One Network
Infinite Possibilities

SATS Ltd. Sustainability Report FY2026

One Network
Infinite Possibilities

Our global network connects the world through trade, travel and taste. Built on operational excellence and digital innovation, one integrated platform across 225 locations in 27 countries continues to unlock infinite possibilities for our customers, our partners and the communities we serve.

Powering ▸ Trade | Travel | Taste

About SATS

Headquartered in Singapore, SATS Ltd. (SGX: S58) is one of the world's leading 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, Americas, Europe, 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.

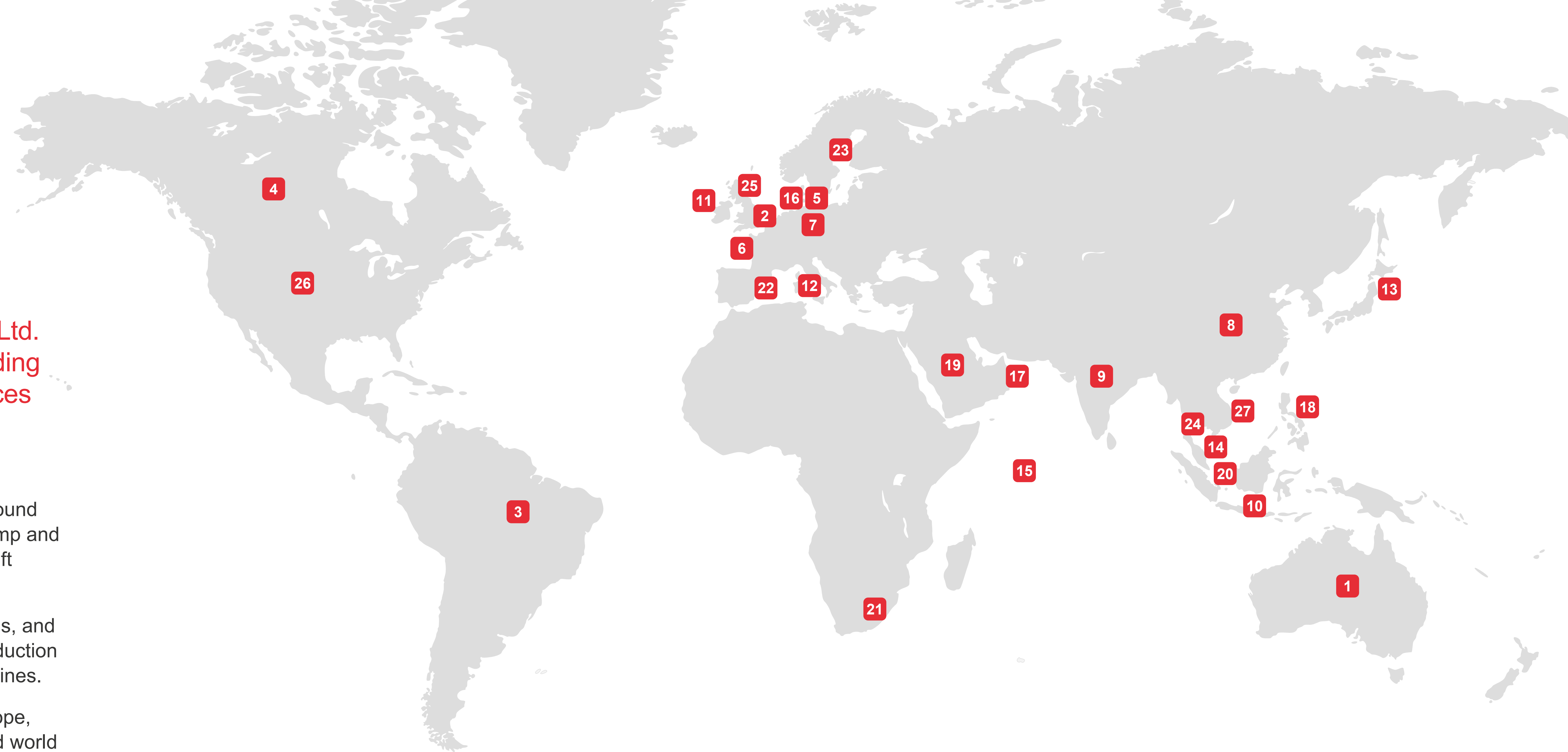
SATS has been listed on the Singapore Exchange since May 2000.

For more information, please visit **www.sats.com.sg**

OVER

225 Locations

27 Countries



1. Australia
- Brisbane
- Rockhampton

2. Belgium
- Brussels
- Liège

3. Brazil
- Belém
- Boa Vista
- Brasilia
- Cascavel
- Confins
- Congonhas
- Corumbá
- Campo Grande
- Cuiabá
- Curitiba
- Fortaleza
- Goiana
- João Pessoa
- Manaus
- Montes Claros
- Natal
- Palmas
- Parnaiba
- 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
- Nantes
- Nice
- Paris (ORY)
- Paris (CDG)
- Rennes
- Strasbourg
- Toulouse

7. Germany
- Frankfurt

8. Greater China
- Beihai
- Beijing (PKX)
- Beijing (PEK)
- Ganzhou
- Hong Kong SAR
- Huizhou
- Jiangxi
- Jilin
- Kaohsiung
- Nanjing
- Shanghai
- Shenyang
- Shenzhen
- Taichung
- Taipei (TSA)
- Taipei (TPE)
- Tianjin
- Zhoushan

9. India
- Bangalore
- Chennai
- Cochin
- Goa (GOI)
- Goa (GOX)
- Hyderabad
- Kolkata
- Mangalore
- Mumbai
- New Delhi
- Noida
- Raipur
- Ranchi
- Trivandrum

10. Indonesia
- Balikpapan
- Denpasar
- Jakarta (CGK)
- Jakarta (HLP)
- Kalimantan
- Kertajati
- Manado
- Medan
- Surabaya
- Tangerang
- Timika
- Yogyakarta

11. Ireland
- Cork
- Dublin
- Shannon

12. Italy
- Rome
- Milan
- Venice*

13. Japan
- Tokyo (HND)
- Tokyo (NRT)

14. Malaysia
- Alor Setar
- Bintulu
- Ipoh
- Johor Bahru
- Kota Bharu
- Kota Kinabalu
- Kuala Lumpur (KUL)
- Kuala Lumpur (SZB)
- Kuala Terengganu
- Kuching
- Labuan
- Langkawi
- Miri
- Penang
- Sandakan
- Sibu
- Tawau

15. Maldives
- Male

16. Netherlands
- Amsterdam

17. Oman
- Muscat

18. Philippines
- Manila

19. Saudi Arabia
- Dammam
- Jeddah
- Riyadh

20. Singapore
- Singapore (SIN)
- Singapore (XSP)

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
- 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
- Bozeman
- Cedar Rapids
- Charleston
- Chicago (ORD)
- Chicago (MDW)
- Cleveland
- Dallas/Fort Worth
- Denver
- Dulles
- Elmira
- El Paso
- Eugene
- Fargo
- Fresno
- Great Falls
- Greensboro
- Hartford
- Harlingen
- Hebron
- Honolulu
- Houston
- Huntsville
- Indianapolis
- Jackson
- Kansas City
- Lafayette
- Las Vegas
- Lihue
- Little Rock
- Los Angeles
- Memphis
- Mesa
- Miami
- Minneapolis
- Montrose
- New Orleans
- New York
- Newark
- Oklahoma City
- Orlando Sanford
- Palm Springs
- Philadelphia
- Phoenix
- Pittsburgh
- Portland
- Plattsburgh
- Rapid City
- Reno
- Rockford
- Sacramento
- Salt Lake City
- San Antonio
- San Diego
- San Francisco
- San Jose
- Sarasota
- Seattle
- Shreveport
- Sioux Falls
- Springfield
- St. Croix
- St. Thomas
- St. Louis
- Stockton
- Toledo
- Trenton
- West Palm Beach
- Wichita

27. Vietnam
- Ho Chi Minh City

As of 19 May 2026

Food Solutions | Ground Handling (* Subcontracted) | Cargo Handling (* Subcontracted) | Ground Handling + Cargo Handling

At SATS, sustainability remains central to our approach in pursuing growth, managing risk and enhancing resilience throughout our global operations. We are progressing towards fulfilling our 2030 decarbonisation commitments by reducing our carbon footprint as we continue to expand our network. Simultaneously, we continue to invest in our workforce, maintain safety as a priority and uphold the highest standards of trust.

KERRY MOK
President &
Chief Executive Officer

PCEO Statement

At SATS, sustainability is central to our operations. It influences how we pursue growth, manage risks, deliver services and build lasting resilience throughout our global network.

After broadening our international presence, we enhanced our sustainability strategy by conducting a thorough Double Materiality Assessment (DMA) in FY2026. This assessment identified 13 key topics material to our Group and these were consolidated into nine ESG priorities that now inform our actions across every region and business segment. The DMA highlighted Quality & Safety of Products & Services as an independent and additional ESG priority and broadened the scope of Climate Change category to include decarbonisation as well as climate adaptation and resilience.

Climate

One of our most notable accomplishments this year pertains to our climate-related initiatives. We achieved a 17% reduction in absolute Scope 1 and 2 emissions compared to our established baseline[1] representing a total decrease of 56,334 tCO_2e. Despite a 9% increase in Group revenue to S$6.35 billion, we reduced emissions by 6.1% year on year. Additionally, carbon intensity improved by 13.9% over the same period, demonstrating our ongoing commitment to decoupling business growth from operational emissions.

Notable progress was observed across multiple regions and business sectors. In Singapore, Scope 1 and 2 emissions were reduced by 6.8% year on year and by 29.3% compared to the 2020 baseline. Our international operations also experienced improvements, with Scope 1 and 2 emissions decreasing by 5.5% from FY2025 and by 0.7% relative to the 2024 baseline.

These enhancements were facilitated by reductions across our three primary emissions categories compared with FY2025: fuel emissions decreased by 7.8%, refrigerant emissions declined by 6.3%, and electricity-related emissions fell by 3.6%.

Within individual business units, Food Solutions achieved a 10.1% reduction in Scope 1 and 2 emissions and lowered carbon intensity by 12.6%, concluding at 111 tCO_2e per S$ million in revenue for FY2026. Gateway Services maintained relatively stable emissions with a slight reduction of 0.5%, while successfully reducing carbon intensity by 10.2%, finishing at 24 tCO_2e per S$ million in revenue for FY2026.

In tangible terms, we pursued a number of projects that translates our ambition into meaningful accomplishments throughout the Group. In Singapore, we advanced our renewable energy efforts by commissioning an additional 221 kWp solar rooftop system at our Country Foods facility. This expansion improves our global solar energy portfolio, which now includes 10,720 kWp of operational rooftop solar capacity. To continue this momentum, we initiated a tender that has the potential to add more than 2 MWp of solar capacity across two principal sites in Singapore. This progress contributed to an increase in renewable electricity penetration across the Group from 38% in FY2025 to 42% in FY2026.

We also pursued our fleet transition across the Group. In Singapore, a S$150 million five-year fleet renewal plan has kicked off and new electric vehicles have been introduced bringing our low-emissions vehicles adoption to 35% in FY2026 compared to 32% in FY2025. In Hong Kong, our subsidiary AAT successfully completed a renewable diesel trial for select ground support equipment, confirming operational compatibility and the potential for up to 85% reduction in emissions, equivalent to about 500 tCO_2e per year. In the US, we deployed 174 units

Gateway Services maintained largely stable emissions with a slight reduction of 0.5%, yet achieved a 10.2% decrease in carbon intensity, ending at 24 tCO_2e per S$ million in revenue for FY2026.

of electric ground support equipment, including 111 forklifts and 63 airside vehicles. We also deployed 270 new low-emissions vehicles across our key European stations in Belgium, France, Spain, the Netherlands and the UK. Collectively, these local fleet modernisation initiatives resulted in an increase in low-emissions vehicles adoption from 21% in the previous year to 27% in FY2026.

These initiatives demonstrate effective approaches by which decarbonisation, productivity and safety can advance in tandem.

Workforce

Safety is our top priority. Each day, in over 225 locations, our global team operates in challenging, high-stakes settings where mistakes can have serious and fatal outcomes. We approach this responsibility with utmost care through risk management processes, time-critical reporting systems and continuous improvement methods to emphasise workplace safety, prevent harm, protect the environment and enhance operational resilience throughout our network.

This year, we have enhanced our Group-wide Health, Safety, Security and Environment framework that is anchored on the principle of "Home Safe and Secure Everyday", emphasising an uncompromising expectation of high safety standards across all our operations. We continue to reinforce this safety culture through a myriad of programmes that over-emphasise the importance on being safe and operating safely.

SUCCESSFULLY ACHIEVED

SCOPE 1 AND 2 EMISSIONS REDUCTION

17%

[1] Group baseline (331,527 tCO_2e) is the sum of the Scope 1 and 2 emissions in 2020 for Singapore operations (188,646 tCO_2e) and in 2024 for Overseas operations (142,881 tCO_2e).

For example, our Global Safety Week is conducted annually and focuses on how to apply a safety-first mindset from start to finish in everything that we do. Repeated leadership engagement on a safety culture sets the tone from and expectations of management, followed up with targeted training and frontline initiatives. All our workers, including employees, contractors and partners, are empowered to raise concerns, report incidents and halt unsafe work without fear of reprisal. Through these programs, we endeavour to embed a high level of accountability and awareness in the way we operate, repeated every day.

We now have more than 57,000 employees globally and continue to invest in the capabilities that a larger, more integrated and future-ready organisation demands. Average training hours per employee rose 5%, reaching 31 hours of training per employee in FY2026. We also enrolled 2,487 employees (an 18% increase from last year) in targeted leadership development programmes, upskilling initiatives and mentorship schemes.

Our new ACCELERATE development programme, in partnership with Singapore Management University, brought together 25 senior leaders from all regions over six months, while the CULTIVATE programme was launched for high-potential mid-career leaders in Asia Pacific and Europe. Additionally, we introduced ACTIVATE, a webinar series covering topics such as macroeconomics, geopolitics and AI, to broaden leadership perspectives and enhance horizon-scanning capability.

We also launched the SATS Network of WoMen, bringing together 120 inaugural members across a platform for networking and development whilst promoting the value of diversity and inclusion within the organisation. Women represent 32% of our global workforce and we remain committed to reaching 35% female representation in leadership roles by 2030.

These efforts were complemented by external recognition: SATS was named a Career Builder under Singapore's inaugural Opportunity Index, placing us among the top 20% of employers nationally and I am pleased to report that SATS was certified as a Top Employer in Singapore in FY2026.

Trust

Trust is fundamental to the success of any organisation. Being a trusted partner is central to how we serve our customers. As a global and diverse organisation operating across regulated and safety-critical environments, SATS places the highest importance on upholding the disciplines that form the foundation of customer confidence: the consistent quality and safety of our products and services, adherence to all regulatory requirements and unwavering commitment to business ethics.

Food Solutions cut Scope 1 and 2 emissions by 10.1% and lowered carbon intensity by 12.6%, finishing at 111 tCO_2e per S$ million in revenue for FY2026.

Across our Food Solutions business, in Singapore and overseas, we maintained high food safety standards. In FY2026, we implemented a Food Temperature Monitoring System for food dishing operations, enabling digital monitoring and recording of time-temperature parameters at critical control points. This strengthens food safety performance and supports our ongoing commitment to continuously enhance our safety standards.

We expanded the use of a digital reporting platform in aviation operations, enabling faster incident reporting and response across the Group. We also attained IATA accreditation for the cargo security programme in the US, an important acknowledgment of our standards in this significant market.

We also strengthened our ethics and compliance governance efforts by implementing globally standardised third-party due diligence procedures, conducting mandatory training on anti-bribery, sanctions and data protection as well as maintaining ISO 37001 certification for SATS Ltd. and selected Singapore entities. Additionally, the Group Procurement Policy was updated to reinforce standards concerning ethical conduct, labour practices and human rights.

Resilience

We concentrated on developing capabilities that enable the Group to anticipate, absorb and effectively respond to disruptions.

In our supply chain, we made strong progress towards responsible sourcing. By the end of FY2026, 89% of our strategic suppliers had been assessed on ESG criteria, compared to 36% last year, reflecting the scale of our efforts to expand due diligence and strengthen resilience across our global network.

In our own operations, we conducted climate risk assessments across more than 200 locations using three climate scenarios from the Intergovernmental Panel on Climate Change (IPCC) spanning 2030, 2050 and 2085. The assessment covered heat stress, flooding, wildfires, water stress and other climate hazards and is now informing adaptation priorities, business continuity planning and our understanding of physical climate risks across the network.

We advanced cybersecurity and data protection by strengthening governance, continuing alignment with ISO/IEC 27001 and the NIST Cybersecurity Framework and formally rolling out a Group-wide Personal Data Protection Policy.

Forward Looking

Looking ahead, we will continue to balance ambition with pragmatism and caution as climate-related risks and opportunities continue to shift alongside the geopolitical environment. We will continue to prioritise strengthening data governance, ensuring consistency across regions and building robust capabilities to confidently address evolving regulatory requirements. As we make progress in these areas, the Group is moving forward with its decarbonisation roadmap and fulfilling its commitments to develop a more mature approach to climate risk assessment, adaptation and resilience across our main assets and operations.

We are seeing a dramatic acceleration in how quickly AI is being adopted, marking a key change to our methods. Integrating AI and digital technologies to boost efficiency, improve safety checks, lower food waste and deliver more dependable ESG data and choices will shape our approach moving forward. In FY2026, we had already introduced AI-powered food waste tracking systems at selected locations and began evaluating advanced analytics and AI to sharpen operational insight and reduce risk in aviation operations. Though these efforts are just beginning, they suggest a future where sustainability, resilience and digital skills are even more deeply connected.

I am proud of the progress achieved thus far. More importantly, I believe we are developing the appropriate capabilities, disciplines and momentum necessary for us to advance further — not only to address increasing expectations on a sustainable business model, but also to create lasting value for our customers, partners, employees, investors and the communities we serve.

KERRY MOK
President & Chief Executive Officer
SATS Ltd.

19 May 2026

Board Statement

IRVING TAN

KERRY MOK TEE HEONG

VINITA BALI

CHAN LAI FUNG

ENG AIK MENG

MAK SWEE WAH

DEBORAH ONG

PIER LUIGI SIGISMONDI

MALCOLM WILSON

MICHAEL ZECHMEISTER

At SATS, the Board recognises that sustainability and climate-related matters are integral to the Group's ability to execute its strategy, manage risk and create long-term value. In FY2026, the Board considered sustainability issues in the context of the Group's business and strategy, determined the material sustainability-related risks and opportunities and oversaw the management and monitoring of these matters.

FY2026 marked an important milestone for SATS, as this report represents our first disclosures broadly aligned with the sustainability disclosure standards issued by the International Sustainability Standards Board (ISSB). In preparation for this, the Board supported Senior Management's efforts to enhance governance, processes and controls, including the early adoption of IFRS S1 beyond climate-related disclosures, to strengthen the consistency, comparability and decision usefulness of our Sustainability Reporting.

In FY2026, the Board reviewed and approved a refreshed double materiality assessment. This exercise identified and prioritised sustainability and climate-related risks and opportunities that could reasonably be expected to affect the Group's prospects, resilience and long term performance. Based on the assessment, SATS' sustainability priorities continue to centre on climate transition, safety, workforce, responsible supply chains, cybersecurity and business ethics.

The Board provided strategic oversight of the Group's climate transition approach and direction on the reduction of greenhouse gas emissions and waste through energy efficiency initiatives, the adoption of lower-carbon fleets, the replacement of refrigerants and energy use and responsible resource management across our operations. These initiatives support SATS' broader ambition of enhancing operational efficiency and resilience while managing climate-related transition risks.

In parallel, the Board oversaw the management of physical climate-related risks and other interrelated risks, including cybersecurity and supply chain disruption, through the Group's enterprise risk and resilience frameworks, recognising their potential impacts on operational continuity and long-term performance.

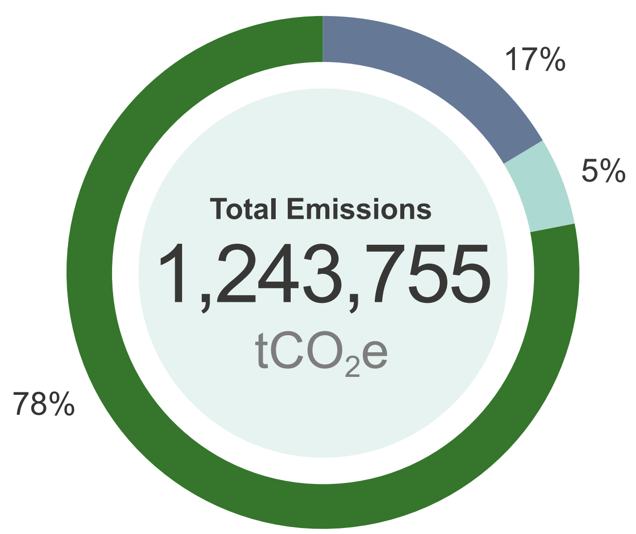
To strengthen governance and assurance readiness, the Board supported enhancements to sustainability governance and assurance processes during the year. These included the establishment of a new Sustainability Steering Committee to strengthen coordination across different levels of governance, joint discussions between the Audit Committee and the Safety, Sustainability and Risk Committee on sustainability matters, as well as the completion of pre-assurance work on Scope 1 and Scope 2 greenhouse gas emissions data to improve data quality, controls and reliability ahead of external assurance.

Looking ahead, the Board remains committed to guiding the strategic direction of the Group's sustainability agenda and to maintaining effective oversight of material sustainability- and climate-related risks and opportunities as SATS continues to grow and transform across its global operations.

Key Sustainability Metrics

Environment

FY2026 SCOPE 1, 2 & 3 EMISSIONS (tCO_2e)



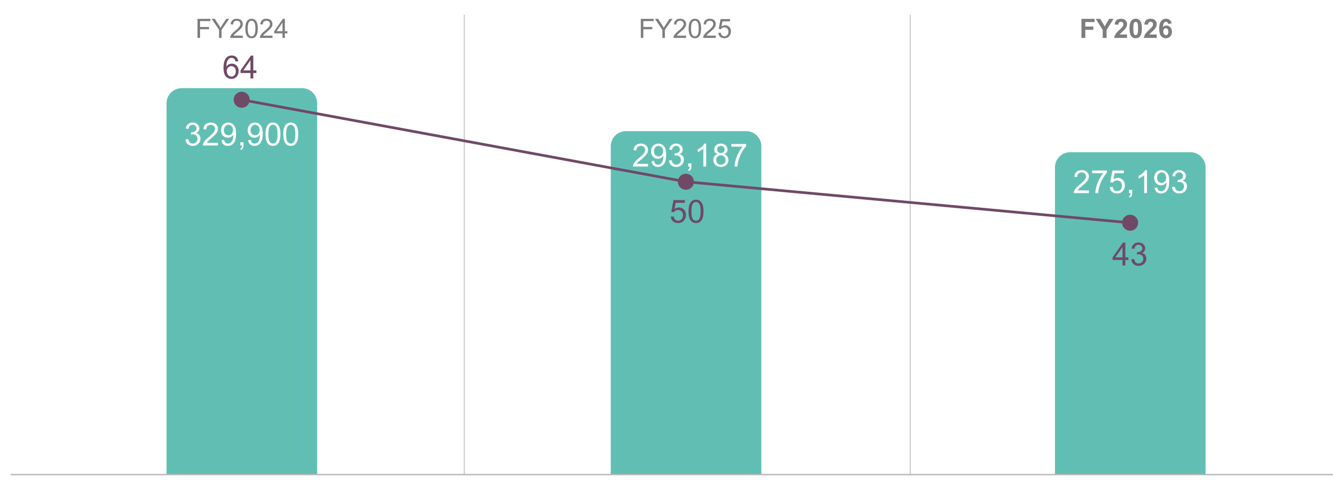
SCOPE 1	206,796
SCOPE 2	68,397
SCOPE 3	968,561

SCOPE 1 & 2 REDUCTION

17% compared to baseline

6.1% compared to FY2025

SCOPE 1 & 2 EMISSIONS PERFORMANCE SINCE 2024 (ABSOLUTE AND INTENSITY)



FY2026 SCOPE 1 & 2 EMISSIONS (tCO_2e)

Singapore vs Overseas

133,349 | 48% Singapore | 52% Overseas | 141,844

Food vs Gateway[1]

154,785 | 56% Food | 44% Gateway | 120,092

RENEWABLE ELECTRICITY

42% penetration in Group's electricity consumption

LOW-EMISSION VEHICLES (LEV)

27% penetration in Group's fleet of vehicles

WASTE DIVERTED FROM DISPOSAL

20% diversion of total waste in Singapore operations

Social

LOST TIME INJURY FREQUENCY RATE (LTIFR)

6.14 / 1M hours worked

GLOBAL EMPLOYEE ENGAGEMENT SCORE

88%

AVERAGE TRAINING HOURS PER EMPLOYEE

31 hours

WOMEN IN SENIOR POSITIONS

24%

Governance

WOMEN ON THE BOARD

30%

EMPLOYEES WHO COMPLETED ABAC TRAINING

88%

ESG ASSESSED STRATEGIC SUPPLIERS

89%

Notes:
- All data are available in the ESG DataBook and details on the basis of preparation, reporting principles, scope, assumptions and limitations applied in preparing this Sustainability Report are set out in the Annex.
- Certain figures may not add up due to the use of rounded numbers.

[1] Corporate related emissions are not included in the business emissions breakdown.

Sustainability Governance & Managing Climate Risks

SATS' sustainability and climate governance framework is designed to provide effective oversight and accountability for sustainability and climate-related risks and opportunities, ensuring these considerations are integrated into strategic decision-making and operational practices.

The Board has overall responsibility for the oversight of sustainability and climate-related risks and opportunities that could reasonably be expected to affect the Group's long-term performance and resilience.

The Board is supported by the Safety, Sustainability and Risk Committee (SSRC), a Board subcommittee which assists in detailed oversight of safety, sustainability and risk matters. The SSRC meets quarterly and oversees sustainability and climate-related matters including Enterprise Risk Management, climate change, health and safety, food safety, cybersecurity, business ethics and supply chain-related risks and provides strategic direction to Senior Management. Accordingly, the SSRC monitors the Group's performance relating to sustainability governance, compliance, strategy and targets and major sustainability initiatives, providing updates and recommendations to the Board as appropriate.

Management Oversight

At the management level, sustainability governance is supported by the Safety, Sustainability and Risk Management Committee (SSRMC), chaired by the PCEO, which oversees the implementation of sustainability strategies and initiatives across the Group. The SSRMC is supported by six operational Sustainability Councils, chaired by regional CEOs, across business units and regions, which facilitate engagement with stakeholders at the operational level and support the identification and management of sustainability-related risks and opportunities.

This model seeks to structurally embed sustainability and climate considerations into critical decision-making processes within the businesses and drive accountability for execution across the Group.

In FY2026, a Sustainability Steering Committee (SSC), chaired by the Chief Corporate Officer (CCO), was established to strengthen coordination on sustainability strategy, targets and regulatory readiness across functions and regions, with escalation to the SSRMC and SSRC as needed. The SSC operates in parallel to the SSRMC and is principally focused on driving execution and coordination to formulate strategy in alignment with industry trends and development and recommend alignment actions as may be appropriate to the SSRMC and SSRC for adoption and ensure that deliverables are met.

Business Unit & Regional Level Chaired by Regional CEOs	Group Functional Level Chaired by CCO	GMB Level Chaired by PCEO	Board Level Chaired by PCEO
Sustainability Council – Gateway EMEAA Sustainability Council – Gateway Americas Sustainability Council – SG Hub Sustainability Council – Gateway APAC Sustainability Council – Food Solutions Singapore Sustainability Council – Food Solutions Overseas	Sustainability Steering Committee	Safety, Sustainability and Risk Management Committee	Safety, Sustainability and Risk Committee

Progress on our decarbonisation initiatives, such as the electrification of our GSE, are discussed and monitored by regional Sustainability Councils every quarter.

The Board and the SSRC, as well as management-level committees such as the SSRMC, SSC and Sustainability Councils operate in accordance with their respective terms of reference and mandates. In fulfilling their roles, they consider sustainability and climate-related factors when overseeing the Group's strategy and making key business decisions, including the evaluation of trade-offs between financial performance, operational priorities and sustainability objectives.

These governance bodies, alongside the ERM team, also oversee the monitoring of sustainability performance, including key risk indicators, decarbonisation initiatives and progress against the Group's sustainability commitments.

Sustainability governance at SATS is supported by the Group's internal controls and assurance framework, underpinned by a three lines of defence model, which supports the management of sustainability-related risks and monitors the integrity of sustainability-related data. Business units are responsible for implementing internal controls over sustainability-related data within their operations, supported by risk management and compliance functions, while Internal Audit provides independent assurance over the design and effectiveness of these controls.

This framework establishes clear roles and responsibilities across management, oversight functions and independent assurance.

Further details are set out in Annex — Basis of Preparation and Reporting Principles and in the Annual Report and Corporate Governance Report.

FOCUS ON

Board Skills and Incentives on Sustainability Oversight

The Board ensures it maintains and will continue to develop the appropriate skills and competencies to oversee the monitoring and management of material ESG factors, and our strategic approach towards sustainability and climate-related risks and opportunities. The Board receives regular briefings on sustainability and climate matters to stay abreast of important developments and incorporates sustainability considerations into Board induction programmes.

Further details on the directors' background and competencies are set out in the Corporate Governance Report.

Sustainability and climate-related objectives are also reflected in management performance and remuneration frameworks, reinforcing accountability for delivery and alignment with the Group's long-term strategy. SATS uses a balanced scorecard approach to manage and measure Group performance. In FY2026, sustainability-related considerations represented approximately 30% of the Group balanced scorecard, covering selected Climate and Workforce related dimensions. Performance against these components informs management remuneration outcomes, alongside financial, operational and strategic measures.

Materiality Assessment

Our FY2026 Double Materiality Assessment

SATS conducts regular reviews of our materiality assessments to ensure our priorities on sustainability remain aligned with our strategic direction, stakeholder expectations and evolving regulatory requirements. In FY2026, we embarked on our third materiality assessment since 2017, complemented by annual materiality reviews, underscoring our advancement towards stronger and internationally consistent sustainability practices.

In FY2026, we conducted our first Double Materiality Assessment (DMA) as a combined Group, following the acquisition of WFS in 2023. This DMA integrated both financial and impact materiality perspectives. Essentially, our DMA assesses (i) how sustainability risks and opportunities impact our business and operations financially, and (ii) how our activities impact the surrounding environment, communities and societies positively and negatively.

The financial materiality approach aligns with the IFRS Sustainability Disclosure Standards issued by the ISSB, specifically, IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1), and IFRS S2 Climate-related Disclosures (IFRS S2) (collectively referred to as the "ISSB Standards"). The impact materiality component is guided by the Global Reporting Initiative (GRI) Standards. By combining these perspectives, we reflect the concept of double materiality under the European Sustainability Reporting Standards (ESRS), supporting SATS' readiness for evolving regulatory reporting requirements (including the Corporate Sustainability Reporting Directive (CSRD)) and alignment with leading global disclosure frameworks. As the ESRS continues to evolve, SATS will continue to monitor developments and refine its approach as appropriate.

The DMA was conducted from a Group-wide perspective across our two business segments — Gateway Services and Food Solutions — to account for their distinct value chains, operating environments, risks, and stakeholders. Although the assessment was detailed by business segment, results were consolidated at the Group level for consistency and strategic alignment.

The assessment is aligned with paragraphs 3.3 – 3.7 of ESRS 1: General Requirements published in 2023 and has integrated Sustainability Accounting Standards Board (SASB) industry-specific topics pertinent to SATS' business operations. This standards-based methodology provides comprehensive coverage of environmental, social, and governance issues, ensuring decision-useful and globally comparable disclosures.

The Group's strategy, business model, ERM framework, and regulatory environment were all taken into account when evaluating upstream, operational, and downstream activities. Input from a wide variety of internal and external stakeholders was also considered. This comprehensive method enhances strategic oversight, proactive risk management and transparent sustainability reporting.

SATS Headquarters in Singapore.

Note: We have applied the concept of materiality to determine which ESG topics and information are significant to the Group and its stakeholders. In the context of an ESG materiality assessment, topics are material from a double materiality perspective: (i) the Group's impacts on the economy, environment and society and (ii) sustainability-related risks and opportunities with potential financial impacts on the Group. In the context of sustainability-related financial disclosures, information is material if omitting, misstating or obscuring it could reasonably be expected to influence the decisions of users of general purpose financial reports.

Key Outcomes

The FY2026 DMA identified 27 sustainability topics covering environmental, social and governance themes. Out of these, 13 were assessed to be material for one or both business segments and were consolidated into nine updated ESG priorities, which were then organised into four intuitive Focus Areas — Climate, Workforce, Trust and Resilience.

These priorities will guide SATS' sustainability strategy, enterprise risk management and sustainability-related disclosures from FY2026 onwards, including how Senior Management attention is directed, capital is allocated (where relevant), target setting and the scope and depth of disclosures in this report.

Results were reviewed and validated by the GMB for alignment with SATS' strategic priorities, emerging sectoral risks and anticipated regulatory requirements, and subsequently endorsed by the Board, reflecting their oversight of sustainability-related risks, opportunities and long-term value creation.

Evolution of ESG Priorities Following the FY2026 DMA

SATS' ESG framework has therefore grown from eight to nine priorities. The FY2026 DMA resulted in three main changes:

- First, Quality & Safety of Products & Services was made a standalone and distinct ESG priority to reflect its increased materiality to the Group's operations, customers and regulators, particularly in the context of food safety and the level of our aviation services. This change aligns the Group's disclosures more closely with recognised industry standards and stakeholder expectations.
- Secondly, the scope of the Climate Change priority has been further refined to encompass both climate mitigation (decarbonisation) and climate adaptation and resilience. This refinement recognises the increasing importance of climate-related physical risks and transition risks across the Group's global operating locations.
- Third, the former Waste & Packaging priority has been redefined as Waste & Circularity to align with industry advancements toward circular practices and to highlight the Group's initiatives in reducing waste across various streams, extending beyond the previous emphasis on operational food waste and sustainable packaging.

The remaining ESG priorities were retained, with ambition statements and targets refined where appropriate to reflect updated materiality outcomes, evolving regulatory requirements and the Group's expanded global footprint. Together, these refinements strengthen the relevance, clarity and decision-usefulness of SATS' ESG framework while maintaining comparability with prior reporting periods.

Further detail on the assessment methodology, stakeholder engagement and materiality matrix is provided in the Annexes.

Strategy

SATS' sustainability strategy sets out how the Group addresses material sustainability-related risks and opportunities, and how these considerations are integrated into its business model and strategy to support long-term value creation and business resilience.

9 ESG Priorities, 4 Focus Areas

Building on the outcomes of the FY2026 DMA, SATS has structured its sustainability strategy around nine ESG priorities, which guide the Group's management of its most significant sustainability-related risks and opportunities and support long-term value creation. These priorities form the foundation of the Group's licence to operate and grow, informing decision-making across operations, investments and risk management.

The nine ESG priorities are grouped under four Focus Areas, which structure the presentation of how SATS manages sustainability and climate-related risks and opportunities in this report:

- Climate focuses on climate-related transition risks and opportunities, including emissions reduction, energy management and waste & circularity.
- Workforce addresses material social and human capital-related risks and opportunities, including workplace health and safety, diversity and inclusion and human capital development.
- Trust covers governance-related risks, including quality and safety of products and services, business ethics and regulatory compliance.
- Resilience addresses climate-related physical risks, cybersecurity risks and supply chain-related risks, including climate adaptation, cybersecurity and data protection and sustainable sourcing.

The Group's approach is also guided by internationally recognised principles, including the United Nations Global Compact.

Integration into Group Strategy and Risk Management

The ESG priorities are embedded within the Group's enterprise risk management and strategic planning processes. This approach ensures that sustainability and climate-related risks and opportunities are systematically considered alongside operational and financial decision-making.

They also support the identification of key risks and guide the allocation of resources and development of targets, where relevant.

Climate-related Strategy (IFRS S2)

Climate-related risks and opportunities are an integral aspect of the Group's sustainability considerations and are addressed in line with IFRS S2 and relevant climate-related provisions from IFRS S1 to the extent practicable. Consistent with SGX Practice Note 7.6, we have used the applicable structural reliefs that reflect our current capabilities, resources and data availability, particularly for our initial scenario analysis and determining the scope of our value chain. We have provided a qualitative disclosure of SATS' anticipated financial impacts from climate-related risks and opportunities. Our sustainability disclosures will continue to be enhanced towards full alignment with the IFRS standards as more comprehensive and industry-wide data becomes available, supported by robust internal controls and processes.

This subsection explains how climate-related risks and opportunities influence SATS' strategy, operations, investment decisions and resilience and complements the Governance and Risk Management sections of this report.

Scenario-based Climate Risk Assessment and Resilience

During FY2026, SATS, supported by an external consultancy, performed climate-related scenario analysis to identify the potential exposures to climate-related risks across a range of plausible climate scenarios.

For physical risks, this includes RCP 2.6, 4.5 and 8.5[1], while for transition risks, the scenarios assessed include 'Current Policies', 'Nationally Determined Contributions (NDCs)' and 'Net Zero 2050'[2]. These scenarios incorporate varying assumptions related to greenhouse gas emission trajectories, policy responses, technological developments and physical climate outcomes, with RCP 2.6 aligned with the goals of the Paris Agreement. The analysis is conducted across defined time horizons: (2030, 2050 and 2085) which are used to assess the resilience of our business and provide long-term insights into physical risks as hazards become increasingly distinct and significant.

The outputs of the scenario analysis are used to inform the Group's climate risk assessment, whereby identified risks are evaluated in the context of SATS' business model, strategy and business plans across the short, medium and long term. This assessment considers the potential implications of climate-related risks on the Group's financial position, financial performance and cash flows over the relevant time horizons.

The Group defines its planning horizons as follows:

- Short term (up to 12 months): Operational risks and uncertainties that may affect the Group's ability to maintain business continuity and achieve its annual operating and financial targets
- Medium term (1-3 years): Strategic risks and opportunities associated with the execution of business plans, including ability to meet its sustainability targets and deliver on its strategic objectives
- Long term (3-5 years): Risks and opportunities that may affect the Group's organisational resilience, including the achievement of its strategic ambitions, sustainability commitments and continued viability of its business models

Key Climate-related Risks and Opportunities

SATS is exposed to both climate-related physical risks and transition risks across its global operating footprint. Physical risks include acute and chronic climate hazards that may affect operations, infrastructure and workplace safety, while transition risks arise from evolving regulations, carbon pricing mechanisms, energy market dynamics and customer expectations.

[1] Representative Concentration Pathways (RCPs) are climate change scenarios used to project future greenhouse gas concentrations. These pathways describe different potential futures based on varying levels of greenhouse gas emissions and have been formally adopted by the Intergovernmental Panel on Climate Change (IPCC).
1. RCP 2.6 (strong mitigation): A very stringent pathway that requires significant reductions in CO_2 and other greenhouse gas emissions. It aims to keep global temperature rise below 2°C by 2100.
2. RCP 4.5 (moderate mitigation): An intermediate scenario where emissions peak around 2040 and then decline. It is likely to result in a global temperature rise between 2°C and 3°C by 2100.
3. RCP 8.5 (business as usual, no mitigation): Represents the worst-case scenario where emissions continue to rise throughout the 21st century. It is used for predicting mid-century emissions based on current and stated policies.

[2] These 3 scenarios have been defined by the Network of Central Banks and Supervisors for Greening the Financial Systems (NGFS).

SATS is exposed to a range of physical risks across the global operations, with key climate hazard types identified, including extreme heat, extreme cold, extreme weather events such as severe storms, wildfire, flooding, sea level rise and water stress. Among these, flooding, wind gust and wildfires are likely to pose a relatively greater risk compared to other hazards due to their potential severity and operational disruption. These events may disrupt airport, and the aviation associated operations including affecting the continuity of ground handling services, damage of infrastructure and threaten workforce safety and aviation safety. For example, flooding and wind gust may result in temporary or prolonged facilities closure, while wildfires may impact air quality and visibility, disrupt logistics continuity and regional accessibility.

In addition, longer-term chronic physical risks may have longer-term implications for SATS' operations. Rising temperature and sea level may progressively affect infrastructure resilience and increase operating costs, such as potential asset repair or replacement costs and additional capital expenditure to enhance resilience, including high energy consumption for cooling and the need for adaption measures at facilities located in vulnerable geographies and/or locations. These physical risks are considered within SATS' broader climate risk assessment processes and enterprise risk management processes to support resilience planning and informed decision-making.

SATS also faces transition risks from evolving regulatory requirements including emissions reporting obligations and more stringent environmental standards as well as increasing market and customer demand for lower-carbon operations and sustainable aviation solutions. In response, the Group may need to adapt its service offerings and operations and is expected to incur increased capital expenditure in areas such as investments in LEV, renewable energy solutions and infrastructure upgrades.

Expanding our use of renewable energy, including solar, supports emissions reduction while lowering reliance on fossil fuels and mitigating exposure to energy price volatility.

At the same time, the transition presents opportunities for SATS to enhance operational efficiency, optimise costs and strengthen its competitive positioning and support decarbonisation of the broader aviation sector. These include electrification of GSE and adopting renewable energy to reduce fuel and energy costs, including the roll-out of LED lighting across cargo terminals and office spaces, the replacement of gas boilers with heat pumps, and the deployment of structured energy-efficiency plans across key stations. New green energy supply contracts and improved utilisation of renewable energy sources further reduce exposure to fossil fuel price volatility, while preventive maintenance of cooling systems strengthens operational resilience. SATS also recognises opportunities to strengthen its competitive positioning by supporting the broader aviation ecosystem in its transition towards lower-carbon operations. This includes the provision of more sustainable aviation and logistics services, which may enable the Group to capture emerging demand for low-carbon solutions and support long-term value creation.

Impacts on Operations, Investments and Resilience

Climate-related risks and opportunities influence strategic decisions relating to operations, asset management, business continuity and capital allocation. These considerations are relevant across SATS' operations and facilities and may influence operational planning, asset management and investment decisions across the Group.

SATS continues to progress initiatives that support climate mitigation and resilience, including improvements in energy efficiency, transition to a low-carbon fleet, refrigerant management and operational preparedness for extreme weather events. Climate considerations are also integrated upfront into asset design and operational planning, ensuring that resilience and sustainability are embedded from the outset rather than addressed retrospectively. We would reply upon the Group's climate risk assessments to prioritise locations and assets for further analysis and to inform the development of climate adaptation and resilience measures, aligned with business continuity and operational resilience planning.

Current and Anticipated Financial Effects

In this reporting year, SATS has conducted an initial assessment of the potential financial effects of climate-related risks and opportunities with reference to SGX Practice Note 7.6 and the IFRS S2 requirements.

Presently, the analysis focuses on those parts of the business for which data maturity, systems readiness and modelling capabilities allow for a reliable qualitative assessment.

Physical risks such as heat stress, flooding and severe weather events may give rise to incremental increases in operating expenditures, including costs associated with site-level resilience measures, equipment maintenance and business continuity preparedness, as well as potential disruptions to food production and ground handling operations at affected locations. In terms of identifiable opportunities, fleet efficiency initiatives and energy optimisation efforts are expected to contribute to operating cost reductions over time, while low carbon innovation presents longer-term emissions reduction potential to strengthen SATS' competitive edge and supports customer decarbonisation goals. SATS will expand the scope of its assessments over subsequent reporting cycles and progressively incorporate quantitative metrics and scenario-aligned valuations in its reports.

Further details on how climate-related risks and opportunities are identified, assessed, prioritised and monitored — and how these processes are integrated into the Group's ERM framework — are provided in the Risk Management section of this report.

Outlook and Next Steps

SATS will continue to refine its sustainability and climate-related strategy as its risk assessments, data systems and financial modelling capabilities are further developed. This includes expanding climate risk coverage, progressing towards quantitative financial impact assessment and further integrating climate considerations into long-term planning and capital allocation.

Please see Annex – Basis of Preparation and Reporting Principles for clarity on how forward-looking statements should be read.

Stakeholder Engagement

Effective stakeholder engagement is an integral part of SATS' sustainability strategy and supports informed decision-making across the Group.

SATS' stakeholder engagement approach is structured around the identification of key stakeholder groups, including employees, customers, suppliers, airport partners, investors, regulators and communities where the Group operates. Engagement takes place through a combination of formal and informal channels, such as employee surveys, customer and supplier interactions, investor dialogues, regulatory engagements and participation in industry forums. These engagements help identify emerging sustainability-related risks and opportunities and ensure that the Group's ESG priorities remain relevant to both the business and its stakeholders.

Insights gathered through stakeholder engagement are a key input into the Group's FY2026 DMA and directly informed the revision of ESG priorities, ambition statements and targets. Engagement outcomes are considered alongside internal risk assessments to ensure alignment between stakeholder expectations, business strategy and long-term value creation.

INVESTORS

Engagement Channels

- Annual General Meeting (AGM)
- Quarterly earnings conferences
- Investor conferences (Capital Markets Day)
- Dedicated Investor Relations team
- Updates on the SATS and SGX websites
- ESG questionnaires

Key Topics Raised

- SATS' financial and ESG performance

How Decisions Are Informed

- Investor feedback plays a crucial role in charting and adjusting our sustainability roadmap and targets, capital investments in sustainability initiatives, and human capital management plans

CUSTOMERS

Engagement Channels

- Daily interactions with our service teams
- Quarterly Business Review meetings
- Regular audits
- Dedicated outreach events
- Net Promoter Score survey
- Industry events (global, regional and local)
- ESG questionnaires

Key Topics Raised

- Product & services quality
- Safety
- Customer satisfaction
- SATS' ESG credentials

How Decisions Are Informed

- Customer feedback informs service design and operational priorities, including enhancements to product quality and safety, service reliability, and the development of lower-carbon and more sustainable solutions aligned with customer expectations and regulatory requirements

SUPPLIERS

Engagement Channels

- Regular touch points
- Supplier Engagement Programme (in Singapore)
- ESG assessment questionnaires

Key Topics Raised

- Suppliers' ESG credentials
- SATS' ESG priorities
- Opportunities for collaboration on ESG projects

How Decisions Are Informed

- Supplier engagement informs the prioritisation of ESG risk management in procurement, the design of the Sustainable Sourcing programme, and targeted supplier engagement initiatives to address material environmental and social risks within the value chain

INDUSTRY ASSOCIATIONS

Engagement Channels

- Networking platforms: Engagement via global, regional, and local industry association platforms
- Memberships: Active participation and membership in key industry bodies
- Collaborative forums: Channels for interacting with customers, business partners, and regulators

Key Topics Raised

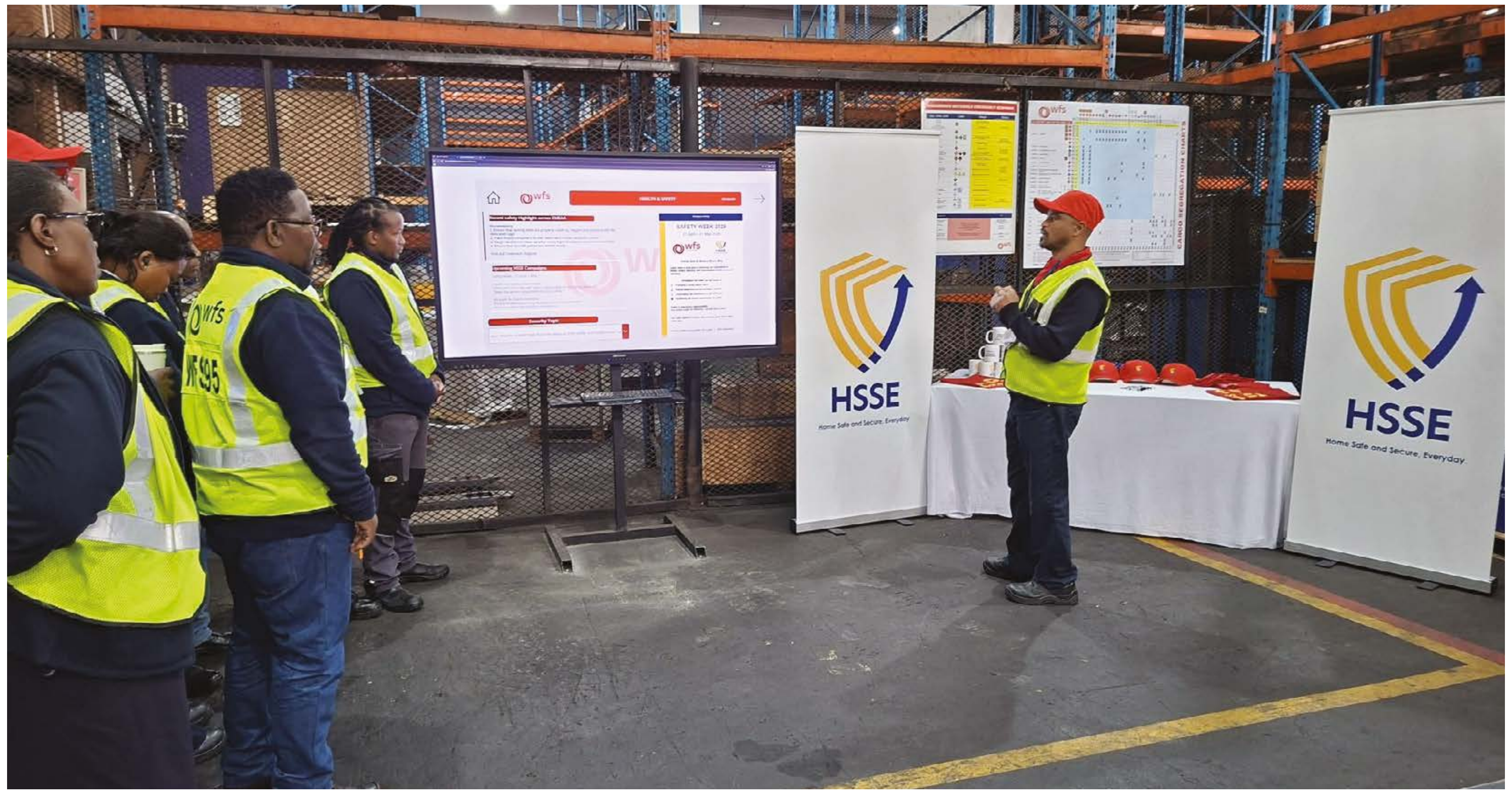
- Insights on emerging market trends and customer expectations
- Regulatory developments influencing business operations
- Development of industry standards and dissemination of best practices across the cargo and food ecosystems

How Decisions Are Informed

- Operational influence: Insights gathered are used to adapt business operations to market and regulatory changes
- Industry leadership: Participation helps shape global industry standards and operational benchmarks for the wider ecosystem

Every year, SATS Commercial and Gateway teams participate in air cargo and ground handling events to meet customers.

SATS shareholders attending the Annual General Meeting in Singapore.



SATS employees around the world are regularly mobilised on our Safety principles.

At the World Travel Catering & Onboard Services Expo (WTCE), SATS Chefs are showcasing new culinary offerings.

AIRPORT COMMUNITIES

Engagement Channels

- Singapore Hub: Active collaboration and consultation with Changi Airport stakeholders, including Changi Airport Group (CAG), Civil Aviation Authority of Singapore (CAAS), National Trades Union Congress (NTUC) and various airlines
- Global Operations: Continuous engagement with airport communities across Americas, Europe, Middle East & Africa and Asia

Key Topics Raised

- Feedback and collaboration on the continued sustainability and efficiency of the Singapore aviation hub
- Align on sustainability objectives and identify opportunities for mutual collaboration

How Decisions Are Informed

- 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

EMPLOYEES

Engagement Channels

- Annual Employee Engagement Surveys
- Monthly staff bonding activities
- Offsite team meetings
- Annual global engagement events (Global Connect and PCEO Awards)
- Quarterly global town halls

Key Topics Raised

- Performance & career development
- Well-being
- Compensation & benefits
- Health & safety
- Diversity & inclusion

How Decisions Are Informed

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

COMMUNITIES

Engagement Channels

- Community outreach: Participation in various outreach and engagement activities
- Philanthropy & service: Implementation of donation and volunteering programmes
- Global presence: Initiatives across Singapore and international locations where the Group operates

Key Topics Raised

- Community environmental protection and waste management awareness
- Employee volunteering and local community engagement

How Decisions Are Informed

- Strengthened focus on community engagement and awareness-building efforts across SATS network

FOCUS ON

World Cleanup Day: An Opportunity to Engage Our Staff and Local Airport Communities

In FY2026, all 13 countries from Gateway EMEAA Division participated in World Cleanup Day, a United Nations-led global initiative. Managing Directors, HSSE and ESG managers together with Communications teams supported mobilisation, actively engaging employees across the region.

Employees participated in dedicated cleanup sessions, typically lasting around two hours, held between 18 September and 2 October 2025.

Reported outcomes include waste collection:

- 203 kg in Denmark (Copenhagen airport)
- 250 kg in India (Bangalore airport)
- 122 kg in Thailand (Bangkok airport)

These activities complement SATS' operational waste reduction efforts by raising employee awareness and fostering community engagement.

Capability Building

The effective execution of SATS' sustainability strategy depends on the Group's ability to build and sustain organisational capabilities that support consistent delivery across a global and increasingly complex operating footprint.

As regulatory expectations evolve and sustainability considerations become more closely linked to operational and financial decision-making, SATS continues to strengthen its capabilities to support strategy execution, risk management and reliable disclosures.

Capability building at SATS focuses on three interrelated areas: People, Systems and Processes. Together, these enablers support the integration of sustainability into day-to-day operations and enable the progressive enhancement of sustainability and climate-related disclosures over time.

People

Sustainability Delivery Model

SATS' sustainability strategy is implemented through a Group-wide delivery model that combines central coordination with regional and business unit execution. This model enables sustainability considerations to be embedded into operational decision-making while allowing flexibility to respond to local operating conditions, regulatory requirements and market dynamics.

The day-to-day execution of the Group's sustainability agenda is led by the Sustainability Team, reporting to the CCO. The team coordinates the implementation of the sustainability strategy, supports the delivery of targets across business units and ensures consistency of approach across the Group.

At business unit and regional levels, sustainability initiatives are supported and monitored through Sustainability Business Partners (SBPs) who are dedicated sustainability practitioners embedded within the Business Units. SBPs mobilise their local teams, from operations, finance, procurement, HSSE, real estate, risk, human resources to deliver on the ESG priorities overseen by six Sustainability Councils, for each of the following Business Units:

- Food Solutions – Singapore
- Food Solutions – Overseas
- SG Hub
- Gateway APAC
- Gateway Americas
- Gateway EMEAA

Roles, Expertise and Collaboration

The Sustainability Team is supported by Subject Matter Experts in priority areas such as decarbonisation, waste management and sustainable sourcing.

Within this team, a Programme Management Office coordinates sustainability initiatives across the organisation, supporting disciplined execution through project planning, resource allocation and progress monitoring.

SBPs work closely with business units and regions to integrate sustainability considerations into operational plans and initiatives.

Sustainability capabilities are further strengthened through close collaboration with key functions including operations, procurement, human capital, health and safety, cybersecurity, finance and risk management. This cross-functional model supports integration into core business processes while enabling continuous improvement and innovation.

Sustainability and climate considerations are progressively embedded within the Group's core management processes.

Skills and Capability Development

Effective oversight and execution of sustainability and climate-related matters require appropriate skills and competencies at both Board and Senior Management levels.

- The Board receives regular briefings on sustainability and climate matters (such as ESG regulatory frameworks impacting SATS Group and associated reporting requirements, climate-related risks and cybersecurity) and sustainability considerations are incorporated into induction programmes for new Board members.
- The Senior Management is also briefed regularly on these topics by internal experts, external advisers and through specific leadership forums and round tables.

Across the organisation, SATS continues to invest in building sustainability expertise through targeted training and capability-building initiatives. These efforts strengthen climate, environmental, social and governance knowledge within relevant functions and support consistent implementation of sustainability initiatives in line with evolving regulatory and business expectations.

Systems

In parallel, SATS continues to enhance its data governance, systems and tools to improve the quality, consistency and timeliness of sustainability information. These enhancements support regulatory compliance, internal review processes and readiness for future external assurance.

Ongoing efforts include strengthening data collection processes, expanding coverage across regions and business units and improving alignment with applicable regulatory frameworks, including ISSB requirements in Singapore and CSRD requirements in the European Union.

In FY2026, the Group undertook a pre-assurance review of Scope 1 and Scope 2 greenhouse gas emissions data as part of its preparation for climate-related disclosures under IFRS S2. The review assessed emissions data collection methodologies, key assumptions, calculation processes and related internal controls across material operating entities.

The exercise was conducted to identify data gaps and control improvement opportunities and to strengthen the reliability and governance of emissions data in preparation for future external assurance.

Processes

Sustainability and climate considerations are progressively embedded within the Group's core management processes, including enterprise risk management, capital planning, operational resilience and performance monitoring processes. Accordingly, sustainability and climate-related risks and opportunities are assessed alongside other strategic, operational and financial considerations enabling consistent decision-making and execution on sustainability agendas across the Group.

Together, these processes, supported by clear roles, governance structures and systems, drives SATS' sustainability strategy. They also support the progressive strengthening of sustainability and climate-related disclosures as the Group continues to enhance its capabilities and transition towards more decision-useful, ISSB-aligned reporting.

Risk Management

At SATS, we are committed to managing sustainability and climate-related risks, while identifying relevant opportunities that support long-term business resilience and growth.

Our sustainability and climate risk management approach is integrated within the Group's ERM Framework. This framework defines the Group's risk appetite, including a dedicated risk category for Environment & Climate Change, and establishes structured processes for the identification, assessment, mitigation and monitoring of risks that may impact the Group's strategic, operational and sustainability objectives.

The Global Sustainability and Global ERM teams work closely with business units and functions to ensure climate-related risks and opportunities are consistently identified and assessed across the Group. Climate-related risks are managed both within the Environment & Climate Change risk category, and where relevant, embedded across other risk categories to ensure a holistic and integrated approach. This approach enables sustainability and climate considerations to be systematically integrated into existing risk governance, monitoring and escalation processes, ensuring that climate risks are managed in a coordinated and enterprise-wide manner.

Integration into ERM and Risk Prioritisation

All risk categories, including Environment & Climate Change, are assessed using a standardised risk assessment criteria and scoring methodology. This enables consistent evaluation and prioritisation across the Group, and support effective monitoring and escalation of material risks to Senior Management and the Board.

Inputs to the assessment is obtained from relevant business units and functions through this structured risk assessment process, as well as management discussions and business continuity planning exercises. These processes provide visibility into operational vulnerabilities and resilience considerations under different climate-related scenarios. In addition, engagement with key ecosystem partners, including the authorities, support the Group's understanding of site-specific climate exposures and infrastructure dependencies.

Collectively, the insights generated through these processes form the basis for the Group's climate risk assessment within the ERM Framework. This supports the identification, assessment and prioritisation of climate-related risks, particularly in relation to operational continuity, infrastructure resilience and coordination across an interconnected business environment.

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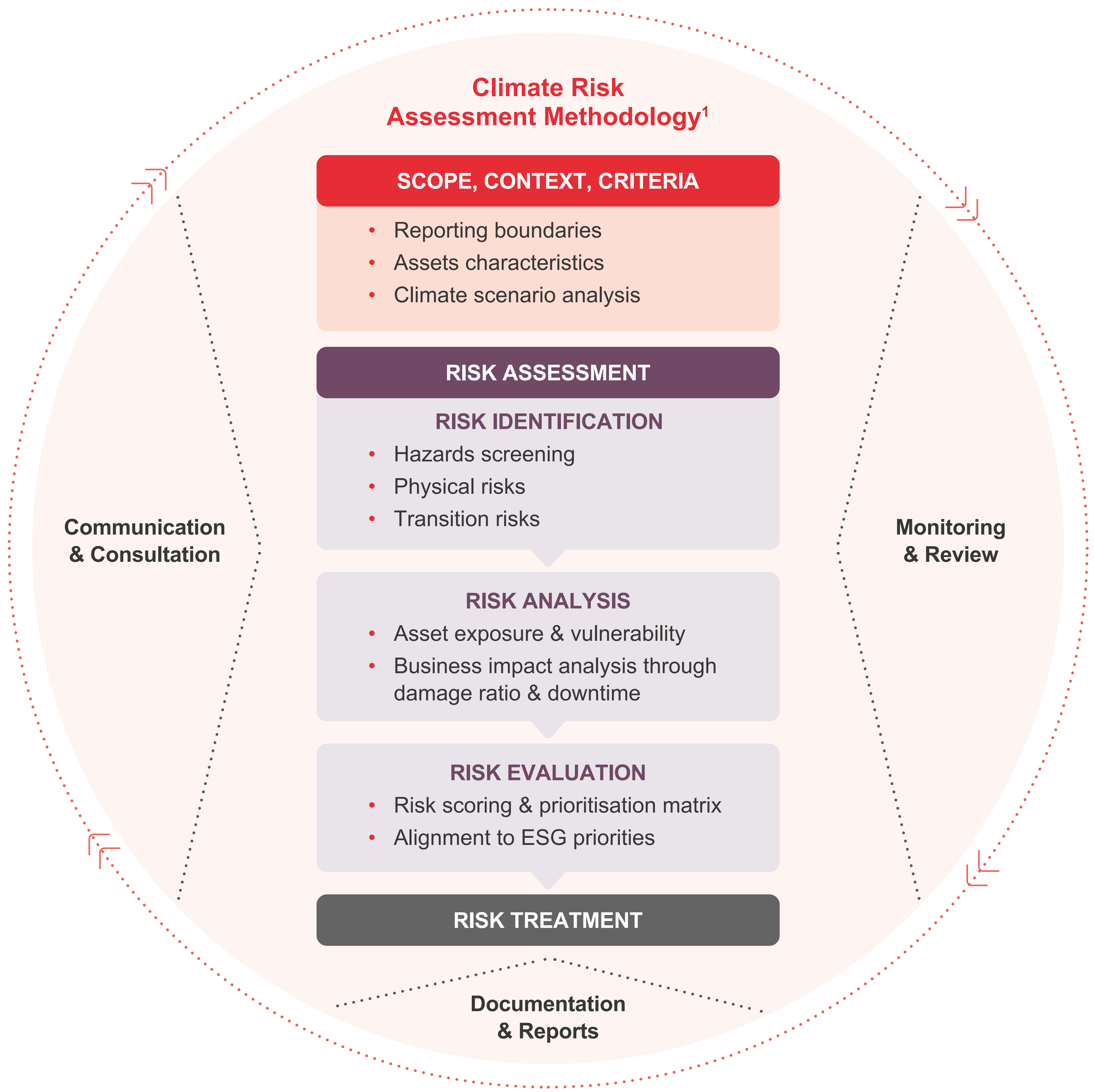


Climate-related Risks (IFRS S2)

Identification and Assessment of Climate-related Risks

The climate risk assessment process follows the Group's ERM framework, with an enhanced data-driven approach to evaluate the exposure of potential climate-related risks in terms of likelihood and impact.

Physical Risks

The approach begins with the identification of climate hazard indicators aligned with the chronic and acute hazard typologies referenced in internationally recognised frameworks and standards, including IPCC. These hazard indicators are then refined through benchmarking against industry peers, to determine their relevance to the Group's business model and operating environment.

To support location-specific assessment, geospatial data is collected for the Group's operational footprint, including the identification of geocoordinates for 218 locations, comprising warehouse, production and other operational facilities. These geocoordinates are analysed using an external climate analytics platform to generate forward-looking climate projections under the selected climate scenarios and time horizons.

The assessment identified Australia, Brazil, Canada, China, Malaysia, Thailand and the US as locations potentially exposed to selected climate physical hazards and extreme weather events, including heat stress, wind gusts, wildlife and flooding.

As a next step, a more detailed assessment will be conducted for these locations to further assess the operational impacts of these hazards and inform the development of appropriate adaptation and resilience measures.

Transition Risks

As the global transition to a low-carbon economy accelerates, SATS, like all industries, is exposed to transition risks arising from evolving regulations, policies and market expectations. Among these, carbon pricing has been identified as a key regulatory and policy-related transition risk for the Group as it advances towards its net zero ambitions.

In assessing regions and locations with higher exposure to carbon pricing, an analysis was conducted using judgement-based thresholds applied to projected carbon pricing across regions and GHG emissions to 2050[2]. The emission projection considers our commitment to be carbon neutral by 2040 and net zero by 2050.

While we continue to refine the quantitative analysis of the impacts of carbon pricing to our operations, preliminary findings indicate that financial exposure is expected to increase in the short to medium term, peaking around 2030, particularly in the US, Singapore, China and Japan, before declining over the longer term towards 2050. Carbon pricing is expected to primarily affect operating costs with potential secondary impacts on pricing, margins and procurement decisions depending on the availability of lower-carbon alternatives. Accordingly, we expect higher impact in the short to medium term, with progressively lower exposure in the long term as emissions decline in line with our decarbonisation strategy.

We are also closely monitoring the potential impacts of other transition risks such as changing consumer behaviour and market trends, costs of raw materials, especially low carbon raw materials, as well as legal risks. At present, we do not expect these risks to have a material impact on our operations, given the nature of our business compared to more carbon-intensive sectors. Nevertheless, we recognise that residual transition risks remain and continue to monitor and assess these developments as part of our broader climate strategy.

[1] At this stage of implementation, the Group applies a primarily qualitative approach to prioritising climate-related risks and opportunities, reflecting current data availability and internal assessment capabilities. While quantitative measurement of anticipated financial effects and scenario analysis is still developing, this approach is consistent with the structural reliefs available under IFRS S2, which permit more limited quantitative disclosures reflecting current data maturity and modelling capabilities.

[2] Scenario analysis is informed by carbon price projections derived from integrated assessment modelling (REMIND-MAgPIE scenarios) and internal emission forecasts aligned with the Group's decarbonisation pathway.

Climate Risk Mitigations & Internal Control for Key Risks

Heat Stress

Most of SATS operations are conducted within shared environments such as buildings and warehouses, which provide well-ventilated rest areas equipped with fans or air coolers. For employees whose work require exposure to outdoor conditions, including periods of extreme heat during ramp operations, we actively monitor and comply with local heat stress advisories and monitoring protocols.

Flooding

To address flooding risks, SATS prioritises the protection and mobility of operational assets, which are typically movable in nature, such as kitchen equipment and multi-tier storage systems in warehouses. Measures are implemented to relocate or safeguard critical equipment where necessary to minimise potential damage and disruption. Site-level response and business continuity plans are established to support operational continuity. In addition, SATS works closely with local authorities and relevant stakeholders to support the effectiveness of drainage systems and broader flood management infrastructure where appropriate. These efforts are complemented by access to early warning systems where available to enhance preparedness and response capabilities.

Wind Gust

For locations exposed to strong wind conditions, SATS engages with building owners and landlords to support the reinforcement of structures and roofing to withstand high wind loads, where feasible. Operationally, protocols are implemented to secure equipment, assets and critical supplies ahead of severe wind events. Emergency preparedness is supported through backup power arrangements, emergency stockpiles and established communication and evacuation procedures to safeguard employee safety during extreme weather events.

Wildfires

SATS' operational locations are generally situated away from forested areas, resulting in lower direct exposure to wildfire risks. However, operations may be indirectly affected by regional wildfire events through deteriorating air quality and potential supply chain or logistics disruptions.

To enhance preparedness, comprehensive fire protection systems are implemented across facilities in accordance with local fire department requirements and regulations. Emergency response and evacuation procedures are established to safeguard personnel and operational continuity. In addition, monitoring of external conditions, such as air quality and wildfire development, supports timely operational responses where necessary.

Climate-related Transition Risks

SATS manages exposure to climate-related transition risks through a combination of decarbonisation initiatives, operational optimisation and proactive regulatory monitoring. Transition risks arising from carbon pricing, evolving environmental regulations and shifting customer expectations are mitigated by progressively reducing emissions intensity across operations, including the transition to LEV, improvements in energy efficiency and the increased use of renewable energy solutions. These actions support a reduction in exposure to carbon-related cost pressures and energy price volatility over time.

In parallel, the Group monitors policy developments and market trends to inform business planning, pricing strategies and capital allocation decisions, ensuring that investments in assets and infrastructure are aligned with the transition to a lower-carbon economy. Where relevant, sustainability considerations are incorporated into procurement and supplier engagement processes to manage upstream cost and availability risks associated with lower-carbon inputs. This integrated approach enables SATS to manage near-term transition pressures while strengthening its long-term competitiveness in a low-carbon aviation and logistics ecosystem.

Monitoring and Review

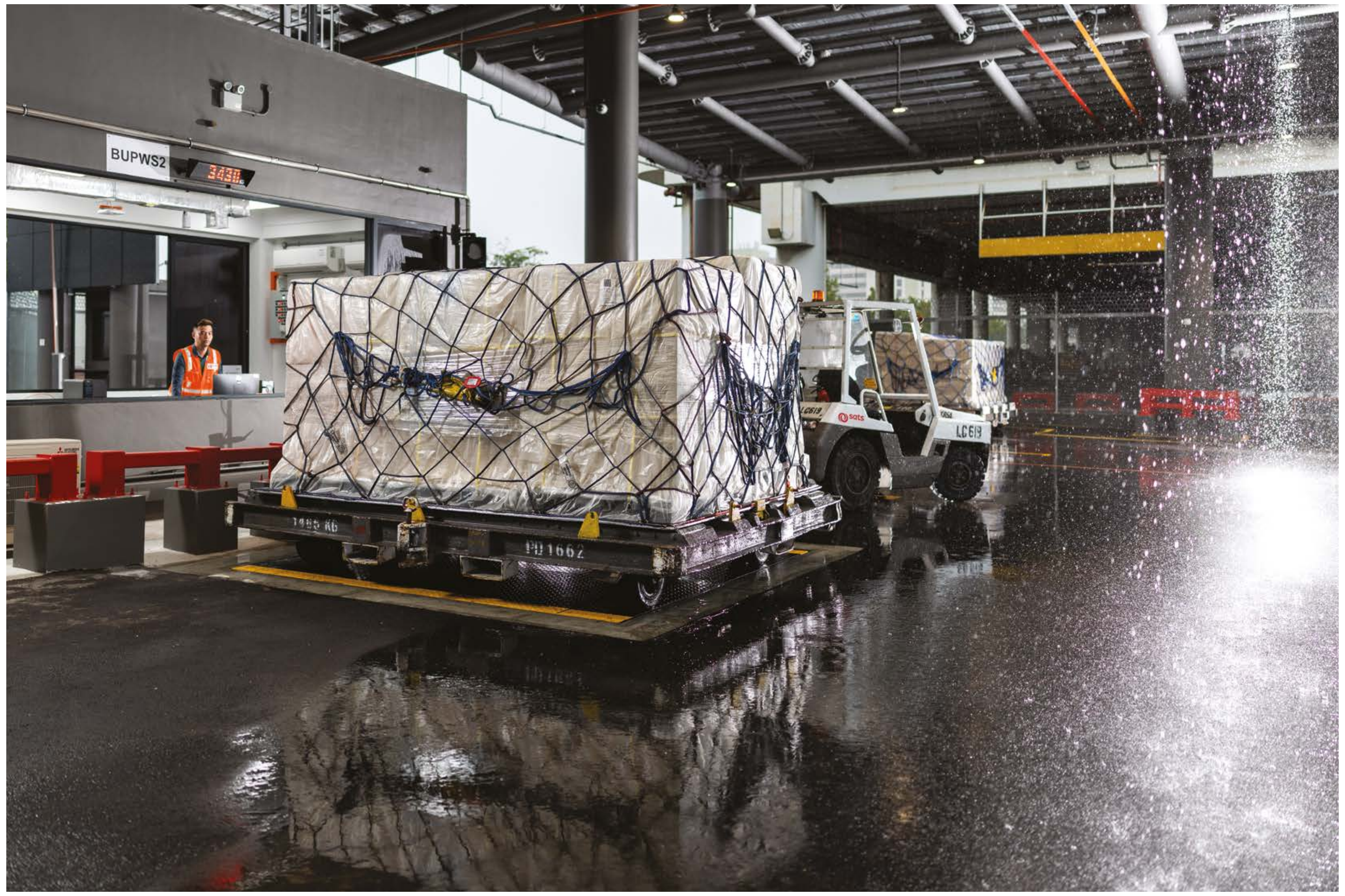
Climate-related risks are monitored through the Group's established governance processes, with regular reporting to management committees and escalation to the Board and the SSRC where appropriate. This ensures that climate-related risks are considered alongside other enterprise risks in decision-making.

Environment & Climate Change risk is also monitored through the Group's Management Controls and Assurance Framework, which complements ERM processes and comprises three levels of defence to support the adequacy and effectiveness of the Group's system of risk management and internal controls. This provides clarity and accountability across Senior Management, oversight functions and independent assurance.

The Group has established relevant Key Risk Indicators (KRIs) for environment & climate change risks that are monitored and reported to the SSRC based on agreed thresholds and escalation protocols.

Next Steps

The Group will continue to enhance its climate risk assessment and integration with ERM over time, including progressing towards financial impact assessment and further embedding climate considerations into risk management and resilience planning.



Operating through intensifying climate conditions, we continue to strengthen resilience measures in Singapore to safeguard cargo integrity and ensure continuity of service under extreme weather events.

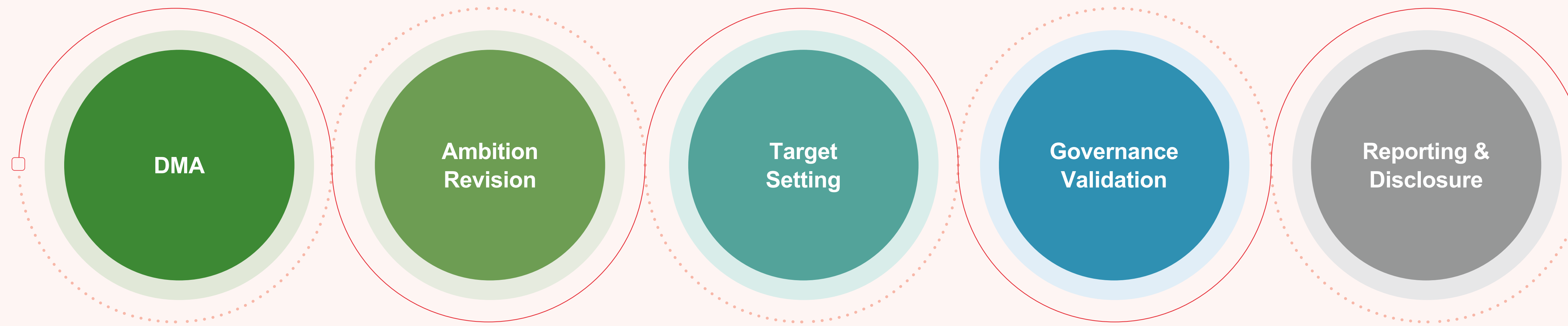
Metrics and Targets

SATS uses metrics and targets to monitor performance, track progress and support decision-making in relation to sustainability and climate-related risks and opportunities. Metrics are selected based on relevance to the Group's ESG priorities, alignment with recognised reporting standards and the availability of reliable data across the Group's operations.

Targets are established where appropriate to drive performance and accountability, recognising that not all ESG priorities are suited to quantitative or timebound targets. Where targets have not yet been established, this reflects current data availability, operational complexity or the nature of the ESG priority, rather than its strategic importance. In such cases, progress is monitored through qualitative indicators, programme implementation, trend analysis and continuous improvement measures.

FOCUS ON

Revision of ESG ambition statements and targets following the FY2026 DMA



Following the FY2026 DMA, SATS reviewed its ambition statements and short- and long-term targets for each of the nine ESG priorities.

This review was designed to ensure that the Group's ambitions and targets remain aligned with material impacts, risks and opportunities, evolving regulatory expectations and the Group's overall strategy.

The review, led by the Sustainability Team, involved several stages:

- Preparatory analysis for each ESG priority, drawing on the outcomes of the FY2026 DMA, historical commitments, internal performance data and industry benchmarking. Relevance to Gateway Services and Food Solutions businesses was also considered, recognising differences in risk profiles and operational contexts.
- Engagement of subject matter owners across relevant functions — including operations, procurement, human capital, health and safety, cybersecurity, legal and compliance — to validate our proposed ambition statements and targets, assess feasibility and ensure operational alignment.
- Consistency checks against IFRS S1 and IFRS S2, SGX Listing Rules and other relevant regulatory and voluntary frameworks, to support coherent and decision-useful disclosures.
- Reviewing and seeking endorsement through the Group's SSC and SSRC. Targets were categorised as external facing or internal targets based on their purpose, data collection and maturity and assurance readiness.
- Final ambition statements and targets are translated into external reporting disclosures in the Sustainability Report and ESG DataBook, including their scope, time horizons and approach to performance measurements.

The foregoing approaches ensure that SATS' ESG ambitions and targets are grounded in materiality, are practical and executable, reflect stakeholder expectations and operational realities and aligned with its long-term strategy and value creation objectives.

Climate-related Metrics and Targets

Climate-related metrics and targets form a core component of SATS' sustainability disclosures and are aligned with IFRS S2.

Greenhouse Gas Emissions

SATS measures and reports Scope 1, 2 and 3 greenhouse gas (GHG) emissions across its global operations in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. These metrics are used to track emissions performance, inform decarbonisation initiatives and support the assessment of climate-related risks and opportunities.

In FY2026, SATS completed pre-assurance of Scope 1 and Scope 2 emissions data to ensure data quality, controls and reliability are prioritised to enhance quality of reporting. The Group continues to enhance emissions data coverage and methodologies, including progressing towards improved Scope 3 emissions measurement over time.

Climate Targets

SATS has established long-term climate ambitions supported by interim targets to guide its decarbonisation pathway. These targets are reviewed periodically to reflect changes in business scope, operational realities influenced by the global economic and geopolitical environment, regulatory expectations and data management maturity.

Progress against climate targets is monitored regularly and reported to Senior Management and the Board through established governance processes that are described in this report.

Transition Plan

SATS' decarbonisation roadmap serves as our climate-related transition strategy, setting out the strategic objectives, key decarbonisation levers, implementation pathways and governance structures through which the Group manages climate-related risks and opportunities as we progress towards a low-carbon, climate-resilient business.

Metrics and Targets Across ESG Priorities

In addition to climate-related metrics, SATS tracks performance across its nine ESG priorities using a combination of quantitative and qualitative indicators.

These metrics support the monitoring of key environmental, social and governance risks and opportunities and enable consistent performance tracking across business units and regions.

They include, where relevant:

- Environmental metrics such as energy use, renewable electricity penetration and waste management indicators
- Social metrics covering workplace health and safety, workforce engagement, diversity and inclusion
- Governance metrics relating to business ethics, compliance, cybersecurity and data protection

Where quantitative targets are set, progress is monitored against pre-determined baselines. For ESG priorities that are better suited to continuous improvement, performance is tracked through trend analysis, programme implementation and qualitative assessments.

Performance Monitoring and Reporting

Performance against sustainability and climate-related metrics and targets is reviewed regularly through Senior Management and Board-level governance forums, such as SSRC and Board meetings.

Details on the Group's performance are disclosed in the Key Sustainability Metrics section of this report and in the accompanying ESG DataBook, which provides detailed data tables, definitions and methodologies.

Ongoing Enhancement

SATS will continue to enhance its metrics and targets alongside the development and advancement of data systems, methodologies and assurance readiness. This approach includes expanding coverage across regions and business units, refining baselines and targets following materiality assessments and progressively strengthening the linkage between metrics, risk management and financial decision-making.

Performance by Focus Area

CLIMATE

Lower Emissions & Waste

We address climate change by reducing greenhouse gas emissions and waste through energy transition initiatives, a lower-carbon fleet, low-impact refrigerants and responsible resource management across our operations.

ESG PRIORITIES

- Climate Change
- Waste & Circularity

WORKFORCE

Protect & Develop Our Workforce

We protect and develop our workforce by strengthening safety, inclusion and skills to support a future-ready organisation.

ESG PRIORITIES

- Workplace Health & Safety
- Human Capital Development
- Diversity & Inclusion

TRUST

Operate as a Trusted Partner

We operate as a trusted partner by delivering safe, high-quality services, protecting data and complying consistently with laws, regulations and ethical standards in every market.

ESG PRIORITIES

- Quality & Safety of Products & Services
- Business Ethics & Regulatory Compliance

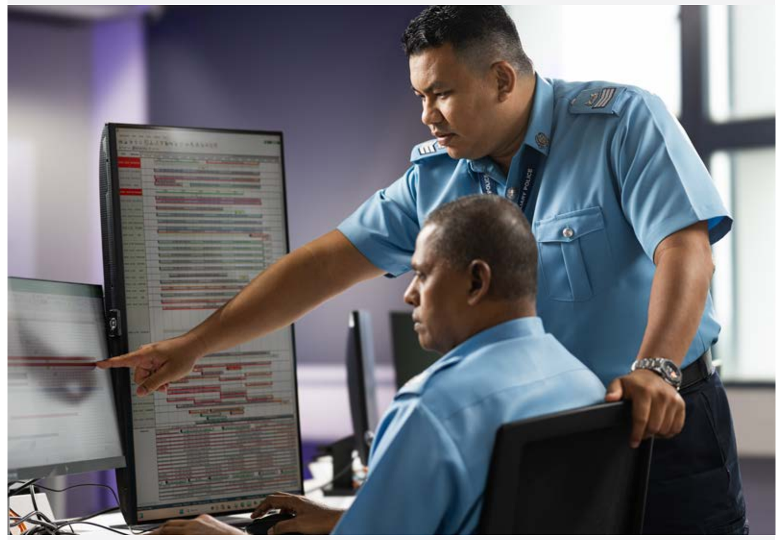
RESILIENCE

Strengthen Enterprise Resilience

We strengthen enterprise resilience by enhancing operational continuity, cyber-resilience, supply chain robustness and climate adaptation capabilities.

ESG PRIORITIES

- Sustainable Sourcing
- Cybersecurity & Data Protection



Climate

We address climate change by reducing greenhouse gas emissions and waste through energy transition initiatives, a lower-carbon fleet, low-impact refrigerants and responsible resource management across our operations.

Climate Change & Decarbonisation

OUR AMBITION

Integrate climate mitigation and adaptation strategies across our operations and value chain to achieve meaningful emissions reduction and strengthen resilience to climate-related impacts throughout the business

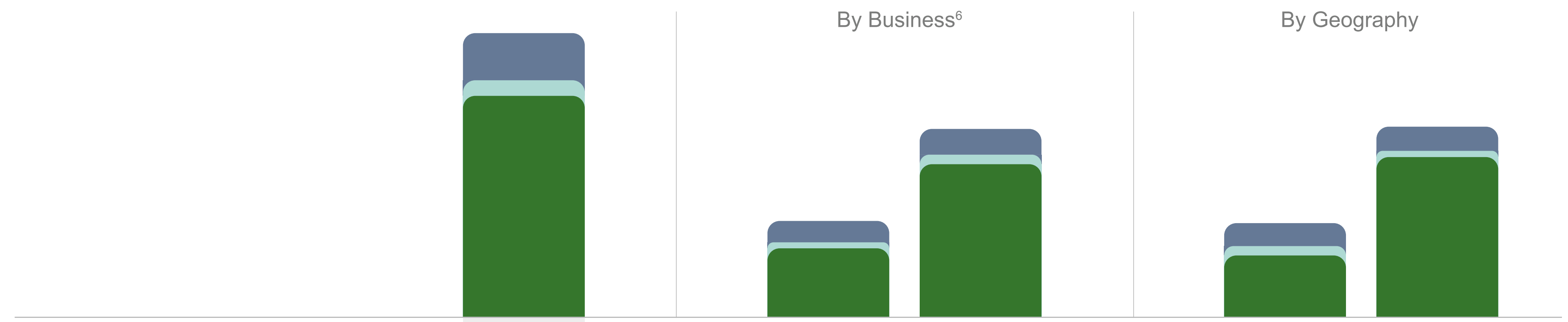
WHY IT MATTERS

- SATS operates energy-intensive aviation-related and food infrastructure that are directly exposed to climate-driven transition pressures and physical climate risks.
- Effective management of emissions and climate risks protects long-term cost competitiveness, minimises operational disruptions and facilitate timely and broader access to capital in a rapidly decarbonising economy.

OUR TARGETS

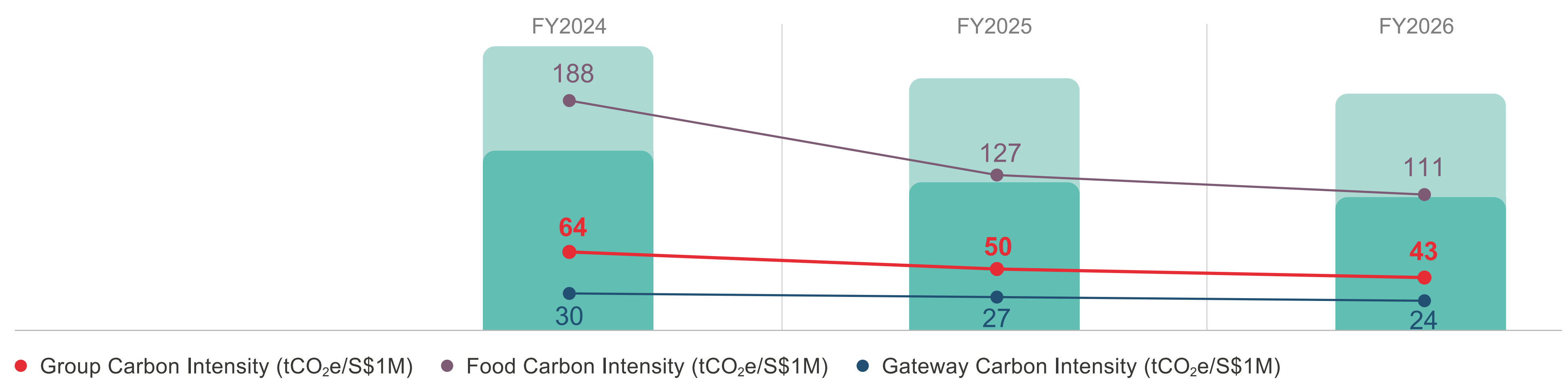
- 20% Scope 1 and 2 emissions reduction by end of FY2027 and 50% by 2030[1] compared to baseline[2]
- Carbon neutral[3] by 2040
- Net Zero[4] by 2050

FY2026 SATS GROUP TOTAL EMISSIONS (tCO_2e)



	Total	Gateway	Food	Overseas	Singapore
Scope 3	**968,561**	299,811	668,751	268,508	700,054
Scope 2	**68,397**	26,315	41,776	41,114	27,283
Scope 1	**206,796**	93,777	113,010	100,730	106,066

SCOPE 1 & 2 EMISSIONS PERFORMANCE SINCE 2024 (ABSOLUTE AND INTENSITY)



	FY2024	FY2025[5]	FY2026
Food Scope 1 & 2 Emissions	208,735	172,080	154,785
Gateway Scope 1 & 2 Emissions	121,164	120,691	120,092
Total[6]	**329,900**	**293,187**	**275,193**

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

1 When targets are set "by 2030", it means by end of FY2031 which ends 31 March 2031.
2 Group baseline (331,527 tCO_2e) is the sum of Scope 1 and 2 emissions in 2020 for Singapore operations (188,646 tCO_2e) and in 2024 for Overseas operations (142,881 tCO_2e).
3 Carbon neutrality refers to the reduction and balancing of 100% of Scope 1 and Scope 2 greenhouse gas emissions across SATS operations.
4 Net zero refers to the comprehensive reduction and balancing of all greenhouse gas emissions of Scope 1, 2 and 3 across SATS operations.
5 Corrected FY2025 data emissions as described on page 55.
6 Corporate related emissions are included in the Total emissions but not in the Business emissions breakdown.

Climate Change & Decarbonisation

Primary Sources of Scope 1 and 2 Emissions

SATS' emissions monitoring identifies three primary sources of Scope 1 and 2 emissions: fuel combustion, refrigerants and purchased electricity, each contributing approximately 38%, 37% and 25% respectively of total combined Scope 1 and 2 emissions, consistent with prior year analysis.

As a ground and cargo handler, SATS operates a diversified fleet of airside vehicles.

Fuel Combustion (Scope 1)

SATS' operations rely on GSE, vehicles and other fuel-powered assets that are essential for aircraft handling, cargo operations and kitchen facilities support.

- Mobile combustion (vehicles and GSE): 80% of fuel combustion emissions and 40% of Scope 1 emissions
- Stationary combustion (boilers and fixed equipment): 20% of fuel combustion emissions and 10% of Scope 1 emissions

Combined, fuel combustion represents 50% of Scope 1 emissions, 38% of Scope 1 and 2 emissions and 8% of total emissions.

SATS is committed to transitioning to a lower carbon fleet and exploring cleaner alternatives for stationary systems.

Refrigerants (Scope 1)

Fugitive emissions from refrigerants remain a material source of Scope 1 emissions due to the use of large-scale refrigeration systems in kitchens and cold chain operations.

In FY2026, refrigerants represented a significant portion of Scope 1 and 2 emissions, reinforcing the need to prioritise refrigeration systems modernisation and leakage reduction.

- Kitchen refrigeration systems: 91% of refrigerant emissions and 45% of Scope 1 emissions
- Cold storage in cargo warehouses: 9% of refrigerant emissions and 5% of Scope 1 emissions

Combined, refrigerants represents 50% of Scope 1 emissions, 37% of Scope 1 and 2 emissions and 8% of total emissions.

SATS continues to modernise cooling facilities, reduce leakage and transition to lower Global Warming Potential (GWP) refrigerants.

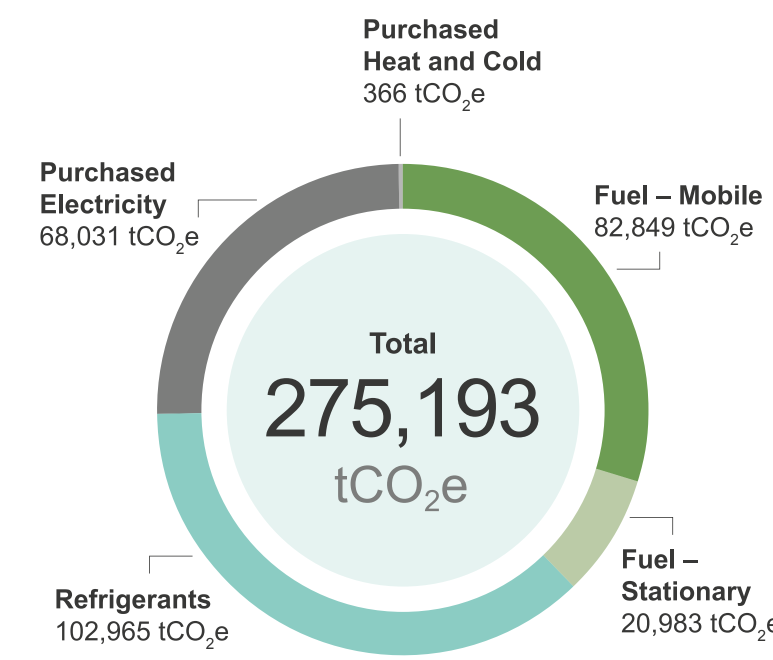
Electricity Consumption (Scope 2)

Purchased electricity is the majority (99%) source of Scope 2 emissions across the Group's kitchens, warehouses and offices. Other sources include purchased heat and cold (1% of Scope 2 emissions). Combined, Scope 2 emissions represent 25% of Scope 1 and 2 emissions and 5% of total emissions.

Recognising electricity's significant impact, it was identified as a key emissions reduction lever, reinforcing the importance of improving energy efficiency and increasing the use of renewable electricity.

SATS is investing in energy efficiency improvements and renewable electricity procurement to reduce emissions associated with grid electricity.

FY2026 SATS GROUP SCOPE 1 AND 2 EMISSIONS



	% vs Scope 1+2	% vs Scope 1+2+3
Fuel Combustion (Scope 1)	38	8
Fuel – Mobile	30	7
Fuel – Stationary	8	2
Refrigerants (Scope 1)	37	8
Electricity, Heat and Cold (Scope 2)	25	5
Purchased Electricity	25	5
Purchased Heat and Cold	0.1	0

Climate Change & Decarbonisation

Decarbonisation Roadmap

The decarbonisation roadmap currently relates to Scope 1 and 2 emissions, focusing on directly controllable emissions reductions. SATS will progressively address Scope 3 emissions as capabilities evolve.

1 Identifying Decarbonisation Levers

Building on emissions reporting, a structured assessment identifies the Group's key decarbonisation levers and plausible solutions, which includes fleet electrification, low-GWP refrigerant use, renewable energy sourcing, and improvements in energy utilisation.

2 Identifying Top Contributors

A data-driven analysis of the emissions footprint enables the identification of facilities contributing significantly to emissions, with a focus on sites representing approximately 80% of Scope 1 and 2 emissions, thereby ensuring prioritisation of areas of greatest impact.

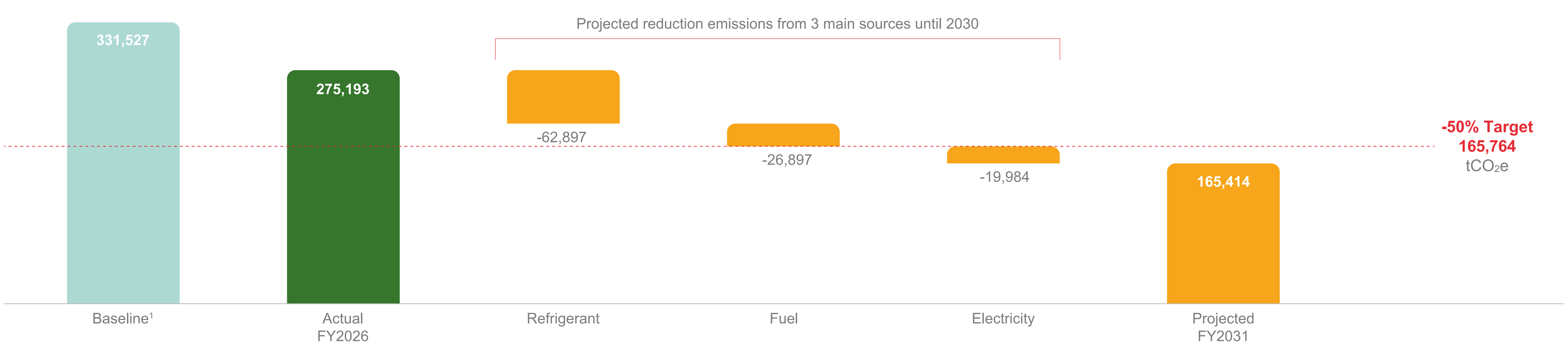
3 Prioritising Solutions

A strategic prioritisation framework is applied to deploy decarbonisation solutions across these key sites, taking into account technical and operational feasibility, implementation timelines, and capital allocation considerations, ensuring an optimal balance between impact and delivery.

4 Projecting Emissions Reduction

The quantified impact of selected initiatives is integrated into forward-looking emissions modelling, enabling the projection of Group emissions through FY2031 and ensuring a credible pathway aligned with the ambition to achieve a 50% reduction against our established baseline.

GLOBAL PROJECTED SCOPE 1 & 2 EMISSIONS REDUCTIONS (tCO_2e)



[1] Group baseline (331,527 tCO_2e) is the sum of the Scope 1 and 2 emissions in 2020 for Singapore operations (188,646 tCO_2e) and in 2024 for Overseas operations (142,881 tCO_2e).

Reducing Emissions from Fuel Combustion

What We Focus On

SATS reduces Scope 1 emissions from fuel combustion by focusing on four levers:

1. **Transition to low-emissions vehicles (LEV)**
   We progressively transition airside vehicles, warehouse GSE, off airport vehicles and employee transport to lower emissions solutions. Our approach combines:
   - Fleet electrification (EVs and eGSE) where operationally and technically feasible
   - Lower carbon fuels where electrification is not yet feasible due to equipment availability or charging constraints
2. **Charging infrastructure and operational readiness**
   We work with airport operators, landlords and partners to expand charging capacity and enable safe, reliable electrified operations across airside and landside environments.
3. **Fleet efficiency and utilisation**
   We use fleet inventories, utilisation data and telematics to improve deployment, reduce idling and lower fuel consumption.
4. **Low carbon alternative to stationary combustion**
   We explore electrification solutions or other lower carbon alternative solutions in place of traditional fossil fuels boilers.

As Gateway Services account for 82% of fuel combustion emissions, electrification of our fleet is a major priority for cargo and ground operations.

FY2026 Status and Progress

Fuel combustion emissions in FY2026 were 103,832 tCO_2e, representing a 7.8% reduction (8,814 tCO_2e) from FY2025.

Our global LEV penetration reaches 27% at end of FY2026 (electric vehicles penetration of 24% and biofuel vehicles penetration of 3%). This LEV ratio has progressed in every region, up from 21% in FY2025.

Notable Progress Made in FY2026

Singapore

Fleet Renewal, Electrification Trials and Automation

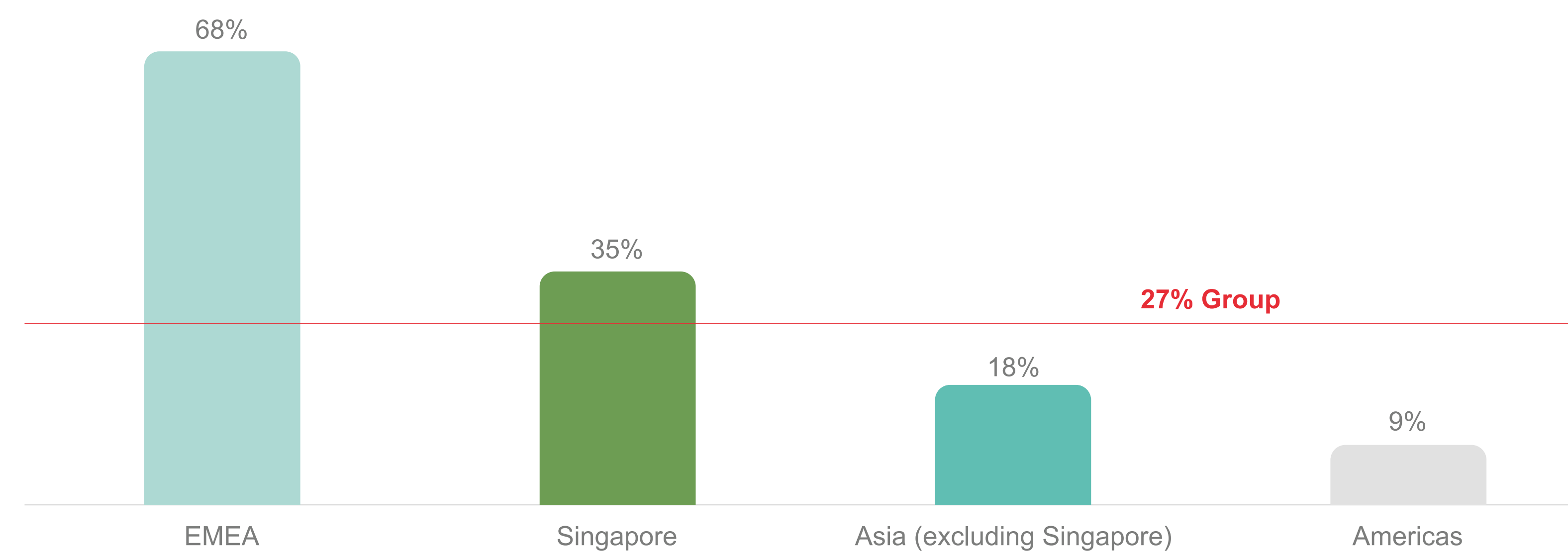
In Singapore, SATS made significant strides in accelerating fleet electrification across its operations.

- A major fleet replacement tender was awarded at the end of the year for our gateway and cargo activities that is expected to raise our EV penetration from 31% in FY2025 to 57% by 2030 in Singapore. This investment forms a core component of SATS' broader S$150 million, five-year fleet renewal plan aimed at modernising and decarbonising ground operations.
- One of our food manufacturing subsidiaries, SATS Food Services, also advanced its transition with the deployment of four new electric vans in January 2026 and is on track to expand its EV fleet to 22 vehicles by FY2030.
- In parallel to our electrification efforts, we advanced adoption of autonomous ground handling technologies to enhance safety, operational efficiency and productivity. In FY2026, two autonomous electric baggage tractors commenced live operations at Changi Airport Terminal 4 led by Changi Airport Group (CAG). In addition, we are working closely with CAG on an expanded pilot at Terminal 2, where six autonomous electric baggage tractors are undergoing testing, with plans to scale up by mid-2027.

Stationary Combustion — Low Carbon Boiler Solutions Pipeline

SATS participated in the Sustainability Open Innovation Challenge 2026 organised by Enterprise Singapore, focusing on the decarbonisation of boiler equipment, a major energy consumer in kitchen operations. Following a comprehensive review of market solutions, three technology providers were shortlisted based on their potential to reduce emissions and enhance energy efficiency.

FY2026 SATS GROUP LEV PENETRATION BY REGION



Hong Kong

Low Carbon Fuels and Fleet Electrification

- Our subsidiary AAT conducted a pilot trial using renewable diesel (HVO) to replace conventional fossil diesel in selected GSE. The trial confirmed compatibility with existing engines and operations without modification, while delivering up to 85% reduction in carbon emissions, equivalent to approximately 500 tCO_2e per year (174 tCO_2e reduced in 4 months in FY2026).
- In association with the HKIA Airside Vehicles Electrification Programme, AAT accelerated the replacement of internal combustion engine (ICE) airside vehicles with EVs and eGSE. Charging infrastructure is also being expanded to accommodate fleet growth. The 2025 trial of three electric tractors showed positive performance outcomes and manageable operational impacts, supporting the feasibility of completing the replacement of ICE airside vehicles by 2030.

FY2026 SATS GROUP EMISSIONS FROM FUEL COMBUSTION BY BUSINESS

Food	18%
Gateway	82%

Saudi Arabia

Expanding Electric GSE

Five new electric forklifts were added to the fleet, raising the share of LEV utilisation to 60%.

United Kingdom

Solarised Refrigerated Trailers

SATS signed a contract with Sunswap to install solar panels on the roofs of 12 refrigerated trailers. These solar systems will power the trailers' refrigeration units, replacing conventional diesel-powered engines and enabling reduction in both fuel combustion and carbon emissions, while contributing to lower operating costs and reduced noise pollution during logistics activities.

United States

Scaling Electric GSE and Forklifts

174 eGSE have been added to our fleet across the US in FY2026, including 111 electric forklifts in our Chicago, Miami, New York and Los Angeles warehouses. The electrification of our airside GSE continued, with 63 new units introduced this year, including 19 at Daniel K. Inouye International Airport, in Honolulu.

What Comes Next

SATS will continue to reduce fuel combustion emissions by:

- Scaling electrification where infrastructure and equipment availability allows
- Expanding charging capacity through partnerships and site planning
- Accelerating data-driven optimisation of fleet utilisation
- Expanding evaluation of lower-carbon fuels where electrification is constrained

FOCUS ON

Developing a Fleet Decarbonisation Plan: the Example of Europe

Fleet decarbonisation is a key lever of Europe's transition to a lower-carbon operating model, reflecting the material contribution of mobile combustion to Scope 1 emissions. The region has already achieved high penetration of low-emissions vehicles, including both electric and biofuel-powered vehicles, in several markets, with Denmark (95%), the Netherlands (98%) and Sweden (100%) exceeding 90% LEV penetration in each of these countries.

In FY2026, efforts were prioritised on the region's five largest Scope 1 and 2 emitting countries (the United Kingdom, France, Belgium, the Netherlands and Spain) through the development of a data-driven, phased Fleet Decarbonisation Plan. This targeted approach enabled a more focused deployment of capital and operational resources where emissions reduction potential is the highest.

A comprehensive fleet diagnostic established a granular baseline of vehicle types, utilisation patterns and operating conditions across countries. This forms the basis of a multi-year transition plan that integrates asset life cycles, lease maturities, operational constraints and the progressive deployment of charging infrastructure, ensuring alignment with both business needs and technology readiness.

During the year, 270 new low-emissions vehicles were deployed across these priority markets, increasing LEV penetration to 68% (57% electric and 11% biofuel) across the region, the highest level across the Group. This progress reflects a structured transition strategy centred on electrification, complemented by the selective use of lower-carbon fuels where full electrification remains constrained by operational requirements or infrastructure availability.

Execution is driven through strong cross-functional coordination across country leadership, procurement, fleet management and sustainability teams. Regional workshops and targeted on-site engagements enabled the consolidation of critical data, including fleet inventories, lease structures and infrastructure readiness, and supported effective mobilisation of local teams.

Reducing Emissions from Refrigerants

What We Focus On

SATS reduces Scope 1 emissions from refrigerants through two primary levers:

1. **Transition to lower Global Warming Potential (GWP) refrigerants**
   We prioritise low GWP refrigerants in new builds and refurbishments, integrating refrigerant selection into design and procurement decisions where feasible.
2. **Leakage reduction and asset integrity**
   We reduce fugitive emissions by maintaining, monitoring, repairing and replacing high-risk or end-of-life equipment, improving both emissions performance and refrigeration reliability.

FY2026 Status and Progress

Refrigerant emissions in FY2026 were 102,965 tCO_2e representing a 6.3% reduction (6,900 tCO_2e) from FY2025.

FY2026 SATS GROUP EMISSIONS FROM REFRIGERANTS BY BUSINESS

Food	91%
Gateway	9%

Of this, Food Solutions accounted for 91% of Scope 1 refrigerant emissions, reflecting the scale of its kitchen refrigeration systems, while Gateway contributed the remaining 9%. This reinforces the importance of prioritising refrigeration system modernisation and leakage reduction initiatives.

Notable Progress Made in FY2026

Singapore

Cold Chain Modernisation (Coolport)

The Group's cargo division commenced a major refurbishment of the Coolport facility to modernise refrigeration infrastructure. The upgrade targets improved energy efficiency and a transition to lower GWP refrigerants, reducing emissions from temperature-controlled cargo handling. Once completed, the project is expected to deliver 508 MWh in annual energy savings and reduce emissions by 203 tCO_2e, contributing significantly to operational decarbonisation efforts.

Kitchen Refrigeration Modernisation Planning

A comprehensive feasibility study was launched for two main kitchen facilities in Singapore to assess refurbishment and modernisation options. As refrigeration is a major source of Scope 1 emissions for SATS, this study will guide the long-term transition to energy-efficient equipment and lower GWP refrigerants, supporting the Group's decarbonisation roadmap.

Hong Kong

Lower GWP Chiller Replacement

AAT replaced an end-of-life air cooled chiller at Terminal 1, improving energy efficiency and switching from the high GWP hydrofluorocarbon refrigerant R134a to the lower GWP R513a. The upgrade is projected to cut approximately 58.4 tCO_2e and save 154 MWh of electricity per year. The new chiller features optimised compressors, advanced heat exchanger designs, and intelligent controls to minimise energy consumption while ensuring stable cooling performance.

Thailand

New Low GWP/High Efficiency Kitchen Development

A new kitchen facility within SATS Food Solutions Thailand is scheduled to be operational in FY2027. The design integrates high-efficiency refrigeration, modern insulation, advanced cooling technologies and smart controls. Importantly, the refrigeration system design is based on the partial use of carbon-neutral refrigerants such as ammonia, providing a low GWP solution aligned with international best practices, marking a significant step in reducing emissions from our regional operations.

In Hong Kong, we upgraded our air-cooled chiller and transitioned to a lower GWP refrigerant, to reduce emissions.

What Comes Next

SATS will continue to reduce refrigerant emissions by:

- Prioritising refurbishment and replacement programmes for high impact assets
- Strengthening leakage reduction programmes and maintenance practices
- Progressively transitioning to lower GWP refrigerants in new and upgraded facilities

Reducing Emissions from Electricity Consumption

FY2026 SATS GROUP ELECTRICITY EMISSIONS

What We Focus On

SATS reduces Scope 2 emissions through a combination of:

1. **Onsite renewable electricity (solarisation)**
   We deploy solar photovoltaic on rooftops and other suitable areas (including carparks) where feasible.
2. **Renewable electricity procurement**
   We explore and implement renewable electricity sourcing mechanisms such as Virtual Power Purchase Agreements (VPPAs) and green electricity retailer packages where available and verified.
3. **Electricity efficiency**
   We minimise unnecessary electricity use through monitoring and optimisation of cooling and chilling systems, and upgrading to more electricity-efficient equipment such as LED lighting.

FY2026 Status and Progress

In FY2026, Scope 2 emissions from purchased electricity (99% of total Scope 2 emissions) were 68,031 tCO_2e (market-based), representing a 3.6% reduction (2,548 tCO_2e) from FY2025.

Renewable electricity made up 42% of our total electricity use, achieved through onsite generation and purchases of green electricity from grid retailers. This reduced our Scope 2 (location-based) emissions by 29,797 tCO_2e, from a total of 97,828 tCO_2e.

SATS continued to expand its global on-site solar portfolio, reaching 10,720 kWp in operational capacity. During the year, tenders were launched for seven additional sites across four countries, representing over 7,000 kWp of capacity, with awards expected and construction set to commence in the coming year.

In FY2026, SATS ceased the sale of Renewable Energy Certificates (RECs) generated from its Singapore solar rooftop installations. The associated renewable electricity generated by this solar portfolio are now recognised in SATS' Scope 2 emissions market-based emissions reporting to support the Group's ongoing transition to lower-carbon energy use.

Notable Progress Made in FY2026

Singapore

Expanding Solarisation and Tendering Remaining Viable Sites

An additional 221 kWp solar rooftop system has been commissioned at the Country Foods facility. A major tender was also launched to optimise remaining rooftop and carpark areas across two key Singapore facilities, with potential to add over 2 MWp of solar capacity by FY2027.

Reducing Electricity Consumption Through Digital Monitoring

SATS completed installation of a new IoT-based electricity optimisation system designed to monitor, analyse and reduce electricity consumption across selected facilities. Implemented in FY2026 and scheduled to become fully operational in FY2027, the system leverages real-time data, automated alerts and intelligent control algorithms to drive measurable efficiency improvements. Once operational, it is expected to deliver annual savings and reduce emissions.

China

PPA for Tianjin

SATS has finalised a PPA which will add 0.8 MWp of solar capacity to its global solar portfolio, enabling onsite solar generation.

France

Embedding Renewable Electricity into Site Development

Our new site in Lyon, scheduled for commissioning in FY2027, has been designed with a solar rooftop system to provide clean electricity from day one. Renovation of our Toulouse site includes an additional solar rooftop installation, further expanding the renewable electricity footprint across our operations in France.

Malaysia

Feasibility Study for Kuala Lumpur

SATS has initiated a feasibility study to assess onsite solar deployment at our facility at Kuala Lumpur International Airport, including rooftop and carpark areas. This marks the first step toward expanding renewable electricity adoption across our operations in Malaysia.

Saudi Arabia

PPAs for Riyadh and Dammam

SATS has secured a new PPA to deploy two solar rooftop systems in Riyadh and Dammam scheduled for FY2027, adding 1.3 MWp to its global solar portfolio.

Spain

Barcelona and Madrid Proposals

SATS is currently assessing proposals for new solar rooftop installations at our facilities in Barcelona and Madrid. The planned systems are expected to add 0.4 MWp of solar capacity in FY2027, supporting progressive growth of onsite solar generation across our European network.

Thailand

Integrating Renewable Electricity in New Facilities

The new state-of-the-art kitchen facility under construction has been designed with solar rooftop and potential for expansion to adjacent carparks and ground areas where feasible. This approach maximises renewable electricity generation with a potential solar system of about 3 MWp, supporting SATS' commitment to low-carbon infrastructure across the region.

United Kingdom

Multi-site Feasibility

SATS has launched a feasibility study to explore installation of solar rooftop systems across its main sites nationwide. The study evaluates technical suitability, available roof areas, regulatory requirements and overall renewable energy potential. Outcomes will guide a multi-site solar tender in FY2027 to advance SATS' energy transition strategy in the UK.

What Comes Next

SATS will continue to reduce electricity related emissions by:

- Expanding onsite solar deployment where feasible
- Progressing renewable procurement solutions in priority markets
- Scaling electricity efficiency measures supported by monitoring and optimisation systems

Climate Change & Decarbonisation

Addressing Scope 3 Emissions

What We Focus On

As SATS progresses toward its goal of Net Zero emissions by 2050, it is strengthening how Scope 3 emissions are understood, measured, and managed, recognising that these emissions represent the largest share of the Group's overall carbon footprint and are primarily driven by value chain activities.

Our approach focuses on:

- Strengthening measurement and data quality across material Scope 3 categories
- Prioritising high-impact categories within our value chain
- Building capability across entities and partners involved in data collection
- Laying the foundation for deeper supplier engagement and emissions reduction strategies

This approach is operationalised through our Sustainable Sourcing initiatives, which serve as the key lever for managing Scope 3 emissions while addressing environmental and social risks in the value chain. Through ESG due diligence, supplier assessments and supplier engagement, the programme enables SATS to identify emissions hotspots, improve data transparency and work with suppliers to reduce value chain emissions over time.

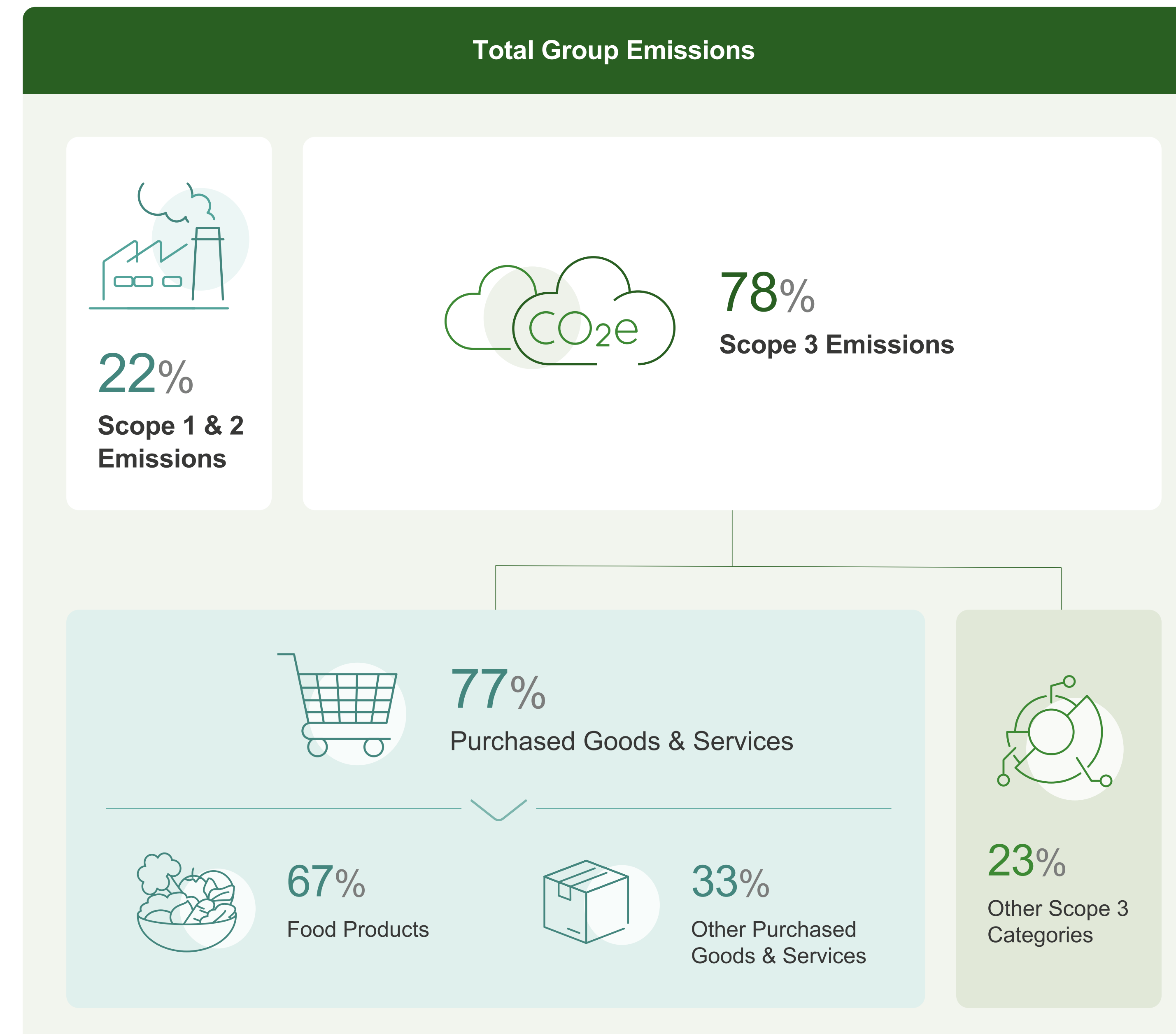
Please refer to the Sustainable Sourcing section for more details.

FY2026 Status and Progress

In FY2026, Scope 3 emissions accounted for approximately 78% of SATS' total carbon inventory.

During the year, our efforts focused not only on reported figures, but on strengthening the underlying processes, systems and capabilities needed to produce reliable and actionable Scope 3 data.

More than half of our Scope 3 emissions are coming from the food products we buy.



Within Scope 3:

- Category 1: Purchased Goods and Services (PGS) remains the largest contributor, representing 77% of Scope 3 emissions. Within this category, food products account for 67%, reflecting the emissions intensity of agricultural and food-related supply chains.
- Category 15: Investments is the second largest contributor at 7%, highlighting the material influence of joint venture (JV) partners on SATS' overall carbon footprint.

Notable Progress Made in FY2026

Strengthening Data Capability Across Joint Venture Partners

Category 15 (Investments) refers to emissions linked to companies in which SATS has an ownership stake and no operational control, such as joint ventures. Because these entities contribute meaningfully to our overall carbon footprint, we continued to strengthen capabilities across them. In FY2026, we conducted training sessions on our ESG data management platform, including emissions calculation methodologies and data collection requirements. This strengthened data accuracy and built confidence in handling technically complex or relatively new data requirements. As a result, we saw an improvement in the collection of primary activity data, with 21 investment entities providing activity-based data, compared with 9 in the previous year.

Strengthening Data Completeness and Quality Through Finance-led Consolidation

We strengthened collaboration with finance teams to consolidate data at a higher cluster level rather than from individual entities. This improved the completeness of the dataset and minimised the risk of human errors.

Improving Data Quality for Purchased Goods and Services (Singapore)

In Singapore, SATS made progress in improving the integration between internal finance and procurement systems and our ESG data platform for Category 1: Purchased Goods and Services.

Improvements focused primarily on data quality rather than volume, including:

- Greater specificity in spend categorisation
- Further removal, where possible, of inter-company transactions
- Further exclusion of utilities already captured under Scope 1 and Scope 2

These enhancements reduced manual data handling, improved transparency and strengthened visibility into emissions associated with key categories, enabling more informed decision-making over time.

While data quality improved in selected areas, SATS continues to face data gaps across several Scope 3 categories, as data availability and granularity vary significantly across regions and entities. In some cases, local operations do not yet have full access to the specific data required for Scope 3 reporting. We continue to report based on the best available data we can manage while actively working to strengthen understanding, systems and consistency across the Group.

What Comes Next

Looking ahead, SATS will continue to strengthen its Scope 3 management by:

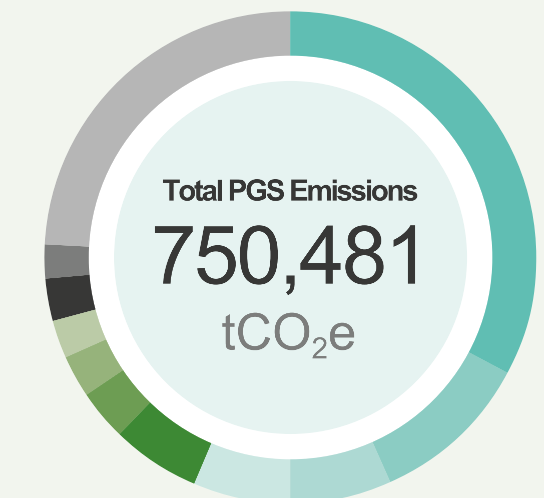
- Further enhancing data quality, coverage and consistency across the following 3 categories for the Group: PGS (Cat 1), Business Travel (Cat 6), and Investments (Cat 15)
- Deepening engagement with value chain partners, including suppliers and joint venture entities
- Leveraging insights from improved data to prioritise high-impact categories
- Progressively building the foundations for future Scope 3 reduction strategies, aligned with our long-term Net Zero ambition

SATS' recognises that credible Scope 3 decarbonisation is a multi-year journey, requiring strong governance, robust data and sustained collaboration across the value chain.

SCOPE 3 EMISSIONS BREAKDOWN (%)

Item Category	%
1: Purchased goods and services	77.5%
2: Capital goods	4.2%
3: Fuel and energy-related activities (not included in Scope 1 and 2)	2.9%
4: Upstream transportation and distribution	0.0%
5: Waste	0.7%
6: Business travel	0.8%
7: Employee Commuting	5.1%
8: Upstream leased assets	NA
9: Downstream transportation and distribution	0.2%
10: Processing of sold products	NA
11: Use of sold products	NA
12: End of life of sold products	1.7%
13: Downstream leased assets	0.0%
14: Franchises	NA
15: Investments	6.8%

TOP PGS CATEGORIES BY EMISSIONS (tCO_2e)



Item Category	Total Emissions ($tC0_2e$)
Meat & Meat Preparations	247,560
Other Edible Products	77,709
Dairy Products & Eggs	50,781
Cereals & Cereal Preparations	48,041
Vegetables & Fruit	43,132
Non-Construction Maintenance, repair & installation services	26,277
Other Manufactured Articles	20,315
Beverages	19,410
Fish, Seafood & their derivatives	19,299
Other Industrial Machinery, Equipment & Parts	16,674
Other PGS	181,284

Waste & Circularity

OUR AMBITION

Minimise waste generation throughout our operations and advance effective recycling and resource recovery initiatives

WHY IT MATTERS

- As a large-scale food solutions provider, SATS generates material food and packaging waste across its operations.
- Advancing waste reduction and circularity lowers environmental impact and disposal costs while strengthening efficiency and regulatory readiness.

OUR TARGETS

Continuously seek, assess and implement effective waste-prevention, recycling and resource recovery solutions across our operations.

What We Focus On

SATS focuses on minimising waste generation and advancing circularity across its operations, recognising the environmental, operational and regulatory implications of waste management across both Food Solutions and Gateway Services.

Key considerations include:

- Risk: Rising waste handling and disposal costs, operational inefficiencies from poor segregation, and increasing regulatory requirements, including extended producer responsibility regimes for industrial and commercial packaging.
- Opportunity: Strengthening customer trust and operational efficiency through improved waste monitoring, reduction initiatives and circularity practices.

FY2026 Status and Progress

In FY2026, total waste generation increased in line with business growth. Despite this, SATS improved waste diversion and strengthened its circularity approach across key waste streams.

In Singapore, waste diverted from disposal increased to 20%, an improvement from 15% in FY2025, with full diversion achieved for selected streams such as segregated plastics and paper. This improvement was driven by the expansion of existing waste programmes and the implementation of new initiatives.

Progress in FY2026 was also supported by enhanced data granularity, enabling more detailed tracking of waste streams and targeted management actions. The inclusion of additional hazardous waste categories, including batteries and mixed electronic waste, improved the completeness of reporting and reflects increased maturity in waste data management.

Operational efforts continued to expand beyond food waste and packaging to broader waste streams across the business. Targeted interventions were implemented across cargo and food related operations, including initiatives to address inbound cabin waste and reduce packaging in cargo handling.

As operations scale and diversify, SATS is strengthening its data and governance foundations to improve the accuracy and consistency of waste management across regions. This includes standardising waste stream definitions, increasing their granularity, aligning the classification of treatment methods, and harmonising data collection methodologies. For example, waste data in APAC and EMEA are activity-based, while the US currently relies on a spend-based approach. SATS is on a journey towards more robust data systems to enable consistent tracking and support the development of future quantitative targets.

Please refer to our ESG DataBook for progress against the previously disclosed food waste and packaging targets.

Notable Progress Made in FY2026

Singapore

Waste Reduction & Circularity Across Operations

In Singapore, SATS continued to advance waste reduction and circularity initiatives across both Food Solutions and Gateway Services through:

- Continuous engagement with solution providers to advance recycling of significant in-house and inbound waste streams.
- Streamlining and consolidation of recycling solution providers to improve operational efficiency and cost effectiveness.
- Evaluating progressive adoption of absolute waste data tracking for airline customers.
- Initiatives to divert packaging and food waste from incineration, supporting circularity outcomes across food and cargo operations.
- Deployment of AI-enabled food waste recognition and analysis systems at selected facilities in the food business, enabling a clearer identification of waste sources and processes to inform targeted reduction actions.

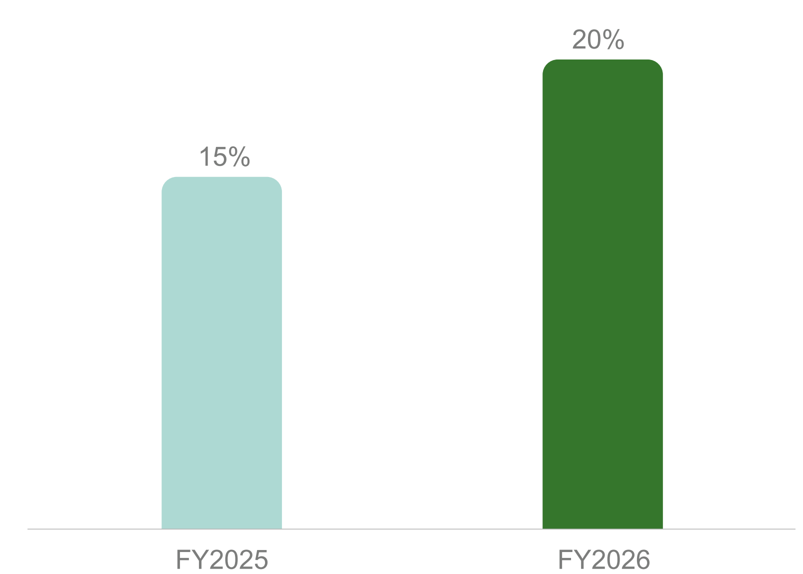
Hong Kong

Utilising Recycled Content in Packaging

To reduce waste and support circular economy principles, AAT introduced plastic cover sheets containing at least 20% recycled material for shipments built up in its terminals. Since the initiative commenced in September 2024, AAT has used approximately 28,800 recycled-content plastic sheets.

This substitution reduces reliance on virgin plastic while maintaining the durability and protection required for air cargo operations, reflecting AAT's commitment to environmental stewardship and the adoption of more sustainable packaging solutions.

WASTE DIVERTED FROM DISPOSAL IN SINGAPORE



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FOCUS ON

Partnerships to Improve Waste Management and Advance Circularity: the Case of Food Waste in Singapore

Food Waste to Energy

1. Food Waste Generated
Food preparation and distribution[1]
Inbound food waste

2. Segregation & Collection
Food waste is separated and collected for recovery.

3. Transportation to ecoWise Facility
Transported for processing into food waste slurry.

4. Anaerobic Digestion & Biogas Production
Food waste slurry is processed through anaerobic digestion to produce biogas.

5. Renewable Energy Generation
Biogas supports renewable electricity generation.

More than 500 tonnes of Food Waste
diverted from incineration and landfill in FY2026

[1] Food preparation waste includes unavoidable by-products generated and removed during food processing and preparation, such as trimmings, offcuts, and other materials.

To advance waste circularity, food waste from SATS' Singapore facilities is segregated, collected and treated through anaerobic digestion, where it is converted into biogas for renewable energy generation. This helps divert food waste from incineration and landfill while recovering value from waste streams that would otherwise be lost. Following a proof of concept conducted in FY2025, during which around 75 tonnes of food waste were recycled into biogas, SATS scaled up these efforts in FY2026, diverting more than 500 tonnes of food waste from incineration and landfill.

Progress in this area has been enabled through collaboration across both internal and external stakeholders, including staff, vendors and customers, to strengthen food waste segregation, collection and recovery efforts. Together, these efforts reflect SATS' continued commitment to enhancing circular resource management and supporting more sustainable operations.

Malaysia

Plastic Waste Recycling in Cargo Operations

GTR's cargo handling operations generate plastic waste primarily from stretch wrap and plastic sheeting.

Since the introduction of the recycling programme at KLIA Air Cargo Terminal 1 (KACT1) in August 2023, approximately 295 tonnes of segregated plastic waste have been recycled, reducing reliance on landfill disposal and incineration.

In FY2026, GTR further reduced waste at source by transitioning to coreless plastic film rolls, eliminating the cardboard core and residual film that were previously discarded as non-recyclable waste. The initiative currently covers cargo warehouse operations at KACT1, and GTR is assessing opportunities to extend it to other stations across the network.

What Comes Next

Looking ahead, SATS will continue to strengthen its waste and circularity agenda by:

- Developing a Group Waste Roadmap, including the proposal of associated SMART targets by end FY2027
- Prioritising waste prevention, recycling and resource recovery initiatives across high impact waste streams
- Strengthening waste data quality and comparability across regions
- Progressively working towards more consistent waste management standards across sites

These efforts support SATS' long-term commitment to resource efficiency, regulatory readiness and creating value through circular economy principles across its global operations.

Workforce

We protect and develop our workforce by strengthening safety, inclusion and skills to support a future-ready organisation.

Workplace Health & Safety

OUR AMBITION

Strengthen and sustain a strong safety culture through robust safety management processes, proactive risk identification, continuous leadership engagement and workforce competency development

WHY IT MATTERS

- SATS' operations involve complex, safety-critical environments where workforce exposure to operational risks is inherent.
- A strong safety culture protects our people, reduces operational disruptions and underpins reliable service delivery.

OUR TARGETS

- Prevent Serious Injuries and Fatalities (SIF) by identifying, controlling, and continuously reducing exposure to critical risks and hazards.
- Strengthen frontline leadership capability by enhancing HSSE knowledge, risk awareness, coaching skills, and visible leadership in operational environments.
- Reduce Lost Time Injury Frequency Rate (LTIFR) through proactive risk management, leadership engagement, and operational discipline.
- Build a proactive reporting culture by increasing the quality, quantity, and closure of hazard, near-miss, and safety observation reporting.

What We Focus On

SATS focuses on protecting the health and safety of its workforce across complex, high-risk operating environments, including aircraft ramp handling, cargo operations and food production facilities. Effective workforce health and safety management is essential to safeguarding workers, maintaining operational reliability and meeting regulatory and customer expectations across the aviation and food ecosystems.

Following the FY2026 DMA, Workplace Health & Safety was confirmed as a material topic for SATS, reflecting the potential for serious injury, operational disruption and reputational impact if risks are not effectively managed.

Our approach prioritises:

- Preventing serious injury and fatality risks
- Strengthening safety culture and frontline behaviours
- Embedding consistent health and safety governance across regions
- Enabling proactive hazard identification and learning

FY2026 Status and Progress

FY2026 marked an important step in aligning SATS' global operations under a unified Workforce Health & Safety framework, following the integration of SATS and WFS.

For the first time, SATS operates under a common HSSE vision, governance structure and strategic direction, strengthening consistency in how workforce health and safety risks are managed across regions and business units. Reporting systems and processes continue to be harmonised as part of this integration.

A significant milestone was the introduction of the first unified SATS Group HSSE Policy, which establishes a consistent commitment to protecting workers, customers, assets and the communities in which we operate. The policy clarifies leadership accountability and operational discipline across all business units.

SATS' operations involve complex, safety-critical environments where workforce exposure to operational risks is inherent.

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In parallel, SATS began implementing a Group-wide Safety Management System (SMS) aligned with international aviation and occupational safety best practices. The SMS strengthens how hazards are identified, operational risks are assessed and incidents are investigated across global operations.

To support consistency and transparency, SATS continued the roll-out of Pulse, the Group's digital HSSE reporting and management system. Pulse enables standardised reporting of hazards, near misses and incidents, improving visibility of workforce safety risks and supporting more effective investigation, learning and corrective action.

Notable Progress Made in FY2026

Strengthening Safety Governance and Oversight

Workforce health and safety performance continued to be monitored through Group-level HSSE governance structures, supporting transparency, accountability and continuous improvement.

The HSSE performance framework tracks both lagging indicators, such as LTIFR and leading indicators, including hazard identification, near miss reporting and safety observations.

To sharpen focus on high consequence risks, SATS updated its SIF definition, increasing visibility of incidents with the potential for severe harm and strengthening investigation and learning processes.

Building a Consistent Safety Culture

To reinforce safety culture across a newly integrated global workforce, SATS launched the "Home Safe and Secure Everyday" global HSSE campaign. The campaign emphasises individual accountability and the expectation that safety risks are actively identified and managed in daily operations.

Supporting this initiative, SATS introduced six HSSE behavioural commitments that guide frontline decision making: *I Follow, I Challenge, I'm Trained, I'm Focused, I Keep and I Report*.

These behaviours encourage adherence to procedures, situational awareness and proactive reporting of hazards and near misses.

Workforce Engagement and Awareness

During the year, SATS strengthened engagement with frontline teams through increased leadership presence and safety conversations, expanded safety communications and awareness activities.

The first Global Safety Week was held in April, engaging workers across operational locations. In October, SATS also conducted a Global Safety Stand Down Month, encouraging teams to pause operations where appropriate, review safety performance and reinforce critical operational controls.

What Comes Next

As integration continues, SATS will further strengthen workforce health and safety by:

- Completing the roll-out and embedding of the SMS across regions
- Expanding the use of digital tools to improve hazard identification and risk visibility
- Strengthening management of high-consequence operational risks
- Further harmonising HSSE standards and governance across the Group
- Deepening leadership engagement and workforce participation in safety initiatives

Through these efforts, SATS aims to continue building a strong, consistent safety culture that protects workers and supports safe, reliable and sustainable operations across its global network.

FOCUS ON

Using AI Camera Technology to Prevent Harm in the United States

As part of SATS' commitment to Home Safe and Secure Everyday, we piloted AI-powered safety technology integrated with our existing CCTV camera network across selected warehouse operations in the US. The objective was to identify hazards, unsafe behaviours, and near-miss events that would otherwise go unnoticed or unreported.

Traditional reporting systems rely on workers recognising and reporting hazards. While essential, this approach can miss valuable learning opportunities. Operating 24/7, the AI system continuously analyses workplace activities and detects risks such as unsafe manual handling, pedestrian and vehicle interactions, housekeeping deficiencies, unsafe equipment use, and breaches of safe work practices.

The technology provides HSSE professionals and frontline leaders with real-time insights, enabling them to identify trends, target interventions, improve workplace conditions, and implement corrective actions before incidents occur. Rather than replacing frontline supervision, the system acts as an additional layer of risk detection, helping leaders proactively manage safety and security risks.

Early results from the pilot have been highly encouraging. The system identified numerous previously unreported hazards, near misses, and unsafe behaviours, providing a more comprehensive understanding of operational risk exposure. This has enabled targeted coaching and risk reduction initiatives, contributing to a noticeable reduction in recurring near-miss events and a measurable decrease in manual handling-related incidents.

Following the success of the pilot, SATS will continue the roll-out across US warehouse operations before expanding deployment across other global operations. By combining artificial intelligence, operational data, and frontline leadership, SATS is enhancing its ability to identify risks earlier, prevent harm, and ensure that every worker goes Home Safe and Secure Everyday.

Human Capital Development

OUR AMBITION

Attract and retain talent in markets where we operate and empower a future-focused workforce through continuous learning and upskilling, positioning SATS as a global employer of choice

WHY IT MATTERS

- The aviation and food logistics sectors are undergoing rapid technological and operational transformation, increasing skills and capability demands.
- Investing in workforce development enables SATS to sustain operational excellence, adapt to change and build long-term organisational resilience.

OUR TARGETS

- Ensure all full-time employees are regularly engaged through the Employee Engagement Survey conducted globally.
- Implement leadership development programmes, upskilling initiatives, and mentorship opportunities to empower employees and enhance their capabilities, with a focus on our identified talent pool.

What We Focus On

SATS focuses on building a future-ready, skilled and engaged workforce to support safe operations, service excellence and long-term business transformation across its global network.

Our approach prioritises:

- Attracting and retaining talent in a competitive labour market through a clear and compelling employee value proposition
- Developing leadership and critical capabilities to support organisational transformation and growth
- Strengthening employee engagement across diverse geographies and operating contexts
- Embedding people development into business performance, succession planning and operational resilience

Human capital development at SATS is guided by a Group-wide people strategy that aligns workforce planning, capability development and engagement with the Group's strategic priorities.

SATS' people strategy is grounded in diversity, inclusion and a shared sense of purpose and is reinforced through the SATS People Values. These values provide a common cultural foundation across regions and business units and are embedded through leadership behaviours, recognition programmes and internal communications.

Employee engagement is monitored through an annual Group-wide Employee Engagement Survey, providing a consistent view of employee sentiment, motivation and engagement across SATS' global footprint. Survey insights are used to identify priority areas for improvement and to inform targeted actions at Group, regional and business unit levels.

Notable Progress Made in FY2026

FY2026 saw SATS strengthen both its people proposition and leadership pipeline:

External Recognition of Employer Practices

At the launch of the Singapore Opportunity Index by the Ministry of Manpower, SATS was recognised as a career builder and ranked among the top 20% of employers nationally. In addition, SATS was certified as a Top Employer in Singapore for the first time by the Top Employers Institute, following an independent assessment of people practices against global benchmarks.

Regardless of where they work, we ensure all SATS full-time employees are regularly engaged through the Employee Engagement Survey conducted globally.

FOCUS ON

Our Leadership Development Programmes

SATS ACCELERATE Programme 2025 participants with SMU Executive Development, Singapore.

ACCELERATE

Developed in partnership with Singapore Management University (SMU), the ACCELERATE programme brings together senior leaders from across regions for an enterprise-wide leadership journey.

CULTIVATE

The CULTIVATE programme targets high potential mid-career leaders and focuses on enabling the mindset and capabilities required for increased organisational responsibility. The programme has been rolled out across Asia Pacific and Europe and will continue to expand to other regions.

ACTIVATE

Complementing the talent programmes is the ACTIVATE webinar series, which we kick started in early 2026. These webinars feature speakers with deep expertise who share insights on strategic topics such as macroeconomics, impact of AI, geopolitics and mega trends. The primary target audience is our talent pool, with the intent of equipping them with strategic planning and horizon scanning capabilities.

Leadership Development and Succession Pipeline

SATS launched two global flagship leadership development programmes to build a deep and diverse leadership pipeline aligned to the Group's OneSATS growth ambition: ACCELERATE and CULTIVATE. Together, these programmes reflect SATS' deliberate investment in developing leaders from within and strengthening leadership continuity at multiple levels of the organisation.

Recognition and Engagement

Divisional and PCEO Awards continued to recognise individuals and teams who demonstrate the SATS People Values in action, reinforcing alignment between values, performance and desired behaviours.

What Comes Next

Looking ahead, SATS will continue to strengthen its human capital development agenda by:

- Further enhancing leadership and capability building programmes to support business transformation
- Deepening workforce planning and succession management for critical roles
- Using engagement survey insights to drive targeted actions that improve employee experience
- Reinforcing a people-centred culture that supports safety, performance and long-term organisational resilience

These efforts support SATS' ambition to remain a trusted employer of choice and to sustain the skills, leadership and engagement required for long-term value creation.

Diversity & Inclusion

OUR AMBITION

Foster a globally inclusive OneSATS culture built on our People Values; creating safe, respectful and collaborative workplaces where diverse perspectives strengthen how we serve and excel together

WHY IT MATTERS

- Operating across diverse markets, SATS depends on inclusive teams to manage complexity and deliver consistent performance.
- Fostering diversity and inclusion strengthens leadership effectiveness, decision-making quality and long-term talent sustainability.

OUR TARGETS

- Achieve 35% of women in leadership roles within the organisation by 2030.
- Provide mandatory workplace inclusion training for new hires and all employees and a minimum annual completion rate of ≥90% of the total workforce.
- Run at least one Lean-In Circle annually as part of the SATS Global Women's Network.

What We Focus On

At SATS, we are committed to fostering an inclusive culture where every employee feels valued, empowered to contribute and provided with equal opportunities for growth and development.

FY2026 Status and Progress

Inclusion

In early 2025, we launched a Group-wide e-learning programme, Workplace Inclusion, to establish a common baseline understanding of inclusive practices across the organisation. To date, we have achieved a 95% completion rate across our global footprint, reaching over 57,000 employees in 27 countries. This milestone reflects our commitment to embedding inclusivity as a shared responsibility across SATS.

Gender Diversity

We remain dedicated to advancing gender diversity and the empowerment of women within SATS. We have set a target of achieving 35% female representation in leadership roles by 2030. As of March 2026, women hold 24% of leadership positions across the Group.

Notable Progress Made in FY2026

To strengthen the structure and sustainability of our gender inclusion efforts, we established the SATS Network of WoMen in March 2026. This network brings together women and male allies who are committed to championing inclusion and contributing to a more equitable workplace.

The Network is anchored on three key pillars:

Lift — Personal empowerment

Shine — Learning and development

Connect — Community and belonging

Launch of the SATS Network of WoMen in Singapore.

The inaugural membership of this network comprises 120 members, with plans to expand into a vibrant, self-sustaining community for employees passionate about advancing women's inclusion.

Other Key Initiatives

Over the past 12 months, we have continued to drive meaningful diversity and inclusion initiatives across the Group, including:

- A leadership conversation session in Singapore with SATS Non-Executive Director, Mdm Chan Lai Fung, focused on inclusive women leadership and career development.
- The launch of the Watson Project in the Gateway EMEAA division, a Diversity & Inclusion initiative designed to strengthen engagement on social impact topics.

What Comes Next

We will expand and leverage on the SATS Network of WoMen to build a more inclusive and empowering workplace for women in SATS.

Trust

We operate as a trusted partner by delivering safe, high-quality services, protecting data and complying consistently with laws, regulations and ethical standards in every market.

Quality & Safety of Products & Services

OUR AMBITION

Maintain high and uncompromising safety, security and quality standards for our products and services through global best practices, innovation and operational excellence

WHY IT MATTERS

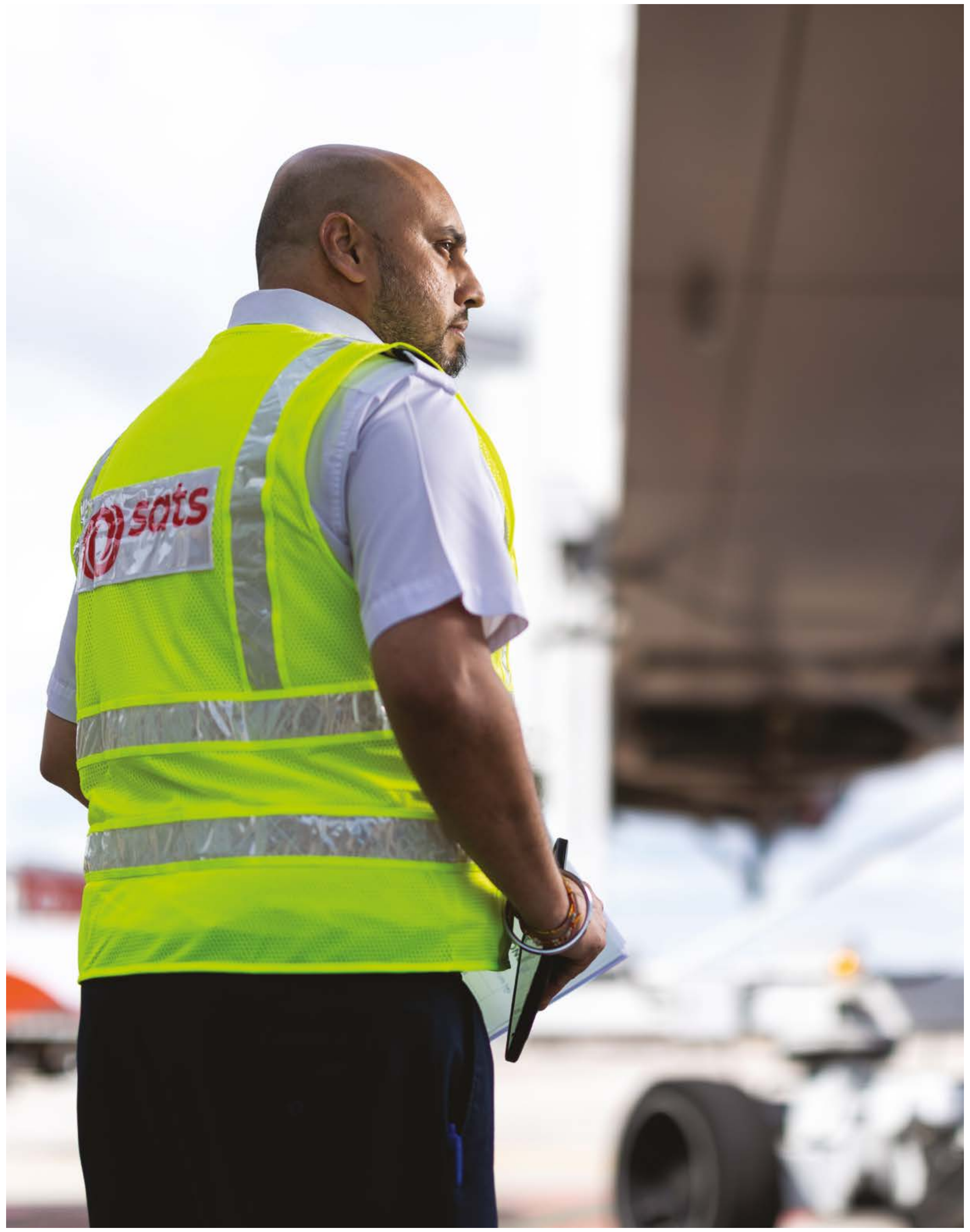
- SATS' business model depends on uncompromising food and aviation safety standards across global operations.
- Maintaining the highest levels of quality and safety protects customers, preserves trust and safeguards the Group's licence to operate.

OUR TARGETS

- Continuously reduce the number of aviation safety and security events by proactively identifying and managing risks, strengthening critical controls, improving reporting and learning, and embedding a culture of operational excellence across all SATS operations.
- Maintain zero major food safety incidents.
- Maintain relevant aviation and food safety certifications and strong regulatory compliance across facilities to support business continuity.
- Ensure customer satisfaction and confidence regarding the quality of our products and services.

Product quality and safety are fundamental to SATS' licence to operate across both its food solutions and aviation services businesses. Whether ensuring the safety of food products or the reliability of aviation ground operations, SATS applies the same disciplined approach to risk management, quality assurance and continuous improvement to protect customers, partners and the critical supply chains we support.

SATS ensures uncompromising food safety and quality while innovating for freshness, nutrition and sustainability.



SATS embeds safety, security and operational excellence to ensure seamless and reliable airport operations globally.

Quality & Safety of Products & Services

Aviation Safety & Security

What We Focus On

SATS plays a critical role in the safe and secure movement of aircraft, cargo, passengers and inflight meals across the global aviation network. Aviation safety and security are therefore fundamental to maintaining operational reliability, regulatory compliance and trust with airline customers, airport authorities and regulators.

Following the FY2026 DMA, Aviation Safety & Security remains a material topic for SATS, reflecting the potential for significant operational disruption, regulatory consequences and reputational impact should safety or security controls fail.

Our approach focuses on:

- Preventing aviation-related incidents through robust operational controls
- Strengthening data-driven safety and security management
- Enhancing situational awareness and coordination in high-risk operational environments
- Maintaining strong governance and oversight of aviation security risks across regions

Notable Progress Made in FY2026

During FY2026, SATS strengthened its approach to data-driven aviation safety management, improving how safety and security information is captured, analysed and shared across operations.

Key enhancements included:

- Improved incident reporting and visibility through the Group's digital HSSE platform
- Enhanced analytics and dashboards to identify operational trends and emerging risks
- Strengthened incident investigation methodologies
- Improved monitoring of leading safety indicators to support proactive risk management

SATS also continued to explore the use of technology and digital tools to improve operational coordination and reduce the potential for human error across aviation operations.

Operational Coordination and Digitalisation (Singapore)

SG Hub implemented the Arrow system to support ramp operations. Arrow improves operational coordination and situational awareness during aircraft handling activities, supporting safer execution of complex, time-critical tasks in high-traffic airside environments.

Advancing Analytics, Automation and Insight

Across the Group, SATS continued to assess opportunities to apply automation, advanced analytics and artificial intelligence to improve operational insight, strengthen preventive controls and reduce operational risk.

External Recognition and Accreditation

In FY2026, SATS received IATA accreditation for its cargo security programme in the US, becoming one of the first ground handling organisations to achieve this recognition. Across its global network, SATS teams also received recognition from airline customers and industry partners for safety, security and operational performance. These recognitions reflect the efforts of operational teams in maintaining high safety and security standards across diverse operating environments.

What Comes Next

Looking ahead, SATS will continue to strengthen aviation safety and security by:

- Further embedding data-driven safety and security management practices
- Expanding the use of digital tools to enhance situational awareness and operational coordination
- Strengthening governance and oversight of emerging aviation security risks
- Deepening collaboration with airline customers, airport authorities, regulators and industry partners

Through these efforts, SATS aims to continue supporting safe, secure and reliable aviation operations, reinforcing trust across the global aviation ecosystem.

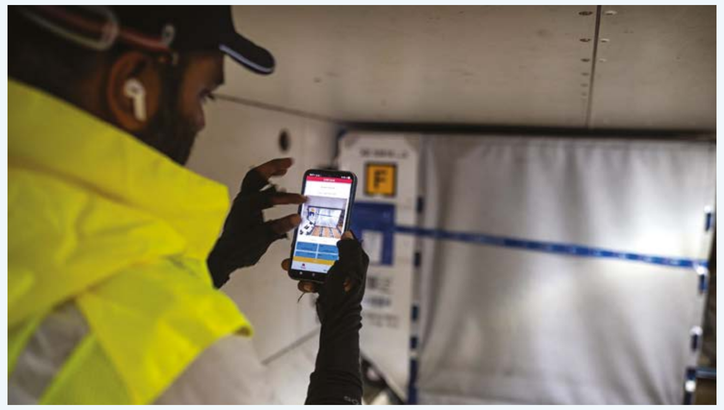
FOCUS ON

Arrow: Strengthening Aircraft Safety With In-House System

As the aviation industry navigates an era of rapid transformation, SATS is taking decisive steps to modernise ground handling and cargo operations, without compromising on the safety standards that define world-class aviation.

Central to this effort is Arrow, a proprietary system designed and engineered in-house in Singapore. Arrow integrates real-time operational data with computer vision capabilities to deliver greater visibility and control across the aircraft loading process. By automatically detecting whether locks are correctly secured and verifying that Unit Load Devices and pallets are accurately loaded prior to departure, Arrow meaningfully reduces the risk of human error at one of the most critical stages of ground operations.

Beyond safety, the adoption of intelligent, technology-driven processes reflects SATS broader commitment to building a resilient, future-ready operation by embedding digital innovation at the operational level.



sats

Quality & Safety of Products & Services

Food Safety

Stringent food safety and hygiene controls are embedded throughout food preparation process to support safe food production and safeguard consumer health.

What We Focus On

SATS focuses on maintaining uncompromising food safety and quality standards across its food solutions operations by strengthening governance, standardising controls and enhancing end-to-end assurance across the food value chain.

Our approach prioritises:

- Robust management of food safety risks from supplier sourcing to production and delivery
- A strong food safety culture, reinforced through leadership accountability, continuous training and clear ownership of food safety responsibilities at all levels of the organisation
- Internationally recognised food safety certifications to support customer requirements and provide a consistent foundation for food safety and quality management across operations
- Progressive use of digital technologies to strengthen monitoring, traceability and oversight of critical food safety processes

Food safety and quality are managed through a Group-wide Food Safety and Quality Management System covering the full food production lifecycle, including supplier qualification, raw material inspection and traceability, Critical Control Point (CCP) monitoring, hygiene and sanitation programmes, internal and external audits, and contingency preparedness.

Food safety governance is reinforced by a strong food safety culture, supported through leadership accountability, continuous staff training and clear ownership of food safety responsibilities at all levels of the organisation. Employees are encouraged to uphold food safety standards, report potential risks and support continuous improvement in food safety performance.

The Group's management system is aligned with internationally recognised standards and principles, including HACCP, ISO 22000 and BRCGS Global Standard, providing a consistent foundation for food safety and quality management. In addition, selected operations have adopted Food Safety System Certification (FSSC 22000), a Global Food Safety Initiative (GFSI)-recognised certification, to meet specific customer requirements.

FY2026 Status and Progress

In FY2026, SATS recorded no major food safety incidents and no cases of regulatory non-compliance relating to food safety.

SATS received the Hygiene Quality Award 2024 — First Place from Japan Airlines and Zero Category 1 Incident Achievement Award 2024 from All Nippon Airways.

Notable Progress Made in FY2026

Supporting Evolving Customer Requirements

Two business units attained FSSC 22000 certification for selected operations to support customers requiring GFSI-recognised food safety certification schemes, while continuing to maintain internationally recognised ISO 22000 certification across their broader food operations.

This supports the Group's ability to meet evolving customer food safety expectations, particularly Quick-Service Restaurant (QSR) customers. It also strengthens the Group's ability to support a broader range of global customer and business opportunities.

Enhancing Food Safety Traceability

The Food Temperature Monitoring System was fully implemented for food dishing operations, enabling digital monitoring and recording of time-temperature parameters at CCPs. Expansion of the system to additional processes, including tray assembly, is underway.

The digitalisation of CCP monitoring enhances traceability and helps minimise operational disruptions and supports business continuity in aviation catering operations.

Enhancing Supply Chain Assurance

Reliable supply of safe raw materials remains critical to operational continuity and customer assurance. To improve supplier evaluation and approval processes, SATS commenced the development of a digital supplier audit platform.

The platform enables approved supplier information and supplier performance history to be shared across business entities, helping to promote greater consistency in supplier assessment and approval processes.

What Comes Next

Looking ahead, SATS will continue to strengthen food safety governance and performance by:

- Expanding digital monitoring of food safety parameters to additional production processes
- Implementing digital supplier audit systems to enhance supply chain assurance
- Strengthening risk management and traceability
- Driving continuous improvement in food safety policies, controls and operational practices

These efforts support SATS commitment to protecting consumer health, maintaining trust with customers and regulators, and safeguarding its licence and reputation to operate as a leading food solutions provider.

Business Ethics & Regulatory Compliance

OUR AMBITION

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

WHY IT MATTERS

- SATS operates across multiple jurisdictions and highly regulated environments where ethical conduct and compliance are essential.
- Strong governance practices protect the Group from legal and reputational risks and enable sustainable growth.

OUR TARGETS

- Training & awareness: ≥90% annual completion of mandatory ABAC and trade sanctions training across the workforce.
- Risk identification & oversight: Regularly assess emerging compliance risks, with escalation of material issues to Senior Management and the Board.
- Monitoring & assurance: Conduct periodic audits and risk mapping to assess compliance with policies, regulations, and fraud prevention standards.
- Governance & third-party due diligence: Maintain up-to-date compliance policies and strengthen risk-based due diligence for suppliers and contractors.

What We Focus On

SATS focuses on maintaining high standards of ethical conduct and regulatory compliance across its global operations to protect trust with customers, partners, regulators and investors.

Our approach prioritises:

- Preventing bribery, corruption and other forms of misconduct, including in dealings with third parties
- Ensuring compliance with applicable laws and regulations across jurisdictions, including sanctions and data protection requirements
- Managing third-party integrity risks across suppliers, customers and joint venture relationships
- Promoting a culture of integrity and accountability, supported by clear policies, training and accessible reporting channels

Business ethics and regulatory compliance are managed through a Group-wide Ethics & Compliance framework, supported by global policies, procedures and oversight mechanisms. These also apply to SATS employees in their dealings with third parties, such as suppliers, customers and joint venture partners and, where relevant, to third parties acting on SATS' behalf.

Key elements of the framework include:

- Policies governing anti-bribery and anti-corruption (ABAC), gifts and entertainment, charitable donations and sponsorships, trade sanctions, sanctions operating procedures, data protection, conflict of interests, interested person transactions and more
- Requirements for third-party due diligence, risk escalation and contractual safeguards
- Mandatory employee training to strengthen awareness of ethics and compliance risks
- Confidential reporting channels for employees and third parties to raise concerns or report suspected misconduct

The Group's whistleblowing policy provides clear procedures for reporting suspected misconduct by employees, officers, or external parties, with multiple confidential and anonymous reporting channels available. Whistleblowers acting in good faith are protected from retaliation, and all reports are independently reviewed and investigated by the Group Internal Audit function, with oversight from the Audit Committee to ensure proper follow-up. The policy is reinforced through training, internal communications, and accessibility across the Group to promote consistent ethical standards.

Oversight of ethics and compliance matters is integrated into SATS' broader governance and risk management processes.

Further details on governance structures and Board oversight are disclosed in the Corporate Governance Report in the SATS FY2026 Annual Report.

Our comprehensive compliance framework equips employees across all functions to uphold ethical standards, comply with applicable regulations, and make informed decisions in their daily work.

Through comprehensive anti-bribery controls, employee training, and a culture of integrity, we ensure fair and transparent service for every passenger.

Notable Progress Made in FY2026

During FY2026, SATS continued to strengthen the implementation and maturity of its ethics and compliance programme:

Strengthening ABAC Programme Implementation

The Group maintained its zero tolerance stance on bribery and corruption through continued application of its ABAC Policy, supported by clear procedures covering gifts and entertainment, charitable donations and sponsorships and political contributions.

Third-party Integrity Risk Management

Ethics and compliance requirements were embedded across key third-party engagement processes, including supplier onboarding, customer relationships and investment or joint venture arrangements. Measures include risk-based due diligence, escalation and approval protocols and the inclusion of ABAC clauses in contracts. During FY2026, the Group rolled out a globally standardised desktop due diligence screening tool to promote a consistent and robust approach to identifying and addressing bribery and sanctions red flags. As part of our onboarding process for all third party relationships, the Group also uses an external due diligence screening and risk management/intelligence platform operated by Dow Jones to assist with integrity and compliance due diligence through which all third parties are screened.

External Certification and Assurance

SATS Ltd. and selected SATS Group entities in Singapore have maintained the ISO 37001 (Anti-Bribery Management Systems). The most recent audit reported no non-conformances, reflecting the effectiveness and continuous strengthening of the Group's ABAC framework and controls.

This achievement underscores our proactive approach in enhancing governance, mitigating bribery risks, and fostering a culture of transparency and accountability across our operations. SATS' entities which are held by its French subsidiary also underwent an anti-bribery risk mapping in accordance with the French Sapin II Act.

Training and Awareness

Employees continued to complete mandatory annual compliance trainings, including on ABAC and Sanctions & Export Control, reinforcing understanding of ethical expectations, risk indicators and reporting responsibilities. Training completion rates reached 88% for ABAC and 95% for Sanctions & Export Control.

What Comes Next

SATS will continue to enhance its ethics and compliance framework by:

- Strengthening risk based third-party due diligence and monitoring processes
- Further embedding ethics and compliance considerations into operational and investment decision-making
- Enhancing training and awareness programmes to support a strong culture of integrity
- Reviewing and updating policies and controls to respond to evolving regulatory requirements and business risks

These efforts support SATS' commitment to responsible business conduct and sustainable growth across the markets in which it operates.

Resilience

We strengthen enterprise resilience by enhancing operational continuity, cyber-resilience, supply chain robustness and climate adaptation capabilities.

Cybersecurity & Data Protection

OUR AMBITION

Continuously enhance the Group's cybersecurity resilience by enhancing preparedness and awareness across all levels

WHY IT MATTERS

- Digital systems and data are critical to SATS' operational coordination, customer interfaces and supply chain connectivity.
- Strengthening cybersecurity and data protection reduces disruption risk, protects sensitive information and reinforces stakeholder confidence.

OUR TARGETS

- Training & awareness: ≥90% annual completion of mandatory data protection training; ongoing phishing simulations to strengthen workforce resilience and role-based cybersecurity training for high-risk digital access roles.
- Cyber resilience: Strengthen prevention, detection and response to minimise impact of material cyber incidents on critical operations.
- Governance: Maintain data protection policies and controls aligned with regulatory requirements and industry standards.

What We Focus On

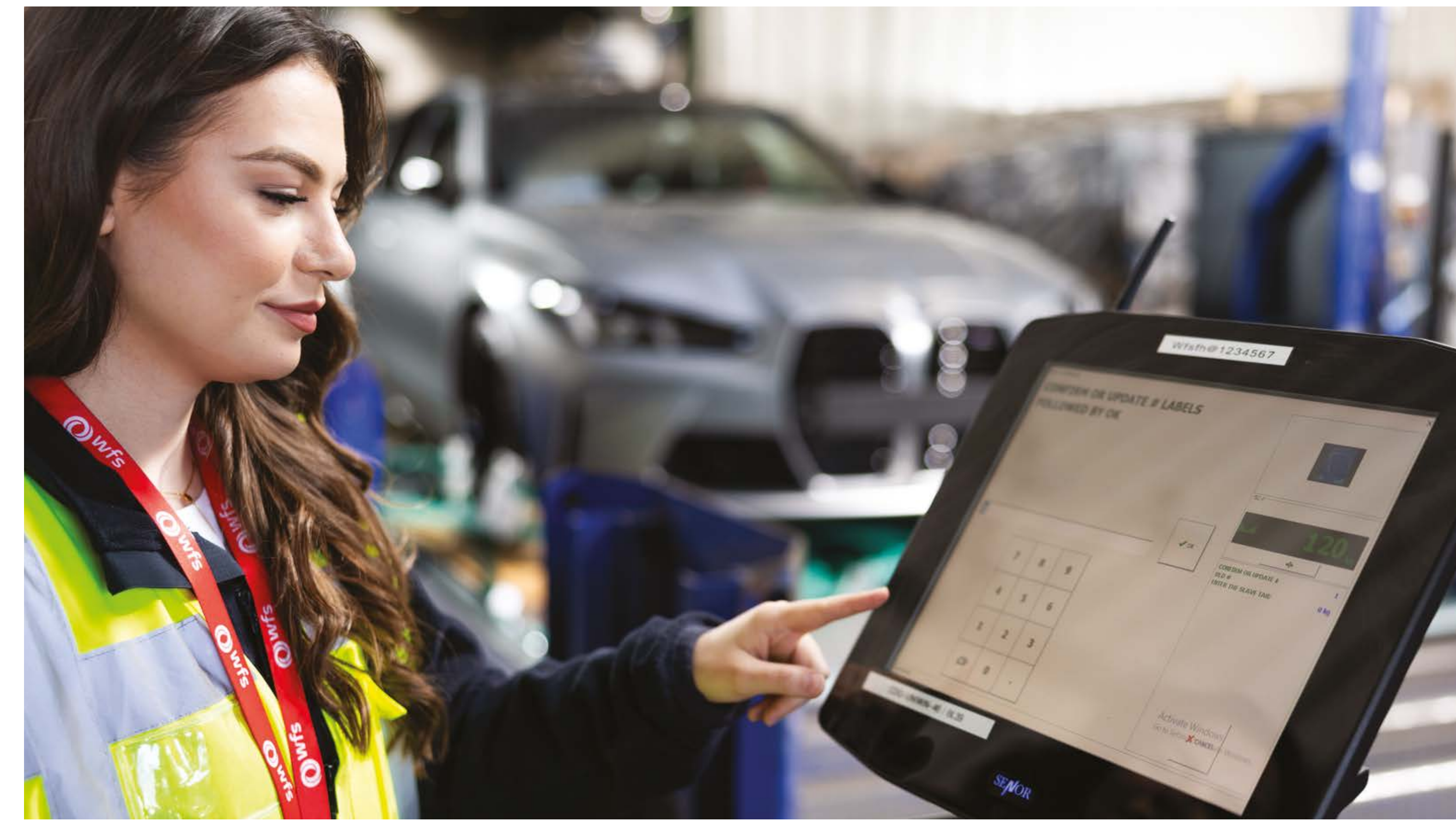
SATS focuses on strengthening cybersecurity and data protection to safeguard operational continuity, protect sensitive information and maintain trust with customers, partners and regulators across its increasingly digital and interconnected operations.

Our approach prioritises:

- Identifying and managing cyber and data-related risks that could disrupt operations, compromise information or affect regulatory compliance
- Embedding security and privacy requirements into systems and processes by design, rather than as after-the-fact controls
- Strengthening detection, response and recovery capabilities to enhance operational resilience
- Maintaining strong governance and accountability for cybersecurity and data protection across the Group

The Group maintains an Incident Response Plan, integrated with its broader Crisis Management Plan, to ensure timely and effective management of personal data incidents in compliance with applicable laws and regulations. This framework supports prompt response, mitigation, and resolution of data-related incidents, reinforcing the Group's commitment to data protection and regulatory compliance.

Cybersecurity at SATS is managed through a Group-wide cybersecurity management framework designed to prevent attacks, detect incidents early and respond effectively to cyber events. The framework adopts a risk-based approach that is informed by evolving threat landscapes, regulatory developments and business priorities.



Digital systems and data are critical to SATS' operational coordination, customer interfaces and supply chain connectivity.

Key elements of the framework include:

- Continuous assessment of cyber and data-risks and reprioritisation of controls based on likelihood, impact and compliance obligations
- Implementing a Group-wide Personal Data Protection Policy that complies with applicable laws
- Application of defence-in-depth and Zero Trust principles to reduce the risk of widespread disruption or data loss
- Regular testing of incident response and crisis management arrangements to support timely recovery
- Governance processes that ensure cybersecurity and data protection considerations are integrated into business operations and change initiatives

Oversight of cybersecurity risks is provided through regular reporting to management committees, including the SSRC, ensuring transparent risk visibility, clear accountability and alignment with the Group's risk appetite.

Role-based cybersecurity training was introduced for targeted employees with elevated digital access.

FY2026 Status and Progress

- Enterprise-wide phishing awareness training and simulations are being conducted regularly to reinforce employees' ability to identify, report and respond to email-based cyber threats.
- Role-based cybersecurity training was introduced for targeted employees with elevated digital access, with focus areas including identity protection, secure collaboration and responsible data use.
- SATS continues to strengthen its cybersecurity prevention, detection and response capabilities through ongoing enhancements to security monitoring, access controls, employee awareness, incident response readiness and cyber risk reduction initiatives.

Notable Progress Made in FY2026

During FY2026, SATS continued to strengthen the maturity and effectiveness of its cybersecurity and data protection practices:

Strengthening Governance and Risk Oversight

Cybersecurity updates were regularly presented to relevant management committees, covering the evolving threat landscape, material cyber and data risks, control effectiveness, security incidents and progress against key remediation initiatives. Committee discussions were used to challenge assumptions, validate priorities and direct management focus towards the most significant risk areas, including regulatory requirements and third-party exposures.

Alignment with Recognised Standards and Frameworks

SATS continued aligning its Information Security Policy and supporting standards with ISO/IEC 27001, while also assessing the maturity of its cybersecurity programme against the NIST Cybersecurity Framework. This dual approach provides a strong control baseline and supports structured measurement across governance, protection, detection, response and recovery capabilities.

Embedding Security and Privacy by Design

Security and data protection requirements continued to be embedded into systems delivery and operational processes from the outset, supported by clear ownership, defined controls and repeatable testing. This approach strengthens audit readiness and supports consistent application of cybersecurity practices across the organisation.

Data Protection Governance and Training

SATS implemented a Global Personal Data Protection Policy, which sets out requirements for the handling of personal data in line with applicable laws and regulations, including the Singapore Personal Data Protection Act and the EU General Data Protection Regulation. Employees continued to undertake mandatory training on data protection and incident management processes remained in place to respond to personal data breaches. Training completion rate reached 91% for Personal Data Protection.

What Comes Next

Looking ahead, SATS will continue to strengthen cybersecurity and data protection by:

- Enhancing its ability to anticipate and respond to evolving cyber threats
- Further embedding security and data protection requirements into digital transformation initiatives
- Strengthening oversight of third-party cyber and data risks
- Continuing to mature detection, response and recovery capabilities to support operational resilience
- Continuous review and enhancement of data protection policy and procedures through industry and peer benchmarking and monitoring of applicable legal and regulatory developments.
- Periodic identification and assessment of new and emerging data protection risks, with timely escalation of material developments to Senior Management and the Board.

These efforts support SATS' ambition to protect critical operations, safeguard information assets and maintain trust as the Group continues its digital transformation.

Sustainable Sourcing

OUR AMBITION

Build a resilient supply chain, encouraging transparency and ethical practices and collaborating with suppliers to address environmental and social impacts

WHY IT MATTERS

- SATS' environmental and social footprint extends into a complex global supply base.
- Responsible sourcing reduces exposure to supply chain, human rights and environmental risks while supporting resilient, long-term partnerships.

OUR TARGETS

- All strategic suppliers contractually committed to the harmonised Supplier Code of Conduct and ESG-assessed through due diligence processes by 2030.
- Embed ESG criteria in all key procurement decisions by 2030 and expand supplier engagement to improve ESG performance across priority topics.
- Complete mapping of key commodity supply chains by end-FY2028 to enhance visibility of risks and impacts.

What We Focus On

SATS focuses on strengthening responsible and sustainable sourcing practices across its global supply chain, recognising that procurement decisions influence not only environmental outcomes but also labour practices, human rights, ethical conduct and broader social impacts within the value chain.

Our approach prioritises:

- Identifying and managing ESG-related risks and opportunities in the supply base, including risks related to labour standards, human rights, child labour and ethical conduct
- Embedding sustainability and integrity requirements into procurement governance, policies and processes
- Engaging suppliers on transparency and continuous improvement, particularly in high-risk and high-impact categories
- Building internal procurement capability to apply sustainable sourcing practices consistently across regions and business units

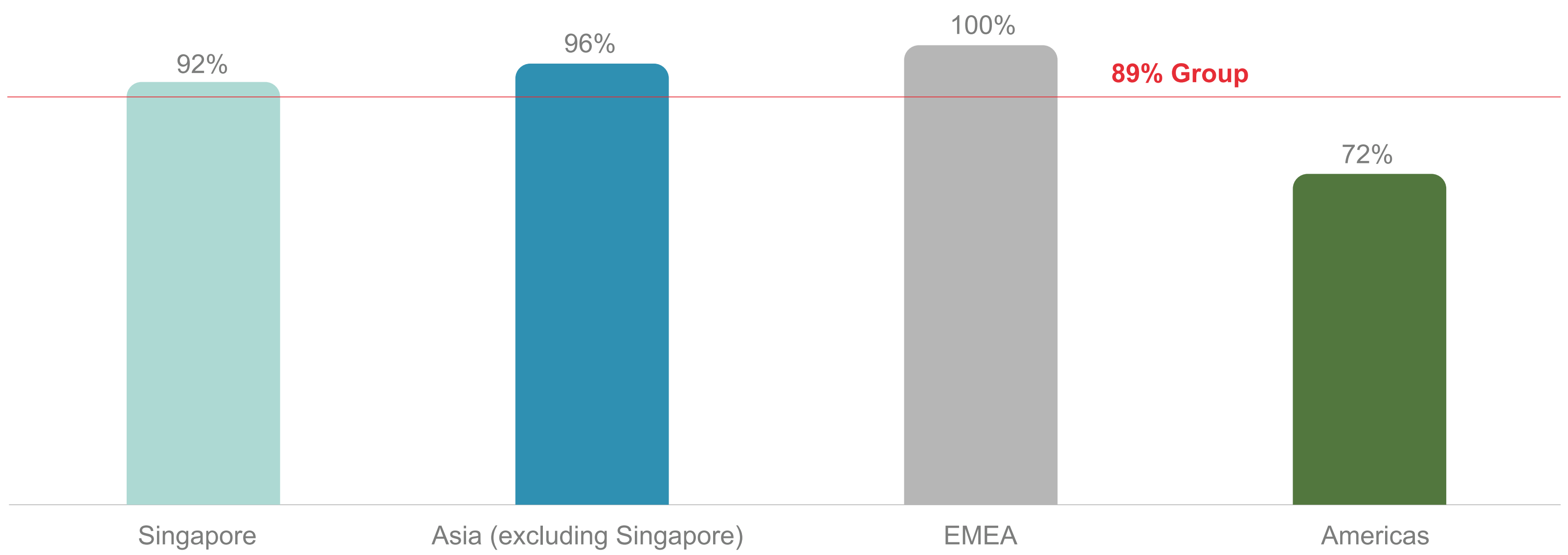
Sustainable sourcing is overseen through Group Procurement, with sustainability considerations integrated into supplier management, sourcing decisions and procurement systems.

FY2026 Status and Progress

As at FY2026, ESG assessments had been completed for 89% of our strategic suppliers globally:

- 92% in Singapore
- 96% in Asia (excluding Singapore)
- 100% in EMEA
- 72% in the Americas

PERCENTAGE OF STRATEGIC SUPPLIERS WHO HAVE BEEN ESG-ASSESSED



The reported percentage of strategic suppliers undergoing ESG assessments includes data from the prior reporting period, as some entities did not refresh this exercise in FY2026.

One channel SATS is using to engage its strategic suppliers are in-person and online workshops in Singapore.

FOCUS ON

Enhancing Value Chain Visibility with AI: the Example of Sentinel

Through its subsidiary Country Foods, SATS launched Sentinel, an AI-enabled end-to-end command centre that provides near real-time monitoring of global food supply chains, from farm to distribution.

Developed over 18 months of intensive trials, Sentinel integrates data from logistics systems, digital platforms and external sources to track end-to-end supply chain flows, identify potential disruptions and enable data-driven decision-making across business functions. This replaces fragmented, manual processes with a single platform, improving transparency and enabling faster responses to supply chain risks and better-informed operational decisions.

By enhancing end-to-end visibility across a network spanning thousands of farms and hundreds of supply chain facilities globally, it supports more granular tracking of purchased goods and supplier activity.

As SATS continues to strengthen its resiliency and sustainability programme, initiatives such as Sentinel will play a key role in strengthening internal capabilities amidst a more uncertain operating environment and supporting future supplier engagement and emissions reduction strategies.

Notable Progress Made in FY2026

During FY2026, SATS made tangible progress in strengthening sustainable sourcing practices, procurement governance and supplier engagement across regions.

Revision of Group Procurement Policy

In FY2026, SATS revised its Group Procurement Policy to reflect the Group's evolving global footprint and sustainability priorities. The revised policy strengthens expectations on ethical conduct, compliance with labour and human rights standards, and ESG risk management across the supplier lifecycle, from supplier onboarding through ongoing engagement.

Expanding Supplier ESG Assessment Coverage

As part of ongoing supplier engagement efforts in Singapore, sustainability workshops were conducted across food and non-food procurement, comprising one Carbon Accounting workshop and two online sessions dedicated to taking suppliers through ESG assessments, engaging 130 participants from 88 companies. These engagements strengthen supplier collaboration and support alignment with SATS' ESG assessment requirements.

During the year, SATS continued working towards its objective of completing ESG assessments for all strategic suppliers, expanding coverage across regions using a combination of EcoVadis assessments and an in-house ESG questionnaire. Supplier lists are regularly refreshed to reflect current business needs and organisational changes, and ensure that assessment efforts remain focused on material suppliers. In the Americas and EMEAA, teams progressed towards making ESG assessments mandatory for all new suppliers, extending coverage beyond strategic suppliers and strengthening early-stage risk screening.

Embedding Sustainability into Procurement Systems and Processes

In parallel, SATS continued the roll-out of Group Procurement systems and processes, with sustainability embedded from the outset to support consistent application, stronger governance and improved data visibility across the organisation.

Supplier Engagement on Value Chain Emissions

In Singapore, Country Foods, identified as a significant contributor to emissions within the *Purchased Goods and Services category*, began identifying its top emitting suppliers. These efforts help SATS better understand emissions hotspots within the value chain and establish a foundation for longer-term emissions reduction efforts in high-impact areas.

External ESG Assessment and Performance Improvement

SATS continued its annual EcoVadis disclosure and was awarded a Bronze medal, placing the Group in the top 35% of companies assessed globally. The strongest improvement was recorded under the Sustainable Procurement pillar, where the score increased from 40 to 58, reflecting clearer governance, stronger supplier engagement and more structured procurement practices across the Group. This improvement is significant given the expanded assessment scope following the WFS acquisition.

What Comes Next

Looking ahead, SATS will continue to strengthen sustainable sourcing by:

- Harmonising the existing Supplier Codes of Conduct across the Group
- Expanding ESG assessment coverage across suppliers and regions
- Enhancing current supplier due diligence processes and establishing policies for ESG risks identified
- Deepening engagement with high-impact suppliers on priority ESG topics, including emissions
- Building sustainability capability within procurement teams to support consistent application of good practices globally

These efforts support SATS' ambition to manage value chain risks proactively, strengthen supplier partnerships and contribute to long-term, sustainable value creation.

Annex A

Basis of Preparation and Reporting Principles

Purpose of the Report

This report represents SATS' ninth annual sustainability report and reaffirms the Group's commitment to responsible and sustainable business practices.

The report aims to provide decision-useful information to investors and other stakeholders on sustainability-related impacts, risks and opportunities that could reasonably be expected to affect the Group's financial performance, position and prospects over the short, medium and long term.

This report is released alongside SATS' ESG DataBook, which is published separately and contains detailed performance data, methodologies and relevant SGX, ISSB and GRI content indexes. The two documents are complementary and intended to be read together, though each can stand alone.

This report should be read in conjunction with the Group's consolidated financial statements.

Reporting Frameworks and Standards

This report has been prepared in accordance with the Singapore Exchange (SGX) Listing Rules 711A and 711B.

For this reporting period, SATS has broadly aligned its sustainability disclosures with IFRS S2 (Climate-related Disclosures) issued by the International Sustainability Standards Board (ISSB) and the relevant climate-related provisions of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information). IFRS S1 has also been referenced to inform the overall structure and content of the report.

As this is SATS' first reporting period adopting the ISSB Standards, the Group has applied the transition relief permitted under IFRS S1 (Appendix E) and the SGX "climate-first" approach. Accordingly, SATS has applied the requirements of IFRS S1 only insofar as they relate to the disclosure of climate-related risks and opportunities and will progressively expand alignment with IFRS S1 in subsequent reporting periods.

In addition, the European Sustainability Reporting Standards (ESRS) were referenced in the conduct of the Group's Double Materiality Assessment (DMA) to support alignment with emerging international best practices.

Where relevant, the report also references the Global Reporting Initiative (GRI) Standards to support broader sustainability disclosures.

Reporting Period

The information disclosed in this report covers the period from 1 April 2025 to 31 March 2026, corresponding to SATS' financial year and aligned with the reporting period of the related consolidated financial statements. Sustainability disclosures are published on an annual basis and are released concurrently with the Group's Annual Report.

SATS applies a "Latest Practicable Date" (LPD) cut-off to support the timely consolidation and validation of reported data. The LPD represents the latest date by which data is practically available from reporting entities. For the purpose of this Report, the LPD is 19 May 2026. This operational cut-off where appropriate is used solely for data collection and validation purposes and does not alter the reporting period covered by this report.

Reporting Boundary

The sustainability disclosures in this report cover SATS Ltd. and its subsidiaries over which the Group has operational control, including facilities and activities across its key business segments, unless otherwise stated. These encompass airport ground handling and cargo operations, inflight and institutional catering, food distribution and related support services across Asia Pacific, Europe, Middle East, Africa and Americas.

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

Regions

Geographical segments are defined as Singapore, Asia (excluding Singapore), EMEA (Europe, Middle East and Africa) and Americas and South America.

Divisions

- SG Hub: reflects our Gateway operations in Singapore, excluding our cruise terminal services in Singapore.
- APAC: reflects our Gateway operations in the countries covered by the Gateway APAC Division, including Singapore for our cruise terminal services, as well as Saudi Arabia and Oman.
- EMEAA (Europe, Middle East, Africa and Asia): reflects our Gateway operations in the 13 countries included in the EMEAA Division, including India and Thailand.

Throughout the report, regional or divisional classifications are used based on business needs and reporting requirements.

The reporting boundary aligns with the Group's consolidated financial statements, with additional detail on subsidiaries and operations set out in the Annual Report.

The Group applies the operational control approach to define its reporting boundary and accounts for all sustainability and climate-related impacts, risks and opportunities arising from operations over which it has the authority to introduce and implement operating policies.

There were no material changes to the Group's reporting boundary during the reporting period, unless otherwise disclosed.

In line with ISSB requirements, the Group also considers material sustainability-related risks and opportunities across its value chain, including upstream and downstream activities, where these could reasonably be expected to affect enterprise value. This includes business relationships with suppliers, customers and logistics partners, as well as interests in joint ventures and associates that are not within the Group's operational control. While these entities are not included within the operational control approach to reporting, qualitative disclosures on the related impacts, risks and opportunities have been made where relevant.

Materiality

Sustainability-related matters disclosed in this report are informed by the Group's DMA, which considers:

- Impact materiality: The Group's impacts on the economy, environment and society
- Financial materiality: Sustainability-related risks and opportunities with potential financial effects on SATS

The DMA was conducted to meet ISSB requirements and to prepare the Group for future CSRD compliance for its European operations, where both impact materiality and financial materiality are mandated.

Further details on the methodology and outcomes of the DMA are provided in Annex — Double Materiality Assessment: Methodology and Results.

Time Horizons

The Group assesses sustainability-related risks and opportunities based on the time horizons over which they could reasonably be expected to affect its cash flows, access to finance or cost of capital over defined time horizons.

In doing so, the Group considers both its internal planning horizons and longer-term climate-related timeframes:

- Internal planning horizons, aligned with its ERM framework and business planning cycles, include:
  – Short-term: up to 12 months (operational risks)
  – Medium-term: 1-3 years (strategic risks)
  – Long-term: more than 3 years
- Climate-related time horizons, used for scenario analysis that reflect the longer-term nature of climate risks and opportunities and informed by globally recognised climate scenarios: 2030, 2050 and 2085.

Forward-looking Statements

This report includes forward-looking statements.

All statements other than statements of historical fact are, or may be deemed to be, statements of future expectations that are based on current expectations and assumptions made based on reasonable and supportable information available at the reporting date, and is subject to known and unknown risks and uncertainties that could cause actual results, performance, financial condition, achievements or events to differ materially from those expressed or implied in the statements.

While prepared in good faith, users are advised to exercise caution and not rely solely on these statements as they face inherent limitations due to the predictive nature of the analysis and the underlying assumptions made. The forward-looking statements in this report speak only as of the date of this report's publication. Where changes in policies, market dynamics, technology and new information, future events, or other events result in material differences from the information presented herein, SATS does not undertake any obligation to publicly update or revise these forward-looking statements, unless required by law.

Use of Estimates and Assumptions

The preparation of sustainability related disclosures requires the use of estimates, assumptions and judgement.

Where actual data is not available, reasonable estimates or proxies have been applied based on the best available information at the reporting date. Key methodologies and limitations are described in the relevant sections of this report and in the ESG DataBook.

Judgement has been applied in the identification of material sustainability-related impacts, risks and opportunities through the FY2026 DMA, as well as in the determination of reporting boundaries, value-chain considerations and climate-related disclosures. Estimates are also used in the calculation of GHG emissions, including the selection of emission factors, the use of activity data proxies and assumptions made where primary data is unavailable.

The primary sources of measurement uncertainty relate to GHG metrics and climate transition risks, including assumptions associated with future regulatory developments, technological change, and potential shifts in customer preferences and demand patterns. Key methodologies, assumptions and limitations are described in the relevant sections of this report.

Work is underway to enhance consistency between assumptions used in sustainability-related risk assessments and those applied in the Group's financial statements. As part of its first year of ISSB adoption, SATS is progressively strengthening this alignment.

Internal Review, Controls and Assurance Readiness

SATS' sustainability reporting processes are subject to internal review in accordance with SGX Listing Rule 711B and are supported by defined internal controls over data collection, validation and consolidation.

Further details on sustainability governance and internal controls are set out in the Governance & Oversight section of this report.

To strengthen assurance readiness, the Group also completed a pre-assurance review of Scope 1 and Scope 2 greenhouse gas emissions data during FY2026.

A pre-assurance review of SATS' sustainability report was also conducted by an external adviser to strengthen readiness for IFRS S2-aligned reporting in accordance with SGX Listing Rule 711B and SGX Practice Note 7.6.

Changes in Methodology

Where methodologies, assumptions or reporting boundaries differ from previous reporting periods, such changes are disclosed in the relevant sections of this report or the ESG DataBook and explained to maintain transparency and comparability.

Restatement of Prior Year Information

Prior-year data may be restated to reflect enhanced methodologies, updated emission factors or more complete information. If no restatements have been made during the reporting period, the Group discloses that no prior year information has been restated.

During the FY2026 reporting cycle, the Group identified an error in the calculation of FY2025 Scope 1 and Scope 2 greenhouse gas emissions, which had resulted in an overstatement of 23,078 tCO_2e. The error in the calculation of FY2025 Scope 1 and Scope 2 greenhouse gas emissions was discovered during an audit of our Environmental data hosted on a third-party platform and was due to a technical bug affecting the calculation formula for emissions linked to refrigerants. The corrected FY2025 emissions amount to 293,187 tCO_2e (previously reported as 316,265 tCO_2e). As the correction does not affect the Group's baseline years for emissions tracking (FY2020 for Singapore operations and FY2024 for overseas operations), the baseline year emissions inventories remain unchanged.

Annex B

Double Materiality Assessment — Methodology and Results

Purpose and Scope

This Annex provides the methodology, topic universe, stakeholder engagement approach, scoring principles and consolidated materiality matrix underpinning the FY2026 DMA. It should be read in conjunction with the summary of the DMA presented in the main report.

In FY2026, SATS worked with an external consultant to conduct a Group-wide DMA across its two primary business segments, Gateway Services and Food Solutions. The assessment was performed at segment-level and consolidated at Group-level.

Methodology and Process

Topic Universe → IRO Identification → Impact Scoring + Financial Scoring → Consolidation → Validation → ESG Priorities

Step 1 – Review & Identify

Topic universe and source frameworks

To establish a comprehensive universe of sustainability matters relevant to SATS' operations and value chain, SATS refreshed its topic universe through a structured review of:

- International sustainability and reporting frameworks (including ISSB, ESRS and SASB industry-specific topics from Air Freight & Logistics, Professional & Commercial Services and Restaurants)
- Industry benchmarking and peer practices across aviation services, logistics and food solutions
- Regulatory developments across operating markets
- Stakeholder expectations and relevant megatrends
- Internal inputs including Group strategy, risk registers and existing ESG commitments

Identification of impacts, risks and opportunities (IROs)

For each sustainability matter in the topic universe, SATS identified relevant impacts, risks and opportunities (IROs) across its operations and the value chain — covering upstream activities (including suppliers) and downstream activities (including customers, end users and communities).

Step 2 – Assess & Prioritise

Each identified IRO was assessed using a dual materiality lens and scored according to criteria aligned with the Group's enterprise risk management framework:

- **Impact materiality:** The Group's impacts on the economy, environment and society. This was scored based on the severity (scale, scope, irremediability) and likelihood of impacts across the value chain.
- **Financial materiality:** Sustainability-related risks and opportunities with potential financial effects on SATS. This was scored based on the severity (magnitude of financial impacts), regulatory risks and operational considerations.

Inputs from relevant internal and external stakeholders were incorporated to ensure a comprehensive assessment of the Group's operations and value chain. This involved workshops, interviews and surveys with employees, customers, suppliers and business partners, investors and the financial community, regulators and airport ecosystem stakeholders.

Dedicated expert sessions were held separately for Gateway Services and Food Solutions, supporting the calibration and validation of IROs at segment-level that reflect their different operational realities, before consolidation at Group-level.

IROs that exceeded established thresholds for either financial or impact materiality were identified as material and prioritised for disclosure.

Step 3 – Validate & Endorse

Inputs from engagement activities and segment-specific workshops were consolidated and reviewed to ensure consistency, comparability and strategic coherence at Group-level. Results were reviewed by Senior Management with reference to SATS' strategic priorities, emerging sectoral risks and anticipated regulatory developments and were ultimately endorsed through governance forums including the GMB and the Board.

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Results and Consolidated Materiality Matrix (Group Level)

The FY2026 DMA identified 27 sustainability topics across environmental, social and governance themes. Of these, 13 topics were assessed as highly material for one or both business segments. These highly material matters were consolidated into nine updated ESG priorities within the four Focus Areas, which guide SATS' sustainability strategy, enterprise risk management, target-setting and disclosures from FY2026 onwards.

To support clarity and avoid duplication, SATS presents a single consolidated Group-level materiality matrix in this Annex. Segment-level assessment (Gateway Services and Food Solutions) informed the consolidated view; where relevant, topics that were assessed as highly material primarily for one segment are visually distinguished in the matrix.

Determination of Disclosures

For each material IRO identified, the Group applies the ISSB disclosure requirements to determine the nature and extent of information to be disclosed.

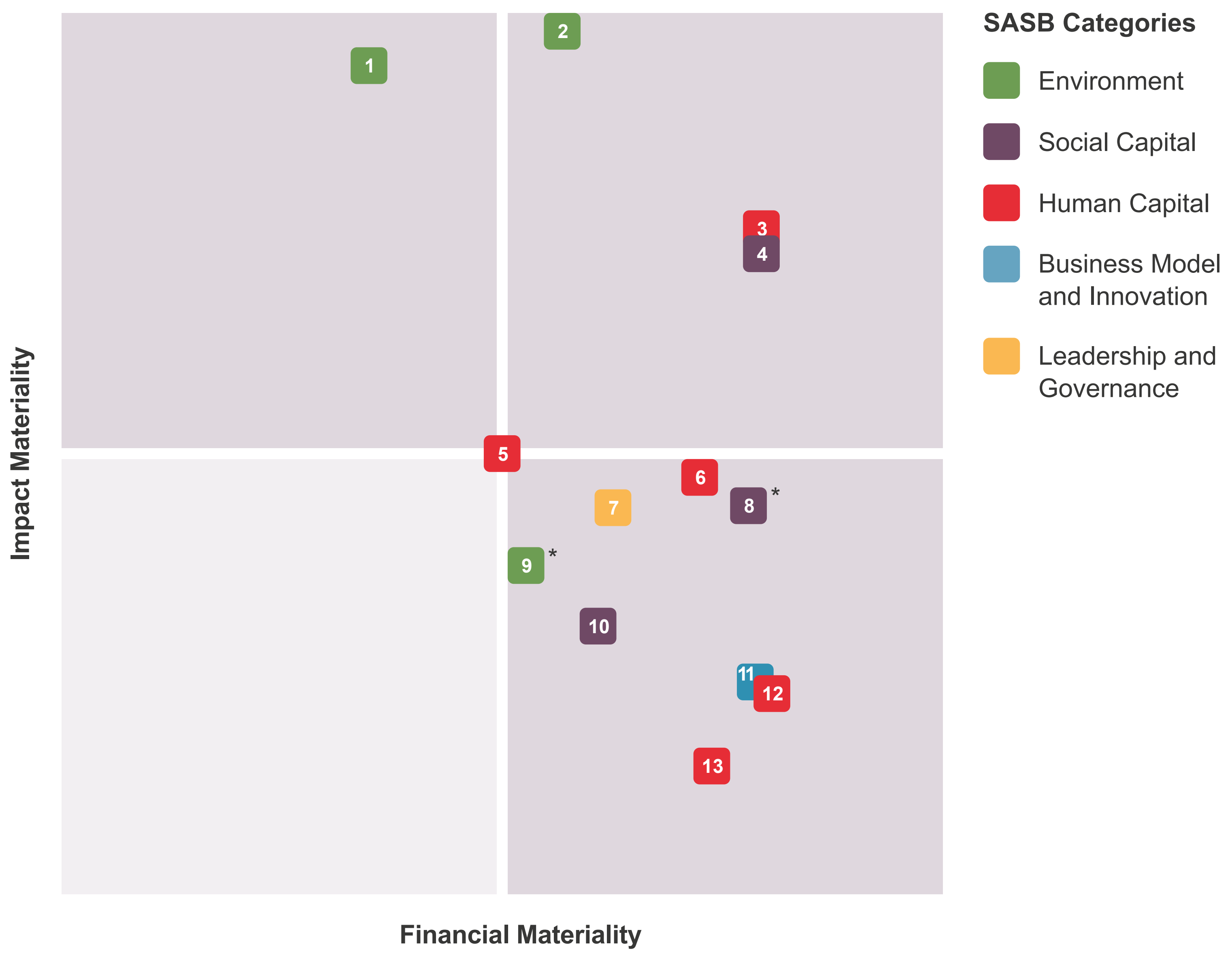
This includes an assessment of:

- The relevance of the IRO to the Group's strategy, business model and value chain;
- The expected financial effects of the IRO over different time horizons;
- The Group's governance, risk management processes and strategic responses; and
- The availability and reliability of metrics and targets to monitor performance.

The Group exercises judgement in determining the level of granularity and specificity of disclosures, taking into account the needs of primary users of financial reports and broader stakeholders, as well as the requirement to provide decision-useful information. Where relevant, disclosures are aligned with industry-based guidance to enhance comparability.

SATS will continue to review and update the DMA annually and refine assessment criteria as regulatory expectations evolve, new markets are integrated, or significant organisational changes occur.

GROUP
Double Materiality Assessment



1	Energy Management	8	Selling Practices & Product Labelling
2	GHG Emissions	9	Waste & Hazardous Materials Management
3	Employee Health & Safety	10	Data Security
4	Product Quality & Safety	11	Physical Impacts of Climate Change
5	Labour Practices	12	Employee Engagement, Diversity & Inclusion
6	Value Chain Health & Safety	13	Value Chain Labour Practices
7	Business Ethics		

* Topics assessed as material for Food Solutions segment only.

Annex C

Transition from TCFD to IFRS S2

In prior reporting periods, SATS has aligned its internal processes and reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In preparing this report, SATS has adopted IFRS S2 as its primary framework for climate-related disclosures, which replaces TCFD, in line with SGX Listing Rules and Practice Note 7.6.

As permitted under SGX transition provisions, the Group has applied a climate-first approach, prioritising IFRS S2 disclosures while progressively expanding broader IFRS S1 sustainability disclosures.

SATS' underlying climate governance, risk management processes and strategic considerations continue to reflect the evolution of practices established under earlier TCFD-aligned reporting.

Annex D

Glossary & Abbreviations

AAT	Asia Airfreight Terminal Company Limited
ABAC	Anti-Bribery and Anti-Corruption
AGM	Annual General Meeting
AI	Artificial Intelligence
APAC	Asia Pacific
BRCGS	Brand Reputation Compliance Global Standards
CAAS	Civil Aviation Authority of Singapore
CAG	Changi Airport Group
CCO	Chief Corporate Officer
CCP	Critical Control Point
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CSRD	Corporate Sustainability Reporting Directive
DMA	Double Materiality Assessment
eGSE	Electric Ground Support Equipment
EMEA	Europe, Middle East & Africa
EMEAA	Europe, Middle East, Africa & Asia
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
EVs	Electric Vehicles
FSSC	Food Safety System Certification
FY2020	SATS' financial year ending 31 March 2020
FY2024	SATS' financial year ending 31 March 2024
FY2025	SATS' financial year ending 31 March 2025
FY2026	SATS' financial year ending 31 March 2026
FY2027	SATS' financial year ending 31 March 2027
FY2030	SATS' financial year ending 31 March 2030
FY2031	SATS' financial year ending 31 March 2031

GFSI	Global Food Safety Initiative
GHG	Greenhouse Gas
Group	SATS Ltd. and its subsidiaries
GMB	Group Management Board
GRI	Global Reporting Initiative
GSE	Ground Support Equipment
GTR	Ground Team Red Sdn. Bhd.
GWP	Global Warming Potential
HACCP	Hazard Analysis Critical Control Point
HKIA	Hong Kong International Airport
HSSE	Health, Safety, Security and Environment
HVO	Hydrotreated Vegetable Oil
IATA	International Air Transport Association
ICE	Internal Combustion Engine
IEC	International Electrotechnical Commission
IFRS	International Financial Reporting Standards
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
IROs	Impacts, Risks and Opportunities
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
JV	Joint Venture
KACT1	KLIA Air Cargo Terminal 1
KLIA	Kuala Lumpur International Airport
KRIs	Key Risk Indicators
kWp	Kilowatt-peak
LED	Light-Emitting Diode
LEV	Low-Emissions Vehicle
LPD	Latest Practicable Date

LTIFR	Lost Time Injury Frequency Rate
MWh	Megawatt-hour
MWp	Megawatt-peak
NDCs	Nationally Determined Contributions
NGFS	Network of Central Banks and Supervisors for Greening the Financial Systems
NIST	National Institute of Standards and Technology
NTUC	National Trades Union Congress
PCEO	President & Chief Executive Officer
PGS	Purchased Goods and Services
PPA	Power Purchase Agreement
QSR	Quick-Service Restaurant
RCP	Representative Concentration Pathway
SASB	Sustainability Accounting Standards Board
SBP	Sustainability Business Partner
Senior Management	Collectively, members of the GMB and employees holding the rank of Senior Vice President
SG Hub	Singapore Hub
SGX	Singapore Exchange
SIF	Serious Injury and Fatality
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SMS	Safety Management System
SMU	Singapore Management University
SSC	Sustainability Steering Committee
SSRC	Safety, Sustainability and Risk Committee
SSRMC	Safety, Sustainability and Risk Management Committee
tCO_2e	Tonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-related Financial Disclosures
VPPA	Virtual Power Purchase Agreement
WFS	Worldwide Flight Services
WTCE	World Travel Catering & Onboard Services Expo

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