SATS Group ESG DataBook FY2026

About SATS Group ESG DataBook

This ESG DataBook presents a non-exhaustive collection of environmental, social and governance indicators that SATS monitors annually to assess progress against its ESG strategy and commitments. It reflects SATS' ambition to embed sustainability across all operations and geographies.
The DataBook covers performance metrics for the period from 1 April 2025 to 31 March 2026, in line with SATS' financial reporting cycle. In addition, it provides references to international sustainability standards and frameworks.

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Important Notes

Climate-related metrics including GHG emissions and energy consumption are reported from FY2020 onwards to support tracking against emissions reduction targets and comparability over time. Other metrics are reported from FY2025 onwards due to the absence of a consistent data collection framework in earlier periods. The breakdown of energy consumption by source is only available from FY2025 onwards due to these same data limitations. The Group continues to enhance its ESG data management platform to improve the completeness and granularity of future disclosures

All data contained applies to the entire Group as described in the 2026 consolidated financial statements, unless otherwise stated.

All data relates to the periods from 1 April to 31 March, in line with SATS' financial reporting cycle.

GHG emissions are measured in metric tonnes. The calculation method is based on GHG Protocol, and detailed in the GHG Emissions Methodology tab.

All currency data are in SGD.

Columns with "-" denotes that data is not available or not calculated for the relevant reporting period.

Further 2026 Reporting Documents

This ESG DataBook should be read in conjunction with the Company's Sustainability Report, Annual Report and Corporate Governance Report to provide a comprehensive understanding of the Group's ESG performance, governance practices and related disclosures

FY2026 Reporting Documents are posted on SATS website:

https://www.sats.com.sg/investors/AGM2026/AGM2026-documents

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SATS Group ESG Priorities and Targets

Following the Group's Double Materiality Assessment (DMA) conducted in FY2026, SATS refined its ESG ambition statements and targets to strengthen alignment with identified material risks and opportunities, as well as evolving regulatory expectations under SGX Listing Rules and IFRS Sustainability Disclosure Standards (IFRS S1 and S2).

ESG Priorities	SASB Material topics	Ambition statement	FY2026 performance	Key targets for FY2027 and beyond
Climate Change [4]	• GHG Emissions • Energy Management	Integrate climate mitigation and adaptation strategies across our operations and value chain to achieve meaningful emissions reductions and strengthen resilience to climate-related impacts throughout the business.	• 17% reduction of scope 1 and 2 emissions compared to established baseline [1], representing a reduction of 56,334 tCO_2e. • 6.1% reduction of scope 1 and 2 emissions compared to FY2025. • Carbon intensity per S$ million in revenue improved by 13.9% compared to FY2025, reaching 43 tCO2e/S$1M. • LEV (low-emissions vehicles) penetration reached 27% (vs. 21% in FY2025). • RE (renewable electricity) penetration increased to 42% (vs. 27% in FY2025), supported by expansion of solar capacity to 10,720 kWp.	• 20% scope 1 and 2 absolute emissions reduction by FY27 [1] • 50% scope 1 and 2 absolute emissions reduction by 2030 [1] [9] • Carbon Neutral by 2040 [2] • Net Zero by 2050 [3]
	• Physical Impacts of Climate Change		• Climate risk assessment completed across more than 200 locations using multiple IPCC scenarios (2030, 2050, 2085), covering hazards such as heat stress, flooding and wildfires (Phase 1: location-level screening)	• Continue to enhance Group' 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.
Waste & Circularity [5]	• Waste & Hazardous Materials Management	Minimize waste generation throughout our operations and advance effective recycling and resource recovery initiatives.	• Waste diversion in Singapore increased to 20% (vs. 15% in FY2025).	• Continuously seek, assess and implement effective waste-prevention, recycling and resource recovery solutions across our operations.
Workplace Health & Safety [6]	• Employee Health & Safety • Value Chain Health & Safety	Strengthen and sustain a strong safety culture through robust safety management processes, proactive risk identification, continuous leadership engagement, and workforce competency development.	• Lost Time Injury Frequency Rate (LTIFR) reported at 6.14 per 1 million hours worked. • Introduction of the first unified SATS Group HSSE Policy. • Implementation of a Group-wide Safety Management System. • Launch of the "Home Safe and Secure Everyday" global HSSE campaign and six behavioural commitments	• 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 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.
Human Capital Development	• Labour Practices • Employee Engagement, Diversity & Inclusion	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.	• Achieved a global employee engagement score of 88%. • 2,487 employees participated in targeted leadership development, upskilling, and mentorship programmes, representing an 18% increase compared with FY2025.	• 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.
Diversity & Inclusion	• Employee Engagement, Diversity & Inclusion	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.	• Women represented 24% of leadership positions, representing a 10% decrease compared to the 26% in FY2025. • Workplace Inclusion e-learning reached a 95% completion rate across the global workforce, exceeding the ≥90% annual completion target. • The SATS Network of WoMen was launched with 120 inaugural members.	• Achieve 35% women in leadership roles by 2030. [7] • Provide mandatory workplace inclusion training for new hires and all employees, with 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.

Quality & Safety of Products & Services	• Product Quality & Safety • Selling Practices & Product Labelling	Maintain high and uncompromising safety, security, and quality standards for our products and services through global best practices, innovation, and operational excellence.	*Not applicable (new material topic identified in FY26 Double Materiality Assessment)*	Aviation Safety & Security • 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. Food Safety • Maintain zero major food safety incidents. • Maintain relevant aviation and food safety certifications and strong regulatory compliance across facilities to support business continuity. Quality • Ensure customer satisfaction and confidence regarding the quality of our products and services.
Business Ethics & Regulatory Compliance [8]	• Business Ethics	Ensure all our business entities apply consistent and strict ethical behaviours, contributing to fairness and justice within the communities we serve.	• 88% of employees completed ABAC training & 95% completed Sanctions & Export Control training. • SATS maintained ISO 37001 certification for SATS Ltd. and selected Singapore entities, with the latest audit reporting no non-conformances. • A globally standardised desktop due diligence screening tool was also rolled out.	• 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.
Cybersecurity & Data Protection	• Data Security	Continuously mature the company's cybersecurity resilience by enhancing preparedness and awareness across all levels.	• 91% of employees completed Personal Data Protection training, exceeding the ≥90% annual target. • Enterprise-wide phishing awareness training and simulations were conducted regularly, and role-based cybersecurity training was introduced for targeted employees with elevated digital access. • SATS also continued alignment with ISO/IEC 27001 and assessed maturity against the NIST Cybersecurity Framework.	• 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.
Sustainable Sourcing	• Value Chain Health & Safety • Value Chain Labour Practices • GHG Emissions	Build a resilient supply chain, encouraging transparency and ethical practices and collaborating with suppliers to address environmental and social impacts.	• 89% of strategic suppliers globally were ESG-assessed. • SATS revised its Group Procurement Policy, expanded supplier ESG assessments, conducted supplier engagement workshops. • Achieved an EcoVadis Bronze medal.	• All strategic suppliers contractually committed to the harmonised Supplier Code of Conduct and ESG-assessed through due diligence processes by 2030. [9] • Embed ESG criteria in all key procurement decisions by 2030[9] 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.

Notes

[1] Group baseline (331,527 tCO2e) is the sum of the Scope 1 and 2 emissions in 2020 for Singapore operations (188,646 tCO2e) and in 2024 for Overseas operations (142,881 tCO2e).

[2] Carbon neutrality refers to the reduction and balancing of 100% of Scope 1 and 2 emissions across SATS' operations.

[3] Net Zero means the comprehensive reduction and balancing of all greenhouse gas emissions across Scope 1, 2, and 3 across SATS operations.

[4] Terminology change compared to FY25: from Decarbonization to Climate Change to include the Physical Impacts of Climate Change (Adaptation & Resilience), integrating the outcomes of the FY26 Double Materiality Assessment

[5] Terminology change compared to FY25: from Waste & Packaging to Waste & Circularity, integrating the outcomes of the FY26 Double Materiality Assessment

[6] Terminology change compared to FY25: from Safety & Security to Workplace Health & Safety, integrating the outcomes of the FY26 Double Materiality Assessment

[7] Leadership roles refer to senior management positions, defined as all Vice President-level roles and above, consistent with internal job grading.

[8] Terminology change compared to FY25: from Governance & Business Ethics to Business Ethics & Regulatory Compliance, integrating the outcomes of the FY26 Double Materiality Assessment

[9] When targets are set "by 2030", it means by end of FY2031 which ends 31 March 2031.

GHG Emissions Methodology

Approach

We prioritise the use of actual activity data in compiling our GHG emissions inventory. Where such data is unavailable, reasonable estimates based on historical data are applied to maintain data integrity and coverage.

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

We have been consistently tracking and reporting our Scope 1 and 2 emissions since 2018, in accordance with the GHG Protocol.

Since 2020, we have expanded our efforts to include selected Scope 3 emissions categories, where reliable data is available. Proxy data is not used and categories are included only where sufficient underlying data supports a reasonable level of accuracy. This approach reflects current data availability and will be expanded as data maturity improves.

For the second consecutive reporting period, we utilised an ESG data management and reporting platform that incorporates internationally recognised reference data. The platform includes an automated AI emissions calculation tool that applies relevant emission factors, enhancing the accuracy and efficiency of our emissions reporting.

Our GHG inventory includes carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and hydrofluorocarbons (HFCs).

Scope 1 GHG Emissions

Scope 1 GHG emissions represent direct emissions from sources that are owned or controlled by SATS, in accordance with the GHG Protocol Corporate Standard.
Scope 1 emissions arise from the following categories:

Category	Description
Fuel combustion — stationary	Emissions from the combustion of fuels in stationary sources such as boilers, generators, and heating equipment. Fuels include diesel, gasoline, kerosene, liquefied petroleum gas (LPG), natural gas, town gas, biomass fuels, renewable diesel, and biodiesel blends.
Fuel combustion — mobile	Emissions from fuel consumption in SATS-operated vehicles and ground support equipment, primarily using diesel, gasoline, and LPG.
Fugitive emissions (refrigerants)	Emissions from the leakage of refrigerants from refrigeration and air-conditioning equipment. Emissions are calculated based on actual refrigerant recharge and top-up records during the reporting period.

Scope 1 emissions are calculated using activity data and appropriate emission factors, in line with recognised international standards and reporting frameworks.

Primary standards and emission-factor sources
The following standards and databases are used, where applicable, to determine emission factors and global warming potentials (GWPs):
- IPCC Fifth Assessment Report (AR5)
- IPCC Guidelines for National Greenhouse Gas Inventories
- National Greenhouse and Energy Reporting (Measurement) Determination 2008 (Australia).
- Japan Greenhouse Gas Emissions Calculation, Reporting and Publication System (SHK).
- DESNZ — UK Greenhouse Gas Reporting Conversion Factors 2025.

Scope 2 GHG Emissions

Scope 2 GHG emissions represent indirect emissions from the generation of purchased energy consumed by SATS, in accordance with the *GHG Protocol Corporate Standard.*
Scope 2 emissions are reported using both the location-based method and, where applicable, the market-based method, reflecting the emissions intensity of the grids where energy is consumed and the impact of contractual instruments such as renewable energy procurement.
These emissions arise from the following categories:

Category	Description
Purchased electricity	Emissions from electricity consumed across SATS' global operations, including grid electricity and supplier-specific low-carbon electricity.
Purchased heating	Emissions from heating energy (e.g. steam or district heating) supplied to facilities by third-party utilities, measured in energy units such as kWh or

Scope 2 emissions are calculated using energy consumption data and applicable grid emission factors, in line with recognised international standards.

Market-Based Electricity Procurement
Where relevant, the market-based method incorporates the impact of contractual instruments, including:
- Energy Attribute Certificates (EACs) (including Renewable Energy Certificates (RECs))
- Supplier-specific emission factors under green electricity contracts
- Other contractual arrangements, such as power purchase agreements (PPAs), where applicable

Since April 2022, SATS has transitioned to a green electricity provider for all contestable facilities in Singapore (excluding those within the Changi Airport grid). This electricity is backed by bundled Energy Attribute Certificates (EACs) from hydroelectric projects in Vietnam and is reflected in the market-based Scope 2 emissions.

Grid emission factor sources (location-based)
Location-based Scope 2 emissions are calculated using country- specific grid emission factors, sourced from recognised international and national publications.
The most recent publicly available grid emission factors have been applied for each jurisdiction at the time of calculation, in line with recognised international reporting practices.

- National Greenhouse and Energy Reporting (Measurement) Determination 2008 (Australia)
- EU AIB 2024 — European Residual Mix (Production Mix)
- Ministry of Science and Technology of Brazil — Grid Emission Factor 2024
- Institute for Global Environmental Strategies (IGES) — List of Grid Emission Factors
- CLP — Sustainability Report 2023 (Hong Kong)
- Central Electricity Authority (CEA) — Baseline Carbon Dioxide Emission Database, Version 20.1 and 21.0 (India)
- Electricity Maps — Japan Regional Grid Emission Factor 2024
- MEIH — Malaysia Grid Emission Factor 2022
- Ember — Yearly Electricity Data
- Energy Market Authority — Singapore Energy Statistics
- Ministry of Energy, Thailand — EPPO CO_2 statistics
- DESNZ — UK Greenhouse Gas Reporting Conversion Factors 2025
- US EPA — eGRID 2023

Scope 3 GHG Emissions

Scope 3 GHG emissions represent all other indirect emissions that occur across the value chain of SATS, both upstream and downstream of its operations, in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard.

SATS applies a combination of activity-based, distance-based and spend-based approaches, depending on data availability and the nature of each category.

SATS reports Scope 3 emissions across the following categories:

Category 1	Purchased Goods & Services	Emissions from the production of goods and services procured by SATS during the reporting period. A spend-based approach is applied, using supplier-specific emission factors where available, otherwise EXIOBASE 3 spend factors.
Category 2	Capital Goods	Emissions from the production of capital goods (assets with extended useful life used by SATS to manufacture, deliver or sell products and services) purchased in the reporting year. Emissions are calculated using a spend-based approach, applying EXIOBASE 3 spend factors to capital expenditure.
Category 3	Fuel & Energy Related Activities	Emissions related to the production of fuels and energy purchased and consumed by SATS that are not already counted in Scope 1 or Scope 2. It includes well-to-gate (upstream) emissions of purchased fuels, upstream emissions of purchased electricity, and emissions from grid transmission and distribution (T&D) losses. Upstream multipliers are applied to SATS' Scope 1 fuel consumption and Scope 2 electricity / heat consumption data.
Category 4	Upstream Transportation & Distribution	Not separately reported as it is considered to be included in Category 1 — EXIOBASE spend factors already include allowances for upstream transportation.
Category 5	Waste Generated in Operations	Emissions from third-party treatment and disposal of operational waste. An activity-based approach is used, based on waste quantities and treatment routes such as landfill, incineration, recycling and composting. Data from WFS Americas captured under Category 1 (spend-based) as activity data was not readily available.
Category 6	Business Travel	Emissions from employee travel for business purposes, including air, land transport and hotel stays. A distance-based (km) and room-night-based approach is applied where data is available, a spend-based approach where such data is not available.
Category 7	Employee Commuting	SATS used a distance-based, modal-share weighted approach, calculated monthly per country cohort across 25 countries. In the absence of primary employee data, modal splits are estimated using publicly available information and proxies. A blended emission factor is derived for each cohort by weighting transport-mode emission factors by the modal split applicable to that country. A blanket 20% (1 in 5) days Work From Home was assumed.
Category 8	Upstream leased assets	Under the operational control approach – it is assumed that leased assets are covered under Scope 1 and 2.
Category 9	Downstream Transportation & Distribution	Emissions from the transportation and distribution of products after sale. A fuel- or activity-based approach is applied where data is available, and a spend-based approach where such data is not available.
Category 10	Processing of sold products	Not applicable.
Category 11	Use of sold products	Not applicable.
Category 12	End-of-Life Treatment of Sold Products	Emissions from the disposal and treatment of products sold by SATS, primarily packaging materials. An activity-based approach is applied, using weight and quantity sold of packaging products and country-of-sale treatment statistics.
Category 13	Downstream leased assets	Emissions from the operation of assets owned by SATS and leased to other entities, that are not covered in Scope 1 and 2 already. SATS used electricity consumption-based calculations for this category.
Category 14	Franchises	Not applicable.
Category 15	Investments	Emissions associated with SATS' investment portfolio, calculated in line with the Partnership for Carbon Accounting Financials (PCAF) methodology. A hybrid approach was used, applying investee scope 1 & 2 emissions data where available and sectoral revenue / spend-based factors otherwise.

Emission factor and conversion factor sources

Scope 3 emissions are calculated using recognised international emission factor databases, including:

- IPCC (AR5 and Guidelines) — global warming potentials and default factors
- EXIOBASE 3 — spend-based emission factors
- DEFRA/DESNZ 2025 — travel and waste factors
- IGES and national factor registries — waste and regional factors
- USEPA Supply Chain Factors — spend-based fallback
- Greenview / Cornell Hotel Footprinting Tool — hotel stay emissions
- PCAF Standard — financed emissions (Category 15)

Note of Caution

While prepared in good faith, measuring or quantifying data on GHG emissions has inherent uncertainty and limitations in its reliance on estimates, assumptions and management judgement.

Additionally, international standards and protocols relating to data collection methodologies and emissions calculations and categories continue to evolve and may vary significantly across jurisdictions. Accepted norms regarding relevant terminology such as “carbon neutral” may also evolve, which could affect the emissions data SATS reports.

SATS is also progressively enhancing its data collection methodologies and strengthening the underlying processes as best practices continue to develop and data availability and quality continue to improve, which may result in additional variations year-on-year.

Where applicable, SATS may rely on information obtained from third parties that may not be verifiable by SATS. There may also be differences in the way third parties calculate or report GHG emissions data, which may affect comparability to SATS’ data.

Any emissions data provided by SATS should be interpreted as indicative values provided on a best-efforts basis based on the information available to SATS as of the date of this report's publication. SATS does not undertake any obligation to publicly update or revise the data made available in between reporting cycles, but retrospective restatements of GHG emissions data may be necessary in subsequent reporting cycles.

GHG Emissions [1]

Absolute Emissions	Unit	Standard Ref.	FY2020	FY2021[6]	FY2022[6]	FY2023[7]	FY2024	FY2025[8]	FY2026[10]
Scope 1 & 2 [2]	Tonnes of CO_2e	S2.29(a)(iv)	216,201	143,375	141,722	208,246	329,900	293,187	**275,193** [10]
By geography									
Singapore-based operations [3]	Tonnes of CO_2e		**188,645**	125,196	116,805	165,548	187,019	143,091	133,349
Overseas operations [4]	Tonnes of CO_2e		27,556	18,179	24,917	42,698	**142,881**	150,096	141,844
Scope 1, 2 & 3 [2]	Tonnes of CO_2e		Not available [6]	Not available [6]	Not available [6]	1,105,813	1,160,644	1,264,187	**1,243,755**
Emission Intensity									
Carbon intensity per SGD revenue[5], for Scope 1 & 2[2]	tCO2e / Million SGD	GRI 102-8 ; S2.29(f)(ii)	111	148	120	118	64	50	**43**
For Food Solutions			-	-	-	-	188	127	111
For Gateway Services			-	-	-	-	30	27	24
Carbon intensity per SGD revenue[5], Scope 1, 2 & 3[2]	tCO2e / Million SGD	GRI 102-8 ; S2.29(f)(ii)	Not available [6]	Not available [6]	Not available [6]	629	225	217	**196**
For Food Solutions			-	-	-	-	727	659	561
For Gateway Services			-	-	-	-	88	64	70
Absolute Emissions Details: Scope 1									
Scope 1	Tonnes of CO_2e	GRI 102-5; S2.29(a)(i); TR-AF-110a.1	150,099	89,790	86,879	136,974	235,948	222,510	**206,796** [10]
By geography									
Singapore-based operations	Tonnes of CO_2e		138,654	87,582	80,067	120,237	135,344	114,000	106,066
Overseas operations	Tonnes of CO_2e		11,445	2,208	6,812	16,738	100,603	108,510	100,730
By activity									
Food Solutions	Tonnes of CO_2e		-	-	-	-	147,016.8	128,736	113,010
Gateway Services	Tonnes of CO_2e		-	-	-	-	88,931	93,766	93,777
Corporate	Tonnes of CO_2e							9	9
By source									
From Fuel Combustion	Tonnes of CO_2e		54,635	22,427	26,781	40,896	124,395	112,645	103,832 [10]
From Fugitive Emissions	Tonnes of CO_2e		95,464	67,363	60,098	96,078	111,552	109,865	102,965 [10]

Absolute Emissions Details: Scope 2

Scope 2 (location-based method)	Tonnes of CO_2e		66,102	53,585	54,843	71,272	93,952	99,055	98,194	
Scope 2 (market-based method)[9]	Tonnes of CO_2e	GRI 102-6; S2.29(a)(v)	66,102	53,585	54,843	71,272	93,952	70,677	**68,397**	[10]
By geography										
Singapore-based operations[9]	Tonnes of CO_2e		49,991	37,615	36,738	45,311	51,674	29,090	27,283	
Overseas operations[9]	Tonnes of CO_2e		16,111	15,971	18,104	25,961	42,278	41,586	41,114	
By activity										
Food Solutions	Tonnes of CO_2e		-	-	-	-	61,718.5	43,344	41,776	
Gateway Services	Tonnes of CO_2e		-	-	-	-	32,233	26,925	26,315	
Corporate	Tonnes of CO_2e							407	306	
By source										
From Purchased Electricity (location-based method)	Tonnes of CO_2e		66,102	53,585	54,043	67,902	89,091	98,957	97,828	
Purchased Electricity (market-based method)	Tonnes of CO_2e		-	-	-	-	-	70,579	68,031	
Reduction through market-based measures	Tonnes of CO_2e		-	-	-	-	-	28,378	29,797	
From Purchased Heat and Steam	Tonnes of CO_2e		-	-	487	2,022	2,908	98	364	
From Purchased Cooling	Tonnes of CO_2e		-	-	312	1,347	1,953	-	3	

Absolute Emissions Details: Scope 3

Scope 3	Tonnes of CO_2e	GRI 102-7; S2.29(a)(vi)	Not available [6]	Not available [6]	Not available [6]	897,567	830,744	971,620	**968,561**	
By activity										
Food Solutions	Tonnes of CO_2e		-	-	-	-	597,271	760,926	668,751	
Gateway Services	Tonnes of CO_2e		-	-	-	-	233,390	210,694	299,811	
By category										
Category 1: Purchased goods and services	Tonnes of CO_2e		-	-	-	604,063	694,397	815,519	750,481	
Category 2: Capital Goods	Tonnes of CO_2e		-	-	-	27,825	6,143	19,877	41,045	[11]
Category 3: Fuel and Energy-Related Activities (not included in Scope 1 and 2)	Tonnes of CO_2e		-	-	-	48,469	6,744	6,640	28,266	[12]
Category 4: Upstream Transportation and Distribution	Tonnes of CO_2e		-	-	-	8,078	2	7	7	
Category 5: Waste generated in operations	Tonnes of CO_2e		-	-	-	6,283	7,269	9,575	6,393	
Category 6: Business travel	Tonnes of CO_2e		-	-	-	3,590	3,259	15,918	8,107	[13]
Category 7: Employee commuting	Tonnes of CO_2e		-	-	-	20,644	23,534	24,923	49,741	[14]
Category 8: Upstream Leased Assets (Under operational	Tonnes of CO_2e		-	-	-	11	-	-	NA	
Category 9: Downstream Transportation and Distribution	Tonnes of CO_2e		-	-	-	-	5,614	1,775	1,662	
Category 10: Processing of Sold Products	Tonnes of CO_2e		-	-	-	-	NA	NA	NA	
Category 11: Use of Sold Products	Tonnes of CO_2e		-	-	-	-	NA	NA	NA	
Category 12: End of life of sold products	Tonnes of CO_2e		-	-	-	25,132	23,604	14,564	16,882	
Category 13: Downstream Leased Assets	Tonnes of CO_2e		-	-	-	9,873	529	720	10	[15]
Category 14: Franchises	Tonnes of CO_2e		-	-	-	NA	NA	NA	NA	
Category 15: Investments	Tonnes of CO_2e	S2.29(a)(iv)	-	-	-	143,611	59,641	62,101	65,968	

Notes

[1] For more information on SATS GHG emissions methodology and scope, please refer to the GHG Emissions Methodology tab in this DataBook.

[2] Combined totals including Scope 2 emissions are presented on the basis of location.

[3] Baseline for Singapore operations: 188,646 tonnes of CO2e (FY2020)

[4] Baseline is for Overseas operations: 142,881 tonnes of CO2e (FY2024)

[5] Revenues in SGD for FY2020, FY2021, FY2022, FY2023, FY2024, FY2025 and FY2026 are 1,941 million, 970 million, 1,176 million, 1,758 million, 5,149 million, 5,821 million and 6,345 million respectively. The FY2025 values for Carbon Intensity (scope 1 & 2) for Food Solutions and Gateway Services have been corrected in the ESG DataBook (prior discrepancy on SR25 page 19)

[6] No Scope 3 emissions data is available for FY2020, FY2021 and FY2022. FY2020 Scope 3 emissions were previously calculated for baseline-setting purposes using estimation methodologies. As the Group's current emissions reduction targets focus on Scope 1 and 2 emissions, FY2020 Scope 3 emissions have been excluded from this year's reporting. Scope 1, 2 and 3 emissions data is reported where comparison over time is possible.

[7] Includes data from WFS for the first time, following the acquisition by SATS

[8] FY2025 values have been restated to correct identified overstatements in emissions data, comprising Scope 1 refrigerant emissions (16,836 tCO_2e), Scope 1 fuel emissions (1,000 tCO_2e), and Scope 2 emissions (5,238 tCO_2e).

[9] The decrease in FY2025 emissions is primarily driven by a change in methodology from location-based to market-based Scope 2 accounting, together with the application of abatement factors associated with green electricity purchases.

[10] The overall year-on-year reduction of Scope 1 and 2 emissions is due to multiple decarbonisation initiatives across SATS network and are detailed in the Sustainability Report 2026.

[11] The increase in Scope 3 Category 2 emissions in FY2026 compared to FY2025 is mostly due to modernisation and refurbishment of SATS Security asset and SATS Lounges in Singapore.

[12] The increase in Scope 3 Category 3 emissions in FY2026 compared to FY2025 is primarily driven by a correction to the Well-to-Tank (WTT) methodology applied in FY2026, resulting in improved capture of upstream fuel-related emissions. As this update was not applied retrospectively to FY2025, year-on-year comparison is not relevant.

[13] The increase in Scope 3 Category 6 emissions in FY2025 and FY2026 compared to FY2024 is primarily driven by the integration efforts post WFS acquisition and the international nature of the Group. The reduction of emissions in FY2026 compared to FY2025 is due to geopolitical circumstances.

[14] The increase in Scope 3 Category 7 emissions in FY2026 compared to FY2025 is driven by headcount increase and by improvements in data methodology. In FY2026, data was collected using country-level headcounts, inclusive of Brazil, compared to FY2025 where employees were grouped at a regional level due to the lack of accurate data at that time, exclusive of Brazil.

[15] The decrease in Scope 3 Category 13 emissions in FY2026 compared to FY2025 is driven by a reclassification of downstream leased assets. The bulk of these emissions are now captured under Scope 1 and Scope 2, where the associated energy use is accounted for, avoiding double counting.

Energy Consumption

Energy Consumption	Unit	Standard Ref.	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Total energy consumption	GJ	103-2; FB-RN-130a.1	1,356,695	700,960	840,950	1,243,955	2,692,313	2,569,822	**2,469,893**
By category									
Total Fuel & Gas Combustion (for Mobile and Stationary)	GJ	GRI 103-2 (a)	469,395	194,250	218,564	305,241	1,861,883	1,687,404	1,577,079
Share of Fuel combustion used for Road Transport only [1]	*GJ*	TR-AF-110a.3(1)	-	-	-	-	-	-	*1,200,191*
Share of Renewable Source (biodiesel, ethanol) used for Road Transport only [1]	%	TR-AF-110a.3(1b)	-	-	-	-	-	-	*4%*
Total Fossil Source (for Mobile and Stationary)	GJ	GRI 103-2 (a)	-	-	-	-	-	1,681,883	1,525,560
Total Renewable Source (biodiesel, ethanol) (for Mobile and Stationary)	GJ		-	-	-	-	-	5,521	51,519 [2]
Electricity, Heating, Cooling and Steam	GJ	GRI 103-2 (b)	887,300	506,710	622,386	938,714	830,430	882,418	892,814
Grid electricity	GJ		-	-	-	-	-	517,528	514,851
Renewable Electricity	GJ	GRI 103-2 (c)	-	-	-	-	-	320,161	374,355 [3]
Heating, Cooling and Steam	GJ							2,646	10,771
Renewable electricity share[4]	%		-	-	-	-	-	38%	**42%**
Low emissions vehicles share	%		-	-	-	-	-	21%	**27%**

Energy Consumption Intensity	Unit	Standard Ref.	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Energy consumption intensity[5]	GJ/MSGD revenue	GRI 103-4	699	723	715	707	523	441	**389**

Notes

[1] The distinction between mobile and stationary sources was introduced in FY2026 as part of enhanced data collection processes. No such breakdown is available for prior years.

[2] The ten times increase from FY2025 to FY2026 reflects ongoing fleet decarbonisation initiatives, including the progressive transition to biodiesel where electrification is not yet feasible, resulting in higher volumes of biodiesel consumption.

[3] In FY2026, SATS ceased the sale of Renewable Energy Certificates (RECs) generated from its Singapore solar rooftop installations. The associated environmental attributes are now retained and the renewable electricity is recognised within SATS' Scope 2 market-based emissions.

[4] In FY2025, the renewable electricity share was calculated based on associated emissions and therefore reported as 27%. From FY2026 onwards, it is calculated based on the share of electricity consumption, and the reported renewable electricity share for FY2025 has been modified to 38% to reflect the new methodology and allow year-on-year comparability.

[5] Revenues in SGD for FY2020, FY2021, FY2022, FY2023, FY2024, FY2025 and FY2026 is 1,941 million, 970 million, 1,176 million, 1,758 million, 5,149 million, 5,821 million and 6,345 million.

Waste & Circularity[1]

Waste Generated	Units	Standard Ref.	FY2025	FY2026	
Total weight of waste generated across the Group	Tonnes	GRI 306-3; FB-RN-150a.1	112,832	53,371	[2]
By activity [3]					
Food Solutions	Tonnes		28,213	35,809	
Food Solutions - Singapore	Tonnes		27,967	29,707	
Food Solutions - Overseas	Tonnes		247	6,103	[2]
Gateway Services	Tonnes		84,619	17,561	[2]
Total weight of waste generated in Singapore	Tonnes		29,336	**39,118**	[2]
By composition for Food Solutions	*Tonnes*		*27,967*	***29,707***	
Non-hazardous waste	Tonnes		27,526	28,385	
General waste	Tonnes		23,814	24,191	
Food & beverage	Tonnes		432	637	
Percentage food waste, in Singapore [4]	*%*	FB-RN-150a.1	*1.54%*	*2.14%*	
Carton boxes & cardboard	Tonnes		1,885	1,812	
Wood & wood products	Tonnes		348	610	
Plastics	Tonnes		62	277	
Glass	Tonnes		739	784	
Paper	Tonnes		123	0.01	
Metal	Tonnes		107	49	
Cooking oil	Tonnes		16	26	
Hazardous waste	Tonnes		440	1,321	
Hazardous solid waste	Tonnes		440	1,321	[5]
Oily water	Tonnes		0.18	-	
Organic waste	Tonnes		-	-	
By composition for Gateway Services	*Tonnes*		*1,369*	***9,411***	[2]
Non-hazardous waste	Tonnes		1,369	9,292	[2]
General waste	Tonnes		543	5,413	[2]
Carton boxes & cardboard	Tonnes		-	58	[2]
Wood & wood products	Tonnes		631	2,721	[2]
Plastics	Tonnes		46	215	[2]
Glass	Tonnes		-	-	[2]
Paper	Tonnes		116	661	[2]
Metal (aluminium)	Tonnes		34	223	[2]
Hazardous waste	Tonnes		-	119	[2]
Batteries	Tonnes		-	37	[2]
Hazardous solid waste	Tonnes		-	43	[2]
Mixed electronic waste	Tonnes		-	5	[2]
Oily water	Tonnes		-	21	[2]
Waste oil (mineral)	Tonnes		-	13	[2]

Waste Diverted from Disposal *(i.e. recycled, composted, reused)*

	Units	Standard Ref.	FY2025	FY2026
Total weight of waste diverted from disposal across the Group	Tonnes	GRI 306-4a	27,570	**12,848**
Total weight of waste diverted from disposal for Singapore-based operations	Tonnes		4,299	**7,711**
% waste diverted from disposal for Singapore-based operations	%	FB-RN-150a.1	*15%*	*20%*

By composition in Singapore		GRI 306-4a		
By composition for Food Solutions				
Non-hazardous waste	Tonnes	GRI 306-4c	3,534	3,775
General waste	Tonnes		1	1
Food & beverage	Tonnes		253	566
Carton boxes & cardboard	Tonnes		1,885	1,812
Wood & wood products	Tonnes		348	261
Plastics	Tonnes		62	277
Glass	Tonnes		739	784
Paper	Tonnes		123	0
Metal	Tonnes		107	49
Cooking oil	Tonnes		16	26
Hazardous waste	Tonnes	GRI 306-4b	-	-
By composition for Gateway Services				
Non-hazardous waste	Tonnes	GRI 306-4 c	765	3,885
General waste	Tonnes		282	14
Carton boxes & cardboard	Tonnes		-	58
Wood & wood products	Tonnes		404	2,721
Plastics	Tonnes		2	215
Glass	Tonnes		-	-
Paper	Tonnes		44	661
Metal (aluminium)	Tonnes		33	214
Hazardous waste	Tonnes	GRI 306-4b	-	51
Batteries	Tonnes		-	33
Hazardous solid waste	Tonnes		-	-
Mixed electronic waste	Tonnes		-	5
Oily water	Tonnes		-	-
Waste oil (mineral)	Tonnes		-	13

Waste Directed to Disposal

Total weight of waste directed to disposal across the Group	Tonnes	GRI 306-5a	85,262	**40,523**
Total weight of waste directed to disposal for Singapore-based operations	Tonnes		25,037	**31,407**
% weight of waste directed to disposal for Singapore-based operations	*%*		*85%*	*80%*
By waste category and by disposal method, in Singapore				
Non-hazardous waste disposed	Tonnes	GRI 306-5c	24,597	30,018
Incineration	Tonnes		24,558	30,007
Landfilling	Tonnes		39	11
Hazardous waste disposed	Tonnes	GRI 306-5b	440	1,389
Incineration	Tonnes		440	1,362
Landfilling	Tonnes		0.18	27

Notes

[1] As of the publication date of this Databook, there is no single standardised methodology across the Group's entities for waste quantification. The Group continues to enhance its data collection and estimation processes to improve the accuracy and consistency of waste-related data. Accordingly, readers of the report should exercise caution in reviewing the data in this section for year-on-year changes.

[2] Waste data for certain Gateway Services, including Gateway Services in Singapore (SG Hub), and Food Solutions overseas operations was unavailable for FY2025 and FY2026 due to limitations in data collection processes. In addition, the Group is transitioning from spend-based estimation to activity-based quantification approaches. Accordingly, year-on-year changes may be affected by differences in data coverage and methodology and may not reflect changes in actual waste generation. To support comparability in future reporting periods, SATS is in the process of developing an updated methodology.

[3] Waste data collection and accounting at overseas entities continue to improve year-on-year, resulting in increased reported waste tonnage for certain overseas operations. As Waste & Circularity has been identified as a material topic for Food Solutions (and not Gateway Services), a breakdown between Food Singapore and Food Overseas is provided to reflect the Group's waste profile where waste-related impacts are most relevant.

[4] This metric applies to Food Solutions only and is provided in line with industry-based metrics. The percentage of food waste is calculated as follows: Total weight of food waste generated by Food Solutions Singapore divided by the total weight of waste generated by Food Solutions Singapore.

[5] Hazardous solid waste for Food Solutions Singapore increased in FY2026 due to Primary Industries' adoption of a more comprehensive estimation and calculation methodology. As a result, year-on-year changes may be influenced by improved data coverage and methodological enhancements and may not fully reflect changes in underlying waste generation.

Workplace Health & Safety[1]

Work-related Injuries & Illness	Units	Standard Ref.	FY2025	FY2026
Lost Time Injury / Illness Frequency Rate (LTIFR)[2]	rate per 1M hours worked		5.81	**6.14**
Lost-Time Injury / Illness (LTI)[3]	Nb		1,013	1,076
Total Recordable Incident Rate (TRIR)[4]	rate per 1M hours worked	TR-AF-320a.1(1)	-	12.11
Total number of work-related fatalities	Nb	GRI 403-9	1[6]	1 [7]
Work-related fatality rate	rate per 1M hours worked	GRI 403-9; TR-AF-320a.1(2)	0.01	0.01
Total number of high-consequence work-related injuries[5], excluding fatalities	Nb	GRI 403-9	34	15
High-consequence work-related injuries[5] rate, excluding fatalities	rate per 1M hours worked	GRI 403-9	0.20	0.08
Number of hours worked	Nb	SV-PS-000.B	174,263,336	180,184,398

Notes

[1] Scope of report includes both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation.

[2] Lost Time Injury / Illness Frequency Rate (LTIFR) is the number of LTIs per 1 000 000 man-hours worked. FY2026 is the first year of full global system integration for data collection. Prior years relied on manual processes; the observed increase primarily reflects improved data completeness.

[3] Lost-Time Injury / Illness (LTI) is the total number of a work-related injury or illness resulting in at least one day away from work.

[4] Total Recordable Incident Rate (TRIR) is a SASB industry-based metric measuring the number of work-related recordable injuries relative to total hours worked. It includes all recordable cases such as fatalities, LTIs, restricted work / return-to-work cases, medical treatment cases (excluding first aid only cases). TRIR was not tracked in FY2025.

[5] High-consequence work-related injury: a work-related injury that results in a worker being unable to return to work for six months or more, excluding fatalities.

[6] FY2025: One fatality was recorded involving a contractor employee within a joint-venture in the Food Solutions business.

[7] FY2026: One fatality was recorded involving a direct employee within a joint venture in the Gateway Services business.

Workforce[1]

Total Number of Employees	Units	Standard Ref.	FY2025[2]	FY2026[3]
Total Headcount at year-end	Nb	GRI 2-7a	45,902	**57,861**
By region [4]		GRI 2-7a		
APAC	Nb		19,516	**20,992**
EMEA	Nb		7,625	**6,149**
Americas	Nb		18,761	**30,720**
By gender		GRI 2-7a		
Male	Nb		31,302	39,018
Female	Nb		13,755	18,586
Not disclosed	Nb		845	257
Share of female employees amongst employees	%		*30.0%*	*32.1%*
By employee contract		GRI 2-7b; SV-PS-000.A		
Permanent Full Time	Nb		34,334	46,611
APAC				
Male	*Nb*		10,291	12,056
Female	*Nb*		4,854	5,668
Not disclosed	*Nb*		0	0
EMEA				
Male	*Nb*		5,018	4,723
Female	*Nb*		1,088	981
Not disclosed	*Nb*		0	0
Americas				
Male	*Nb*		9,177	15,311
Female	*Nb*		3,904	7,697
Not disclosed	*Nb*		2	175
Share of permanent full time employees	*%*		*75%*	*81%*
Permanent Part Time	Nb		5,961	7,958
APAC				
Male	*Nb*		8	9
Female	*Nb*		37	38
Not disclosed	*Nb*		0	0
EMEA				
Male	*Nb*		143	226
Female	*Nb*		104	148
Not disclosed	*Nb*		0	0
Americas				
Male	*Nb*		3,755	4,702
Female	*Nb*		1,907	2,753
Not disclosed	*Nb*		7	82
Share of permanent part time employees	*%*		*13%*	*14%*
Temporary	Nb		3,157	1,726
APAC				
Male	*Nb*		1,804	1,193
Female	*Nb*		908	490
Not disclosed	*Nb*		-	0
EMEA				
Male	*Nb*		309	33
Female	*Nb*		127	10
Not disclosed	*Nb*		0	0
Americas				
Male	*Nb*		6	0
Female	*Nb*		3	0
Not disclosed	*Nb*		-	0
Share of temporary employees	*%*		*7%*	*3%*

Non-guaranteed Hours	Nb		2,450	1,566
APAC				
Male	Nb		791	737
Female	Nb		823	801
Not disclosed	Nb		0	0
EMEA				
Male	Nb		0	28
Female	Nb		0	0
Not disclosed	Nb		836	0
Americas				
Male	Nb		-	-
Female	Nb		-	-
Not disclosed	Nb		-	-
Share of non-guaranteed hours employees	%		*5%*	*3%*

New Employee Hires

Total Number of New Hires	Nb	GRI 401-1a	21,601	**25,642**
By region [4]				
APAC	Nb		4,410	3,977
EMEA	Nb		1,147	497
Americas	Nb		16,044	21,168
Rate of New Hires (total)	%		51%	**44%**
By region [4]				
APAC	%		22%	19%
EMEA	%		22%	8%
Americas	%		92%	69%
By gender				
Male	%		66%	67%
Female	%		34%	33%
Not disclosed	%		0%	0%
By age group				
< 30 years old	%		58%	52%
30 - 50 years old	%		34%	38%
> 50 years old	%		7%	10%

Employee Turnover[5]

Voluntary Number of Employee Turnover	Nb	GRI 401-1b; SV-PS-330a.2(1)	17,645	**17,405**
By region [4]				
APAC	Nb		2,797	2,234
EMEA	Nb		756	359
Americas	Nb		14,092	14,812
Rate of Employee Turnover	%		41%	**30%**
By region [4]				
APAC	%		14%	11%
EMEA	%		15%	6%
Americas	%		81%	48%
By gender				
Male	%		65%	67%
Female	%		35%	33%
Not disclosed	%		0%	0%
By age group				
< 30 years old	%		57%	52%
30 - 50 years old	%		32%	40%
> 50 years old	%		10%	8%

Gender Diversity

Employees by category & by gender	Nb	GRI 405-1; SV-PS-330a.1(1)	45,902	**57,861**
Senior management[6]	Nb	SV-PS-330a.1(1a)	310	225
Male	*Nb*		229	173
Female	*Nb*		81	53
Not disclosed	*Nb*		0	0
Managers	Nb	SV-PS-330a.1(1b)	2,772	1,929
Male	*Nb*		1,910	1,326
Female	*Nb*		862	603
Not disclosed	*Nb*		0	0
Other employees	Nb	SV-PS-330a.1(1c)	42,820	55,707
Male	*Nb*		29,160	37,520
Female	*Nb*		12,815	17,930
Not disclosed	*Nb*		845	257
Share of women in senior management roles	%		26%	**24%**
Share of female employees in the workforce	%		30%	**32%**

Age Diversity

Employees by employee category by age group	Nb	GRI 405-1; SV-PS-330a.1(2)	45,902	**57,861**
Senior management[6]	Nb	SV-PS-330a.1(2a)	310	225
< 30 years old	*Nb*		9	0
30 - 50 years old	*Nb*		136	87
> 50 years old	*Nb*		165	138
Managers	Nb	SV-PS-330a.1(2b)	2,584	1,929
< 30 years old	*Nb*		290	52
30 - 50 years old	*Nb*		1,516	1,250
> 50 years old	*Nb*		778	627
Other employees	Nb	SV-PS-330a.1(2c)	43,008	55,707
< 30 years old	*Nb*		14,866	19,199
30 - 50 years old	*Nb*		17,456	24,906
> 50 years old	*Nb*		9,850	11,600
Not disclosed	*Nb*		836	2
Share of employees by age group				
< 30 years old	%		33%	33%
30 - 50 years old	%		41%	45%
> 50 years old	%		23%	21%
Not disclosed	%		2%	0%

Notes

[1] Workforce-related metrics are reported on a unique employee headcount basis, based on employees in service as of last day of the FY (i.e. as of 31 March 2026 for FY2026), except for new hires and turnover, which represent flows during the reporting period.

[2] Brazil was excluded from FY2025 due to data unavailability at the time of reporting.

[3] Year-on-year variations in employee figures are primarily attributable to changes in reporting scope (including the inclusion of Brazil), and refinement of definition as part of global alignment.

[4] Region in FY2025 was based on the SATS organisational structure: EMEA was formally named "EMEAA" and included WFS Bangkok and WFS Bengaluru while SATS Saudi Arabia was in APAC. In FY2026, regions refer to geographical regions with Saudi Arabia in EMEA and WFS Bangkok and WFS Bengaluru in APAC.

[5] Employee turnover is defined as the number of employees who voluntarily leave the organisation during the reporting period.

[6] Senior management refers to all Vice Presidents and above consistent with internal job grading.

Training & Development[1]

Average Training Hours per Employee	Unit	Standard Ref.	FY2025[2]	FY2026[3]
Average training hours per employee	Hours	GRI 404-1	29.44	**30.88**
By gender				
Male	Hours	GRI 404-1	30.18	31.34
Female	Hours	GRI 404-1	26.30	29.78
Talent Development Programs				
Number of employees enrolled in targeted leadership development	Nb	GRI 404-2	2,108	**2,487**
By employee category				
Senior Management[4]	Nb		32	74
Managers	Nb		1,827	483
Other Employees	Nb		249	1,930
By gender				
Male	Nb		1,488	1,769
Female	Nb		620	718
Employee Engagement				
Global Employee Engagement Score	%	SV-PS-330a.3	88%	**88%**
% of Permanent employees having taken the D&I awareness training[5]	%		68%	**95%**

Notes

[1] Workforce-related metrics are reported on a unique employee headcount basis, based on employees in service as of last day of the FY (i.e. as of 31 March 2026 for FY2026).

[2] Brazil was excluded from FY2025 due to data unavailability at the time of reporting.

[3] Brazil has been included in the FY2026 data.

[4] Senior management refers to all Vice Presidents and above consistent with internal job grading.

[5] Employee training on workplace inclusion is implemented globally, with regional delivery approaches. APAC and EMEA introduced a dedicated Workplace Inclusion e-learning module in 2025. In the Americas, inclusion topics have been covered since 2021 through the Code of Conduct (Section 2: Workplace Behaviour and Inclusion). Since 2021, all new hires globally complete Employee Discrimination Free Workplace training as part of onboarding. In addition, all employees have completed Sexual Harassment and Discrimination Prevention recurrent training, with the latest refresher conducted in 2024.

Board Composition

Board Composition	Units	Standard Ref.	FY2025	FY2026
% female representation	%	GRI 405-1	36%	30%
% independent directors	%	GRI 2-9	91%	80%
% non-executive members	%	GRI 2-9	91%	90%
Total number of Board members	Nb		11	10

Sustainable Sourcing

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Supplier Assessments

Supplier Assessments	Units	Standard Ref.	FY2025	FY2026
Strategic suppliers[1] assessed using ESG criteria	%		36%	**89%** [2]
Strategic suppliers assessed for environmental impacts	Nb	GRI 308-2a	132	355
Strategic suppliers assessed for social impacts	Nb	GRI 414-2a	132	355

Proportion of Spending on Local Suppliers[3]

Proportion of Spending on Local Suppliers[3]	Units	Standard Ref.	FY2025	FY2026
Proportion of spending on local food suppliers in Singapore[4]	%	GRI 204-1a	92%	86%

Notes

[1] We define strategic suppliers based on various factors including percentage of total spend, ranking among the top suppliers, or their criticality to core operations.

[2] Data not available for SFSI, WFS Americas and Orbital Brazil. For these entities, prior year data has been used assuming no change during this FY2026.

[3] GRI 204-1b: The organisation's geographical definition of 'local': Singapore, given Singapore is SATS' headquarters and main operation hub

[4] Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). 'Significant locations of operation' is defined as Singapore Food operations, given that more than 70% of the Purchased Goods and Services are for Food ingredients.

Ethical Behaviour

Operations Assessed for Risks Related to Corruption	Units	Standard Ref.	FY2025	FY2026
Total number and percentage of operations assessed for risks related to corruption[1]	%	GRI 205-1a	100%	100%
Significant risks related to corruption identified through the risk assessment	Nb	GRI 205-1b	0	0
Communication about Anti-Corruption Policies and Procedures				
Board				
% of Board members informed[2]	%	GRI 205-2a	100%	100%
Employees				
% of Employees informed	%	GRI 205-2b	100%	100%
Training about Anti-Corruption Policies and Procedures				
Board				
% of Board members trained	%	GRI 205-2d	Not available[7]	Not available[7]
Employees				
Total number of employees that have received ABAC training[3]	Nb	GRI 205-2e	38,968	40,538
% of employees that have received ABAC training[3]	%	GRI 205-2e	85%	88%
By employee category				
% of Senior Management representatives trained	%	GRI 205-2e	85%	91%
% of Managers trained	%	GRI 205-2e	81%	96%
% of other Employees trained	%	GRI 205-2e	86%	87%
By region				
% of employees in Singapore trained	%	GRI 205-2e	86%	78%
% of employees in APAC (excluding Singapore) trained	%	GRI 205-2e	62%	78%
% of employees in EMEA trained	%	GRI 205-2e	71%	89%
% of employees in Americas trained[4]	%	GRI 205-2e	99%	98%
Confirmed Incidents of Corruption and Actions Taken				
Total number and nature of confirmed incidents of corruption[5]	Nb	GRI 205-3a	**1**	**0**
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Nb	GRI 205-3b	1	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Nb	GRI 205-3c	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	Nb	GRI 205-3d	0	0
Other Ethics & Compliance Training				
Sanctions & Export Control training[4][6]			-	95%

Notes

[1] SATS Ltd. conducts an annual risk assessment of its operations to identify and manage potential risks related to corruption. SATS Ltd. and 12 of its key subsidiaries operating in Singapore underwent internal and external audits for certification under the ISO 37001:2016 Anti-Bribery Management Systems standard.
Two of SATS's French entities, WFS Global SAS and France Handling SAS have conducted a corruption and influence peddling risk mapping in accordance with French Sapin II law requirements. In addition, Worldwide Flight Services Servicios Aeroportuarios SA, a wholly-owned spanish incorporated entity, has carried out a comprehensive risk mapping in accordance with the provisions of the Spanish Criminal Code, particularly those relating to the prevention and mitigation of corporate criminal liability.

[2] ABAC policies have been uploaded to Diligent (the SATS secure external document sharing platform) and are accessible to each Board member. The SATS Ethics & Compliance team has notified all SATS Group employees via email. Suppliers must adhere to the SATS Supplier Code of Conduct, which includes compliance with anti-corruption laws and regulations. Standard ABAC clauses are automatically included in customer contracts, though their inclusion is not currently tracked systematically.

[3] "ABAC" stands for Anti-Bribery and Anti-Corruption. ABAC training is provided for all full time and flexible employees of SATS controlled entities as of 31 March 2026. Among these, 88% - representing 40,538 out of 46,295 employees engaged by SATS Academy - have completed anti-bribery and anti-corruption e-learning for FY2026. The SATS entities included for FY2025 and FY2026 are: SATS (SG), SSSB, AAT, GTRMY, Monty Bakehouse, Nanjing Weizhou, SATS China, SATS India, SATS Saudi Arabia, SATS TFK, SFS Thailand, SFS India, WFS Hong Kong, Worldwide Cruise Terminal (WCT), WFS Belgium, WFS Denmark, WFS France, WFS Germany, WFS India, WFS Ireland, WFS Italy, WFS Netherlands, WFS South Africa, WFS Spain, WFS Sweden, WFS UK, WFS Thailand, WFS North America. Brazil is not included for FY2025 and FY2026 reporting due to unavailable data at the time. However, for FY2026, WFS Brazil has confirmed implementation of ABAC and Sanctions & Export Control trainings, delivered previously by WFS Academy.

[4] Brazil was excluded from the FY2025 and FY2026 reporting due to unavailable data at the time of submission. For FY2026, WFS Brazil has confirmed that ABAC and Sanctions & Export Control trainings are implemented, referencing previous training provided by WFS Academy.

[5]In FY2025, SATS terminated an employee of one of its overseas offices breaching the anti-bribery and anti-corruption policies. The misconduct was flagged through a whistle-blowing report made through SATS' confidential reporting channels, and internal investigations were conducted in line with escalation protocols.

[6] The Sanctions and Export Controls training, implemented for administration officers and higher roles in FY2026, reflects a commitment to regulatory compliance. As of 31 March 2026, SATS had enrolled 29,648 employees worldwide in the program, with 28,219 participants having successfully completed the training.

[7] The data is not available, as SATS e-learning modules have not been extended to Board members. Nonetheless, ABAC policies and procedures have been uploaded to Diligent for Board members' reference which are constantly available to them.

Data Protection

Breaches of Customer Privacy and Losses of Customer Data	Units	Standard Ref.	FY2025	FY2026
Total number of substantiated complaints received concerning breaches of customer privacy[1]	Nb	GRI 418-1a	0	0
Complaints received from outside parties and substantiated by the organization	Nb	GRI 418-1ai	0	0
Complaints from regulatory bodies	Nb	GRI 418-1aii	0	0
Total number of identified leaks, thefts, or losses of customer data	Nb	GRI 418-1b	0	0

Data Security	Units	Standard Ref.	FY2025	FY2026
Total number of data breaches	Nb	SV-PS-230a.3(1)	3	1 [2]
Percentage that involve customers' confidential business information	%	SV-PS-230a.3(2a)	0%	0%
Percentage that are personal data breaches	%	SV-PS-230a.3(2b)	33%	100%
Number of customers affected	Nb	SV-PS-230a.3(3a)	0	0
Number of individuals affected	Nb	SV-PS-230a.3(3b)	1	1

Training about Data Protection	Units	Standard Ref.	FY2025	FY2026
Personal Data Protection training[3]			-	91%

Note

[1] During FY2025, we incorrectly reported three complaints that did not affect customer data: two involved SATS suppliers whose data was affected, while one concerned a SATS employee whose data was impacted. These incidents are now reported under Data Security in accordance with SASB metrics

[2] In FY2025, 3 data breach incidents reported (2 affecting suppliers and 1 affecting an employee). In FY2026, 1 incident reported in respect of a phishing attack on an employee.

[3] Personal Data Protection training began in FY2026 for all employees. By 31 March 2026, SATS enrolled 44,670 global employees, and 40,436 completed the training. Brazil was excluded from reporting due to unavailable data, though WFS Brazil confirmed participation via earlier WFS Academy training.

IFRS S1 Index

ISSB Pillar	Topic	IFRS Reference	Disclosure Description	Location of disclosure
Reporting Principles	**Materiality**	**S1-17; S1-19**	Material information about climate-related risks and opportunities that could reasonably affect the entity's prospects.	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Annex > Double Materiality Assessment
	Reporting entity	**S1-20**	Climate-related financial disclosures shall cover the same reporting entities as the financial statements.	Sustainability Report 2026 > Annex > Basis of Preparation
	Connected information	**S1-21 - 24; S1-B42(a),(c)**	Provide information in a manner that clearly presents how climate-related disclosures connect to items in the financial statements	Sustainability Report 2026 > Annex > Basis of Preparation
Strategy	**Sustainability-related risks and opportunities**	**S1-31**	Short-, medium- and long- term time horizons can vary between entities and depend on many factors, including industry-specific characteristics, such as cash flow, investment and business cycles, the planning horizons typically used in an entity's industry for strategic decision-making and capital allocation plans, and the time horizons over which users of general purpose financial reports conduct their assessments of entities in that industry.	Sustainability Report 2026 > Strategy Sustainability Report 2026 > Annex > Basis of Preparation
	Strategy and decision making	**S1-33(c)**	Trade-offs between sustainability-related risks and opportunities that the entity considered	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Governance & Oversight
Metrics and targets		**S1-46(b)**	Metrics the entity uses to measure and monitor (i) that sustainability-related risk or opportunity and (ii) its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	Sustainability Report 2026 > Metrics & Targets ESG DataBook 2026 > FY26 Targets
		S1-49	If an entity discloses a metric taken from a source other than IFRS Sustainability Disclosure Standards, the entity shall identify the source and the metric taken.	ESG DataBook 2026> About Sustainability Report 2026 > Annex > Basis of Preparation
		S1-50	If a metric has been developed by an entity, the entity shall disclose information about: (a) how the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source; (b) whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as a red, amber, green—or RAG—status); (c) whether the metric is validated by a third party and, if so, which party; and (d) the method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	ESG DataBook 2026 > GHG Emissions Methodology
		S1-52	The definition and calculation of metrics, including metrics used to set the entity's targets and monitor progress towards reaching them, shall be consistent over time. If a metric is redefined or replaced, an entity shall apply paragraph B52.	Sustainability Report 2026 > Annex > Basis of Preparation ESG DataBook 2026 > GHG emissions methodology
		S1-53	An entity shall label and define metrics and targets using meaningful, clear and precise names and descriptions.	Sustainability Report 2026 > Metrics & Targets ESG DataBook 2026 > GHG Emissions
General requirements	**Sources of guidance**	**S1-59**	An entity shall identify (a) the specific standards, pronouncements, industry practice and other sources of guidance that the entity has applied in preparing its sustainability-related financial disclosures, including, if applicable, identifying the disclosure topics in the SASB Standards; and (b) the industry(s) specified in the IFRS Sustainability Disclosure Standards, the SASB Standards or other sources of guidance relating to a particular industry(s) that the entity has applied in preparing its sustainability-related financial disclosures, including in identifying applicable metrics.	Sustainability Report 2026 > Annex > Basis of Preparation
	Location of disclosures	**S1-60**	An entity is required to provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general purpose financial reports.	Sustainability Report 2026 > Annex > Basis of Preparation
	Timing of reporting	**S1-64**	An entity shall report its sustainability-related financial disclosures at the same time as its related financial statements. The entity's sustainability related financial disclosures shall cover the same reporting period as the related financial statements.	Sustainability Report 2026 > Annex > Basis of Preparation
Judgements, uncertainties and errors		**S1-74**	An entity shall disclose information to enable users of general purpose financial reports to understand the judgements that the entity has made in the process of preparing its sustainability-related financial disclosures and that have the most significant effect on the information included in those disclosures.	Sustainability Report 2026 > Annex > Basis of Preparation
Measurement uncertainty		**S1-77 - 78**	An entity shall disclose information to enable users of general purpose financial reports to understand the most significant uncertainties affecting the amounts reported in its sustainability-related financial disclosures.	Sustainability Report 2026 > Annex > Basis of Preparation
Errors		**S1-83**	An entity shall correct material prior period errors by restating the comparative amounts for the prior period(s) disclosed unless it is impracticable to do so.	Sustainability Report 2026 > Annex > Basis of Preparation ESG DataBook 2026

IFRS S2 Index

ISSB Pillar	Topic	ISSB Reference	Disclosure Description	Location of disclosure
Governance	Governance	S2-6(a) (i) - (v)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	Sustainability Report 2026 > Governance & Oversight Sustainability Report 2026 > Board Statement Sustainability Report 2026 > Annex > Basis of Preparation (internal controls & governance)
		S2-6(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities;	Sustainability Report 2026 > Governance & Oversight Sustainability Report 2026 > Strategy & Materiality > Capability Building Sustainability Report 2026 > Annex > Basis of Preparation
Strategy	Climate-related risks and opportunities	S2-9(a) & S2-10(a)	Describe the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Sustainability Report 2026 > Strategy & Materiality
		S2-9(b) & S2-13(a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Annex > Basis of Preparation
		S2 9 (c)	Explain the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Metrics & Targets
		S2 9(d) & S2-15(a)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects)	Sustainability Report 2026 > Strategy & Materiality
		S2-10(b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.	Sustainability Report 2026 > Strategy & Materiality
		S2-10(c)	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur.	Sustainability Report 2026 > Strategy & Materiality
		S2-10(d)	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Sustainability Report 2026 > Annex > Basis of Preparation Sustainability Report 2026 > Strategy & Materiality
	Business model and value chain	S2-13(b)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Annex > Basis of Preparation
	Strategy and decision-making	S2-14(a) (i) - (v)	How the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation.	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Environment > Climate Change & Decarbonisation Sustainability Report 2026 > Metrics & Targets
		S2-14(b)	How the entity is resourcing, and plans to resource, the activities disclosed in accordance with 14(a).	Sustainability Report 2026 > Strategy & Materiality
		S2-14(c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	Sustainability Report 2026 > Metrics & Targets
	Financial position, financial performance and cash flows	S2-15(b) & S2 9(d)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Sustainability Report 2026 > Strategy & Materiality
		S2-16(a)	Quantitative and qualitative information about how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period	Sustainability Report 2026 > Strategy & Materiality
		S2-16(b)	Quantitative and qualitative information about how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	Sustainability Report 2026 > Strategy & Materiality
		S2-16(c)	Quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	Sustainability Report 2026 > Strategy & Materiality
		S2-16(d)	How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	Sustainability Report 2026 > Strategy & Materiality
	Climate resilience	S2-22(a) (i) - (iii)	The entity's assessment of its climate resilience as at the reporting date.	Sustainability Report 2026 > Strategy & Materiality
		S2-22(b) (i) - (iii)	How and when the climate-related scenario analysis was carried out.	Sustainability Report 2026 > Strategy & Materiality
		S2-23	In preparing disclosures to meet the requirements in paragraphs 13–22, an entity shall refer to and consider the applicability of cross-industry metric categories and industry-based metrics associated with disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2.	Sustainability Report 2026 > Annex Double Materiality Assessment
Risk Management	Risk Management	S2-25(a) (i)-(vi)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks.	Sustainability Report 2026 > Risk Management
		S2-25(b)	The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate related scenario analysis to inform its identification of climate-related opportunities.	Sustainability Report 2026 > Risk Management
		S2-25(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Sustainability Report 2026 > Risk Management

Metrics & Targets	Climate-related metrics	**S2-29(a) (i) - (vi)**	Greenhouse gases - Disclosure of absolute gross greenhouse gas emissions (Scope 1, Scope 2 and Scope 3) for the reporting period, measured in accordance with the GHG Protocol, including the measurement approach, key inputs and assumptions, and any changes thereto. Includes disaggregation of Scope 1 and Scope 2 emissions between the consolidated group and other investees, disclosure of location-based Scope 2 emissions, and Scope 3 emissions by relevant categories.	Sustainability Report 2026 > Metrics & Targets Sustainability Report 2026 > Environment > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions ESG DataBook 2026 > GHG Emissions Methodology
		S2-29(b)	Climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Climate Change & Decarbonisation (qualitative assessment)
		S2-29(c)	Climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	Climate Change & Decarbonisation (qualitative assessment)
		S2-29(d)	Climate-related opportunities—the amount and percentage of assets or business activities aligned with climate related opportunities.	Climate Change & Decarbonisation (qualitative assessment)
		S2-29(e)	Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Climate Change & Decarbonisation (qualitative assessment)
		S2-29(f) (i) - (ii)	Disclosure of whether and how an internal carbon price is applied in decision-making, and the price per metric tonne of greenhouse gas emissions used to assess related costs.	SATS does not currently apply an internal carbon price in decision-making.
		S2-29(g) (i) - (ii)	Disclosure of whether and how climate-related considerations are incorporated into executive remuneration, and the proportion of executive management remuneration linked to climate-related considerations.	Annual Report 2026 > Corporate Governance Report Climate-related considerations are incorporated into executive remuneration, with 5% of Group Management Board (GMB) remuneration linked to climate performance against SATS' emissions reduction targets.
		S2-32	An entity shall disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	ESG DataBook > SASB Index Sustainability Report 2026 > Basis of preparation
	Climate-related targets	**S2-33(a)**	The metric used to set the target.	Sustainability Report 2026 > Metrics & Targets Sustainability Report 2026 > Environment > Climate Change & Decarbonisation ESG DataBook 2026 > FY26 Targets
		S2-33(b)	The objective of the target	
		S2-33(c)	The part of the entity to which the target applies	
		S2-33(d)	The period over which the target applies.	
		S2-33(e)	The base period from which progress is measured.	
		S2-33(f)	Any milestones and interim targets.	
		S2-33(g)	If the target is quantitative, whether it is an absolute target or an intensity target.	
		S2-33(h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target	
		S2-34(a)	Whether the target and the methodology for setting the target has been validated by a third party.	Our targets have not been validated by a third party.
		S2-34(b)	The entity's processes for reviewing the target.	Sustainability Report 2026 > Metrics & Targets
		S2-34(c)	The metrics used to monitor progress towards reaching the target.	
		S2-34(d)	Any revisions to the target and an explanation for those revisions.	
		S2-35	Information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	Sustainability Report 2026 > Metrics & Targets > Performance Monitoring and Reporting ESG DataBook 2026 > GHG Emissions
		S2-36(a)	Which greenhouse gases are covered by the target.	Sustainability Report 2026 > Metrics & Targets ESG DataBook 2026 > GHG Emissions Methodology
		S2-36(b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	
		S2-36(c)	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target.	
		S2-36(d)	Whether the target was derived using a sectoral decarbonisation approach.	The target has not been derived using a sectoral decarbonisation approach.
		S2-36(e)	The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits the entity shall disclose information including, and with reference to paragraphs B70–B71.	SATS has not used carbon credits to offset its greenhouse gas emissions to date and may consider doing so in the future.
		S2-37	In identifying and disclosing the metrics used to set and monitor progress towards reaching a target, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	ESG DataBook Sustainability Report 2026 > Basis of preparation

SASB Index

Industry Standard	SASB Code	Topic	Metric	Unit of Measure	Category	Location of disclosure
Air Freight & Logistics	**TR-AF-110a.1**	Greenhouse Gas Emissions	Gross global Scope 1 emissions	Metric tons (t) CO_2-e	Quantitative	ESG DataBook 2026 > GHG Emissions
	TR-AF-110a.2	Greenhouse Gas Emissions	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	Discussion and Analysis	Sustainability Report 2026 > Strategy & Materiality > Climate-related Strategy Sustainability Report 2026 > Metrics & Targets
	TR-AF-110a.3	Greenhouse Gas Emissions	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable [1]	Gigajoules (GJ), Percentage (%)	Quantitative	ESG DataBook 2026 > Energy Consumption
	TR-AF-320a.1	Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees [2]	Rate	Quantitative	ESG DataBook 2026 > Workforce Health & Safety
	TR-AF-540a.1	Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	n/a	Discussion & Analysis	Sustainability Report 2026 > People > Workplace Health & Safety
Professional & Commercial Services	**SV-PS-230a.1**	Data Security	Description of approach to identifying and addressing data security risks	n/a	Discussion and Analysis	Sustainability Report 2026 > Trust > Cybersecurity & Data Protection
	SV-PS-230a.2	Data Security	Description of policies and practices relating to collection, usage, and retention of customer information	n/a	Discussion and Analysis	Sustainability Report 2026 > Trust > Cybersecurity & Data Protection
	SV-PS-230a.3	Data Security	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Number, Percentage (%)	Quantitative	ESG DataBook 2026 > Data Protection
	SV-PS-330a.1	Workforce Diversity & Engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Percentage (%)	Quantitative	ESG DataBook 2026 > Diversity & Inclusion
	SV-PS-330a.2	Workforce Diversity & Engagement	(1) Voluntary and (2) involuntary turnover rate for employees [3]	Percentage (%)	Quantitative	ESG DataBook 2026 > Workforce
	SV-PS-330a.3	Workforce Diversity & Engagement	Employee engagement as a percentage	Percentage (%)	Quantitative	ESG DataBook 2026 > Diversity & Inclusion
	SV-PS-000.A	Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary	Number	Quantitative	ESG DataBook 2026 > Workforce
	SV-PS-000.B	Activity Metrics	Employee hours worked	Hours, Percentage (%)	Quantitative	ESG DataBook 2026 > Workforce Health & Safety
Restaurant	**FB-RN-130a.1**	Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Gigajoules (GJ), Percentage (%)	Quantitative	ESG DataBook 2026 > Energy Consumption
	FB-RN-150a.1	Food & Packaging Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Metric tonnes (t), Percentage (%)	Quantitative	ESG DataBook 2026 > Waste & Circularity

Notes

[1] The share of natural gas used for Road Transport was not tracked in FY2026. Air transport is not applicable to SATS operations; therefor, only road transport fuel consumption is disclosed for this metric.

[2] The distinction between employees and contractors is not available for this disclosure.

[3] Unvoluntary turnover rate is not available for this disclosure.

GRI Content Index 2026

Statement of use	SATS Ltd has reported the information cited in this GRI content index for the period from 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Disclosure	Location of disclosure
GRI 2: General Disclosures 2021	
1. The organization and its reporting practices	
2-1 Organizational details	Sustainability Report 2026 > About SATS Annual Report 2026
2-2 Entities included in the organization's sustainability reporting	Sustainability Report 2026 > Annex > Basis of Preparation
2-3 Reporting period, frequency and contact point	Sustainability Report 2026 > Annex > Basis of Preparation
2-4 Restatements of information	Sustainability Report 2026 > Annex > Basis of Preparation
2-5 External assurance	Annual Report 2026 > Independent Auditor's Report
2. Activities and workers	
2-6 Activities, value chain and other business relationships	Sustainability Report 2026 > Strategy & Materiality Annual Report 2026
2-7 Employees	Sustainability Report 2026 > People > Human Capital Development ESG DataBook 2026 > Workforce
3. Governance	
2-9 Governance structure and composition	Sustainability Report 2026 > Governance & Oversight Annual Report 2026 > Corporate Governance Report
2-10 Nomination and selection of the highest governance body	Sustainability Report 2026 > Governance & Oversight Annual Report 2026 > Corporate Governance Report
2-11 Chair of the highest governance body	Sustainability Report 2026 > Governance & Oversight Annual Report 2026 > Corporate Governance Report
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report 2026 > Governance & Oversight Annual Report 2026 > Corporate Governance Report
2-13 Delegation of responsibility for managing impacts	Sustainability Report 2026 > Governance & Oversight Annual Report 2026 > Corporate Governance Report
2-14 Role of the highest governance body in sustainability reporting	Sustainability Report 2026 > Governance & Oversight
2-15 Conflicts of interest	Annual Report 2026 > Corporate Governance Report
2-16 Communication of critical concerns	Annual Report 2026 > Corporate Governance Report
2-17 Collective knowledge of the highest governance body	Annual Report 2026 > Corporate Governance Report
2-18 Evaluation of the performance of the highest governance body	Annual Report 2026 > Corporate Governance Report
2-19 Remuneration policies	Annual Report 2026 > Corporate Governance Report
2-20 Process to determine remuneration	Annual Report 2026 > Corporate Governance Report
2-21 Annual total compensation ratio	Annual Report 2026 > Corporate Governance Report
4. Strategy, policies and practices	
2-22 Statement on sustainable development strategy	Sustainability Report 2026 > Strategy & Materiality
2-23 Policy commitments	Annual Report 2026 > Corporate Governance Report
2-24 Embedding policy commitments	Annual Report 2026 > Corporate Governance Report
2-25 Processes to remediate negative impacts	Annual Report 2026 > Corporate Governance Report Sustainability Report 2026 > Risk Management
2-26 Mechanisms for seeking advice and raising concerns	Annual Report 2026 > Corporate Governance Report Sustainability Report 2026 > Business Ethics & Regulatory Compliance
2-27 Compliance with laws and regulations	Annual Report 2026 > Corporate Governance Report
5. Stakeholder engagement	
2-29 Approach to stakeholder engagement	Annual Report 2026 > Corporate Governance Report Sustainability Report 2026 > Strategy & Materiality > Stakeholder Engagement
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Annex > Double Materiality Assessment
3-2 List of material topics	Sustainability Report 2026 > Strategy & Materiality
3-3 Management of material topics	Sustainability Report 2026 > Performance by Focus Area
GRI 102: Climate Change 2025	
102-1 Transition plan for climate change mitigation	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Metrics & Targets
102-2 Climate change adaptation plan	Sustainability Report 2026 > Strategy & Materiality Sustainability Report 2026 > Climate > Climate Change & Decarbonisation
102-4 GHG emissions reduction targets and progress	Sustainability Report 2026 > Metrics & Targets Sustainability Report 2026 > Climate > Climate Change & Decarbonisation

102-5 Scope 1 GHG emissions	Sustainability Report 2026 > Climate > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions
102-6 Scope 2 GHG emissions	Sustainability Report 2026 > Climate > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions
102-7 Scope 3 GHG emissions	Sustainability Report 2026 > Climate > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions
102-8 GHG emissions intensity	Sustainability Report 2026 > Climate > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions
GRI 103: Energy 2025	
103-1 Energy policies and commitments	Sustainability Report 2026 > Climate > Climate Change & Decarbonisation ESG DataBook 2026 > GHG Emissions
103-2 Energy consumption and self-generation within the organization	ESG DataBook 2026 > Energy Consumption
103-4 Energy intensity	ESG DataBook 2026 > Energy Consumption
103-5 Reduction in energy consumption	Sustainability Report 2026 > Climate > Reducing Emissions from Fuel Combustion Sustainability Report 2026 > Climate > Reducing Emissions from Refrigerants Sustainability Report 2026 > Climate > Reducing Emissions from Electricity Consumption
GRI 201: Economic Performance 2016	
201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report 2026 > Strategy & Materiality
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	ESG DataBook 2026 > Sustainable Sourcing
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	Sustainability Report 2026 > Trust > Business Ethics & Compliance ESG DataBook 2026 > Ethical Behaviour
205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report 2026 > Trust > Business Ethics & Compliance ESG DataBook 2026 > Ethical Behaviour
205-3 Confirmed incidents of corruption and actions taken	ESG DataBook 2026 > Ethical Behaviour
GRI 207: Tax 2019	
207-1 Approach to tax	Annual Report 2026 > Corporate Governance Report
207-2 Tax governance, control, and risk management	Annual Report 2026 > Corporate Governance Report
207-3 Stakeholder engagement and management of concerns related	Annual Report 2026 > Corporate Governance Report
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	Sustainability Report > Climate > Waste & Circularity
306-2 Management of significant waste-related impacts	Sustainability Report > Climate > Waste & Circularity
306-3 Waste generated	ESG DataBook 2026 > Waste & Circularity
306-4 Waste diverted from disposal	ESG DataBook 2026 > Waste & Circularity
306-5 Waste directed to disposal	ESG DataBook 2026 > Waste & Circularity
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	ESG DataBook 2026 > Sustainable Sourcing
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	ESG DataBook 2026 > Workforce
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Sustainability Report 2026 > Workforce > Workplace Health & Safety
403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report 2026 > Workforce > Workplace Health & Safety
403-3 Occupational health services	Sustainability Report 2026 > Workforce > Workplace Health & Safety
403-5 Worker training on occupational health and safety	Sustainability Report 2026 > Workforce > Workplace Health & Safety
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report 2026 > Workforce > Workplace Health & Safety Sustainability Report 2026 > Resilience > Sustainable Sourcing
403-8 Workers covered by an occupational health and safety management system	Sustainability Report 2026 > Workforce > Workplace Health & Safety
403-9 Work-related injuries	ESG DataBook 2026 > Workplace Health & Safety
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	ESG DataBook 2026 > Training & Development
404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2026 > Human Capital Development ESG DataBook 2026 > Training & Development
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	ESG DataBook 2026 > Diversity & Inclusion ESG DataBook 2026 > Board Composition
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report 2026 > Stakeholder Engagement
GRI 414: Supplier Social Assessment 2016	