

# Maximising Positive Impact Through Building Ecosystems

**Kerry Mok**

President and Chief Executive Officer

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# PCEO Statement

Dear Shareholders,

Leading SATS Food Solutions through the pandemic and taking the helm as President and CEO of the SATS Group just as borders were reopening, I am conscious that leadership at SATS is not only about ensuring the enterprise’s operational excellence, but also to contribute to the community’s well-being. As a service provider to a broad spectrum of customers – airlines, foodservice chains, retailers, institutions, cruise lines, freight forwarders, postal services and eCommerce companies – we have to balance the interests of myriad stakeholders to generate long-term tangible benefits for the greater good. By operationalising our sustainability strategy across the value chain to unlock potential within the various ecosystems, we create greater impact with our sustainability initiatives.

Foundational to our ability to connect purpose to productivity and impact is to have data that will help us track the milestones in our sustainability journey, and develop holistic solutions that involve our stakeholders to drive meaningful change. For example, progressing with our decarbonisation strategy, we have used the Quantis assessment tool recognised by the Science Based Targets initiative to assess our Scope 3 carbon emissions for FY2019-20 as the base year and identify the key sources of carbon emissions along our value chain. The data enables

SATS to prioritise initiatives in our decarbonisation strategy.

To ensure social responsibility and governance, we made acceptance of the SATS’ Supplier Code of Conduct mandatory for suppliers who wish to participate in SATS’ sourcing activities. SATS and seven of its Singapore-based companies successfully obtained the ISO 37001 certification in December 2021, fortifying our commitment to upholding the highest level of business integrity and ethical practices prescribed in the international standard for anti-bribery management systems. We also became a signatory of the United Nations Global Compact, reinforcing our commitment to human rights, labour, environment and anti-corruption.

Maturing the sustainability culture in our organisation, we have extended our ESG practices to our subsidiaries beyond Singapore. A Sustainability Council comprising representatives from all major business units and overseas representatives meet regularly to share best practices and spearhead sustainability initiatives. We have also trained over 500 employees across our network on the importance and different aspects of sustainability.

Accelerating climate and societal change, we maximise impact through building ecosystems that unleash collective energy. In Japan,

for example, SATS TFK has been certified by the Marine Stewardship Council for using sustainably sourced seafood in line with internationally recognised standards for sustainable fishing & seafood traceability. Our non-travel business development team develops new menus that use only these sustainable sources of seafood. At Changi, we are also constantly engaged in tripartite engagements with our industry partners to enhance our charging infrastructure on the airside to promote cleaner transportation.

Operationalising our sustainability strategy across the value chain may pose some challenges, but overcoming these challenges will unlock huge potential in the ecosystems to generate significant impact for the community. At SATS, we are committed to aligning with other leading companies around the world that share the same aspirations to be a force for good to secure our collective future.

**Kerry Mok**  
President and Chief Executive Officer  
24 May 2022



“By operationalising our sustainability strategy across the value chain to unlock potential within the various ecosystems, we create greater impact with our sustainability initiatives.”



# Board Statement

The Board believes that the business strategy of SATS must be sustainable in order to safeguard the long-term success of the company and its shareholders. As it oversees the development of the company's purpose, vision and mission, it makes certain that sustainability goals are integrated into all programmes and business imperatives.

While the Board sets the risk appetite for SATS to pursue its purpose to feed and connect communities, management provides stewardship on sustainability implementation and ensures that business strategy aligns with the company's sustainability goals. To provide a dedicated focus on sustainability, the Chief Sustainability Officer has formed a Sustainability Council comprising representatives from relevant parts of the SATS group.

SATS maps material topics to the United Nations' Sustainable Development Goals and reports sustainability performance in line with the SGX Sustainability Reporting Guide, with reference to the core option of the Global Reporting Initiative (GRI) framework. Recognising the inter relationship between its business activities and climate change, SATS is providing greater disclosure in line with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). The TCFD framework will provide additional guidance on how SATS manages climate risks and opportunities through the lenses of governance, strategy, risk management as well as metrics and targets. The achievement of our sustainability goals and those of our stakeholders will help build a resilient and progressive company that we can all be proud of.

**Euleen Goh**  
Chairman

24 May 2022



**EULEEN GOH**



**KERRY MOK**



**ACHAL AGARWAL**



**VINITA BALI**



**CHIA KIM HUAT**



**MICHAEL KOK**



**JENNY LEE**



**DEBORAH ONG**



**JESSICA TAN**



**TAN SOO NAN**



**YAP KIM WAH**