%	-	-	-	-	6.6%	6.2%
		Sustainable packaging for our Food Solutions							
GRI 301-2		Food sustainable packaging procured in our operations	%	-	-	-	-	-	91.2%
		By Country							
		Singapore	%	-	-	-	-	96%	92.6%
		China	%	-	-	-	-	-	95.3%
		Japan	%	-	-	-	-	-	73.1%
		India	%	-	-	-	-	-	83.7%
		Thailand	%	-	-	-	-	-	70.5%

Notes

- Restatement: Previously reported "Total weight of waste generated" (35,392 tonnes) in SR24 p.40 only included waste figures for Heritage SATS. Heritage WFS figures have now been included in this databook to reflect the SATS group total waste generated in FY2023-24 (82,246 tonnes)

- As of this Databook's publishing date, there is no one single methodology across the SATS group entities for waste quantification. The group is constantly evolving in our maturity to improve data accuracy and availability for reporting of these metrics. Therefore, the year on year comparison is not relevant.

- Food waste intensity is measured by the total volume of food waste per unit of production output

Water

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	GRI 303-5	Water consumption							
SGX-5	GRI 303-5a	Total water consumption	Megalitres (ML)	2,024	1,039	1,224	1,749	2,340	2,703
		By activity							
		Food Solutions	Megalitres (ML)	-	867	988	1,492	1,729	1,950
		Gateway Services	Megalitres (ML)	-	172	236	257	611	753
SGX-6		Water intensity							
		Group water intensity per revenue	Litres /SGD	1.04	1.07	1.04	0.99	0.45	0.46
		By activity							
		Food Solutions	Litres /SGD	-	-	-	-	1.56	1.44
		Gateway Services	Litres /SGD	-	-	-	-	0.15	0.17

Occupational Health & Safety

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	GRI 403-9	Work-related injuries							
		Numbers							
SGX-16		Work-related fatalities	Nb	-	-	-	-	2	1
SGX-17		High-consequence work-related injuries ⁽¹⁾ , excluding fatalities	Nb	-	-	1	-	28	34
SGX-18		Total recordable work-related injuries	Nb	-	-	253	485	1,005	1,013
		Number of hours worked	Nb	-	-	28,476,148	40,978,124	170,077,488	174,263,336
		Rates							
		Work-related fatalities	%	-	-	0.00	0.00	0.01	0.01
		High-consequence work-related injuries ⁽¹⁾ , excluding fatalities	%	-	-	0.04	0.00	0.16	0.20
		Total recordable work-related injuries	%	-	-	8.88	11.84	5.91	5.81
	GRI 403-10	Work-related ill health							
		Numbers							
		Work-related illness fatalities	Nb	-	-	-	-	-	-
SGX-19		Total recordable work-related ill health	Nb	-	-	-	-	-	-
		Rates							
		Work-related illness fatalities	%	-	-	0.00	0.00	0.00	0.00
		Total recordable work-related ill health	%	-	-	0.00	0.00	0.00	0.00

Notes

- Scope of report includes both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation.
- High-consequence work-related injury = injury that results in a fatality from which the worker cannot recover fully to pre-injury health status within 6 months

Workforce

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Total Number of Employees							
SGX-13	GRI 2-7 (a)	Total Headcount at year-end	Nb	-	-	-	-	42,101	45,902
	GRI 2-7 (a)	By region							
		APAC	Nb	-	-	-	-	19,121	19,516
		EMEAA	Nb	-	-	-	-	5,558	7,625
		Americas	Nb	-	-	-	-	17,422	18,761
SGX-8	GRI 2-7 (a)	By gender							
		Male	Nb	-	-	-	-	29,064	31,302
		Female	Nb	-	-	-	-	12,371	13,755
		Not disclosed	Nb	-	-	-	-	666	845
		Share of female employees amongst employees	%	-	-	-	-	29.4%	30.0%
	GRI 2-7 (b)	By employee contract							
		Permanent Full Time	Nb	-	-	-	-	32,184	34,334
		APAC							
		Male	Nb	-	-	-	-	10,718	10,291
		Female	Nb	-	-	-	-	4,491	4,854
		Not disclosed	Nb	-	-	-	-	0	0
		EMEAA							
		Male	Nb	-	-	-	-	3,871	5,018
		Female	Nb	-	-	-	-	814	1,088
		Not disclosed	Nb	-	-	-	-	0	0
		Americas							
		Male	Nb	-	-	-	-	8,612	9,177
		Female	Nb	-	-	-	-	3,678	3,904
		Not disclosed	Nb	-	-	-	-	0	2
		Share of permanent full time employees	%					76%	75%
		Permanent Part Time	Nb	-	-	-	-	5,707	5,961
		APAC							
		Male	Nb	-	-	-	-	85	8
		Female	Nb	-	-	-	-	245	37
		Not disclosed	Nb	-	-	-	-	0	0
		EMEAA							
		Male	Nb	-	-	-	-	153	143
		Female	Nb	-	-	-	-	92	104
		Not disclosed	Nb	-	-	-	-	0	0
		Americas							
		Male	Nb	-	-	-	-	3,309	3,755
		Female	Nb	-	-	-	-	1,823	1,907
		Not disclosed	Nb	-	-	-	-	0	7
		Share of permanent part time employees	%					14%	13%

Workforce

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Temporary	Nb	-	-	-	-	3,473	3,157
		APAC							
		Male	Nb	-	-	-	-	2,021	1,804
		Female	Nb	-	-	-	-	1,144	908
		Not disclosed	Nb	-	-	-	-	0	
		EMEA							
		Male	Nb	-	-	-	-	239	309
		Female	Nb	-	-	-	-	68	127
		Not disclosed	Nb	-	-	-	-	0	0
		Americas							
		Male	Nb	-	-	-	-	-	6
		Female	Nb	-	-	-	-	-	3
		Not disclosed	Nb	-	-	-	-	-	0
		Share of temporary employees	%					8%	7%
		Non-guaranteed Hours	Nb	-	-	-	-	737	2,450
		APAC							
		Male	Nb	-	-	-	-	0	791
		Female	Nb	-	-	-	-	0	823
		Not disclosed	Nb	-	-	-	-	417	0
		EMEA							
		Male	Nb	-	-	-	-	56	0
		Female	Nb	-	-	-	-	16	0
		Not disclosed	Nb	-	-	-	-	248	836
		Americas							
		Male	Nb	-	-	-	-	-	-
		Female	Nb	-	-	-	-	-	-
		Not disclosed	Nb	-	-	-	-	-	-
		Share of non-guaranteed hours employees	%					2%	5%

Workforce

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		New Employee Hires							
	GRI 401-1	Total Number of New Hires	Nb	-	-	-	-	21,502	21,601
		By region							
		APAC	Nb	-	-	-	-	5,882	4,410
		EMEA	Nb	-	-	-	-	787	1,147
		Americas	Nb	-	-	-	-	14,833	16,044
		Rate of New Hires (total)	%	-	-	-	-	45%	51%
		By region							
		APAC	%	-	-	-	-	32%	22%
		EMEA	%	-	-	-	-	13%	22%
		Americas	%	-	-	-	-	91%	92%
SGX-9		By gender							
		Male	%	-	-	-	-	68%	66%
		Female	%	-	-	-	-	32%	34%
		Not disclosed	%	-	-	-	-	0%	0%
SGX-11		By age group							
		< 30 years old	%	-	-	-	-	49%	58%
		30 - 50 years old	%	-	-	-	-	36%	34%
		> 50 years old	%	-	-	-	-	16%	7%

Workforce

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Employee Turnover							
SGX-12	GRI 401-1	Total Number of Employee Turnover	Nb	-	-	-	-	17,484	17,645
		By region							
		APAC	Nb	-	-	-	-	3,745	2,797
		EMEA	Nb	-	-	-	-	455	756
		Americas	Nb	-	-	-	-	13,284	14,092
		Rate of Employee Turnover	%	-	-	-	-	37%	41%
		By region							
		APAC	%	-	-	-	-	21%	14%
		EMEA	%	-	-	-	-	8%	15%
		Americas	%	-	-	-	-	81%	81%
		By gender							
		Male	%	-	-	-	-	67%	65%
		Female	%	-	-	-	-	33%	35%
		Not disclosed	%	-	-	-	-	0%	0%
		By age group							
		< 30 years old	%	-	-	-	-	46%	57%
		30 - 50 years old	%	-	-	-	-	33%	32%
		> 50 years old	%	-	-	-	-	20%	10%

Notes

- All workforce-related metrics are reported on a unique headcount basis, excluding Brazil for FY2025 due to lack of available data at the time of reporting
- For total headcount in EMEAA, the year on year comparison is not relevant due to change of methodology and HR Information System for WFS EMEAA.
- For New Employee Hires and Employee Turnover, APAC and EMEA data is reported based on true geographic regions rather than business region classifications. Ireland, Belgium, and South Africa are not included due to a lack of available data
- Employee turnover is defined as employees who leave the organisation voluntarily
- Data reflects the headcount at the end of the reporting period (31 March 2025)
- Any significant fluctuations in employee numbers between reporting periods are primarily due to changes in scope (e.g., exclusion of South America), seasonal workforce variations, and restructuring activities.
- Senior management refers to all VPs and above equivalent to N-3 for WFS (N=PCEO).

Training & development

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Average training hours per employee							
SGX-14	GRI 404-1	Average training hours per employee	Hours	-	-	-	-	26.78	29.44
SGX-15	GRI 404-1	Average training hours by gender							
		Male	Hours	-	-	-	-	27.02	30.18
		Female	Hours	-	-	-	-	26.47	26.30
		Talent development programs							
GRI 404-2		Number of employees enrolled in targeted leadership development programmes, upskilling initiatives, and mentorship opportunities	Nb	-	-	-	-	-	2,108
		By employee category							
		Senior Management	Nb	-	-	-	-	-	32
		Managers	Nb	-	-	-	-	-	1,827
		Other Employees	Nb	-	-	-	-	-	249
		By gender							
		Male	Nb	-	-	-	-	-	1,488
		Female	Nb	-	-	-	-	-	620

Notes

- All workforce-related metrics are reported on a unique headcount basis, excluding Brazil for FY2024/25.

Diversity & inclusion

SGX ref	GRI ref		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Gender diversity									
GRI 405-1		Employees by employee category & by gender	Nb	-	-	-	-	54,889	45,902
		Senior management roles	Nb	-	-	-	-	358	310
		Male	Nb	-	-	-	-	264	229
		Female	Nb	-	-	-	-	93	81
		Not disclosed	Nb	-	-	-	-	0	0
		Managers	Nb	-	-	-	-	2,196	2,772
		Male	Nb	-	-	-	-	1,596	1,910
		Female	Nb	-	-	-	-	601	862
		Not disclosed	Nb	-	-	-	-	0	0
		Other employees	Nb	-	-	-	-	52,335	42,820
		Male	Nb	-	-	-	-	34,816	29,160
		Female	Nb	-	-	-	-	17,102	12,815
		Not disclosed	Nb	-	-	-	-	417	845
SGX-22		Share of women in senior management roles	%	-	-	-	-	26.1%	26.1%
		Share of female employees in the workforce	%	-	-	-	-	32.4%	30.0%
Age diversity									
GRI 405-1		Employees by employee category by age group	Nb	-	-	-	-	54,889	45,902
		Senior Management	Nb	-	-	-	-	358	310
		< 30 years old	Nb	-	-	-	-	4	9
		30 - 50 years old	Nb	-	-	-	-	173	136
		> 50 years old	Nb	-	-	-	-	180	165
		Managers	Nb	-	-	-	-	2,196	2,584
		< 30 years old	Nb	-	-	-	-	132	290
		30 - 50 years old	Nb	-	-	-	-	1,274	1,516
		> 50 years old	Nb	-	-	-	-	791	778
		Other employees	Nb	-	-	-	-	52,335	43,008
		< 30 years old	Nb	-	-	-	-	20,851	14,866
		30 - 50 years old	Nb	-	-	-	-	21,259	17,456
		> 50 years old	Nb	-	-	-	-	9,808	9,850
		Not disclosed	Nb	-	-	-	-	417	836
		Share of employees by age group		-	-	-	-		
		< 30 years old	%	-	-	-	-	38%	33%
		30 - 50 years old	%	-	-	-	-	41%	41%
		> 50 years old	%	-	-	-	-	20%	23%
		Not disclosed	%	-	-	-	-	1%	2%

Diversity & inclusion

SGX ref	GRI ref	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
		Employee engagement							
		Global Employee Engagement Score	%	-	-	76%	77%	71%	88%
		% of Permanent employees having taken the D&I awareness training	%	-	-	-	-	-	68%
		Awareness mandatory e-learning available in all region (yes/no)	Y/N	-	-	-	-	-	Yes

Notes

- Senior management refers to all Vice Presidents and above for SATS entities and equivalent to N-3 for WFS entities (N=PCEO).

- All workforce-related metrics are reported on a unique headcount basis, excluding Brazil for FY2025 due to lack of available data at the time of reporting.

- Global Employee Engagement Score: the year-on-year comparison is not relevant due to change of Employee Engagement Survey provider and scoring methodology in FY2025

- Awareness mandatory e-learning available in all region (yes/no): APAC & EMEAA had launched Workplace Inclusion e-learning for all employees in January 2025. Americas: All employees took in 2021 Code of Conduct section 2 covering Workplace Behavior and Inclusion and all New Hires have taken during onboarding since 2021. Since 2021, all New Hires have taken Employee Discrimination Free Workplace during onboarding and all employees completed Sexual Harassment and Discrimination Prevention with the 2024 recurrent training and all new hires are assigned during onboarding.

Sustainable Sourcing

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Know your strategic suppliers							
		% of strategic suppliers having been ESG assessed	%	-	-	-	-	-	36%
GRI 308		Supplier Environmental Assessment							
GRI 308-1		Number of new suppliers that were screened using environmental criteria	Nb	-	-	-	-	-	Not available
GRI 308-1		% of new suppliers that were screened using environmental criteria	%	-	-	-	-	-	Not available
GRI 308-2a		Number of suppliers assessed for environmental impacts	Nb	-	-	-	-	-	132
GRI 308-2b		Number of suppliers identified as having significant actual and potential negative environmental impacts	Nb	-	-	-	-	-	Not available
GRI 308-2c		Significant actual and potential negative environmental impacts identified in the supply chain.	Nb	-	-	-	-	-	Not available
GRI 308-2d		Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	Nb	-	-	-	-	-	Not available
GRI 308-2e		Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why	Nb	-	-	-	-	-	Not available
GRI 414		Supplier Social Assessment							
GRI 414-1		Number of new suppliers that were screened using social criteria	Nb	-	-	-	-	-	Not available
GRI 414-1		% of new suppliers that were screened using social criteria	%	-	-	-	-	-	Not available
GRI 414-2a		Number of suppliers assessed for social impacts	Nb	-	-	-	-	-	132
GRI 414-2b		Number of suppliers identified as having significant actual and potential negative social impacts	Nb	-	-	-	-	-	Not available
GRI 414-2c		Significant actual and potential negative social impacts identified in the supply chain.	Nb	-	-	-	-	-	Not available
GRI 414-2d		Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	Nb	-	-	-	-	-	Not available
GRI 414-2e		Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why	Nb	-	-	-	-	-	Not available
GRI 204-1		Proportion of spending on local suppliers							
GRI 204-1a		Proportion of spending on <u>local food suppliers in Singapore</u> (Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally))		-	-	-	-	81%	92%

Notes

- Strategic Supplier: 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.
- In FY2024, 11% of the strategic Food suppliers in Singapore were ESG-screened. In FY2025, we expanded this initiative to cover key entities worldwide and their strategic suppliers.
- Supplier Environmental Assessment: SATS' current procurement strategy is to focus on getting our strategic suppliers ESG-assessed. SATS' current procurement strategy is to focus on getting our strategic suppliers ESG-assessed.
- Supplier Social Assessment: SATS' current procurement strategy is to focus on getting our strategic suppliers ESG-assessed. SATS' current procurement strategy is to focus on getting our strategic suppliers ESG-assessed.
- GRI 204-1b: The organisation's geographical definition of 'local': Singapore, given Singapore is SATS' headquarters and main operation hub
- GRI 204-1c: The definition used for 'significant locations of operation': Singapore Food operations, given that more than 70% of the Purchased Goods and Services are for Food ingredients

Board composition

<i>SGX ref</i>	<i>GRI ref</i>		<i>Units</i>	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
		Board composition							
SGX-21	GRI 405-1	% female representation	%	-	-	45%	45%	43%	36%
SGX-20	GRI 2-9	% independent directors	%	-	-	-	91%	93%	91%
	GRI 2-9	% non-executive members	%	-	-	-	-	93%	91%
		Total number of Board members	Nb	-	-	11	11	14	11

Ethical Behaviour

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
SGX-23	GRI 205-1	Operations assessed for risks related to corruption							
	GRI 205-1a	Total number and percentage of operations assessed for risks related to corruption	%	-	-	-	-	-	100%
	GRI 205-1b	Significant risks related to corruption identified through the risk assessment	Nb	-	-	-	-	-	0
SGX-23	GRI 205-3	Confirmed incidents of corruption and actions taken							
	GRI 205-3a	Total number and nature of confirmed incidents of corruption	Nb	-	-	-	-	-	1
	GRI 205-3b	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Nb	-	-	-	-	-	1
	GRI 205-3c	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Nb	-	-	-	-	-	0
	GRI 205-3d	Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	Nb	-	-	-	-	-	0
SGX-23	GRI 205-2	Communication about anti-corruption policies and procedures							
	GRI 205-2a	Board							
	GRI 205-2a	Number of Board members informed	Nb	-	-	-	-	-	11
	GRI 205-2a	% of Board members informed	%	-	-	-	-	-	100%
	GRI 205-2b	Employees							
	GRI 205-2b	By employee category							
	GRI 205-2b	% of Senior Management representatives informed	%	-	-	-	-	-	100%
	GRI 205-2b	% of Managers informed	%	-	-	-	-	-	100%
	GRI 205-2b	% of other Employees informed	%	-	-	-	-	-	100%
	GRI 205-2b	By region							
	GRI 205-2b	% of employees in Singapore informed	%	-	-	-	-	-	100%
	GRI 205-2b	% of employees in APAC (excluding Singapore) informed	%	-	-	-	-	-	100%
	GRI 205-2b	% of employees in EMEAA informed	%	-	-	-	-	-	100%
	GRI 205-2b	% of employees in Americas informed	%	-	-	-	-	-	100%
	GRI 205-2c	External business partners							
	GRI 205-2c	% of Suppliers informed	%	-	-	-	-	-	Not available
	GRI 205-2c	% of Customers informed	%	-	-	-	-	-	Not available

Ethical Behaviour

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
SGX-24	GRI 205-2	Training about anti-corruption policies and procedures							
	GRI 205-2d	Board							
	GRI 205-2d	Number of Board members trained	Nb	-	-	-	-	-	Not available
	GRI 205-2d	% of Board members trained	%	-	-	-	-	-	Not available
	GRI 205-2e	Employees							
	GRI 205-2e	Total number of employees that have received ABAC training	Nb	-	-	-	-	-	38,968
	GRI 205-2e	% of employees that have received ABAC training	%	-	-	-	-	-	85%
	GRI 205-2e	By employee category							
	GRI 205-2e	Number of Senior Management representatives trained	Nb	-	-	-	-	-	536
	GRI 205-2e	% of Senior Management representatives trained	%	-	-	-	-	-	85%
	GRI 205-2e	Number of Managers trained	Nb	-	-	-	-	-	1,995
	GRI 205-2e	% of Managers trained	%	-	-	-	-	-	81%
	GRI 205-2e	Number of other Employees trained	Nb	-	-	-	-	-	36,437
	GRI 205-2e	% of other Employees trained	%	-	-	-	-	-	86%
	GRI 205-2e	By region							
	GRI 205-2e	Number of employees in Singapore trained	Nb	-	-	-	-	-	11,510
	GRI 205-2e	% of employees in Singapore trained	%	-	-	-	-	-	86%
	GRI 205-2e	Number of employees in APAC (excluding Singapore) trained	Nb	-	-	-	-	-	4,814
	GRI 205-2e	% of employees in APAC (excluding Singapore) trained	%	-	-	-	-	-	62%
	GRI 205-2e	Number of employees in EMEAA trained	Nb	-	-	-	-	-	3,997
	GRI 205-2e	% of employees in EMEAA trained	%	-	-	-	-	-	71%
	GRI 205-2e	Number of employees in Americas trained	Nb	-	-	-	-	-	18,647
	GRI 205-2e	% of employees in Americas trained	%	-	-	-	-	-	99%

Notes

- Total number and nature of confirmed incidents of corruption: SATS terminated an employee of one of its overseas offices for violation of the ABAC Policy, following a whistle-blowing report from a SATS supplier, and internal investigations were undertaken.
- "ABAC" stands for Anti-Bribery and Anti-Corruption
- ABAC training covers SATS controlled entities full time and flexible employees as of 26 May 2025
- Communication about anti-corruption policies and procedures: Relevant ABAC policies have been uploaded to the Diligent app and are available for viewing by each Board member. SATS Ethics & Compliance team has informed all SATS Group employees by email. Suppliers are required to abide by the SATS Supplier Code of Conduct, which includes a requirement to comply with anti-corruption laws and regulations. Standard ABAC clauses are incorporated by default into customer contracts, though their inclusion is currently not systematically tracked.
- Training about anti-corruption policies and procedures: Relevant ABAC policies have been uploaded to the Diligent app and are available for viewing by each Board member. 85% represent 38,968 out of the 45,693 employees engaged by SATS Academies have completed the anti-bribery and anti-corruption e-learning for FY2025.

Data Protection

SGX ref	GRI ref		Units	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	GRI 418-1	Breaches of customer privacy and losses of customer data							
	GRI 418-1a	Total number of substantiated complaints received concerning breaches of customer privacy	Nb	-	-	-	-	-	3
	GRI 418-1ai	Complaints received from outside parties and substantiated by the organization	Nb	-	-	-	-	-	2
	GRI 418-1aai	Complaints from regulatory bodies	Nb	-	-	-	-	-	0
	GRI 418-1b	Total number of identified leaks, thefts, or losses of customer data	Nb	-	-	-	-	-	0

Note
- Complaints received from outside parties: 2 reported in respect of data incidents impacting SATS suppliers, 1 reported in respect of an internal unauthorized access by SATS employees

SGX Core ESG Metrics (April 2023)

#	Area	Topic	Metric	Unit	Reporting locations and sources where the information can be found	Framework(s) alignment	Description
1	ENVIRONMENT	GHG emissions	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3 <i>if appropriate</i>	tCO2e	ESG DataBook 2025 > GHG emissions Sustainability Report 2025 > Environment Sustainability Report 2025 > Annex B > Greenhouse Gas Calculation Methodology	GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB 110, WEF core metrics	Metric tons of carbon dioxide equivalent (tCO2e) of relevant GHG emissions. Report the Total, Scope 1 and Scope 2 GHG emissions and, if appropriate, Scope 3 GHG emissions. GHG emissions should be calculated in line with internationally recognised methodologies (e.g. GHG Protocol)
2			Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3 <i>if appropriate</i>	tCO2e/organisation specific metrics	ESG DataBook 2025 > GHG emissions Sustainability Report 2025 > Environment	GRI 305-4, TCFD, SASB 110	Emission intensity ratios in GHG emissions (tCO2e) per unit of organisation specific metrics (e.g. revenue, units of production, floor space, number of employees, number of passengers). This is calculated from the absolute emissions reported. Denominators should be clearly defined and disclosed.
3		Energy Consumption	Total energy consumption	MWhs or GJ	ESG DataBook 2025 > Energy consumption Sustainability Report 2025 > Environment > Decarbonisation	GRI 302-1, TCFD, SASB 130	Total energy consumption, in megawatt hours or gigajoules (MWhs or GJ), within the organisation
4			Energy intensity ratios	MWhs or GJ/organisation specific metrics	ESG DataBook 2025 > Energy consumption	GRI 302-3, TCFD	Energy intensity ratios in energy consumed (MWhs or GJ) per unit of organisation specific metrics (e.g. revenue, units of production, floor space, number of employees, number of passengers). This is calculated from the total energy consumption reported. Denominators should be clearly defined and disclosed.
5		Water Consumption	Total water consumption	ML or m³	ESG DataBook 2025 > Water	GRI 303-5, SASB 140, TCFD, WEF core metrics	Total water consumption, in megalitres or cubic metres (ML or m³), across all operations.
6			Water consumption intensity	ML or m³/organisation specific metrics	ESG DataBook 2025 > Water	TCFD, SASB IF-RE-140a.1	Water intensity ratios in water consumed (ML or m³) per unit of organisation specific metrics (e.g. revenue, units of production, floor space, number of employees, number of passengers). This is calculated from the total water consumption reported. Denominators should be clearly defined and disclosed.
7		Waste Generation	Total waste generated	t	ESG DataBook 2025 > Waste & Packaging Sustainability Report 2025 > Environment > Waste and Packaging	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	Total weight of waste generated, in metric tons(t), within organisation and where possible, to include relevant information of waste composition (e.g. hazardous vs non-hazardous, recycled vs non-recycled).
8	SOCIAL	Gender diversity	Current employees by gender	Percentage (%)	ESG DataBook 2025 > D&I	GRI 405-1, SASB 330	Percentage of existing employees by gender
9			New hires and turnover by gender	Percentage (%)	ESG DataBook 2025 > Workforce	GRI 401-1	Percentage of new employees hires and employee turnover during the reporting period by gender
10		Age-based diversity	Current employees by age groups	Percentage (%)	ESG DataBook 2025 > Workforce	GRI 401-1	Percentage of existing employees by age group. GRI's employee age group categories include: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old
11			New hires and turnover by age groups	Percentage (%)	ESG DataBook 2025 > Workforce	GRI 401-1	Percentage of new employees hires and employee turnover during the reporting period by age group. GRI's employee age group categories include: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old
12		Employment	Total turnover	Number and %	ESG DataBook 2025 > Workforce	GRI 401-1, SASB 310	Total number and rate of employee turnover during the reporting period. Scope of reporting (i.e. subsidiaries included or not) should be clearly defined and disclosed.
13			Total number of employees	Number	ESG DataBook 2025 > Workforce	GRI 2-7	Total number of employees as at end of reporting period. Scope of reporting (i.e. subsidiaries included or not) should be clearly defined and disclosed.
14		Development & training	Average training hours per employee	Hours/No. of employees	ESG DataBook 2025 > Training & development	GRI 404-1	Average training hours per employee during the reporting period (total number of hours of training provided to employees over total number of employees).
15			Average training hours per employee by gender	Hours/No. of employees	ESG DataBook 2025 > Training & development	GRI 404-1	Average training hours per employee during the reporting period by gender (total number of hours of training provided to employees in each category over number of employees per category).
16		Occupational Health & Safety	Fatalities	Number of cases	ESG DataBook 2025 > Occupational Health & Safety	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	Number of fatalities as a result of work-related injury during reporting period across the organisation. Scope of report should include both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation
17			High-consequence injuries	Number of cases	ESG DataBook 2025 > Occupational Health & Safety	GRI 403-9, WEF core metrics, MOM (Singapore)	Number of high-consequence work-related injuries (injury that results in a fatality from which the worker cannot recover fully to pre-injury health status within 6 months) excluding fatalities during reporting period. Scope of report should include both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation.
18			Recordable injuries	Number of cases	ESG DataBook 2025 > Occupational Health & Safety	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	Number of recordable work-related injuries during reporting period. Scope of report should include both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation
19			Recordable work-related ill health cases	Number of cases	ESG DataBook 2025 > Occupational Health & Safety	GRI 403-10, WEF expanded metrics, MOM (Singapore)	Number of recordable work-related illnesses or health conditions arising from exposure to hazards at work during reporting period. Scope of report should include both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation
20	GOVERNANCE	Board Composition	Board independence	Percentage (%)	ESG DataBook 2025 > Board composition Annual Report 2025> Corporate Governance Report	GRI 2-9, GRI 405-1, WEF core metrics, CCG 2018 Principle 2	The number of independent board directors as a percentage of all directors.
21			Women on the board	Percentage (%)	ESG DataBook 2025 > Board composition Annual Report 2025> Corporate Governance Report	GRI 2-9, GRI 405-1, WEF core metrics, CCG 2018 Principle 2	The number of female board directors as a percentage of all directors.
22		Management Diversity	Women in the management team	Percentage (%)	ESG DataBook 2025 > D&I	GRI 2-9, GRI 405-1, WEF core metrics, SASB 330	The number of female senior management as a percentage of senior management. Each organisation defines which employees are part of its senior management team.
23		Ethical Behaviour	Anti-corruption disclosures	Discussion and number of standards	ESG DataBook 2025 > Ethical Behaviour Sustainability Report 2025 > Governance and Business Ethics	GRI 205-1, GRI 205-2 and GRI 205-3	Disclosures based on GRI's anti-corruption standards of 205-1, 205-2 and 205-3.
24			Anti-corruption training for employees	Number and Percentage (%)	ESG DataBook 2025 > Ethical Behaviour Sustainability Report 2025 > Governance and Business Ethics	GRI 205-2, WEF core metrics	Number and percentage of employees that received anti-corruption training during reporting period
25		Certifications	List of relevant certifications	List	ESG DataBook 2025 > List of certifications	Commonly reported metric by SGX issuers	List all sustainability or ESG-related certification (e.g. ISO 45000 family, BCA Green Building, LEED, ENERGY STAR). Each organisation defines which certifications are relevant to be reported
26		Alignment with Frameworks	Alignment with frameworks and disclosure practices	GRI/ TCFD/ SASB/ SDGs/ others	ESG DataBook 2025 > SGX ESG Index ESG DataBook 2025 > GRI Index ESG DataBook 2025 > TCFD Index	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	The issuer needs to give priority to using globally-recognised frameworks and disclosure practices to guide its sustainability reporting. Where the issuer is applying a portion of a particular framework, the issuer should provide a general description of the extent of the issuer's application of the framework.
27		Assurance	Assurance of sustainability report	Internal/External/None	Not applicable	GRI 2-5, SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	Disclose whether sustainability report has undertaken: (a) external independent assurance, (b) internal assurance or (c) no assurance. Provide scope of assurance if organisation has undertaken external or internal assurance.

GRI Content Index 2025

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GRI 1 used	GRI 1: Foundation 2021	
DISCLOSURE	Reporting locations and sources where the information can be found	Comment
GRI 2: General Disclosures 2021		
1. The organization and its reporting practices		
2-1 Organizational details	Annual Report 2025	SATS Ltd.is a publicly listed company on the Singapore Exchange (SGX) headquartered in Singapore and operating in 27 countries
2-2 Entities included in the organization's sustainability reporting	Annual Report 2025	All data contained applies to the entire Group as described in the 2025 consolidated financial statements, unless otherwise stated.
2-3 Reporting period, frequency and contact point	Sustainability Report 2025 > Annex A	01.04.2024 to 31.03.2025, annually (equals financial reporting period), Publication:July 10, 2025, Contact: IR Team
2-4 Restatements of information	Sustainability Report 2025 > Annex B	In general, we follow the continuity approach in reporting. If adjustments to information were nevertheless necessary, these are transparently marked and explained directly in context.
2-5 External assurance	Annual Report 2025 > Further Information > Independant Auditor's Report	
2. Activities and workers		
2-6 Activities, value chain and other business relationships	Annual Report 2025 > Operations Review Gateway Services Annual Report 2025 > Operations Review Food Solutions	
2-7 Employees	ESG DataBook 2025 > Workforce	
3. Governance		
2-9 Governance structure and composition	Annual Report 2025> Corporate Governance Report	
2-10 Nomination and selection of the highest governance body	Annual Report 2025> Corporate Governance Report	
2-11 Chair of the highest governance body	Annual Report 2025> Corporate Governance Report	
2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2025> Corporate Governance Report	
2-13 Delegation of responsibility for managing impacts	Annual Report 2025> Corporate Governance Report	
2-14 Role of the highest governance body in sustainability reporting	Sustainability Report 2025 > Our Stewardship and Governance	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.
2-15 Conflicts of interest	Annual Report 2025> Corporate Governance Report	
2-16 Communication of critical concerns	Annual Report 2025> Corporate Governance Report	
2-17 Collective knowledge of the highest governance body	Annual Report 2025> Corporate Governance Report	
2-18 Evaluation of the performance of the highest governance body	Annual Report 2025> Corporate Governance Report	
2-19 Remuneration policies	Annual Report 2025> Corporate Governance Report	
2-20 Process to determine remuneration	Annual Report 2025> Corporate Governance Report	
2-21 Annual total compensation ratio	Annual Report 2025> Corporate Governance Report	
4. Strategy, policies and practices		
2-22 Statement on sustainable development strategy	Sustainability Report 2025> Our ESG Strategy	
2-23 Policy commitments	Annual Report 2025> Corporate Governance Report	
2-24 Embedding policy commitments	Annual Report 2025> Corporate Governance Report	
2-25 Processes to remediate negative impacts	Annual Report 2025> Corporate Governance Report	
2-26 Mechanisms for seeking advice and raising concerns	Annual Report 2025> Corporate Governance Report	
2-27 Compliance with laws and regulations	Annual Report 2025> Corporate Governance Report	
2-28 Membership associations	Annual Report 2025> Corporate Governance Report	
5. Stakeholder engagement		
2-29 Approach to stakeholder engagement	Annual Report 2025> Corporate Governance Report Sustainability Report 2025 > Our Outreach and Engagement	
2-30 Collective bargaining agreements	Annual Report 2025> Governance >	
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Sustainability Report 2024 > Materiality Assessment (annex D)	

GRI Content Index 2025

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GRI 1 used	GRI 1: Foundation 2021	
DISCLOSURE	Reporting locations and sources where the information can be found	Comment
3-2 List of material topics	Sustainability Report 2025 > Our 8 ESG Priorities	
3-3 Management of material topics	Sustainability Report 2025 > Our ESG Risks Sustainability Report 2025 > Our Stewardship and Governance Sustainability Report 2025 > New ESG Delivery Model	
GRI 204: Procurement Practices 2016		
204-1 Proportion of spending on local suppliers	Sustainability Report 2025 > Sustainable Sourcing ESG DataBook 2025 > Sustainable Sourcing	
GRI 205: Anti-corruption 2016		
205-1 Operations assessed for risks related to corruption	Sustainability Report 2025 >Governance and Business Ethics ESG DataBook 2025 > Ethical Behaviour	SATS Ltd. conducts an annual risk assessment of its operations to identify and manage potential risks related to corruption. SATS Ltd. and 13 of its key subsidiaries operating in Singapore undergoes internal and external audits for certification under the ISO 37001:2016 Anti-Bribery Management Systems. The EMEA and Americas subsidiaries also undergo an anti-bribery risk assessment in compliance with the French Sapin II Act and for the Spanish subsidiairies, the Spanish Criminal Code.
205-2 Communication and training about anti-corruption policies and procedures	ESG DataBook 2025 > Ethical Behaviour Sustainability Report 2025 > Governance and Business Ethics	All employees (including new joiners) are made aware of the company's anti-bribery and anti-corruption policies and procedures across all operations globally. 38,968 (85%) out of 45,693 employees have completed the anti-bribery and anti-corruption e-learning for FY2025.
205-3 Confirmed incidents of corruption and actions taken	ESG DataBook 2025 > Ethical Behaviour	1 confirmed fraud case in FY2025. The employee involved has been terminated.
GRI 207: Tax 2019		
207-1 Approach to tax	Annual Report 2025> Corporate Governance Report	
207-2 Tax governance, control, and risk management	Annual Report 2025> Corporate Governance Report	
207-3 Stakeholder engagement and management of concerns related to tax	Annual Report 2025> Corporate Governance Report	
207-4 Country-by-country reporting	Annual Report 2025> Corporate Governance Report	
GRI 301: Materials 2016		
301-2 Recycled input materials used	ESG DataBook 2025 > Waste & Packaging	SATS discloses the percentage of sustainable food packaging procured in our operations, linked to our target to reach 100% packaging is reusable or recyclable-ready by 2030
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	ESG DataBook 2025 > Energy consumption	
302-3 Energy intensity	ESG DataBook 2025 > Energy consumption	
302-4 Reduction of energy consumption	Sustainability Report 2025 > Environment > Reducing Emissions from Electricity Sustainability Report 2025 > Environment > Reducing Emissions from Fuel Combustion	
GRI 303: Water and Effluents 2018		
303-5 Water consumption	ESG DataBook 2025 > Water	
GRI 305: Emissions 2016		
305-1 Direct (Scope 1) GHG emissions	ESG DataBook 2025 > GHG emissions	
305-2 Energy indirect (Scope 2) GHG emissions	ESG DataBook 2025 > GHG emissions	
305-3 Other indirect (Scope 3) GHG emissions	ESG DataBook 2025 > GHG emissions	
305-4 GHG emissions intensity	ESG DataBook 2025 > GHG emissions	
305-5 Reduction of GHG emissions	Sustainability Report 2025 > Environment	
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	Sustainability Report 2025 > Environment > Waste & Packaging	
306-2 Management of significant waste-related impacts	Sustainability Report 2025 > Environment > Waste & Packaging	
306-3 Waste generated	ESG DataBook 2025 > Waste & Packaging	
306-4 Waste diverted from disposal	ESG DataBook 2025 > Waste & Packaging	
306-5 Waste directed to disposal	ESG DataBook 2025 > Waste & Packaging	
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria	ESG DataBook 2025 > Sustainable Sourcing	SATS' current procurement strategy is to focus on getting our strategic suppliers ESG-assessed.

GRI Content Index 2025

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GRI 1 used	GRI 1: Foundation 2021	
DISCLOSURE	Reporting locations and sources where the information can be found	Comment
308-2 Negative environmental impacts in the supply chain and actions taken	ESG DataBook 2025 > Sustainable Sourcing	During the reporting period, there were no significant environmental impacts in our supply chain requiring corrective actions reported
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	ESG DataBook 2025 > Workforce	
GRI 402: Labor/Management Relations 2016		
402-1 Minimum notice periods regarding operational changes	Sustainability Report 2024 > GRI Disclosure > Minimum Notice Period Regarding Operational Changes, Page 51	
GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	Sustainability Report 2025 > Safety & Security	
403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report 2025 > Safety & Security	
403-3 Occupational health services	Sustainability Report 2025 > Safety & Security	
403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report 2025 > Safety & Security	
403-5 Worker training on occupational health and safety	Sustainability Report 2025 > Safety & Security	HSSE training is part of the business routine in our operations and takes place regularly. The occupational safety officers conduct regular site visits and inform employees or point out misconduct. These briefings are not recorded at Group level.
403-6 Promotion of worker health	Sustainability Report 2025 > Safety & Security	We meticulously analyze and document the cause of each accident to prevent any repetition of such incidents. Our findings are then used to design and implement corrective measures.
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report 2025 > Safety & Security Sustainability Report 2025 > Sustainable Sourcing	With our Supplier Code of Conduct (the Code) we implement our values in our supplier base. Acceptance of the Code is a requirement of suppliers doing business with SATS Group.
403-8 Workers covered by an occupational health and safety management system	Sustainability Report 2025 > Safety & Security	
403-9 Work-related injuries	ESG DataBook 2025 > Occupational Health & Safety	
403-10 Work-related ill health	ESG DataBook 2025 > Occupational Health & Safety	
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	ESG DataBook 2025 > Training & development	
404-2 Programs for upgrading employee skills and transition assistance programs	Annual Report > People ESG DataBook 2025 > Training & development	
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees	ESG DataBook 2025 > Workforce ESG DataBook 2025 > Board Composition	
405-2 Ratio of basic salary and remuneration of women to men	not covered	Not disclosed due to sensitivity and complexity across different regions
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report 2025 > FOCUS ON Corporate Social Responsibility in Asia	
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	ESG DataBook 2025 > Sustainable Sourcing	
414-2 Negative social impacts in the supply chain and actions taken	ESG DataBook 2025 > Sustainable Sourcing	During the reporting period, there were no significant social impacts in our supply chain requiring corrective actions reported
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report 2025 > Cybersecurity and Data Protection ESG DataBook 2025 > Data Protection	2 reported in respect of data incidents impacting SATS suppliers, 1 reported in respect of an internal unauthorized access by SATS employees

TCFD-Disclosure Index 2025

Category	Focus	Reporting locations and sources where the information can	Comment
Governance	<p>Disclose the organization's governance around climate-related risks and opportunities</p> <p>a) Describe the Board's oversight of climate-related risks and opportunities</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	Sustainability Report 2025 > Our Stewardship and Governance	SATS has established a multi-tiered governance structure to oversee climate-related risks and opportunities. The Board of Directors holds ultimate responsibility for ESG matters and provides strategic direction. The Safety, Sustainability, and Risk Committee (SSRC) oversees the development and monitoring of ESG strategy, risk management, and performance. At the executive level, the Safety, Sustainability, and Risk Management Committee (SSRMC), chaired by the President & CEO, drives the execution and integration of ESG priorities into business operations.
Strategy	<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning</p> <p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario</p>	Sustainability Report 2025 > Climate Risk Assessment & TCFD (Annex C)	SATS integrates climate-related risks and opportunities into its strategic planning through scenario analysis. The company uses two climate scenarios ; a 4°C "business-as-usual" scenario and a 1.5–2°C "strong mitigation" scenario ; to assess both physical and transition risks. These include extreme weather events, supply chain disruptions, and carbon pricing, as well as opportunities in energy efficiency, renewable energy, and sustainable sourcing.
Risk management	<p>Disclose how the organization identifies, assesses, and manages climate-related risks</p> <p>a) Describe the organization's processes for identifying and assessing climate-related risks</p> <p>b) Describe the organization's processes for managing climate-related risks</p> <p>c) Describe the processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management</p>	Sustainability Report 2025 > Our ESG Risks Sustainability Report 2025 > Climate Risk Assessment & TCFD (Annex C)	Climate-related risks are embedded within SATS' Enterprise Risk Management (ERM) framework. A dedicated climate risk assessment was conducted in 2023, supported by cross-functional workshops with senior leadership. These sessions informed the identification, prioritization, and mitigation of climate-related risks, and the insights are now integrated into long-term risk management and sustainability planning.
Metrics & targets	<p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</p> <p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	ESG DataBook 2025 > Tab. "Targets" ESG DataBook 2025 > Tab. "GHG emissions" ESG DataBook 2025 > Tab. "Energy consumption"	SATS tracks and discloses its climate performance using globally recognized standards. The company reports Scope 1, 2, and 3 GHG emissions in accordance with the GHG Protocol and discloses additional ESG metrics in its annual ESG DataBook. Climate-related targets include a 50% reduction in Scope 1 and 2 emissions by 2030, carbon neutrality by 2040, and net zero by 2050. Progress is monitored through ESG scorecards.