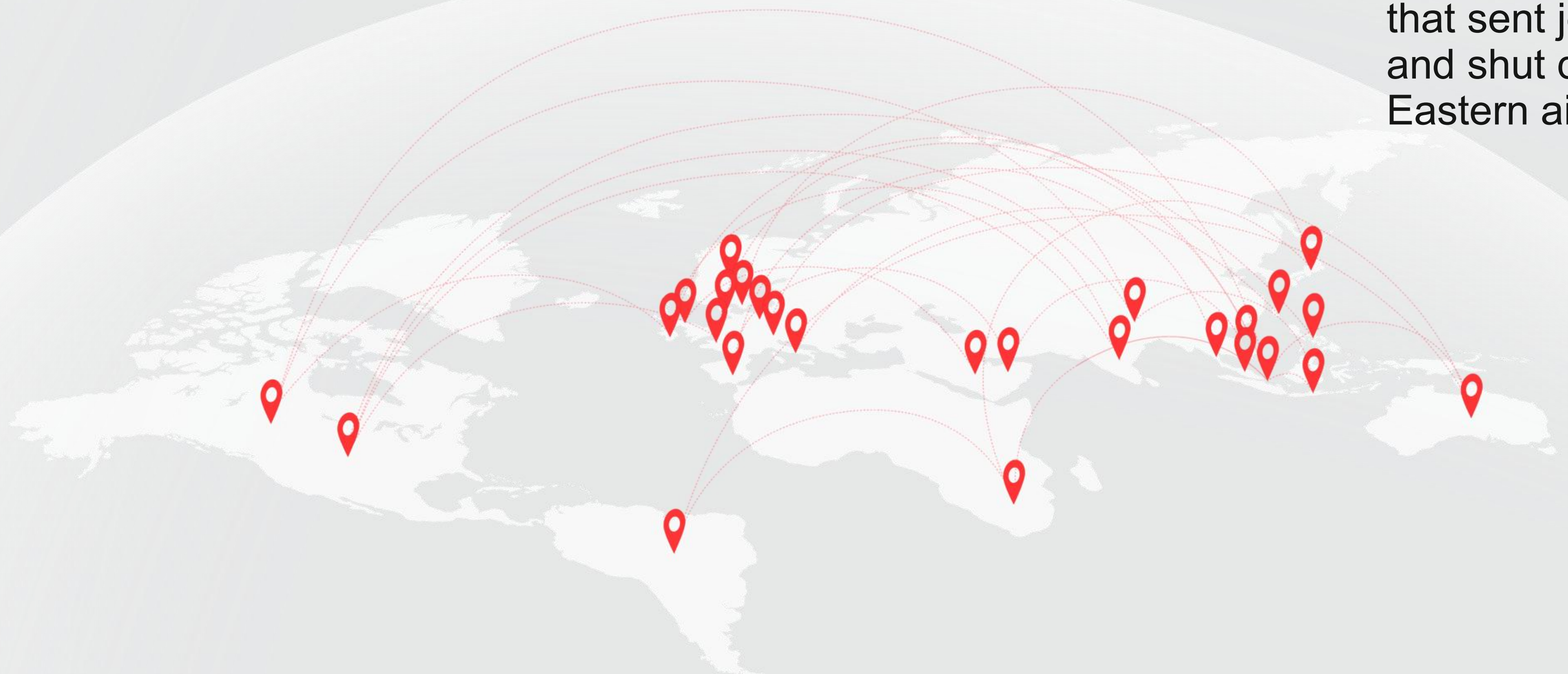
One Network, Infinite Possibilities

53rd ANNUAL GENERAL MEETING

FY2026 tested the global aviation industry with successive macro shocks

US tariff escalations that disrupted trade flows

Followed by the Iran conflict and Strait of Hormuz closure that sent jet fuel costs surging and shut down key Middle Eastern airspace corridors



As geopolitical volatility persists, our resilience will see us through.

FY26 Resilient Amid Uncertainty

Record full-year revenue underpinned by scale and diversification

	FY25		FY26	
Revenue	S$5.8bn	→	S$6.3bn	▲ 9.0%
EBITDA Margin	17.8%	→	18.1%	▲ 0.3%
PATMI	S$243.8m	→	S$285.2m	▲ 17%
Total dividends per share	5.0¢	→	7.0¢	▲ 40%
Cargo Tonnage incl. AJVs (tonnes)	12.3m	→	13.2m	▲ 7.3%
Total meals served incl. AJVs	207.1m	→	215.9m	▲ 4.5%

These results reflect deliberate action and competitive strength

Investment in capabilities and capacity supported **10 consecutive quarters of outperformance against IATA benchmarks**.

Scale, diversification and execution held firm through disruption.

Our Global Network in Action | FY26 Highlights

Key milestones across our

225+ stations **in** 27 countries

AMERICAS

Secured key cargo contract wins with the likes of **Qatar Airways** and **IAG Group**.

Won **full hub operations for Azul at Viracopos**, one of Brazil's most important aviation hubs.

EMEA

Grew **EFFH** offering across EMEA, including **new facilities** in **Copenhagen** and **Brussels**.

Expanded warehouse footprint in **Madrid, Lyon** and **Frankfurt**, with **London** secured for future capacity.

APAC

Signed a five-year strategic partnership with **Riyadh Air**.

Welcomed **Disney Cruise Line**'s first Asia home-ported ship at Marina Bay Cruise Centre.

SG HUB

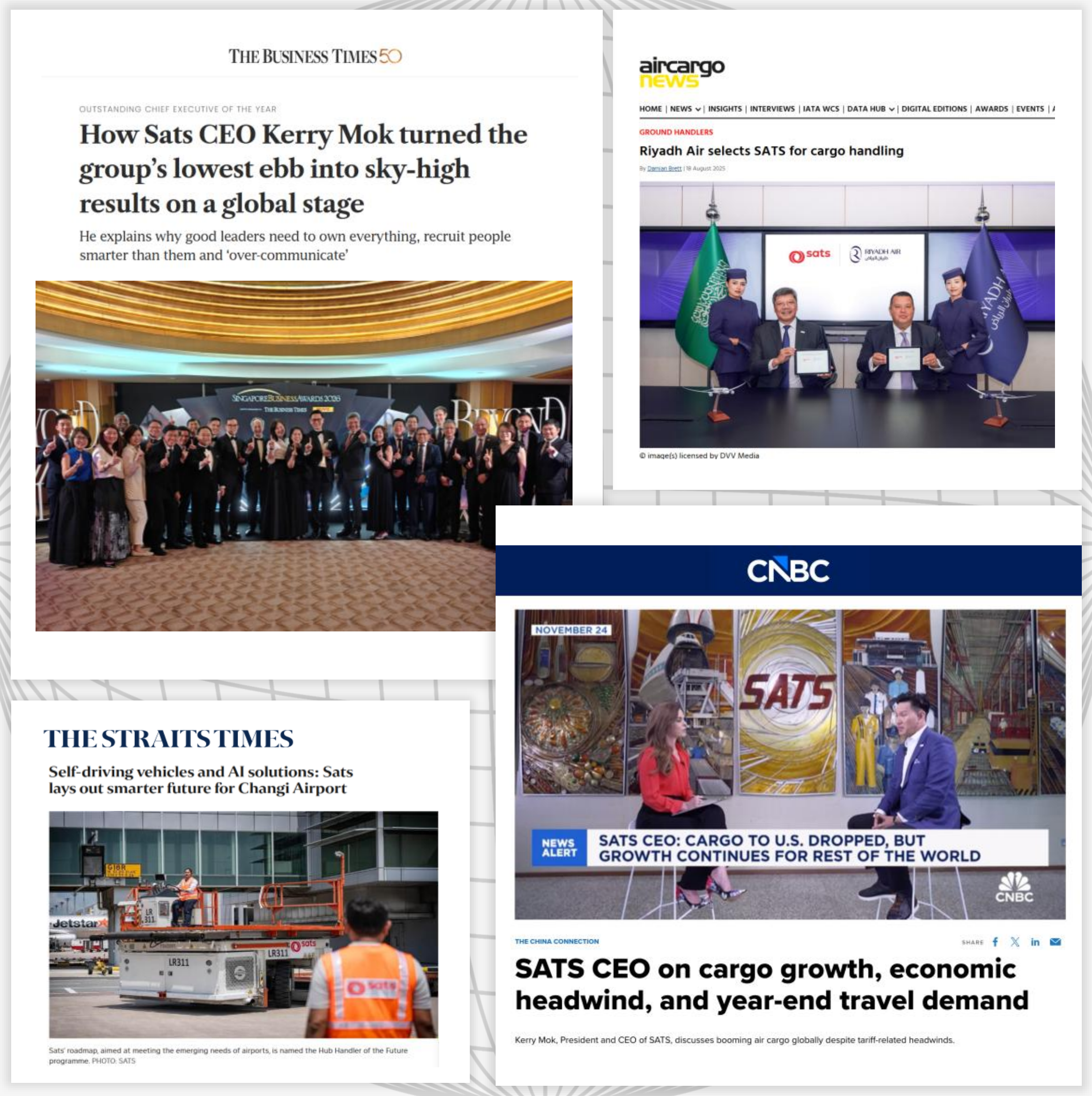
Launched **Hub Handler of the Future** to advance cargo and ground handling through AI-driven orchestration. Committed over S$250 million to **upgrade cargo terminal operations** and **refresh** our **GSE** fleet.

FOOD SOLUTIONS

Contract wins across aviation (incl.**Turkish Airlines**) and non-aviation (incl. **Starbucks**).

Launched **Sentinel**, an AI-enabled supply chain control tower, strengthening end-to-end visibility and resilience.

Global Presence, Recognised Impact



THE BUSINESS TIMES 50

OUTSTANDING CHIEF EXECUTIVE OF THE YEAR

How Sats CEO Kerry Mok turned the group's lowest ebb into sky-high results on a global stage

He explains why good leaders need to own everything, recruit people smarter than them and 'over-communicate'

aircargo news

HOME | NEWS | INSIGHTS | INTERVIEWS | IATA WCS | DATA HUB | DIGITAL EDITIONS | AWARDS | EVENTS |

GROUND HANDLERS

Riyadh Air selects SATS for cargo handling

© image(s) licensed by DVV Media

THE STRAITS TIMES

Self-driving vehicles and AI solutions: Sats lays out smarter future for Changi Airport

Sats' roadmap, aimed at meeting the emerging needs of airports, is named the Hub Handler of the Future programme. PHOTO: SATS

CNBC

NEWS ALERT SATS CEO: CARGO TO U.S. DROPPED, BUT GROWTH CONTINUES FOR REST OF THE WORLD

THE CHINA CONNECTION

SATS CEO on cargo growth, economic headwind, and year-end travel demand

Kerry Mok, President and CEO of SATS, discusses booming air cargo globally despite tariff-related headwinds.

MARKET AWARDS & RECOGNITION

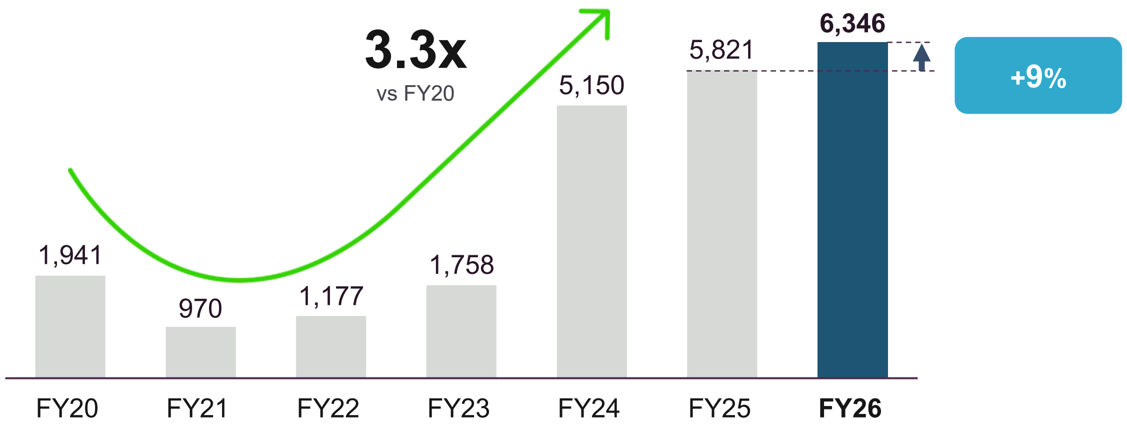
World Air Cargo Awards
- Global Air Cargo Handling Agent of the Year

Payload Asia Awards 2025
- Global Ground Handler of the Year
- Ground Handler of the Year Asia Pacific
- Ground Handler of the Year Middle East
- Cold Chain Service Provider of the Year Global
- Cold Chain Service Provider of the Year Asia Pacific

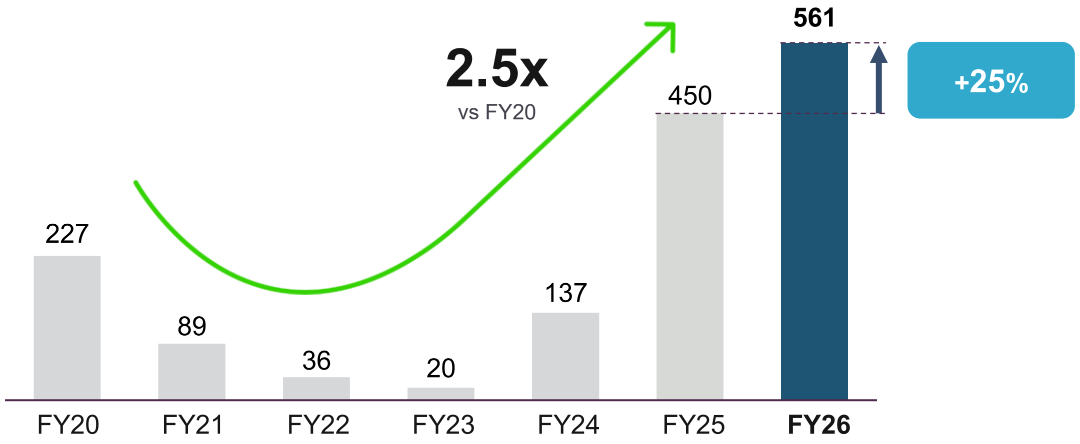
Securities Investors Association Singapore - Investors' Choice Awards
- Singapore Corporate Governance Award for Diversity
- Shareholder Communications Excellence Award
- Most Transparent Company Award for Industrials

Stronger Foundations for Sustained Growth

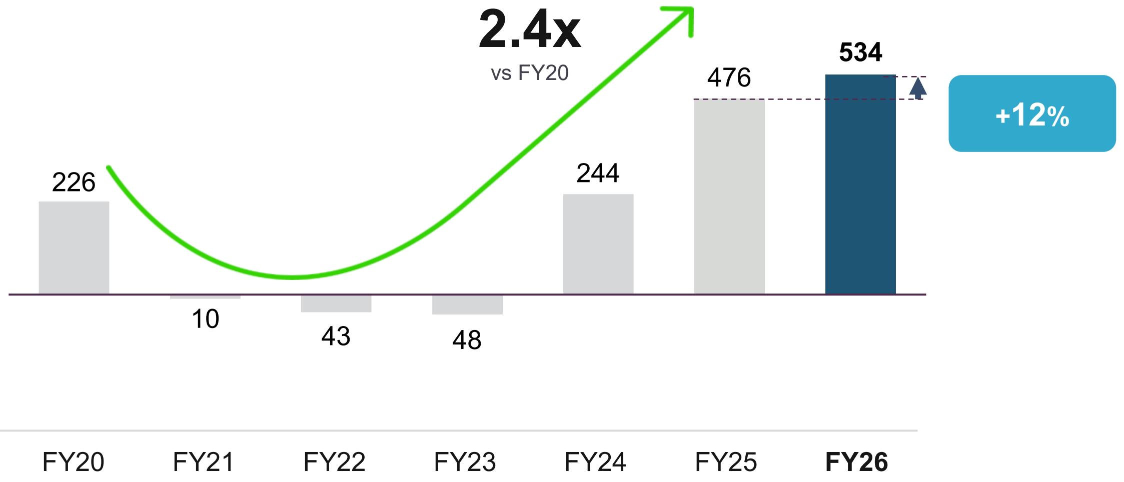
Revenue ($M)



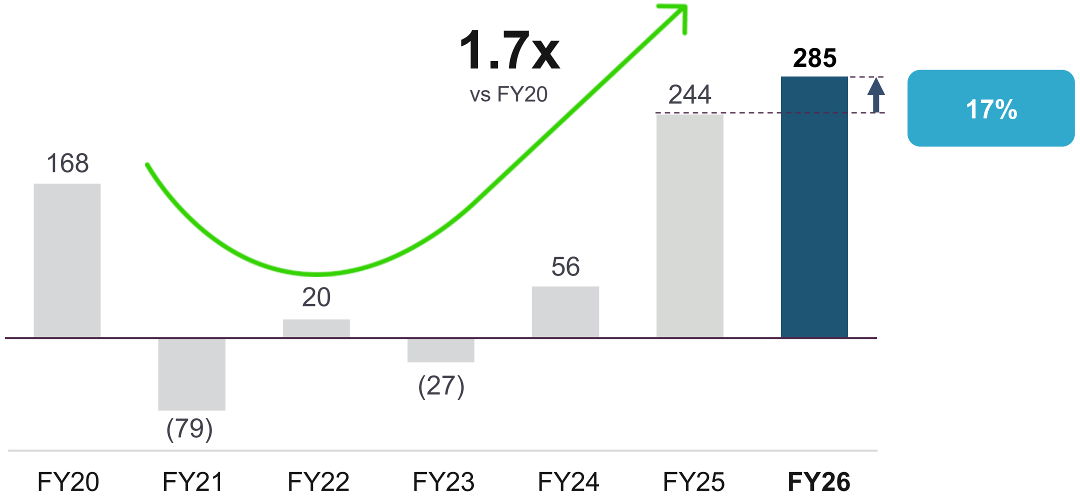
Operating Cash Flow (AL)[1] ($M)



EBIT ($M)



PATMI ($M)



1. Operating Cash Flow (AL) = Net cash from operating activities after payment of lease liabilities

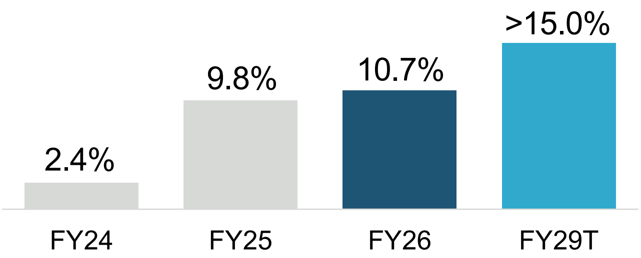
Progressing Towards Our FY2029 Ambitions

PROFITABILITY

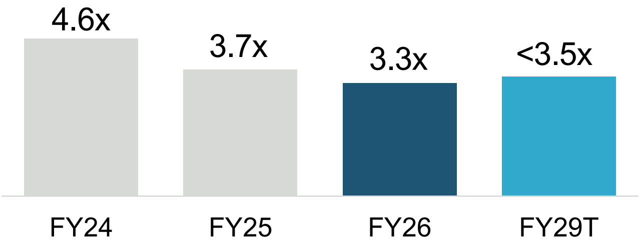
	FY24	FY25	FY26	FY29 Target
EBITDA Margin	15.2%	17.8%	**18.1%**	**>20%**
EBIT Margin	4.7%	8.2%	**8.6%**	**>10%**
SoAJV Run-rate	S$110m	S$114m	**S$115m**	**>S$150m**
PATMI Margin	1.1%	4.2%	**4.5%**	**>5.0%**

CAPITAL MANAGEMENT

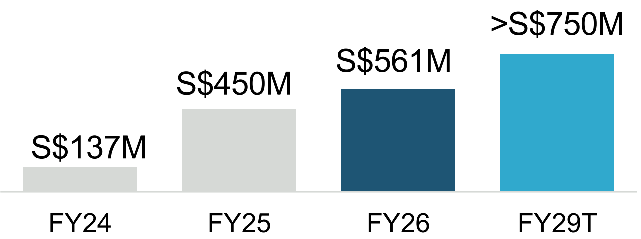
ROE%



Gross Debt / EBITDA+[(1)]



Operating Cash Flow (AL)[(2)]



FY26 Status: Progressing Well

(1) EBITDA+ includes SoAJV
(2) Operating cash flow (AL) = Operating cash flow after lease repayment

Delivering on Our Climate Change Commitments

OUR CLIMATE CHANGE TARGETS

1. **50% scope 1 and 2 absolute emissions reduction by 2030 compared to baseline[1]**

[1]From 2020 baseline for Singapore operations (188,646 tCO_2e) and from 2024 baseline for overseas operations (142,881 tCO_2e)

2. **Carbon Neutral by 2040**

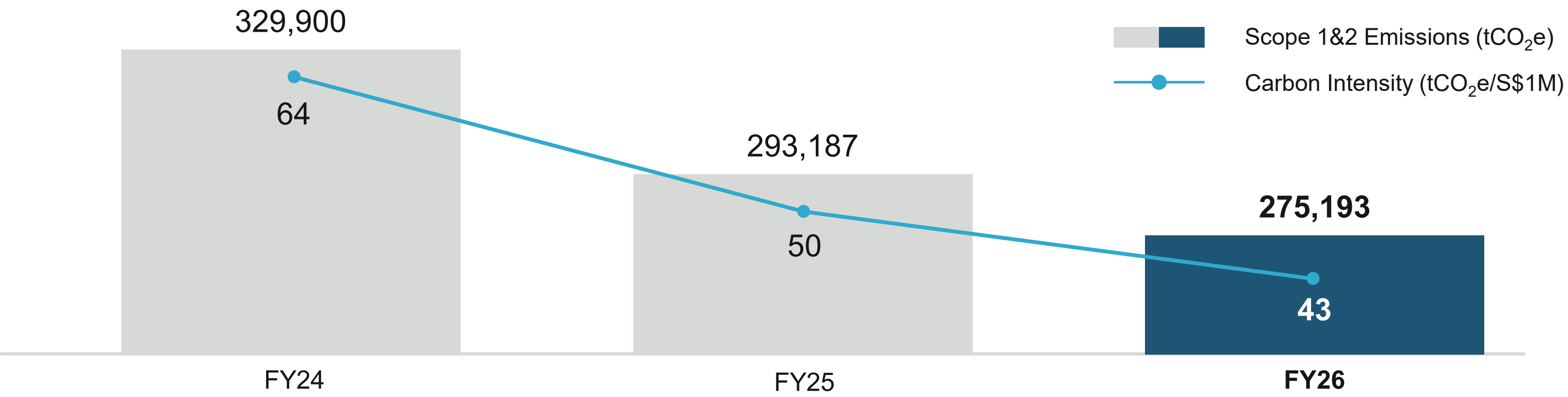
3. **Net Zero by 2050**

SCOPE 1 & 2 REDUCTION

17%
compared to baseline

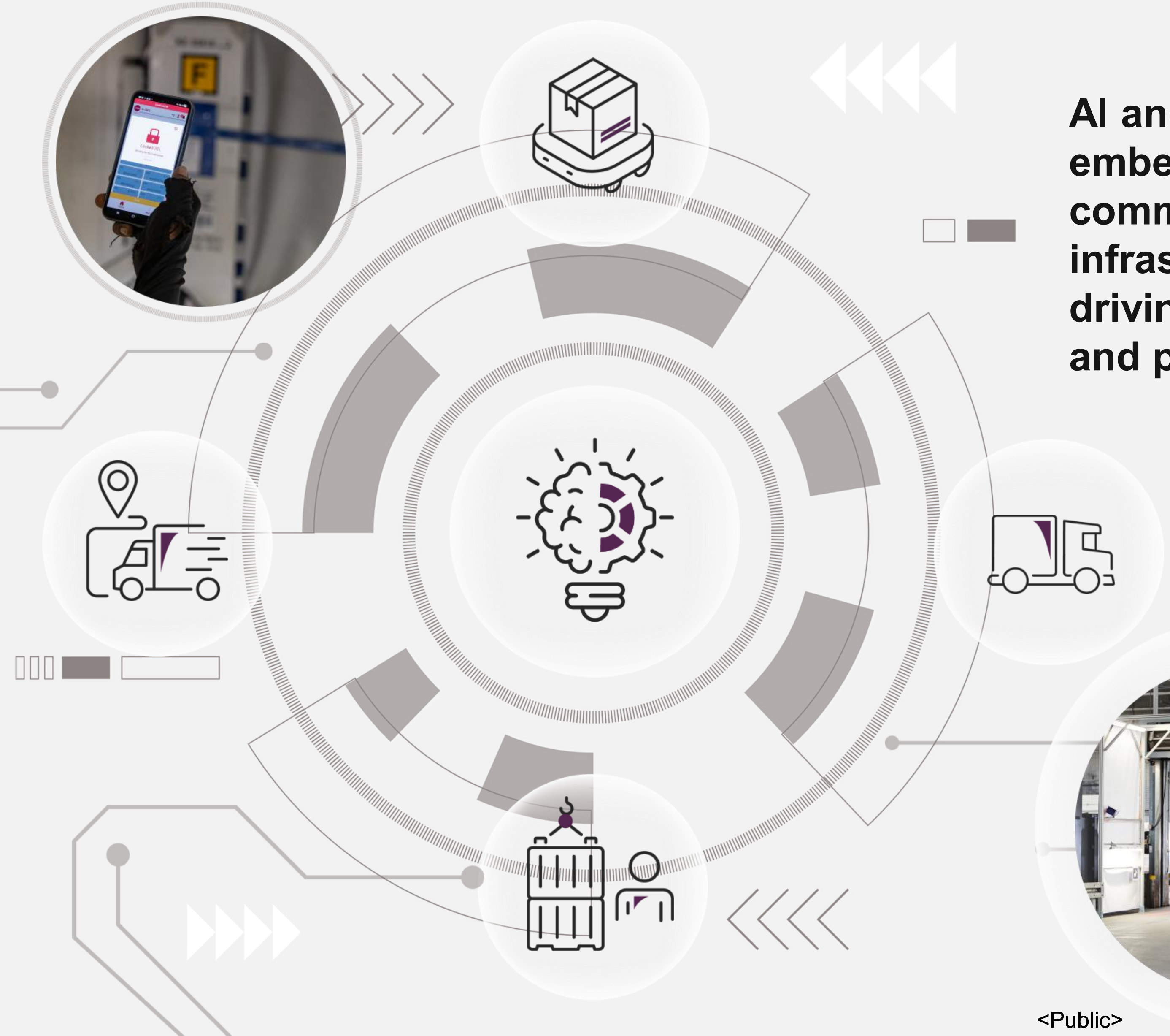
6.1%
compared to FY25

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



Progress across our broader sustainability agenda, including workplace health and safety, sustainable sourcing, and waste circularity, is set out in our FY2026 Sustainability Report.

Building the Network of the Future



AI and automation, embedded across a common digital infrastructure, driving consistency and performance.

A global **transformation programme** integrates planning, forecasting and execution across our cargo and ground operations.

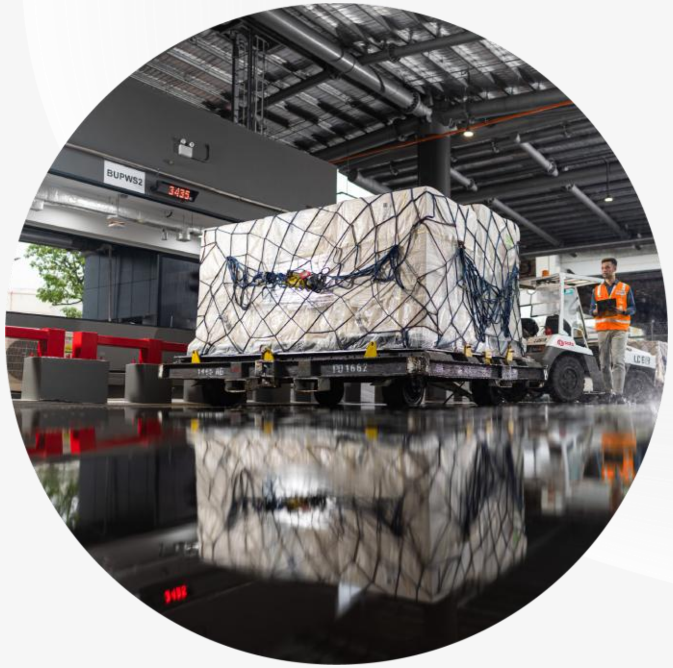
SINGAPORE

AI-driven orchestration engines are being piloted at SG Hub to optimise manpower scheduling, equipment allocation and ground operations.

AMERICAS & EMEA

Across cargo operations in the Americas and EMEA, AI-driven solutions are being integrated from budgeting through to operational execution.

Driving Growth Through Network, Scale and Resilience



1. **Global aviation services leader with diversified revenue streams**

2. **Truly global platform positioned to capture shifting trade flows**

3. **Gateway Services delivering market share gains and cargo growth**

4. **Food Solutions driving resilient growth and expansion**

5. **Disciplined capital allocation to drive growth and shareholder returns**

<Public>

Thank you