



CHANGES TO THE COMPOSITION OF THE BOARD AND BOARD COMMITTEES

SATS Ltd. (“**SATS**” or the “**Company**”) wishes to announce the following changes to the composition of the Board, the Nominating Committee (“**NC**”) and the Audit Committee (“**AC**”) of the Company:

Stepping Down of Director

Ms Jessica Tan Soon Neo (“**Ms Tan**”) will conclude her service as a Director of the Company at the close of business on 31 December 2025, relinquishing her positions as Chairperson of the NC and as a member of the AC. Ms Tan, who was appointed to the Board on 17 April 2017, has served as an Independent Director for nearly nine years.

Her stepping down is part of the Board's ongoing renewal process, acknowledging her significant tenure and adherence to the Listing Manual requirements of the Singapore Exchange Securities Trading Ltd, which advocate regular Board refreshment to maintain effectiveness and independence.

The Board and Management express their sincere gratitude to Ms Tan for her exceptional contributions, leadership, and dedication throughout her tenure. Her steadfast commitment and strategic guidance have played a key role in advancing the Company's objectives. The Board and Management extend their best wishes to Ms Tan in her future pursuits.

The details and declarations pertaining to Ms Tan in accordance with the requirements of Rule 704(7) of the Listing Manual will be issued in a separate announcement.

Composition of the Board

Accordingly, and with effect from 1 January 2026, the Board will comprise of the following members:

BOARD OF DIRECTORS	
Mr Irving Tan	Chairman, Independent and Non-Executive
Mr Kerry Mok	President and Chief Executive Officer, and Executive Director
Ms Vinita Bali	Independent and Non-Executive
Ms Chan Lai Fung	Independent and Non-Executive
Mr Eng Aik Meng	Non-Independent and Non-Executive
Mr Mak Swee Wah	Independent and Non-Executive
Mrs Deborah Ong	Independent and Non-Executive
Mr Pier Sigismondi	Independent and Non-Executive



Changes to the Board Committees

Mr Mak Swee Wah will assume the role of Chairperson of the NC in place of Ms Tan with effect from 1 January 2026.

Accordingly, the compositions of the NC and AC will be updated as follows:

NC	
Mr Mak Swee Wah	Chairperson Independent Non-Executive Director
Mr Irving Tan	Member Independent Non-Executive Director
Mr Eng Aik Meng	Member Non-Independent Non-Executive Director

AC	
Mrs Deborah Ong	Chairperson Independent Non-Executive Director
Ms Chan Lai Fung	Member Independent Non-Executive Director
Mr Pier Sigismondi	Member Independent Non-Executive Director
Ms Vinita Bali	Member Independent Non-Executive Director

Issued by SATS Ltd. on 30 December 2025