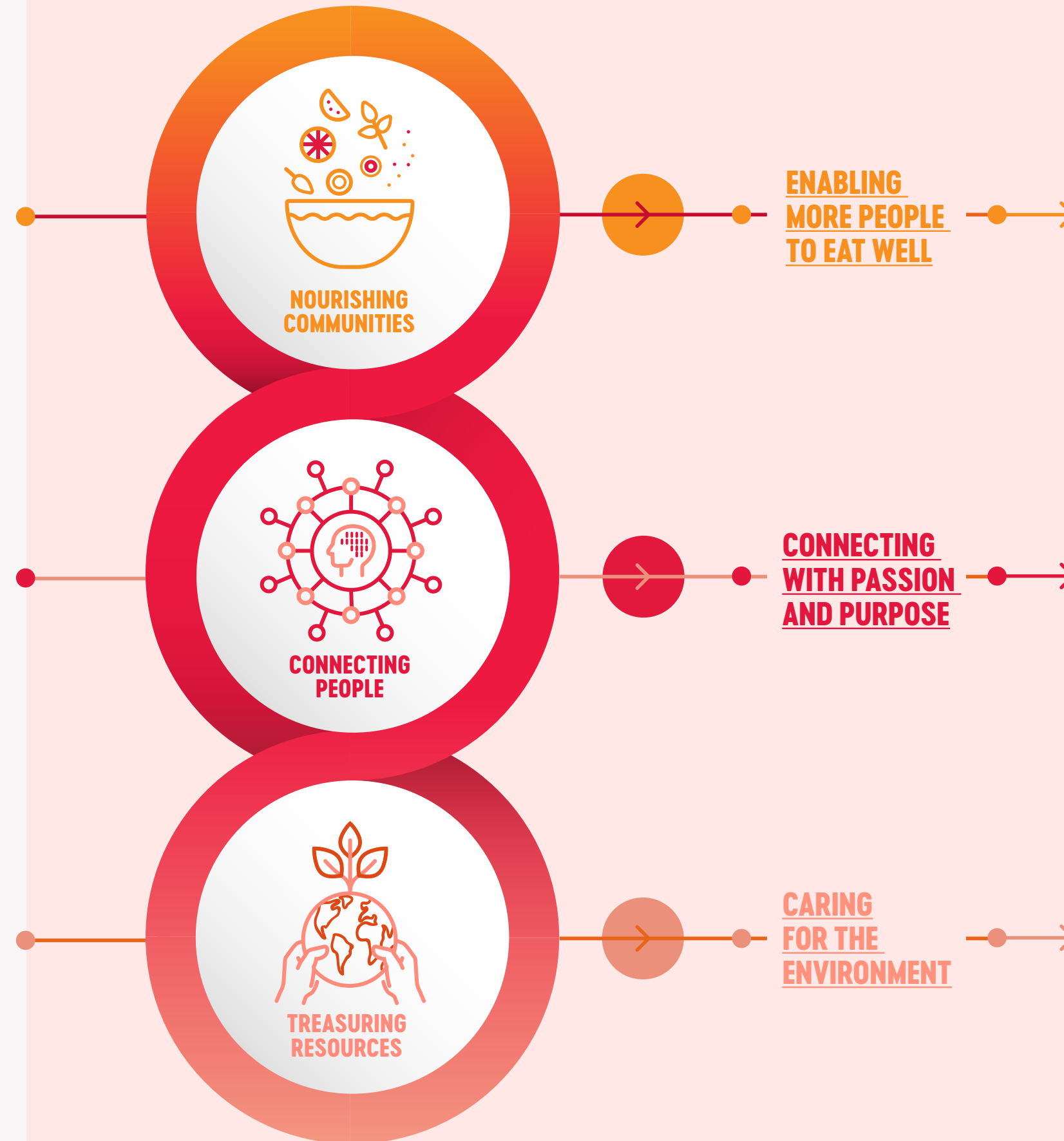


SUSTAINABLE BUSINESS STRATEGY

As Asia's leading provider of Food Solutions and Gateway Services, we enable more people to eat well and connect seamlessly. #Sustaining our efforts at minimising the impact these activities have on the environment, we combine our operational excellence with technological innovations and work collaboratively with our stakeholders to create long-term value for the community through solving real issues.

TECHNOLOGY-DRIVEN PEOPLE-LED



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OUR SUSTAINABILITY FRAMEWORK

We established our sustainability framework in 2017, which outlines how our contribution to global sustainability challenges will drive the future success of SATS as a business. By adopting a **technology-driven, people-led** approach towards sustainability, we aim to create greater value for all our stakeholders.

In all **3 pillars** of our sustainability framework, our approach to harnessing technology to improve productivity and achieve scale has always been ground-up. We help our stakeholders fulfil their fullest potential by providing healthier meals and managing waste using our culinary expertise and food technology, ensuring more seamless connectivity for our customers through digitalisation, upskilling our people to enhance productivity, and optimising our resources through automation.



NOURISHING COMMUNITIES

ENABLING MORE PEOPLE TO EAT WELL

Harnessing our culinary innovation and technical expertise to provide better, more nutritious food from sustainable sources to improve the health and well-being of our communities and ecosystems.

MAKE HEALTHY FOOD AFFORDABLE

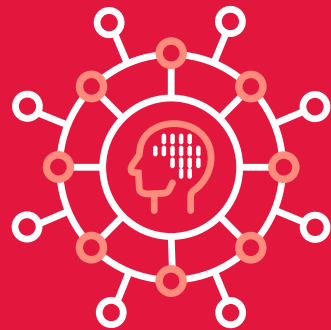
- All customers are offered a healthy choice option
- Nutritional information will be provided for all inflight meals

TACKLE FOOD WASTAGE

- Halve food wastage in all operations from a 2018 baseline

ENSURE SUPPLY CHAIN IS SUSTAINABLE

- Food supply chain for 100% of high-risk products traceable to origin
- 100% of fish and palm oil originate from sustainable sources



CONNECTING PEOPLE

CONNECTING WITH PASSION AND PURPOSE

Ensuring seamless connections for passengers and cargo every day, while empowering communities and our people to fulfil their fullest potential, we embrace technology, digitalisation and change.

ENSURE SEAMLESS CONNECTIONS

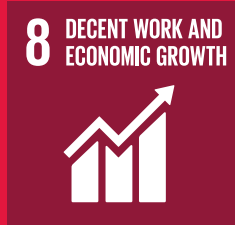
- 100% paperless hub
- High score on seamless connectivity customer and cargo experience
- Zero-tolerance of security breaches (robust fallback system)

GROW WITH SATS

- Employee engagement score of 80%
- 80 hours of employee training per year
- 30% of talents for critical and key positions filled by internal transfers
- 40% female representation at senior management level

EMPOWER COMMUNITIES

- Touch 4 million lives by 2030 through social and community investments that impart our expertise, to empower people to fulfil their fullest potential



TREASURING RESOURCES

CARING FOR THE ENVIRONMENT

Enhancing our operational efficiencies and reducing our carbon footprint and waste while shifting to renewable and sustainable sources of energy, water and raw materials to lessen the impact our business has on the environment.

USE SCARCE RESOURCES EFFICIENTLY

- 100% wastewater treatment
- 50% water recycled for non-food use
- Sustainable food packaging

REDUCE EMISSIONS

- 100% electric ground handling equipment*
- 40% usage of renewable energy in SATS-owned buildings
- 80% reduction in carbon footprint by 2030



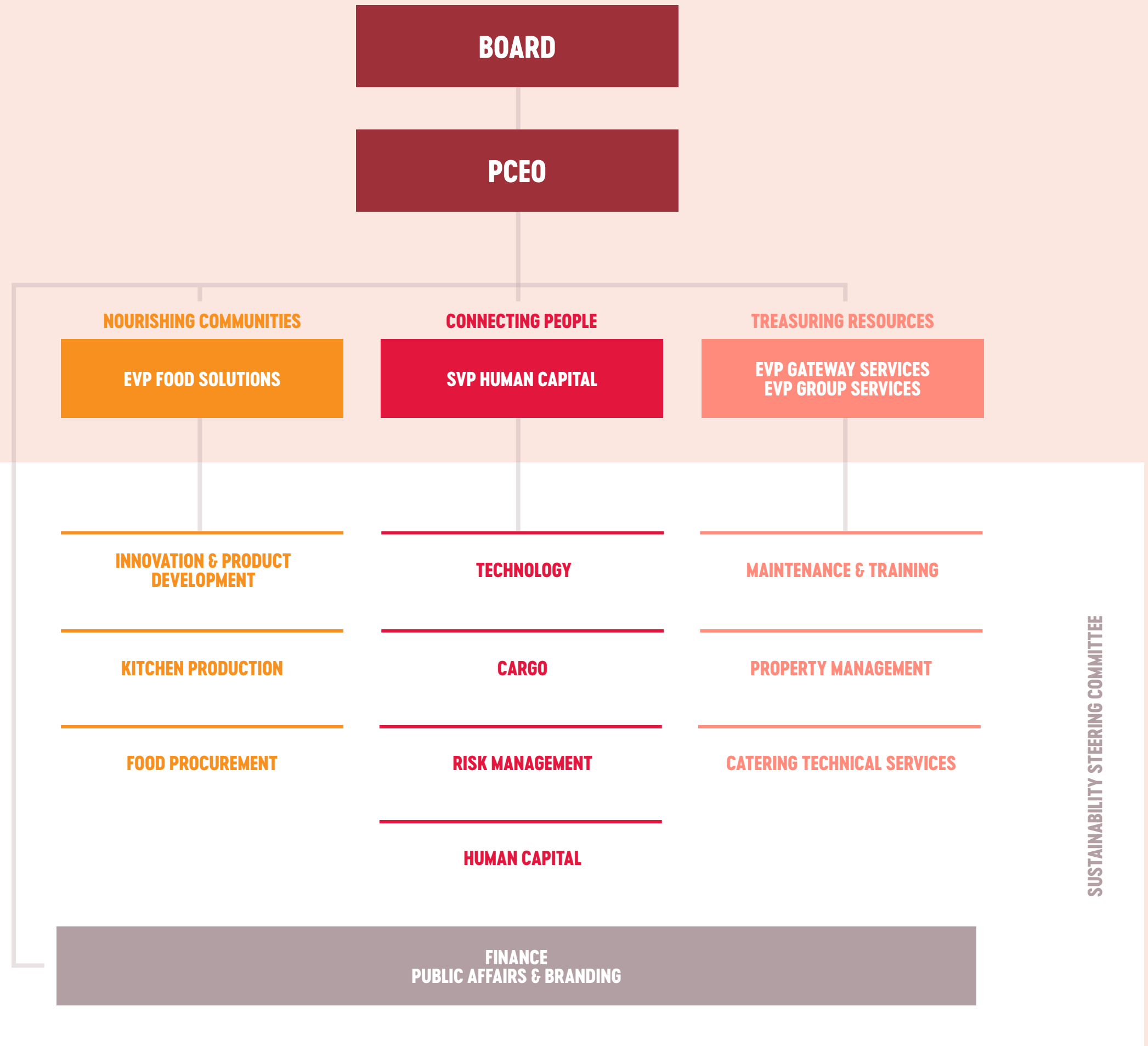
* Subject to development of infrastructure and facilities to support electric ground equipment by airports.

SUSTAINABILITY GOVERNANCE

Building a sustainable business requires a collective, coordinated effort across all levels of the organisation from its leaders to individual employees. Our Sustainability Governance structure determines the Accountable and Responsible drivers of SATS sustainability programmes under three key areas of focus.

At SATS, we believe that leaders should lead by example and stay actively engaged with staff in order to create a culture of shared values, genuine collaboration and purposeful growth. Reporting directly to our PCEO, the leadership committee comprises senior representation from the Food Solutions, Gateway Services, Group Services and Human Capital departments, supported by the Finance and Public Affairs & Branding team.

It is leadership, starting with commitment from the board of directors, who will determine the success of our sustainability efforts. As leaders, the constant, visible commitment to our values forms the bedrock of compliance and responsible behaviour by our company and our people.



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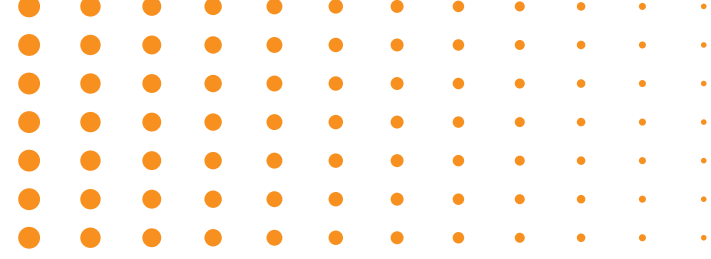
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STAKEHOLDER ENGAGEMENT

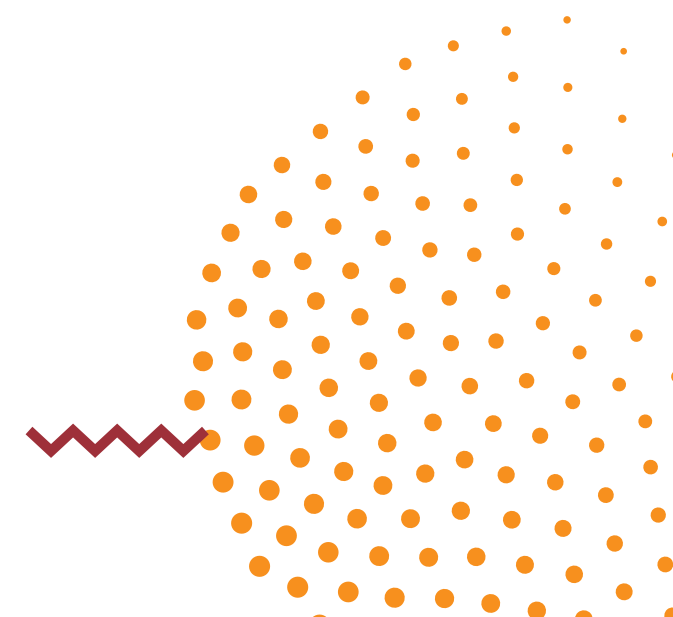
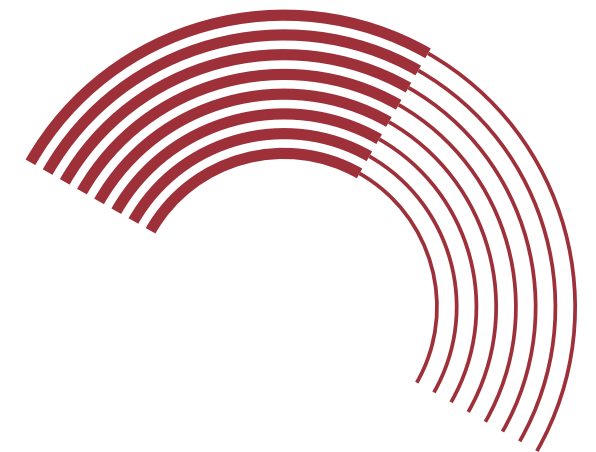
SATS' sustainability journey is built on an inclusive and collaborative process, tapping on the best of technology and human talent to create value for our stakeholder communities.

With shifting global trends and environmental patterns, and the resultant impact on developments around the world, it is important for us to constantly review our strategy and approach towards building a business that remains sustainable for years to come.

Through continuous dialogue, regular meetings, networking sessions and annual surveys, we seek to gather insights on material areas that matter.

The knowledge and data collected then guides our decision-making, policies and initiatives across the organisation.

This year, we carried out a large-scale stakeholder engagement survey involving 189 respondents including customers, suppliers, the investment community, government regulators, NGOs, the media, supranational institutions, community, business associations, employees and trade unions. In identifying the material issues that remain critical, the survey provides context to our sustainability goals and initiatives, supporting our vision of Feeding and Connecting Asia with passion and purpose.

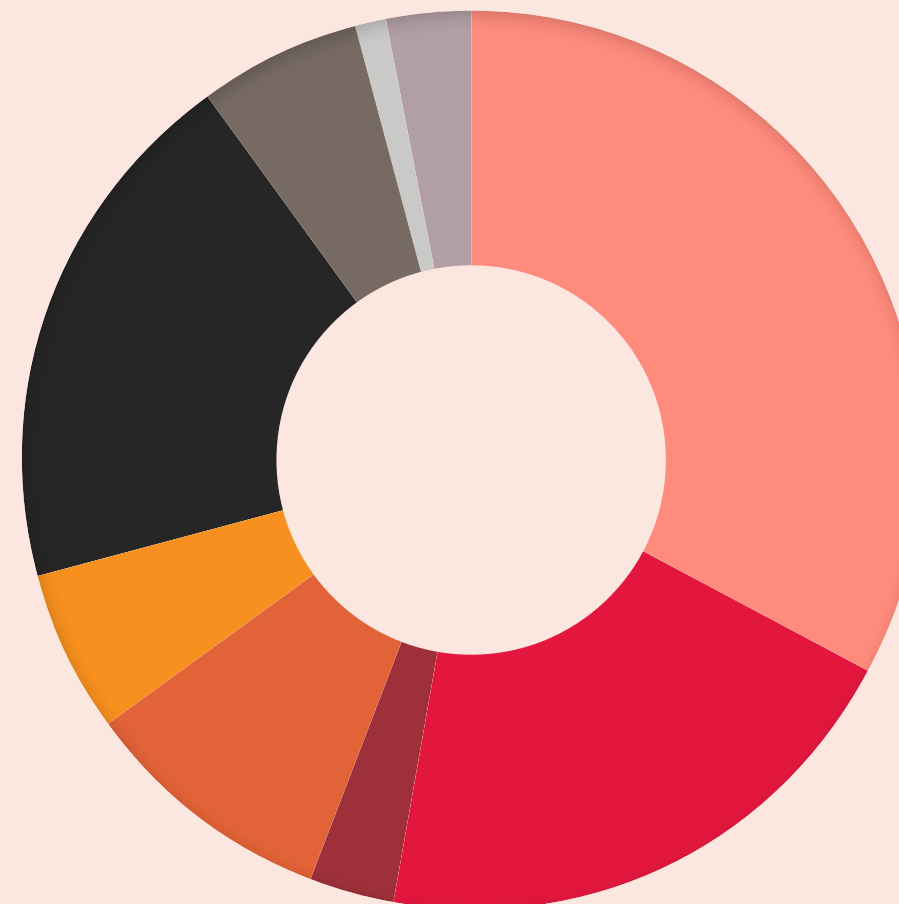


STAKEHOLDER ENGAGEMENT

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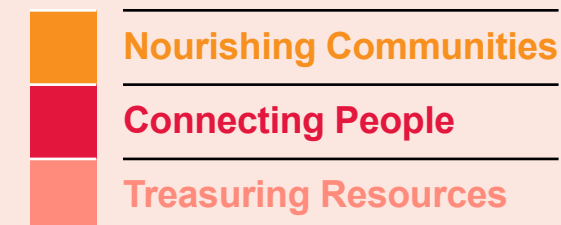
STAKEHOLDER ENGAGEMENT SURVEY

The objectives of the stakeholder engagement exercise is to validate our material goals, gauge stakeholders' perception on the importance of Environmental, Social and Governance (ESG) topics, align our goals with those of our key stakeholders and prioritise the sustainability initiatives that matter most. We conducted a stakeholder mapping exercise to identify, define, categorise and prioritise stakeholders by importance to SATS. The stakeholder engagement was then conducted through an online survey and phone interviews for selected stakeholders.



STAKEHOLDER REPRESENTATION

Employees (local and overseas)	33%
Customers (Direct)	20%
Investors (Institutional) and sell-side analysts	3%
Partners (Business)	9%
Partners (Government & Regulators)	6%
Suppliers	19%
Community	6%
NGOs	1%
Academia	3%



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MATERIAL TOPICS – RANKED BY SCORE

	MATERIAL ISSUES	AVERAGE SCORE
1.	Food Security and Food Safety	9.4
2.	Health and Well-Being of Consumers	8.9
3.	Skilled Labour	8.9
4.	Cyber Security	8.7
5.	Resource Scarcity	8.4
6.	Sustainable Sourcing and Transparency in Supply Chains	8.3
7.	Materials Waste	8.2
8.	Changing Aviation Markets	8.2
9.	Food Waste	8.0
10.	Food Innovation and Technology	8.0
11.	Energy Efficiency and Transformation	8.0
12.	Carbon Emissions	8.0
13.	Changing Sustainability Regulations	8.0
14.	Geopolitical Instability	7.9

TOP 10 MOST IMPORTANT SATS SUSTAINABILITY INITIATIVES – RANKED BY SCORE

	TOP 10 SUSTAINABILITY INITIATIVES	AVERAGE SCORE (OUT OF 3)
1.	Ensure that suppliers meet standards and qualifications for food safety	2.87
2.	Robust IT systems that have zero tolerance for cyber breach	2.83
3.	Personal data protection	2.80
4.	Upgrading our people through retraining and up-skilling to increase productivity and employability	2.77
5.	Re-designing processes to reduce waste	2.76
6.	Invest in technology and automation to mitigate increase in labour cost	2.74
7.	Secure mobile applications	2.74
8.	Encourage ground-up productivity initiatives	2.73
9.	Regulations relating to food e.g. food safety standards	2.72
10.	Re-design jobs that create higher value roles for our employees	2.71