



Delivering Global Solutions Delighting Customers

SATS LTD. Sustainability Report FY2023-24

Explore



SATS is delivering global solutions and delighting customers in over 215 locations in 27 countries.

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Our people are at the heart of our organisation, and we have taken action to reinforce this. We have revamped our values, replacing "Core Values" with "People Values" to underscore our commitment to prioritising our employees.

AKE 86088S

Kerry Mok President and CEO



PCEO & **Board Statement**

President and CEO Statement

Dear Shareholders,

Feeding more people. connecting more communities

This is SATS' first Sustainability Report following Worldwide Flight Services (WFS) integration in April 2023. Our transformational journey is progressing well. As a larger and more globalised combined entity, we have expanded our reach and significantly enhanced our ability to make a positive global impact across cultures. This is aligned with our purpose of feeding and connecting communities responsibly.

We are committed to taking on this role for the benefit of our company, partners, stakeholders, and, ultimately, future generations. To achieve this, we have reaffirmed our commitment to environmental, social, and governance (ESG) and transformed ourselves to take on a greater challenge. We reviewed our sustainability status, re-baselined and set new targets for ESG aspirations. We have also refreshed our Group Sustainability Framework by setting new ambitions and goals.

Delighted people, delighting people

Our business and sustainability ambitions are driven by our people. Our success is built on the knowledge, expertise and performance of every single member of the team. Our people help build strong relationships with our customers, stakeholders and the communities we serve. SATS employs close to 50,000 people representing 45 nationalities who are collectively responsible for the safety of our customers' passengers and

consumers. Our employees are not just instrumental in responsibly and sustainably feeding and connecting communities; they are indispensable to us.

Our people are at the heart of our organisation, and we have taken action to reinforce this. We have revamped our values, replacing "Core Values" with "People Values" to underscore our commitment to prioritising our employees. This change reflects our unwavering dedication to placing our people first and embedding this ethos across our entire company.

Building the foundation

In our first year of integration with WFS, we are laying the groundwork for long-term success. We have agreed on the issues that are crucial to our business as a combined company. These critical issues have been integrated into our updated sustainability framework, which includes clear ambitions and targets.

We have established a robust governance structure to foster active participation and ensure accountability at all levels of our organisation. To underscore the value of sustainability in the face of evolving societal and business landscapes for building a lasting competitive edge for SATS, we have established the Safety, Sustainability, and Risk Committee (SSRC) at the board level. Furthermore, a dedicated Safety, Sustainability, and Risk Management Committee (SSRMC) has been

implemented at the executive management level to reinforce the integration of sustainability into the company's operations and ensure the allocation of adequate resources to support sustainability initiatives.

We have strategically restructured the ESG Councils at the operational level to ensure our four business units, Food Solutions, Gateway Asia, Gateway EMEA and Gateway Americas, get the opportunity to share global best practices and develop their specific sustainability initiatives. The combination of sustainability expertise from SATS and WFS has resulted in a substantial and ever-growing knowledge base of ESG. Leveraging our culture of collaboration, we

actively promote the sharing of data, knowledge, and best practices at these council meetings. Our aim is to inspire and empower our global teams to utilise our collective insights to drive significant positive impact across our business and industry.

Driving sustainability globally and locally

As a global player, we must do our part to move forward on sustainability development efforts. Our extensive capabilities and expanded network empower us to collaborate with various industry players of different sizes to develop global solutions that will transform our operations and those of our partners, making them more sustainable.



In FY2023-24

GROSS MEALS PRODUCED



PASSENGERS HANDLED

166.3M

CARGO TONNAGE HANDLED

10.9M

FLIGHTS HANDLED

1.0M

Engaging over 60 suppliers in workshops for sustainability and carbon accounting



PCEO & Board Statement

President and CEO Statement

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Today, SATS has the most extensive solar PV system at Changi Airport. In 2023, we generated 11,401 MWh of renewable electricity.

"

3,094 trees were planted to offset 525 tonnes of CO₂ in Madrid

Tree planting in Madrid

For example, SATS proudly sponsors the Aviation Sustainability Forum's (ASF) Cabin Waste Composition Audit Programme. By providing ASF with a platform for information gathering, we enable the organisation to collect data and perform analysis that is crucial for our airline customers to develop global solutions targeted at reducing catering and cabin waste, improving waste separation, and promoting the circularity of inflight food waste. We also actively engage and collaborate with industry partners, stakeholders, and customers to drive a comprehensive understanding of sustainability throughout the entire ecosystem. Over the past year we engaged more than 60 of our suppliers in sustainability and carbon accounting workshops conducted in collaboration with the UN Global Compact Network Singapore (GCNS).

SATS wants to be a decarbonisation ally for our customers. We are committed to moving in tandem with our customers who are working towards achieving net zero. In Singapore, we are working with the Changi Airport community to reduce domestic aviation emissions from our airport operations and collectively achieve net zero domestic emissions by 2050 in line with the Sustainable Air Hub Blueprint developed by the Civil Aviation Authority of Singapore (CAAS).

Today, SATS has the most extensive solar PV system at Changi Airport. In 2023, we generated 11,401 MWh of renewable electricity. Our France, Spain, Sweden, and Germany stations are currently using 100% green electricity by switching to suppliers producing energy from renewable sources such as hydroelectricity, wind, biomass, and solar energy.



In our cleaner energy vehicle transition, the switch to fully electric forklifts at our Cargo operations in Singapore has not been an easy one. The challenges faced include identifying space for charging stations and parking lots that are operationally feasible. Despite global supply chain challenges, our Cargo team has successfully operationalised a fully electric fleet of forklifts at our airfreight terminals from August 2023. In Paris, we have increased our electric fleet from 65% to 75% and in Amsterdam, all forklifts have been converted to electric, featuring interchangeable batteries, optimising our fleet size. Over in Hong Kong, we are proud to share that our subsidiary Asia Airfreight Terminal (AAT) have made pioneering investments in electric-power Autonomous Electric Tractors (AETs), which are currently in the final stage of operational trials. It is expected to reduce carbon emissions by up to 35% compared to diesel tractors. AAT is the first cargo terminal operator in Hong Kong to adopt AETs, revolutionising cargo handling process and enhancing overall efficiency while reducing our carbon footprint.

In March 2024, SATS opened our largest innovative food solutions facility in Bengaluru. The new facility is designed with multiple environmentally sustainable features in mind, including energy efficiency, water conservation, indoor air quality among others, to reduce our environmental impact. The facility uses rainwater harvesting and advanced water recycling systems to reduce reliance on ground water by up to 50%. We also introduced ammonia, a natural refrigerant, for our cooling systems which is more environmentally-friendly than other types of refrigerants.

Another notable initiative is our treeplanting project in Madrid, which WFS has funded as a contribution to renew our forests and biodiversity, as well as to absorb carbon dioxide from our atmosphere. 3094 trees were planted to offset 525 tonnes of CO_2 with a contract to manage them for a period of forty years.

Unleashing the potential

SATS would like to express our gratitude to our valued stakeholders for their unwavering support during this pivotal year of our sustainability journey. We have redefined our ambitions and targets and implemented a robust governance structure to pave the way for the future. We will next work on translating these goals into actions and results.

We remain steadfast in our commitment to learning and sharing our knowledge of sustainability, and collaborating with ecosystem partners to amplify our progress. We believe that we can make a bigger difference when we work together on these goals.

Kerry Mok

President & Chief Executive Officer SATS

21 May 2024



PCEO & Board Statement

Board Statement

The Board believes that the implementation of sustainable business practices underscores SATS' commitment to do good for People and Planet while creating long-term value for our stakeholders. As we face a climate emergency, SATS considers the acceleration of sustainable business practices across the Group as a top priority.

To strengthen governance and oversight for our sustainability agenda, we established the Sustainability, Safety and Risk Committee (SSRC), which seamlessly integrated sustainability with corporate risk and safety into Board processes. We guided the refresh of the sustainability framework for SATS as a combined entity with Worldwide Flight Services (WFS), aligned on ambitions and targets, and implemented a new governance structure.

An effective partnership between Management and the Board is imperative for long-term success. We empower Management to identify and prioritise risks and opportunities for effective management and disclosure. To drive a collaborative and iterative approach to sustainability management, we consistently engage with the Management team on material topics to ensure they are constantly at the forefront of our efforts.

As our business evolves, we can expect to regularly encounter new regulatory landscapes and challenges, especially in new markets. To ensure that the Board can continue to provide timely and effective guidance to the Group, our Directors receive updated sustainability training to stay abreast of new developments.

Euleen Goh Chairman

21 May 2024

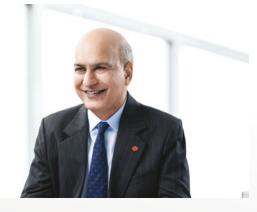


- 8. Eng Aik Meng
- 9. Jenny Lee
- 10. Mak Swee Wah
- 11. Deborah Ong
- 12. Pier Luigi Sigismondi
- 13. Jessica Tan
- 14. Detlef Trefzger









- 1. Euleen Goh
- 2. Irving Tan
- 3. Kerry Mok
- 4. Achal Agarwal
- 5. Vinita Bali
- 6. Chan Lai Fung
- 7. Chia Kim Huat





Our Sustainability Framework

Prioritising Issues Across Our Value Chain

Our expansion has brought us into contact with a diverse array of stakeholder groups, each with their unique perspectives on the pressing issues facing our global community. Through our ongoing stakeholder engagements, we actively seek to understand and incorporate these diverse viewpoints into our sustainability strategy, ensuring a comprehensive and inclusive approach.

Both SATS and WFS independently completed materiality assessment reviews in 2023 and 2022 respectively. These assessments, in alignment with the principle of materiality set out in the Global Reporting Initiative (GRI) Standards 2021 and the concept of double materiality, adopted from the Guidelines on Non-Financial Reporting Directive: Supplement on Reporting Climate-related Information, guided both companies to evaluate the significance of ESG topics from two perspectives: their impact on the company's financial value and their environmental and social impact on a range of stakeholders, including potential human rights violations. These assessments enable us to concentrate on issues crucial for stakeholders and our long-term business success.

Our materiality assessments involved a wide range of stakeholders. We engaged not only our direct stakeholders, such as airline customers, suppliers, regulators, employees and trade unions, but also reached out to

indirect customers like freight forwarders and the media. This inclusive approach ensures that all voices are heard and valued in shaping our sustainability strategy.

Our materiality assessments revealed that both SATS and WFS are aligned on priority issues. This strategic alignment assures our stakeholders that we are addressing the issues that matter most to our business and to them.

We have revised our top eight ESG group priorities and expanded our Board-monitored targets. Our previous "energy efficiency and renewable energy" has become "decarbonisation" to enlarge our focus to reducing our direct and indirect greenhouse gas emissions and our former "occupational health and safety" is now "safety and security" broadening our scope to all safety and security aspects of our businesses.

Our commitment to global sustainability is further underscored by the fact that all our material topics are mapped to the United Nations (UN) Sustainable Development Goals (SDGs). This ongoing review process ensures that our efforts remain relevant and impactful, both for our business and our stakeholders. We are dedicated to making a positive contribution to the global community through our sustainability initiatives.

Please refer to SATS Sustainability Report FY2022-23 for the full report on the materiality assessment completed in 2023.

Our 8 ESG priorities

Environment

- Decarbonisation
- Waste and Packaging

- **S**ocial
- Diversity and Inclusion
- Safety and **Security**
- Human Capital **Development**







- Governance
- Sustainable Sourcing
- Governance and **Business Ethics**
- Cybersecurity and **Data Protection**



Our refreshed sustainability framework

Our four most distinct and material pillars are the focus areas, which enable SATS to harness sustainability as a competitive advantage.

At SATS, Sustainability isn't just a concept; it's a commitment that is embedded in our business strategy. As we celebrate our first anniversary milestone as a combined entity with WFS, we are keenly aware of our increased responsibility to create value for our stakeholders through our sustainability efforts and accelerate the scale of our progress.

Transforming into the global leader in air cargo handling, the hub handler of the future, and the leading Asian aviation food service provider, our operations span many geographies and stakeholder ecosystems. To ensure our sustainability framework remains robust and drives significant impact across our expanded global network, we have refreshed it based on feedback from SATS' and WFS's materiality assessments. This refreshed framework provides the blueprint for setting four distinct pathways for the future: decarbonisation, sustainable sourcing, waste and packaging, diversity and inclusion.

The framework underscores our commitment to sustainability and will influence every aspect of our operations with purpose and clarity. It outlines areas vital for addressing global sustainability challenges with defined targets.

Notes:

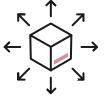
- ⁽¹⁾ From 2020 baseline for Singapore operations and from 2024 baseline for overseas operations
- ⁽²⁾ Carbon neutrality refers to the reduction and balancing of 100% Scope 1 and 2 emissions across SATS operations
- ⁽³⁾ Net Zero means the comprehensive reduction and balancing of all greenhouse gas emissions across Scope 1, 2, and 3 across SATS operations
- (4) From 2021 baseline for Singapore operations and from 2024 baseline for overseas operations
- ⁽⁵⁾ Leadership roles refers to N-3 and above, N being the President & CEO



Decarbonisation

AMBITIONS

Play our part in science-based efforts to reduce GHG emissions and limit global temperature rise to 1.5°C above pre-industrial levels, primarily through energy efficiency and appropriate use of renewable energy



Sustainable Sourcing Put in place a responsible and verifiable group supply chain, collaborating with suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks



Waste and Packaging

Minimise waste as much as possible across our operations and promote a more circular economy including the choice of packaging materials



Diversity and Inclusion Recognise diversity and build inclusion by promoting a safe and respectful environment for a harmonious workplace

TARGETS

50% Scope 1 and 2 reduction by 2030⁽¹⁾

Carbon neutral by 2040⁽²⁾

Net Zero by 2050⁽³⁾

Perform ESG assessments

of all strategic suppliers by 2025

Actively increase the proportion of **locally sourced**

or nearshoring of food and if not feasible, opt for certified sustainably produced products

50% Reduction in food waste intensity by 2030⁽⁴⁾ **100%** Packaging is reusable or recyclable-ready by 2030

35%

Women-held leadership roles by 2030⁽⁵⁾

Employee Engagement Survey rolled out in all regions

D&I training in all regions



Our Sustainability Framework

Stewardship and Governance

The integration with WFS has significantly increased the size, scale and complexity of our operations, which now take place around the clock globally. Setting up a fit-forpurpose ESG governance structure would influence an organisational culture aligned with sustainability, enabling employees to respond to sustainability challenges and opportunities effectively. To drive greater accountability and participation across our network, we enhanced our governance structure to provide more oversight by the Board, drive executive management commitment and empower employees to navigate challenges and seize opportunities as they arise.

We have established a three-tier governance structure that ensures we have accountability through all levels of our organisation.

Our Board of Directors oversees SATS sustainability strategy and performance through the Safety, Sustainability and Risk Committee (SSRC) and ensures that sustainability goals are integrated into all areas of the business.

Executive management translates strategy into action through their stewardship. The former ESG Steering Committee, responsible for giving direction and supervision at the executive level, has been replaced by the Safety, Sustainability, and Risk Management Committee (SSRMC) at the executive management level. This committee is chaired by the President and

Chief Executive Officer. The SSRMC plays a crucial role in shaping the Group's approach to transparency, challenging our businesses to better understand our environmental and social impacts, setting ambitious improvement targets, ensuring the right resources are deployed to meet our sustainability targets and longterm aspirations and overcoming obstacles. SSRMC also oversees the allocation of proceeds from our Renewable Energy Certificates, directing them towards impactful sustainability initiatives.

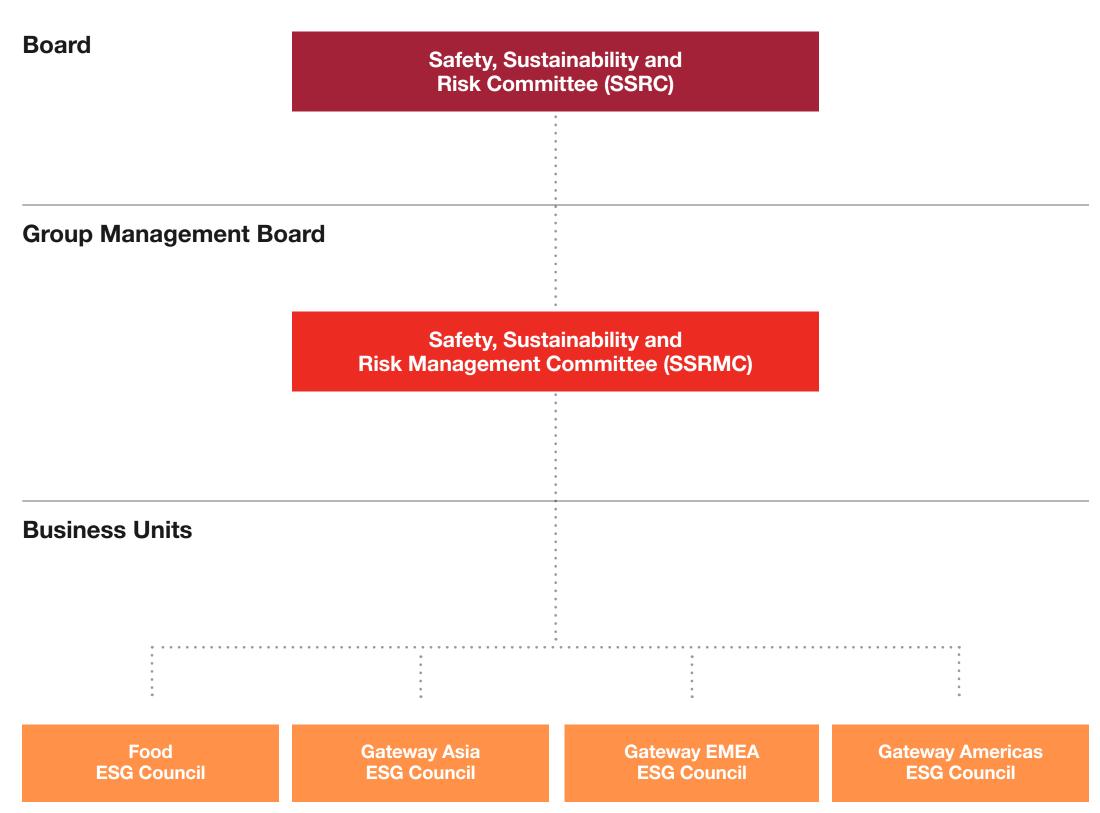
At the operational level, we have four ESG councils for our Food Solutions business and for our three Gateway regional operations in Asia, the Americas and EMEA. Sustainability champions from our business units and staff representatives across the Group form the ESG councils. These councils play a key role in evaluating the effectiveness of our sustainability programmes, monitoring key performance metrics such as carbon intensity, disseminating best practices and sharing key developments across our regional operations.

Through this robust governance structure, SATS remains steadfast in our commitment to sustainability, driving positive change and creating long-term value for all stakeholders.

For more details about our Board of Directors, risk management and corporate culture, please refer to our full corporate governance report as laid out in SATS Annual Report 2023-24.



Group Management Board





51,674

135,344

42,278

100,603

59,099 4.731

30,725

This is for Singapore operations only with the plan to establish

WFS EMEAA

94,555

FY2023-24

187,019

FY2023-24

142,881

45,311

120,237

88,886

4,226

32.453

96%

100%

WFS Americas

125,565

FY2022-23

165,548

Overseas operations Scope 1 and 2 emissions FY2023-24 baseline

WFS operations Scope 1, 2 and 3 emissions FY2023-24 baseline

147,985

8,957

63,178

Heritage WFS

220,120

SATS packaging that are

Food Solutions

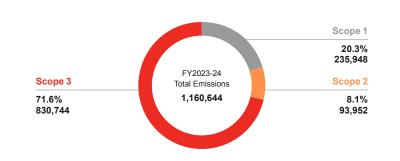
Cargo

reusable or recyclable-ready

Key Sustainability Metrics

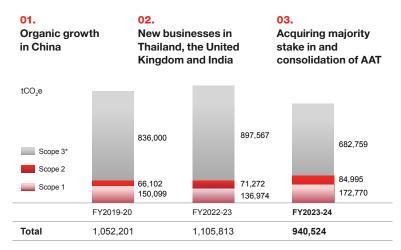
ENVIRONMENTAL

SATS Group FY2023-24 Scope 1, 2 and 3 emissions (including WFS)



Heritage SATS Scope 1, 2 and 3 emissions

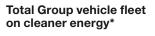
Comparing SATS Group's emissions before the acquisition of WFS between FY2019-20 and FY2023-24, the key factors contributing to the increase of 19% for Scope 1 and 2 are:



* Reduction in Scope 3 primarily due to change in calculation methodology from Quantis to Exiobase as the primary source of spend factors and spend categories

Singapore carbon intensity performance

Scope 1 and 2 kgCO ₂ e per unit of output	FY2022-23	FY2023-24
Gross meals produced	0.69	0.74
Flights handled	88	76
Cargo handled	7.29	6.58





cleaner energy vehicles include electric, hybrid and low-emission fuels

Singapore 2.8%

FY2022-23 2.3%

Slight increase in food waste intensity driven by aviation recovery and a slight drop in gross meal production in our non-aviation catering.

Food waste intensity performance in FY2023-24



Overseas

SATS TFK, SATS China, SATS Thailand

Wa	ste* reu	sed, r	ecycled
oro	compos	ted	

Singapore operations Scope 1 and 2 emissions

49.991

138,654

FY2019-20

(Baseline)

188,646

tCO₂e

Scope 2

Scope 1

Total

tCO₂e

Scope 2

Scope 1

Total

tCO₂e

Scope 3

Scope 2

Scope 1

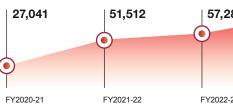
Total



this includes food waste, carton boxes, plastics, cooking oil, glass, metal and wood



from FY2022-23



VAPE – Value Added Per E	Employee headcount		Average hours of trai	ining per employee	
27,041 51,512	57,280	• \$74,457	АРАС		33
			Americas		13
FY2020-21 FY2021-22	FY2022-23	FY2023-24	EMEA		32
Rate of new hires by region	on	Turnover rate by regio	on	SATS Global Employ Engagement Score	ee
APAC	32.3%	APAC	20.6%		
EMEA	13.3%	EMEA	7.7%	71%	人山
Americas	90.7%	Americas	81.3%	Female representation	on
Total New Employee Hires	21,502	Total Employee Turnover	17,484	in senior manageme	nt Î
Group total volunteering	hours	Group total no. of volu	unteers	 as part of the integration betw management refers to all VPs WFS (N=PCEO) 	veen SATS and WFS, senior s and above equivalent to N-3 for
Overseas	1,543	Overseas	611		
				High-consequence v Number 28	vork-related injuries Rate 0.16
Singapore	582	Singapore	204	Recordable work-rel	Rate 5.91
GOVERNANCE					
					- 余
Female representation on Board	Independent direc on Board	anti-bribery	and have b	been rated on h	Strategic suppliers who have been rated on ESG performance
46%	92%	85 <mark>%</mark>	10	0%	11%

VAPE – Value Added Per Em	ployee headcount		Ave	erage hour	s of train	ing per em	nployee		
27,041 51,512	57,280	• \$	74,457	PAC					33
			А	mericas					13
FY2020-21 FY2021-22	FY2022-23	FY2023-2		MEA					32
Rate of new hires by region		Turnover	r rate by region				lobal Employ ment Score	yee	
APAC	32.3%	APAC			20.6%		_	l	
EMEA	13.3%	EMEA			7.7%	719	/0		人口
Americas	90.7%	Americas			81.3%	Female	representat	ion	
Total New Employee Hires	21,502	Total Em Turnover	nployee r	17,4	184		r manageme		
Group total volunteering ho	urs	Group to	tal no. of volunteer	S			the integration bet nent refers to all VF		
Overseas	1,543	Oversea	IS		611		FGE0)		
						High-co Number	onsequence	work-relate Rate	
						Number	28	Rale	0.16
Singapore	582	Singapo	re		204	Recorda Number	able work-re 1,005	e lated injuri e Rate	es 5.91
GOVERNANCE									
			²)			
\bigwedge -	Ϋ́Ξ̈́Ϋ́		\odot						
Female representation on Board	Independent direction on Board	ctors	Employees who co anti-bribery and anti-corruption tra		have be	suppliers en rated o rformance	n	Strategic si have been i ESG perfor	
46%	92 <mark>%</mark>		85%		100	%		11%	





the packaging baseline for overseas operations in the next reporting period.

Waste to landfill and incineration reduced by



(SG food suppliers)

(SG food suppliers)

Environmental Report

sats

ENVIRONMENTAL

Our Commitment to Climate Action











OUR COMMITMENTS



Decarbonisation

- **50% Scope 1 and 2 reduction by 2030**⁽¹⁾
- Carbon neutral by 2040⁽²⁾
- Net Zero by 2050⁽³⁾



- **50% Reduction** in food waste intensity by 2030⁽⁴⁾
- 100% Packaging is reusable or recyclable-ready by 2030

Notes:

- ⁽¹⁾ From 2020 baseline for Singapore operations and from 2024 baseline for overseas operations
- (2) Carbon neutrality refers to the reduction and balancing of 100% 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⁾ From 2021 baseline for Singapore operations and from 2024 baseline for overseas operations

Progress report on environment

Decarbonisation

OUR AMBITION

Play our part in science-based efforts to reduce GHG emissions and limit global temperature rise to 1.5°C above pre-industrial levels, primarily through energy efficiency and appropriate use of renewable energy

A significant player in the global logistics value chain, SATS is well aware of the ripple effects of climate change. Local climate emergencies could have reverberating impacts on the global supply chain, potentially resulting in a variety of economic consequences.

Historical examples abound. We have witnessed how droughts in Argentina and the Midwestern US, combined with geopolitical tensions, have resulted in significant price spikes for wheat. Closer to home, floods in Thailand and Malaysia have led to a shortage of fresh vegetables in Singapore.

At SATS, we are deeply concerned about climate change. The vagaries of the weather not only disrupt our operations but could also impact the safety and livelihood of our employees and the communities we serve. Therefore, we take our responsibility seriously and collaborate with our colleagues in our network and industry partners to do good for the planet. Conversion to cleaner energy vehicles is one of our decarbonisation levers and we work closely in alignment with our ecosystem stakeholders such as airport authorities to plan for the airside charging infrastructure as well as vehicle manufacturers for feasibility trials. We view cleaner energy vehicles as electric, hybrid and other low-emission vehicles or variants that run on low-emission fuel types.

We have taken steps to reduce our carbon emissions through the use of cleaner energy, minimise food and packaging waste, and incorporate sustainability features into our buildings and facilities. The consolidation of SATS and WFS provides us with an opportunity to leverage our expanded network to pursue more ambitious goals and make a greater impact in protecting the environment.

Singapore

The switch to fully electric forklifts at our cargo operations in Singapore has not been easy. The challenges faced include identifying space for charging stations that are operationally feasible, and global supply chain disruptions. Nonetheless, we have made great progress in FY2023-24. Employee awareness training was conducted prior to implementation, and the team worked on addressing feedback such as perceived lack of power in the electric forklifts and concern with the lack of safety alert associated with the vehicles' quiet operation. Demonstrations between diesel and electric forklifts were carried out with

employees that proved both variants have similar power and buzzers were installed to create audio output to improve safety. In August 2023, we successfully implemented a fully electric fleet of forklifts at our Changi Airfreight Terminals (AFT).

Additionally, we have commenced testing electric heavy-duty tractors to ensure their suitability for towing cargo containers which are often much heavier than passenger baggage trailers. We continue to work closely with airport authorities to plan for adequate power supply from the Changi Airport grid to our AFT and with vehicle manufacturers to conduct feasibility trials.

SATS is the first to deploy electric airfield buses for transporting passengers to and from remote bays at Changi Airport. These buses have a capacity of more than 100 passengers each and can travel up to 240 kilometres



on a single charge. They are constructed using lightweight aluminium frames for the body, aimed at reducing carbon emissions and noise levels. This design improves overall operating cost and efficiency.

SATS trialled the use of renewable diesel on several specialised airport vehicles at the Singapore Airshow in February 2024. In FY2024-25, we will conduct a trial involving the use of renewable diesel in other types of heavy and specialised ground services vehicles at the airside. This trial will be eligible for funding support by the Civil Aviation Authority of Singapore (CAAS) under the Aviation Sustainability Programme. The main objective of the trial is to analyse the engine operating data of the vehicles and evaluate the logistics and economics of implementing renewable diesel for ground operations on a larger scale.

A new electric airfield bus which can travel 240km on a single charge

sats

SATS Inflight

Catering Centres

achieved a 6%

reduction in total

year-on-year.

fugitive emissions

A study evaluating the feasibility of installing a battery energy storage system (BESS) at our Changi AFT to capture excess solar energy generated during daylight hours and store it for later use has shown that the system is suitable for SATS. We plan to install the BESS in two phases beginning FY2024-25. The BESS is expected to provide energy savings of approximately 2,300MWh in Phase 1 and 1,700MWh in Phase 2, which will result in a total reduction in annual carbon emissions of approximately 1,600 tCO₂ $e^{(5)}$ after both phases are completed.

After recommencing operations at SATS Inflight Catering Centre 1 (SICC1) in FY2022-23, we required a



larger amount of refrigerant gas topup to restart some of the refrigeration units which is critical to ensure their optimal performance in maintaining the required temperature for food safety. In order to minimise fugitive emissions from such gas top-ups, we have consistently been replacing old fan coils in our refrigeration systems. Additionally, we upgraded our Refrigeration Control and Monitoring System. This upgrade has enabled us to analyse and respond to temperature data, providing a timely assessment of the overall health of the refrigeration system. With these measures, SATS Inflight Catering Centres 1 and 2 achieved a 6% reduction in total fugitive emissions year-on-year. With the refrigeration systems at SICC2 nearing the end of their useful life, the team is planning to replace and upgrade them over a few phases from FY2024-25 onwards.

At the SATS Food Services (SFS) Pandan Loop facility, we have replaced approximately 1,790 fluorescent light tubes with LED lights. This change is expected to result in an annual reduction of 142,000 kWh, which translates to 59⁽⁵⁾ tCO₂e per year. Additionally, motion sensors have been installed to improve energy efficiency in all staircases.

In April 2024, SFS initiated a proofof-concept (POC) to test an energy optimiser machine at one section of its 234 Pandan Loop facility. The purpose of this trial is to regulate and optimise the amount of electricity drawn from the power grid. We have also commenced another POC on the use of ventilation fans, in place of running water, to hasten the thawing of frozen raw meat. This initiative

aims to reduce water usage and the overall time taken to thaw frozen meat, potentially improving operational efficiencies within our food production in a more sustainable manner. If successful, these POCs can be scaled up across other facilities to achieve benefits on a larger scale.

Americas

In the Americas, we are planning to open a new cargo facility in New York in 2025. This facility will include sustainability features like LED lighting, fully electric forklifts with charging stations, and rooftop solar panels that will supply energy to the building and feed any excess energy to the grid.

Additionally, we have finished constructing a solar-powered warehouse in Chicago. This warehouse also boasts energy-saving features such as LED lighting and EV charging facilities for a fully electric fleet. We have also implemented a Dock Management Initiative across multiple key locations, including JFK and ATL, which optimises the utilisation of dock doors, thereby reducing truck idling times and associated emissions. This initiative has led to a reduction of approximately 1,976 tCO₂e based on our environmental impact studies.

EMEA and Asia

We have electrified our fleet of industrial trucks and company cars, harnessed renewable energy, reduced our water consumption, and implemented measures to reduce and treat our packaging waste across the WFS Europe and Asia network. These efforts have allowed us to significantly minimise the environmental impact of our operations.

We are electrifying our fleet of forklifts in Belgium, France, India, Ireland, the Netherlands, Thailand, Malaysia, Saudi Arabia, and the United Kingdom. At Paris Charles de Gaulle Airport (CDG), the percentage of electrified forklifts has increased from 65% to 75% out of 342 forklifts. In Amsterdam, all forklifts have been switched to electric power, with interchangeable batteries, resulting in a smaller fleet. In total, about 60% of our forklifts in Europe and Asia are now powered by electricity. We are also converting our fleet company cars in Belgium, Denmark, France, Italy, the Netherlands, and Thailand to fully electric and hybrid cars.

Belgium and Ireland are sponsoring a Cycle to Work Scheme, which is a tax incentive scheme designed to encourage employees to cycle to work. Under the scheme, an employer can purchase a new bicycle (including bicycle accessories) for the employee, who then repays the cost as a nontaxable benefit in kind. This scheme aims to increase the number of people cycling to work and reduce the number of cars on the road.

Our stations in France, Spain, Sweden, and Germany currently use 100% green electricity, having switched to suppliers that produce energy from renewable sources like hydroelectricity, wind, biomass, and solar energy.

⁽⁵⁾ Estimated based on Singapore's Operating Margin (OM) Grid Emission Factor (GEF) of 0.4168 kgCO₂e/kWh in 2022 published by the Energy Market Authority.

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In the Americas, we are planning to open a new cargo facility in New York in 2025. This facility will include sustainability features like LED lighting, fully electric forklifts with charging stations, and rooftop solar panels.

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PERCENTAGE OF ELECTRIFIED FORKLIFTS ACROSS EUROPE AND ASIA

60%

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AAT in Hong Kong is the first Cargo **Terminal Operator** to deploy **Autonomous Electric Tractors** (AET). "

40%

OF	WFS	BEN	GΑ	LUF	۱U	STAT	ΟΝ
PO	WERE	D B	Y S	OLA	٨R		

SATS TFK HAS CONVERTED



OF LIGHTS TO LED **RESULTING IN**

34% ENERGY REDUCTION The rooftops of our cargo warehouses in India and Thailand now feature solar panels. This energy source supplies about 40% of WFS Bengaluru station's electricity needs, resulting in a reduction of approximately 942 tonnes of CO₂e between May 2023 and March 2024. WFS also plans to extend its solar installations to Belgium and Denmark.

We have switched the lighting in our cargo warehouses located in Germany, France, Hong Kong, India, Ireland, Italy, the Netherlands, and Thailand from traditional fluorescent to LED lighting. The total area of our warehouses in these 8 countries is 423,000 square metres, and most of the warehouses are illuminated 24 hours a day. Replacing traditional fluorescent lighting with LED could reduce energy consumption substantially. For instance, in Paris CDG station, the electricity consumption for a 38,000 square metres warehouse has been reduced by two-thirds (a saving of 600 kWh per year) with the LED transition. In Germany, replacing 142 lights has led to an annual energy reduction of around 13,000 kWh.

One of our noteworthy initiatives is the tree-planting project in Madrid, which has been funded by WFS. The project aims to renew the forests and biodiversity and absorb carbon dioxide from the atmosphere. A total of 3,094 trees were planted to offset 525 tonnes of CO₂. Additionally, a contract has been established to manage the trees for 40 years.

To reduce water usage and manage water discharge-related impacts, our cargo operations in India have utilised treated wastewater from their Sewage Treatment Plant for toilet flushing, resulting in approximately 40% reduction in water consumption.

SATS' subsidiaries in Asia have also contributed greatly to the Group's sustainability efforts.

Beijing Aviation Ground Services Co., Ltd (BGS) has converted 30% of its fleet to electric vehicles. In FY2023-24, BGS replaced 10 baggage tractors and 13 ramp service vehicles with electric vehicles. According to BGS' estimates, this conversion is expected to result in a reduction of about 31 tCO₂e per year compared to traditional diesel vehicles.

Our affiliate, Beijing Airport Inflight Kitchen Ltd. (BAIK), plans to introduce two electric hi-lifts in FY2024-25, increasing BAIK's fleet electrification to 8.5%.

AAT in Hong Kong is the first Cargo Terminal Operator to deploy Autonomous Electric Tractors (AET). Rewarded for its focus on quality and sustainability, AAT was awarded "The Airfreight Services Provider of the Year" at the renowned Hong Kong Commercial Times Business Awards 2024 and nominated as "Sustainable Warehouse Operator of the Year" in the Freightweek Sustainability Awards 2024. In addition, AAT has

also won Asia's Leading SMEs award at the renowned Asia Corporate Excellence & Sustainability (ACES) Awards 2023. This award recognises their tireless efforts in driving best practices and sustainability in the business.



The latest addition to our kitchen network is SATS Central Kitchen in Bengaluru, India. The kitchen is designed with sustainability in mind. The facility uses rainwater harvesting and advanced water recycling systems to reduce reliance on groundwater by up to 50%. It also uses ammonia, a natural refrigerant, for its cooling systems. Future plans for the kitchen include installing solar panels on the roof to fulfill a fifth of the power requirements and adding a wet waste dehydration machine to minimise waste handling.

Across its facilities at Narita, Haneda and Shibayama, SATS TFK has converted 70% of lights to LED which are projected to result in a 34% reduction in energy consumption. SATS TFK targets to increase the uptake rate of LED lighting to 80% by FY2024-25.

AAT was a winner of multiple sustainability awards

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Waste and packaging

OUR AMBITION

Minimise waste as much as possible across our operations and promote a more circular economy including the choice of packaging materials

Singapore

We utilise a significant amount of packaging in our Food Solutions business to maintain product integrity. The packaging undergoes rigorous temperature and pressure fluctuations during the food manufacturing process. which is critical to ensure food safety and extend the shelf life of the food.

Packaging materials are chosen based on their environmental impact and their ability to meet performance requirements for ensuring the highest level of product quality and safe consumption. Plastics, commonly used in food packaging, pose a waste management problem, especially when they are made of multiple layers. Such laminates are often complex plastics that are difficult to recycle at the end of their life. We also recognise that single-use plastic waste is causing numerous environmental issues around the world due to low collection rates, leading to plastic leakage into our environment.

In line with our global target to achieve 100% reusable or recyclable-ready packaging by 2030, SATS has developed a packaging guideline to chart our journey towards this transformation. The SATS Transformation Strategy for

Sustainable Packaging is published on our website, here.

We are committed to making our packaging reusable throughout our entire business whenever possible and ensuring that it is recyclable when reusability is not an option. To achieve this, we are currently aggregating our existing packaging database and examining the material compositions of the laminates, their environmental impact, and their recyclability. Our team is focused on simplifying the non-recyclable plastics so that they can be easily recycled once they are collected and sorted into the appropriate recycling streams. We utilise a sciencebased approach, using a Life Cycle Assessment (LCA) tool to determine the CO₂ emissions of each packaging material and compare them with recyclable alternatives.

STEP 1

Discover

our database.

product requirements.

We will enhance employee competency by increasing their awareness through various engagements and workshops focusing on sustainable packaging. As a follow-up to our Packaging Roadshow held in February 2023, where we raised awareness of sustainable packaging at SATS, we will also develop two mandatory Sustainable Packaging training modules for all employees to build their knowledge on this topic.

Additionally, as part of our ongoing efforts to develop sustainable procurement and responsible raw material sourcing, we have created a learning journey for our procurement team to guide and support their work in sustainable packaging sourcing.

Our pathway towards 100% reusable or recyclable-ready packaging by 2030

STEP 2 **Develop** Formulation of Packaging Guidelines that will guide the we will selection of our packaging material to be reusable or recyclable-ready. Packaging aggregation to identify amount of complicated plastics versus reusable and recyclableready packaging in recycling. Our packaging baseline for reusable and recyclableready packaging materials for Food Solutions is 96% while Cargo operations is 100% in Singapore. We will work with stakeholders to switch out the complicated plastics meant to allow product stability during its supply chain by identifying the right material that fits the

STEP 3

- Of the complicated plastics
- 2.1 Eliminate packaging materials with complicated plastic structures and difficult to be recycled.
- 2.2 Simplify multilayered plastics into mono materials to enable
- 2.3 Reduce virgin plastic content by incorporating recycled plastics.
- 2.4 Adopt fiber based packaging material for product that requires low barrier requirements

Deploy

- Our business model requires close partnership with our customers. Therefore, we will
 - **3.1** Include our customers during the development process.
 - **3.2** Identify materials to run trials including shelf life to ensure food stability.
 - **3.3** Monitor deployment to enable scalability.
 - **3.4** Iterative process for continuous progress towards circularity.

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In Amsterdam, nearly 2,000 cubic meters of plastics are recycled annually.

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PROCESSED WASTE AMOUNTING TO



OF WHICH



OF WASTE DIVERTED FROM INCINERATION

In our Singapore operations, we have established the packaging baselines for our Gateway Services and Food Solutions which are, reusable or recyclable-ready, to be 100% and 96% respectively. We will work towards establishing a global baseline in the coming year.

We acknowledge that the stringent food processing requirements of product packaging in our food business require packaging to undergo high temperatures and pressure, limiting options for alternatives that are reusable or recyclable but we will continue to work with industry partners to find suitable alternatives.

In FY2023-24, SATS generated 729 tonnes of food waste in Singapore. To date, SATS has processed 97,320 kg of waste, of which 66,955 kg of waste was diverted from incineration, avoiding approximately 41 tCO₂e emissions.

To minimise waste, we installed a waste treatment facility called WasteMaster at SATS Inflight Catering Centre 1 to handle organic waste from our production kitchens. The one-tonne WasteMaster employs a proprietary mixed-ion reactive approach (M.I.R.A) technology to quickly break down organic waste into a high-quality residual substrate. This process does not require heat, water, additives, enzymes, microorganisms, or any elements, thereby using fewer utilities and resources. The on-site treatment offers the advantage of reducing waste volume by approximately 70%, consequently

lowering both the overall waste transportation requirements and the associated costs as well as carbon footprint.

The WasteMaster is designed to preserve the nutrients and caloric value of waste, while also retaining more moisture for a longer period. This enables the waste to be converted into aquaculture feed. The resulting energy substrate is odourless, has a texture similar to soil fertilizer, and is dry and free of pathogens. This makes on-site storage safe and easy, while also reducing haulage truck movement by 90%.

The WasteMaster has processed over 60 tonnes of organic waste since it was deployed in November 2023. In total, using the WasteMaster on-site is expected to divert 365 tonnes of organic waste from incineration every year. This will reduce approximately 80 tonnes of CO₂e emissions and a further 7.2 tonnes of CO₂e per annum in Scope 3 carbon emissions due to reduced haulage truck movements.

We recently conducted trials with Sembwaste to use our energy substrates as a fuel for producing steam at Sembcorp's energy-fromwaste facility in Jurong Island. The trials conclusively showed that the energy substrates contain a much higher calorific value, resulting in a higher yield of renewable energy.

EMEA and Asia

In Hong Kong, AAT collaborated with the Hong Kong Airport Authority to

In EMEAA, activities for preparing unit load devices (ULD) for aircraft transportation required the usage of nearly 1,000 tonnes of plastic. To reduce packaging waste, Germany, Italy, and the Netherlands transitioned to using plastic covers made with 20% recycled plastic and reduced thickness. For a hub like Frankfurt, which represents 13.7% of EMEAA's cargo volume for export, the shift resulted in the use of 29 tonnes of recycled plastic. Additionally, the



recycle 11,859 kg of food waste from April 2023 to Dec 2023.

SATS TFK in Japan recycled 345 tonnes of food waste and converted it into pig feed, helping to reduce 55 tCO₂e emissions year-on-year.

switch to reduced thickness led to a saving of 5.69 tonnes of plastics per year.

Denmark, Ireland, and the Netherlands have implemented improved waste management systems by introducing additional waste sorting containers for plastics, food, and general waste. In these countries, all incoming ULDs have their plastic components separated and retrieved for recycling. For instance, in Amsterdam, nearly 2,000 cubic meters of plastics are recycled annually. Furthermore, Denmark and India are now using recycled pallets in the preparation of ULDs. In Copenhagen, this shift resulted in the use of 17,469 recycled pallets, equivalent to 328 tonnes.

The WasteMaster deployed at SATS Inflight Catering Centre I

Social Report

SOCIAL

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One People, One Culture

JNSDG



Delivering Global Solutions Delighting Customers

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OUR COMMITMENTS



Diversity and Inclusion

Achieve 35% of women in leadership roles within the organisation by 2030



- Reduce occupational and operational safety incident rates year-on-year
- Continue to expand the coverage of relevant safety and security certifications across the Group



Development

- Develop and promote a compelling Employee Value Proposition as a global employer of choice that aligns with the needs and aspirations of the local workforce
- Implement targeted leadership development programmes, upskilling initiatives, and mentorship opportunities to empower employees and enhance their capabilities

Progress report on diversity and inclusion

Empowering people

OUR AMBITION

Recognise diversity and build inclusion by promoting a safe and respectful environment for a harmonious workplace.

We are now a global company with 50,000 employees across more than 215 locations. We recognise that people are our most important asset and have started integrating our teams and processes to leverage the expertise of our global talents more effectively and operate smoothly as a combined network.

While there were a number of shared common values across Heritage SATS and Heritage WFS, we recognise that culture is key. We have developed and rolled out a common set of "People Values" across the organisation to align the values that we hold dear. The five values of safety, customer focus, respect, teamwork and excellence guide our behaviours. The "Respect" People Value, in particular, targets fostering an environment where all individuals feel valued, heard, and empowered to succeed. Please refer to the SATS Annual Report for more information on our People Values.

In FY2023-24, we made progress in our diversity and inclusion journey, achieving 26.1% female

representation in leadership roles globally. This is a testament to our ongoing efforts and commitment to creating a more inclusive workplace.

On International Women's Day, SATS launched the Network of Women (NoW) initiative to empower and encourage women to connect, share ideas, navigate challenges, and provide mentorship to one another.

On the tarmac, the women in SATS are also excelling in traditionally male-dominated roles.

We also actively support job placements for students with disabilities and other needs, demonstrating our belief in the potential of every individual to make meaningful contributions to society. As a tangible expression of this commitment, we have pledged \$200,000 to Tampines Pathlight and will leverage our expertise to assist in developing their culinary curriculum and establishing their industrial training kitchen. These initiatives not only reflect our strong belief in the potential of every individual, but also our pride in being a part of their journey.

Our leadership development framework includes a series of leadership transition programmes aimed at establishing a shared leadership focus and language. This initiative is based on the understanding that leadership is not solely about position and authority, but rather about utilising leadership positions to empower others,

promote growth, and foster a culture of psychological safety. To date, over 1,800 leaders have benefited from these leadership programmes.

To establish a global baseline for tracking employee engagement, we broadened our employee engagement surveys to encompass the 50,000 employees across our network. We are proud to have been honoured with the 2024 Asia's Top Employer award by Influential Brands. This recognition is a testament to our commitment to fostering a positive employee experience and our continuous efforts to enhance our company culture and employer branding. It underscores our dedication to our customers and partners and our position as a respected business leader.



From Left to Right Syuhadah, Ramp Associate Aysha, Duty Manager & Trainer Farizan, Senior Ramp Executive Nani, Ramp Specialist Rahini, Ramp Associate Anya, Ramp Associate Intern Eva, Acting Duty Manager



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In Spain, we have a culture that embraces ESG and have been ESG certified since 2022.

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150 ASSORTED BAKERY ITEMS AND BREAD ARE DONATED TO THE FOOD BANK DAILY

Progress report on CSR

Caring for the community

SATS' purpose to feed and connect communities goes beyond simply meeting nutritional needs or enabling the movement of goods and people. It reflects the Group's commitment of using its capabilities to make a meaningful, positive impact on society.

Our employees come to work every day to be part of this bigger purpose. We produce a variety of safely prepared, nutritious, and authentictasting Ready-To-Eat meals in different formats on a large scale. Ready-To-Eat meals not only make nutrition easily accessible for busy executives and families in need of convenience but also help manage food waste. We are connecting friends and families and facilitating trade, a role that is not just important but crucial for the global economy to flourish and communities to prosper.

We are proud to collaborate with the Singapore Food Agency (SFA) in their support of the Singapore Total Defence initiative to ensure Singapore's food security. Together with SFA, we have developed and provided 50,000 Ready-To-Eat meals to teachers and students in 40 schools in Singapore. The aim of this initiative is to educate young Singaporeans about the use of Ready-To-Eat meals as a quick and convenient source of sustenance during times of crisis or emergency.



We have actively used our culinary expertise in various initiatives through the SATS Foundation and SATS Staff Association. These initiatives include conducting masterclass sessions at schools like Assumption Pathway School (APS), and providing culinary training to residential volunteers in Siglap. Additionally, we support the provision of meals for seniors and lower-income residents through the Siglap Hearty Meals programme, launched by Dr. Mohamad Maliki Bin Osman, Minister, Prime Minister's Office. Our corporate social responsibility efforts also involve volunteering and gifting at the Arc Children's Centre, organising fundraising activities, participating in

monthly food packing sessions with Food from the Heart, and conducting food drives across various SATS locations. These collective efforts have directly impacted the lives of over 8,000 individuals in our communities, highlighting our strong commitment to making a positive difference beyond our core business operations.

Working with the Food Bank Singapore, we also donate about 150 pieces of assorted bakery items and bread, which may not meet conventional standards of appearance, from inflight kitchens on a daily basis. This is also how we minimise food waste from our

The launch of Siglap Hearty Meals programme to provide meals for seniors and lower-income residents

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production, while also fulfilling our purpose to feed our communities.

Our colleagues across our network are also working with their local partners to serve our community. In the EMEAA region and particularly in Spain, we have a culture that embraces ESG and have been ESG certified since 2022. We have a special team of volunteers to promote Diversity and Inclusion called RED DIVERS@, who initiate impactful projects aimed at assisting unemployed individuals from disadvantaged environments in partnership with Red Cross. We conducted mentoring initiatives providing essential guidance on

Social

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RAISED OVER

\$10,000 FOR CANCER RESEARCH AT SLOAN MEMORIAL KETTERING HOSPITAL

MONTY'S BAKEHOUSE ATTAINED

B Corp Certification

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SATS' newly opened central kitchen in Bengaluru, India, has established a daycare facility with separate rooms for mothers to nurse and bond with their infants. labour market orientation, digital skills development, resume preparation, and interview techniques.

We have also launched campaigns to support various initiatives promoting social causes and sustainability. These efforts include raising awareness against gender violence with the motto "Stop Gender Violence," advocating for workplace diversity by including LGBTI individuals, females, and employees of different ages, and sponsoring initiatives to combat breast cancer through employee participation in fundraising races.

Additionally, Spain has promoted the "Be My Eyes" app, connecting sighted volunteers with those in need globally.

In the Americas, our efforts have focused on impactful community engagement and charitable initiatives. WFS Oxford worked with the NYPD and the Mayor's office to raise over \$10,000 for cancer research at Sloan Memorial Kettering Hospital. Additionally, LAX hosted the Santa Stroll Fundraising event for Mychal's Learning Place to support programmes for enhancing the independence of young adults. Eight members of our team also took part in the American Cancer Society's Making Strides Against Breast Cancer walk.

Furthermore, 31 colleagues from North America volunteered at the Los Angeles Regional Foodbank, packing over 22,000 pounds of



produce to benefit underprivileged communities, demonstrating WFS Oxford's commitment to making a meaningful difference in the region.

In Hong Kong, WFS took part in the Green Power Hike, an annual event aimed at raising funds for environmental education. This event has attracted thousands of participants on the Hong Kong Trail every year since it started in 1994. Organised by Green Power, the event has had nearly 80,000 hikers over the years, supporting initiatives that promote sustainability in schools and local communities. Sponsored by the Airport Authority Hong Kong since 2013, the event receives support from the airport community.

AISATS has played a crucial role the UP Smart School and Kayaka Project in Maharajganj, Uttar Prac The initiative has contributed to enhancing education in underserva areas by benefiting schools like Sonadi Devi Khas and The Prima School Chowk. The focus has bee on improving student attendance, providing quality education through smart and online classes and promoting learning through recreational activities.

AISATS has also supported the establishment of libraries, provided resources for students, and ensured clean, hygienic environments with improved facilities. Moreover, AISATS has extended its assistance to hundreds of households, positively

The new central kitchen in Bengaluru equipped with a daycare facility

in alp desh.	impacting the community's educational and living standards in India's deprived districts.
ved ary en ,	SATS' newly opened central kitchen in Bengaluru, India, has established a daycare facility with separate rooms for mothers to nurse and bond with their infants. This facility aims to encourage and support young families within the company. By providing daycare on-site to care for their children, parents can return to work with peace of mind.
ed red n	In Japan, our Narita kitchens have been redirecting food waste caused by flight disruptions to staff canteens to reduce wastage.
nce	SATS' subsidiary in the UK, Monty's

Bakehouse, has achieved B Corp

certification. We have reduced our energy usage by 21%, switched to zero-waste-to-landfill waste management, and increased the proportion of recycled waste to over 70%. Additionally, we have saved over 40 tonnes of carbon dioxide and dedicated over 750 staff hours to local volunteering.

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GOVERNANCE

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Conducting Business Ethically

SHITLE



Governance

OUR COMMITMENTS



- Perform ESG assessments of all strategic suppliers by 2025
- Actively increase the proportion of locally sourced food, when possible, near shoring otherwise, and seek for certified sustainably produced products as relevant



Governance and **Business Ethics**

- Demonstrate zero tolerance for any form of bribery and corruption in our business and supply chains
- Ensure all our operations are fully compliant with all applicable legislation in each location



Cybersecurity and **Data Protection**

- Establish robust cybersecurity and data protection governance framework and best practices
- **Enforce annual cybersecurity awareness training** for all employees

Progress report on Sustainable sourcing

OUR AMBITION

Put in place a responsible and verifiable group supply chain, collaborating with suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks

Improving supply chain sustainability through procurement and collaboration

The large-scale nature of our operations relies on multiple third-party business partners around the world. As a global leader, we recognise that our influence extends beyond our direct operations; thus, we strive to set a benchmark in sustainability that encourages our entire supply chain to adopt greener and more ethical practices.

In an era where environmental stewardship and social responsibility are paramount, our commitment to sustainable sourcing is not only a moral imperative but also a strategic priority. By ensuring that the ingredients we use in our Food Solutions and the vehicles and materials we use for our Gateway Services are sourced sustainably, we actively contribute to the preservation of our planet and the well-being of communities worldwide. We believe that this approach will not only mitigate environmental impacts such as carbon footprint, pollution, and deforestation, but will also enhance our brand value, drive customer loyalty, and secure long-term operational resilience.

Our commitment to engaging and assessing all strategic suppliers on environmental, ethical, and social considerations is a cornerstone of our corporate responsibility agenda. We have started in 2023 with our Singapore-based foodrelated suppliers and developed our Sustainable Procurement Policy. This Policy outlines our commitment to responsible and ethical sourcing, supply chain management, and the integration of sustainability considerations into our procurement processes. As of 1 April 2023, all sourcing activities of food-related goods and services in Singapore incorporate sustainability as part of vendor selection criteria, encouraging our suppliers to incorporate ESG practices. SATS will progressively expand its sustainable sourcing programmes to all operations globally in the coming years.

We believe that engaging with our suppliers will have a widespread impact throughout the supply network. With this goal in mind, SATS introduced the Supplier Engagement Programme in April 2023. Since its launch, over 80 participants from approximately 60 different suppliers have taken part in our sustainability and carbon accounting workshops. These workshops are designed to give our suppliers a better understanding of SATS' sustainability framework, goals, and initiatives, while also providing essential training in carbon emissions tracking and management.

In collaboration with the UN Global Compact Network Singapore (GCNS), these workshops have featured

guest speakers from various fields in the sustainability industry. These speakers provide valuable insights into real-world solutions and financing options to facilitate peer learning. This is especially beneficial for many of our suppliers who are small and mediumsized enterprises (SMEs), as they face similar opportunities and challenges in meeting the diverse sustainability requirements set by their larger clients.



The Carbon Pricing Leadership Coalition (CPLC) Singapore, the decarbonisation arm of GCNS aims to incentivise companies to measure and monitor their carbon footprint using the Carbon and Emissions Recording Tool (CERT). To date, 21 of SATS' suppliers have pledged their commitment to the CPLC and LowCarbonSG initiatives, with 14 submitting their CERT tool to GCNS to begin tracking their emissions. 12 suppliers have already received the LowCarbonSG logo as recognition of their progress, while the remaining suppliers are in the process of validating their CERT submissions.

Leading by example, SATS has also signed the CPLC and LowCarbonSG pledge and received the LowCarbonSG logo.

As an extension of our Supplier **Engagement Programme, SATS** collaborated with United Overseas Bank (UOB) to provide SATS suppliers, particularly SMEs, with access to UOB's ecosystem of sustainability solution providers aimed at decarbonising their operations. The inaugural event in this collaboration, the "SATS x UOB Electric Mobility Workshop," took place in January 2024 at Hong Seh Evolution. The workshop was designed to educate SATS' critical and strategic suppliers on the benefits and opportunities associated with transitioning to commercial Electric Vehicles (EVs) for their businesses.

By fostering transparent and collaborative relationships with our suppliers, we not only ensure adherence to our high standards but also support their growth and development in sustainable practices.



SATS engaging strategic suppliers by introducing the benefits of transitioning to EVs, for their businesses

Governance

Progress report on Governance and business ethics

OUR AMBITION

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

A diverse Board for a sustainable and inclusive growth

Building a sustainable business relies on teamwork across the board, from senior management to individual team members. As we embark on our journey from a Singapore-centric, Asia-focused company to a global leader in air cargo logistics and a premier regional food solutions provider, we recognise the significant evolution of our roles and responsibilities and the diversity of our stakeholders. This transition is not just a change in our business model, but a testament to our commitment to sustainability and governance. We have taken steps at various levels to reinforce our governance, and we are excited to share our progress with you.

Our belief in the power of diversity of thought and experience is not just a statement, but through manifestation of our actions. The Board Diversity Policy we have implemented emphasises the importance of achieving a balance in skills, experience, gender, ethnicity, age, industry and geographical background, and professional qualifications. This policy is not just a box to tick, but a tool to prevent groupthink and make more inclusive decisions that better reflect the needs of our stakeholders.

Our Board Diversity Policy guides the Nominating Committee in assessing the composition, rotation, retirement of Directors, and succession planning. We take into account professional qualifications, industry and geographic knowledge, experience, skills, length of service, and the needs of the Company. Gender diversity is particularly important, and we are committed to ensuring a balanced gender mix on the Board. To achieve this, we have introduced measurable targets for our Board Diversity. All Board appointments will be made based on merit, considering objective criteria and the benefits of diversity, as well as our needs and core values.

Please refer to the SATS Annual Report for more information on Board Diversity in our Corporate Governance report.

Safeguarding fair play

The community trusts SATS to deliver on our promises, and we take our responsibility seriously. At SATS, our core values of safety, customer focus, respect, excellence, and teamwork guide us in developing a high-performing culture that spans geographical diversity. Embedded in our unique culture is a set of ethical practices that defines the standards of behaviour expected of everyone working at SATS. This reflects the priorities of our sustainability strategy and governs how we engage with our stakeholders in the ecosystem, helping us uphold the highest standards of integrity and business conduct.

As SATS expands globally, we are exposed to more complex legal and regulatory risks. To address these challenges, we have adopted a zero-tolerance approach to bribery, corruption, fraud, and illegal or unethical behaviour. Our commitment to Anti-Bribery & Anti-Corruption (ABAC) is reflected in our comprehensive programme, which applies to all entities managed, operated, or controlled by SATS globally.



Setting standards of ethical practices

across the Group

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At SATS, our core values of safety, customer focus, respect, excellence, and teamwork guide us in developing a high-performing culture that spans geographical diversity.

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FEMALE REPRESENTATION **ON BOARD**

46%

INDEPENDENT DIRECTORS **ON BOARD**



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The programme addresses a wide range of topics, including an overarching ABAC policy, policies on gifts and entertainment, whistleblowing, engaging with suppliers and customers, investments or joint ventures, charitable donations, sponsorships, political contributions, and a Code of Ethics & Business Conduct.

The ABAC programme applies to SATS Group's directors, management, employees, and parties with whom we have contractual engagements. We assess risk levels based on factors such as geographic location, relevant industry (referencing the Transparency Index), existing regulatory oversight, shareholding control, and any bribery or corruption red flags identified from desktop screening and enhanced due diligence processes.

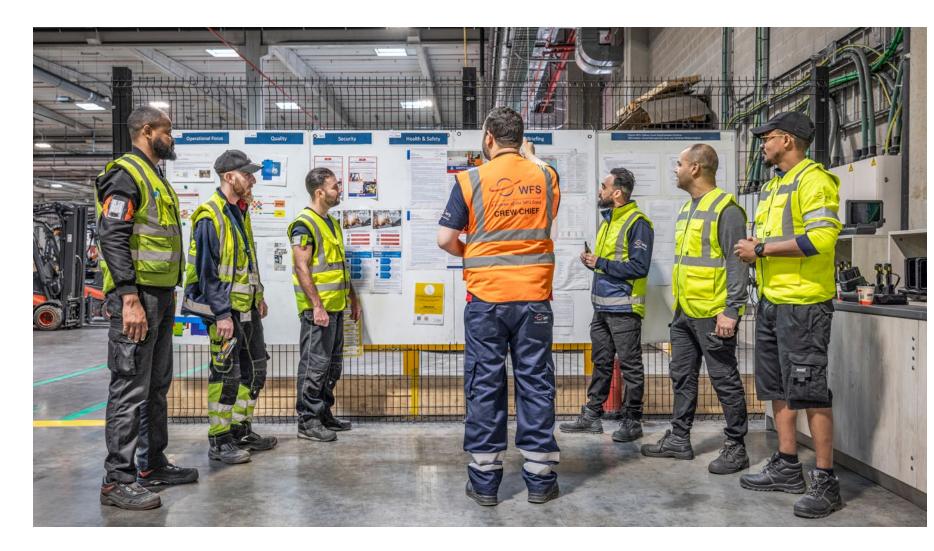
Training sessions on ABAC are conducted globally and at least once per annum to ensure that employees are reminded of their obligations and are kept abreast of developments in this field. Training is also mandatory at key stages, such as employee onboarding and establishment of new partnerships, with regular communications and training to reinforce awareness and advance a compliance culture. Approximately 85% of our employees completed the Anti-Bribery and Anti-Corruption training in FY2023-24. Please refer to ABAC disclosures for more information.

To further safeguard the reputation and interests of the SATS Group and to enhance our ABAC Program, we have established a Charitable Donations, Sponsorships, and Political Contributions Policy for this financial year. By implementing appropriate regulations and criteria, we ensure that charitable donations, sponsorships, and contributions align with our ABAC policies. It is made clear that these funds are never to be used to obtain, retain, or secure any improper personal or business advantage. The main goal of this policy is to prevent these contributions from being exploited as a means of facilitating bribery.

Enhancing ESG data and reporting integrity

In FY2023-24, as part of SATS Group's internal audit plan approved by the Audit Committee, an internal review was conducted on SATS' sustainability reporting process. This was the first internal review of its kind for SATS. The review focused on verifying the accuracy of GHG emissions calculations and quantitative environmental data from three facilities in Singapore: The Airfreight Terminals (AFT), SATS Inflight Catering Centre 2, and 234 Pandan Loop. These facilities collectively account for a significant portion of total emissions from Singapore operations and are involved in different types of businesses.

Mandatory ABAC training conducted across the globe



The internal controls of SATS' sustainability reporting were overall rated as Satisfactory, with 1 Medium and 6 Low risk observations. The observation with a "Medium" risk rating centred around difficulties in obtaining source documents.

Accurate data plays a crucial role in achieving sustainability. Having quality data helps us to track progress, identify areas for enhancement, make informed decisions and guide resource usage. We acknowledge the need to strengthen this aspect and have developed policies and guidelines on data management and reporting. These will include formalised roles and responsibilities, clear accountability structures for source documentation, and a commitment to regular refresher training for data owners.

We have set up an ESG data management and reporting platform to act as a central repository to track and verify our sustainability reporting process. This ESG data management and reporting tool includes an in-built automated AI emissions calculator that assigns appropriate spend-based emission factors to purchased goods and services, which is our most significant Scope 3 category. In the future, we aim to automate this process further by integrating it with our data source systems. We also plan to enhance the accuracy of our emissions estimations by considering a shift from a spendbased approach to a hybrid approach for relevant categories.

Governance

"

Our SATS Information Security policy and its supporting standards and guidelines are aligned with ISO27001

"

Progress report on Cybersecurity and data protection

OUR AMBITION

Establish a robust cybersecurity and data protection governance framework and best practices to ensure our operations remain secure and resilient against evolving threats

Protecting systems and data

Data breaches risk potential remedial costs, reputational damage, regulatory enforcement and litigation. Our SATS Information Security policy and its supporting standards and guidelines are aligned with ISO27001. Our Cyber Security Management Framework, modelled after the National Institute of Standards and Technology, is designed to protect, detect and respond to cybersecurity threats, and strengthen our cyber resilience, incorporating advanced technologies, industry best practices, and a dedicated team of professionals.

The Board and our management are focused in ensuring that SATS is protected from cybersecurity risks by allocating adequate investments and resources. However, we can never be 100% protected as cybersecurity threats are evolving and increasing. Therefore, we regularly conduct internal and external security audits to evaluate the effectiveness of our security controls across all our systems.



These audits assist us in identifying and addressing weaknesses, enabling us to continually enhance our security posture.

Employee awareness and training play a crucial role in our cybersecurity strategy. We conduct realistic phishing simulation exercises twice a year to educate our employees about the latest cyber threats and the importance of promptly reporting suspicious emails. By promoting a culture of cybersecurity, we empower our employees to be vigilant and proactive in protecting our systems and data.

We enlist reputable third parties to conduct independent security

assessments, commonly known as Red Team exercises. These experts evaluate our security controls and processes to ensure that we meet industry standards and best practices, further enhancing our security measures.

We prioritise cybersecurity risks by continuously monitoring the evolving threat landscape. This proactive approach allows us to identify potential risks and vulnerabilities, enabling us to implement timely mitigations to strengthen our overall security posture.

Following the consolidation of WFS with SATS, we have broadened our cybersecurity scope to encompass

Security audit conducted at the SATS Cargo and Security Command Centre

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the entire SATS Group worldwide, including our subsidiaries and stations in different regions. This expansion also entails the consolidation of existing cybersecurity teams from SATS and WFS into a unified global cybersecurity team. Please refer to the SATS Annual Report for more information on Cyber Security Management Framework in our Corporate Governance report.



GRI Disclosures

ENVIRONMENT

 GHG Emissions 26-28 GRI Standard 305-2: Energy Indirect (Scope 2) GHG Emissions 26, GRI Standard 305-3: Other Indirect (Scope 3) GHG Emissions 29-32 GRI Standard 305-4: GHG Emissions Intensity 29-32 GRI Standard 302-3: Energy Intensity 33 GRI Standard 302-1: Energy Consumption within the Organisation 36-39 GRI Standard 303-3: Total Water Withdrawal 		
 (Scope 2) GHG Emissions 26, GRI Standard 305-3: Other Indirect (Scope 3) GHG Emissions 29-32 GRI Standard 305-4: GHG Emissions Intensity 29-32 GRI Standard 302-3: Energy Intensity 33 GRI Standard 302-1: Energy Consumption within the Organisation 36-39 GRI Standard 303-3: Total Water Withdrawal 	26-28	
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 33 GRI Standard 302-1: Energy Consumption within the Organisation 36-39 GRI Standard 303-3: Total Water Withdrawal 	29-32	
within the Organisation GRI Standard 303-3: Total Water Withdrawal	29-32	GRI Standard 302-3: Energy Intensity
	33	
40-41 GRI Standard 306-3: Waste Generation	36-39	GRI Standard 303-3: Total Water Withdrawal
	40-41	GRI Standard 306-3: Waste Generation

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GRI Disclosures

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Standard 2-9: Governance Structure Composition

Standard 204-1: Proportion of nding on Local Suppliers

Standard 308-1: New Suppliers that Screened using Environmental Criteria

Standard 414-1: New Suppliers that Screened using Social Criteria

Standard 308-2: Negative Environmental acts in the Supply Chain and Actions Taken

Standard 414-2: Negative Social Impacts e Supply Chain and Actions Taken

Standard 205: Anti-corruption

Standard 2-5: Assurance

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GRI Standard 305-1: Direct (Scope 1) GHG Emissions GRI Standard 305-2: Energy Indirect (Scope 2) GHG Emissions GRI Standard 305-3: Other Indirect (Scope 3) GHG Emissions

For this reporting period, we used the operational control approach in our consolidation of emissions data, which comprises data from Singapore and overseas subsidiaries globally. Following our key acquisition of WFS and integration, we have expanded our emissions inventory to include WFS this year – as these assets also fall under SATS' operational control.

In FY2023-24, our Group-wide Scope 2 emissions were $95,215 \text{ tCO}_2\text{e}$ using the market-based method and $93,952 \text{ tCO}_2\text{e}$ using the location-based method. We recognise there are certain limitations and gaps to be addressed to improve our Scope 2 market-based emissions calculations and these include a comprehensive review of supporting evidence for supplier-specific emission factors and in its absence, to employ the use of residual mix emission factors (where available) for estimation of Scope 2 emissions from grid imports when renewable energy is also purchased.

We are committed to improving our GHG data quality and will work closely with our global stakeholders towards putting in place processes to address these areas for improvement moving forward. Our commitment to validate our decarbonisation targets with SBTi is put on hold until we have reasonable comprehension of our new expanded baseline and the compatibility of our decarbonisation roadmap, with SBTi's new strategy in relation to the use of Environmental Attribute Certificates (EACs) for abatement purposes on Scope 3 emissions*. We have identified key levers for our decarbonisation roadmap, such as renewable energy procurement, transition to cleaner energy vehicles, chiller plant modernisation, energy optimisation and sustainable procurement. In the coming year, we will develop a more detailed and actionable decarbonisation roadmap that incorporates the measurable reduction from the key levers.

Year-on-Year Comparison

In FY2023-24, our Group-wide Scope 1 and 2 emissions is $329,900 \text{ tCO}_2\text{e}$. This is a 58% increase from FY2022-23. The following factors contributed to the increase:

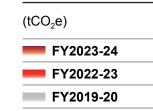
- Acquisition of WFS contributes to about 60% of the total variance
- The remaining is mainly attributable to aviation recovery and organic growth in China

		FY2023-24	4	FY2022-23	
	Heritage WFS	Heritage SATS	SATS Group	SATS Group/ Heritage SATS	y-o-y % change
Scope 1	63,178	172,770	235,948	136,974	72%
Fuel Combustion	61,797	62,598	124,395	40,896	204%
Fugitive Emissions	1,381	110,172	111,552	96,078	16%
Scope 2	8,957	84,995	93,952	71,272	32%
Scope 1 and 2	72,135	257,765	329,900	208,246	58%
Scope 3**	147,985	682,759	830,744	897,567	-7%
Total	220,120	940,524	1,160,644	1,105,813	5%

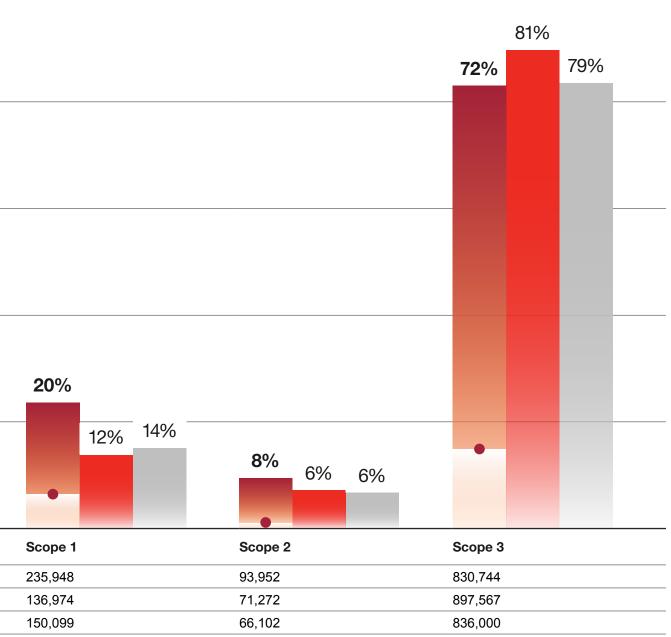
* Reference: "Statement from the SBTi Board of Trustees on use of environmental attribute certificates, including but not limited to voluntary carbon markets, for abatement purposes limited to scope 3".

** Reduction in Scope 3 primarily due to change in calculation methodology from Quantis to Exiobase as the primary source of spend factors and spend categories

SATS Group Scope 1, 2 and 3 Emissions



GRI Disclosures



Proportion of emissions attributable to WFS

Singapore Operations Scope 1 and 2 Emissions

tCO ₂ e	FY2023-24	FY2022-23	FY2019-20 (Baseline)
Scope 1	135,344	120,237	138,654
Fuel Combustion	46,755	32,817	43,190
Fugitive Emissions	88,590	87,419	95,464
Scope 2	51,674	45,311	49,991
Total	187,019	165,548	188,646

* The overall increase in Scope 1 and 2 for FY2023-24 is primarily attributable to aviation recovery close to pre-COVID levels in FY2019-20.

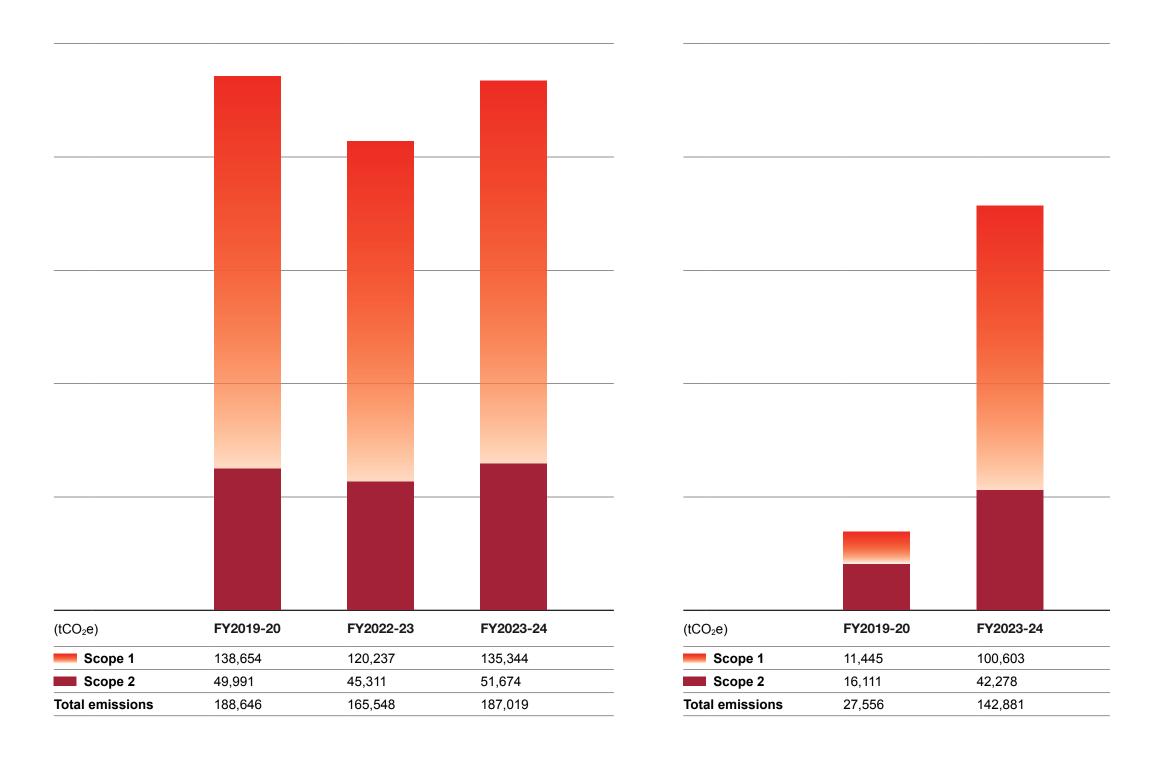
New Overseas Baseline in FY2023-24

This year, with our key acquisition of WFS, we will be establishing a new baseline covering all overseas subsidiaries in FY2023-24.

tCO ₂ e	FY2023-24	FY2019-20
	Overseas	Overseas (pre-WFS)
Scope 1	100,603	11,445
Fuel Combustion	77,641	11,445
Fugitive Emissions	22,963	0
Scope 2	42,278	16,111
Total	142,881	27,556

Over the years, we have improved the completeness and accuracy of data collection across the Group. In view that it is also not feasible to obtain WFS's actual data for FY2019-20, we are of the view that FY2023-24 presents a more representative inventory of our overseas subsidiaries' Scope 1 and 2 emissions and therefore the need to establish a new overseas baseline for our decarbonisation targets.

Scope 1 and 2 Emissions for Singapore Operations



Scope 1 and 2 Emissions for Overseas Operations

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Heritage SATS Scope 1, 2 and 3 Emissions

Comparing SATS Group's emissions before the acquisition of WFS between FY2019-20 and FY2023-24, the key factors contributing to the increase of 19% for Scope 1 and 2 are:

- Organic growth in China
- New businesses in Thailand, the United Kingdom • and India
- Acquiring majority stake in and consolidation of AAT

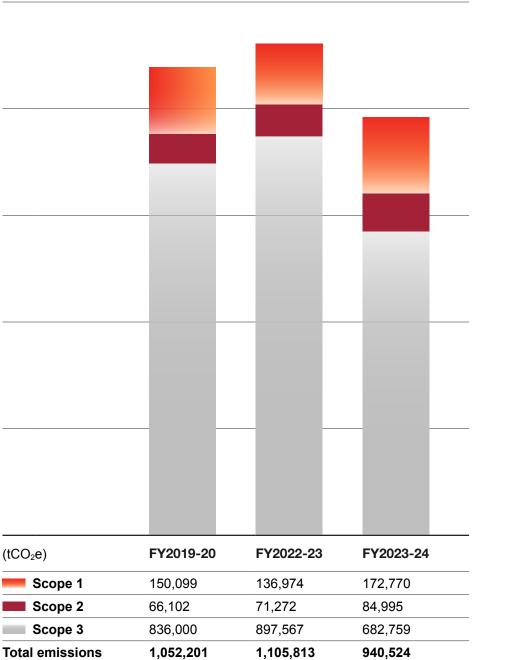
tCO ₂ e	FY2023-24	FY2022-23	FY2019-20
Scope 1	172,770	136,974	150,099
Fuel Combustion	62,598	40,896	54,635
Fugitive Emissions	110,172	96,078	95,464
Scope 2	84,995	71,272	66,102
Scope 1 and 2	257,765	208,246	216,201
Scope 3*	682,759	897,567	836,000
Total	940,524	1,105,813	1,052,201

Reduction in Scope 3 primarily due to change in calculation methodology from Quantis to Exiobase as the primary source of spend factors and spend categories

Heritage WFS Scope 1, 2 and 3 Emissions FY2023-24 Baseline

tCO ₂ e	FY2023-24			
	Heritage WFS	WFS Americas	WFS EMEAA	
Scope 1	63,178	32,453	30,725	
Fuel Combustion	61,797	32,453	29,344	
Fugitive Emissions	1,381	0	1,381	
Scope 2	8,957	4,226	4,731	
Scope 1 and 2	72,135	36,679	35,456	
Scope 3	147,985	88,886	59,099	
Total	220,120	125,565	94,555	

Scope 1, 2 and 3 Emissions for Heritage SATS Operations



(tCO₂e)



147,985

220,120

Total emissions

Scope 1, 2 and 3 Emissions for Heritage WFS Operations

	r				
				_	
Heritage W	/FS	WFS Amer	icas	WFS EMEA	
Heritage W 63,178	/FS	WFS Amer 32,453	icas	WFS EME 30,725	4A
	/FS		icas		AA

88,886

125,565

Notes:

WFS Americas

- 1. WFS Americas' emissions inventory accounts for the sites where we operate. WFS Americas will perform a deeper analysis to understand those facilities potentially outside of WFS Americas' direct GHG emissions boundaries depending on leasing agreements, and determine whether the emissions for these facilities need to be re-allocated to indirect Scope 3 GHG emissions categories.
- 2. Refrigerant, fugitive, steam, cooling and heating emissions are not being reported for WFS Americas' FY2023-24 GHG inventory as data is not currently available.
- 3. Where activity data was not available and where possible, estimations were made for those WFS Americas' facilities lacking electricity usage, fuel consumption, waste disposal, and/or water volume data. Emissions estimations were calculated based on average activity data per facility square footage, thus generating a factor/ ratio that was then applied to those facilities lacking activity data.

WFS EMEAA

- 1. WFS EMEAA's emissions inventory captures data from operational sites, with an acknowledgment of data gaps in water and waste metrics for 13% and 27% of airports respectively. These gaps are primarily due to the unavailability of specific data or the inclusion of such data within aggregate billing that lacks itemised details. Estimates are then used to bridge these data gaps and were based on historical data where feasible and other proxies based on operational performance where historical data is unavailable.
- 2. WFS EMEAA is exploring options to enhance data accuracy through the installation of meters for water and scales for waste. Where continuous monitoring proves challenging, conducting ad hoc measurements can be explored to verify the accuracy of estimates.

59,099

94,555

GRI Standard 305-4: GHG Emissions Intensity GRI Standard 302-3: Energy Intensity

Carbon and Energy Intensities – Singapore

Scope 1 and 2 kgCO ₂ e per unit of output	FY2023-24	FY2022-23
Gross meals produced	0.74	0.69
Flights handled	76	88
Cargo handled	6.58	7.29

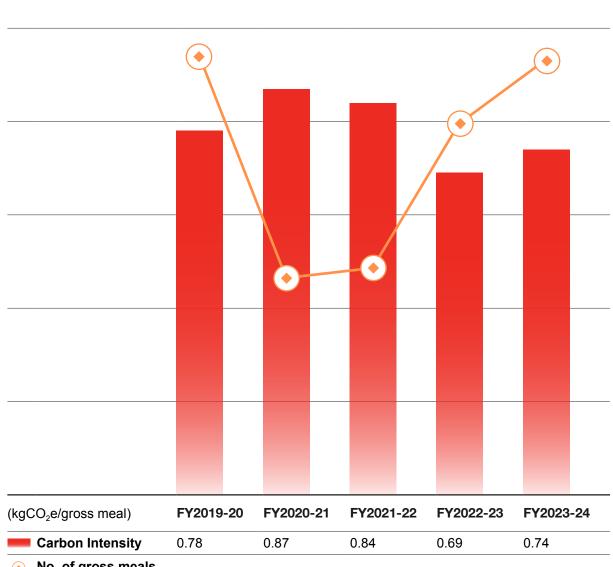
To establish greater accountability for our decarbonisation roadmap, SATS introduced carbon intensity reduction as part of management performance targets linked to remuneration since FY2021-22. We have been tracking our carbon intensity performance for the three most significant areas of our business in Singapore – carbon emissions per gross meal produced, per flight handled and per tonne of cargo handled. The carbon intensity performance for these three metrics are tracked and reported monthly. Our performance for the years were calculated from the absolute emissions of fuel combustion and purchased energy, excluding solar generation, divided by the respective gross meals, flights, and tonnes of cargo recorded in our operating statistics.

Carbon Intensity by Gross Meals Produced

Prior to 2H FY2022-23, our aviation catering operations was consolidated at SICC2 and operations was subsequently resumed at SICC1 (alongside SICC2) thereafter, in tandem with gradual recovery of travel demand. As a result of capacity at ICC2 being maximised in 1H FY2022-23, carbon intensity by gross meals was relatively lower in FY2022-23 by 7% as compared to FY2023-24.

While total gross meals produced in Singapore in FY2023-24 was 1% less than in FY2019-20, carbon intensity improved by 6% in FY2023-24. This is attributable to our efforts in structurally reducing our building and production energy consumption over the years and having maximised our on-site solar energy generation at SICC1 and SICC2.

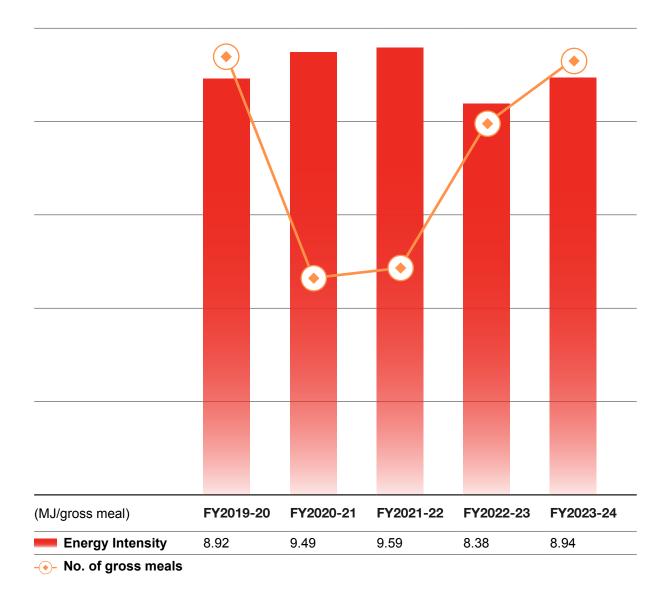
Carbon Intensity for Meals



---- No. of gross meals

GRI **Disclosures**

Energy Intensity for Meals



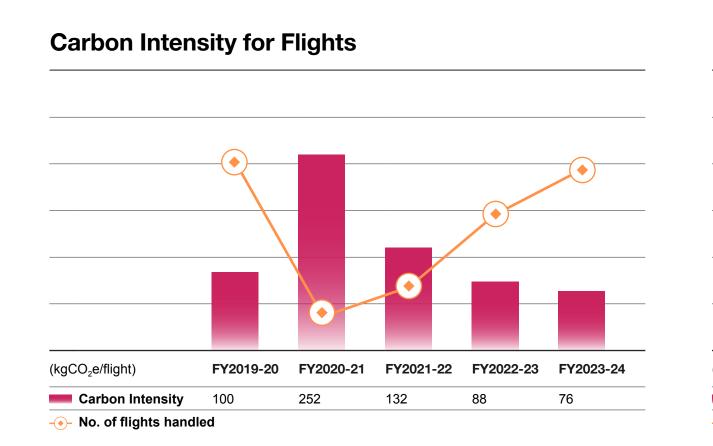
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Carbon Intensity by Flights Handled

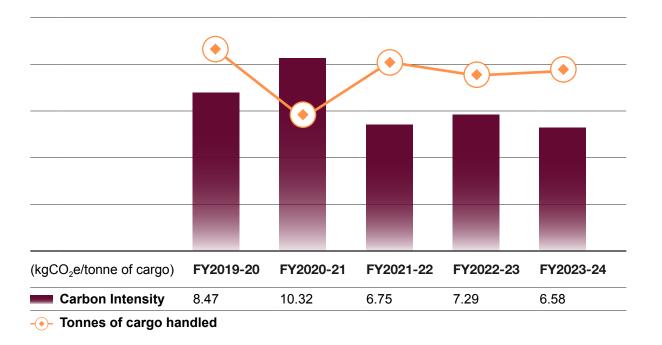
Year-on-year, carbon intensity by flights improved by 14%, mainly attributable to higher flight volumes and better economies of scale. At an almost similar flight volume, carbon intensity in FY2023-24 improved significantly by 24% over FY2019-20. This is mainly attributable to scaled up electrification of our baggage tractors, a significant portion of our vehicle fleet in Singapore.

Carbon Intensity by Tonnes Handled

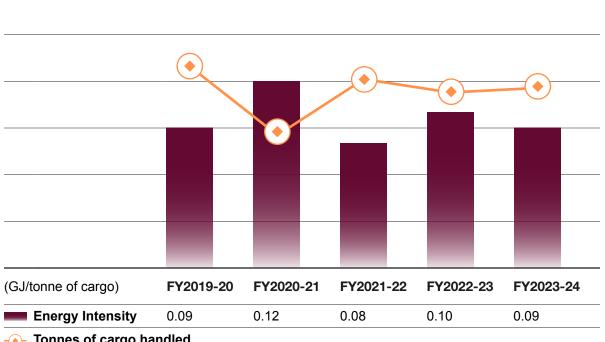
In 2H FY2023-24, full electrification of forklifts at our airfreight terminals in Singapore was successfully implemented. Year-on-year, this resulted in a commendable 10% improvement in carbon intensity, with no significant difference in cargo tonnage handled. Despite handling 10% lower cargo tonnage than FY2019-20, carbon intensity is significantly lower by 22%. This is mainly attributable to our efforts in having maximised our on-site solar energy generation at our airfreight terminals and optimising our building energy consumption over the years.

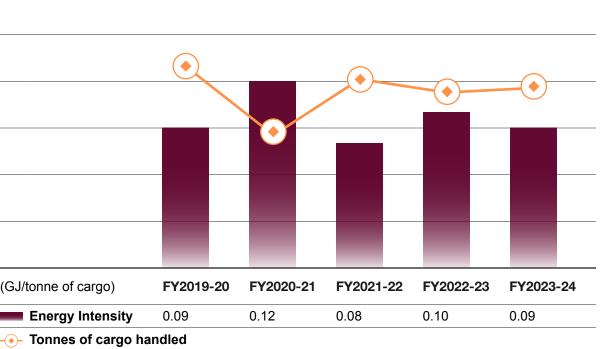


Carbon Intensity for Cargo



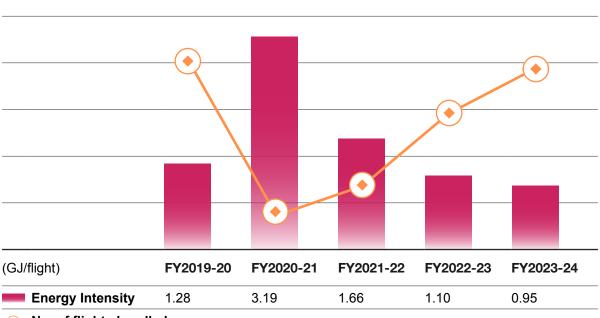






GRI Disclosures

Energy Intensity for Flights



-(•)- No. of flights handled

Energy Intensity for Cargo

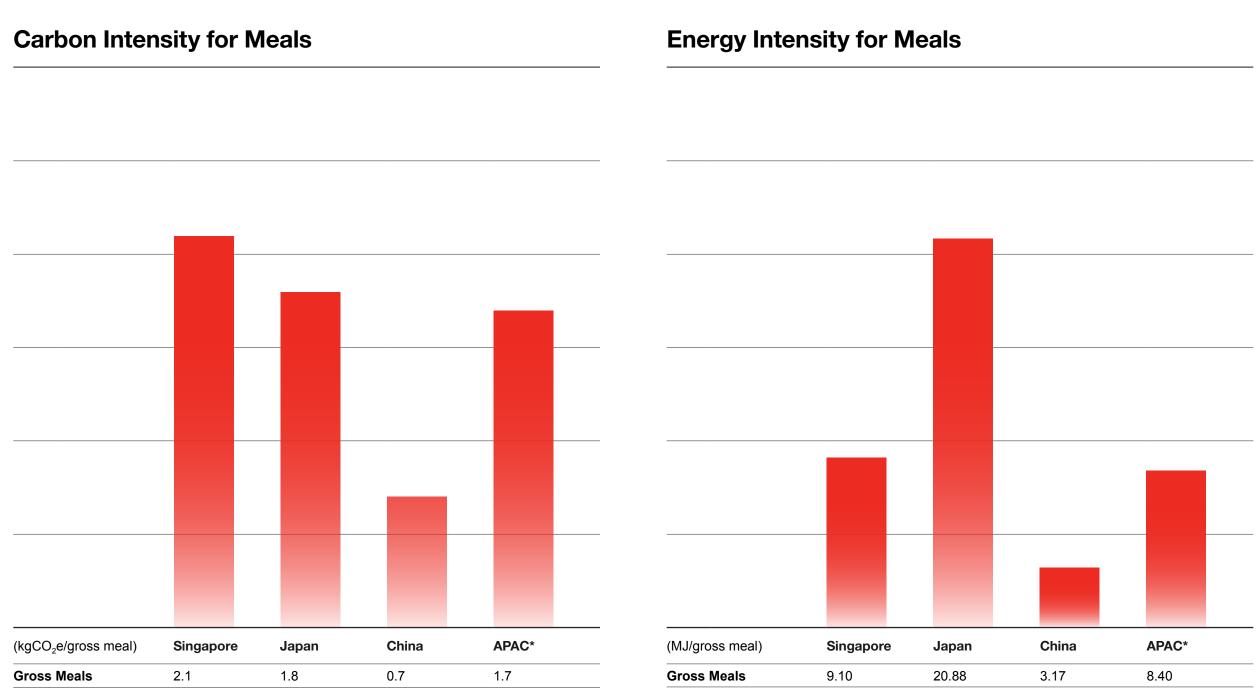
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Environment

Carbon and Energy Intensities – SATS Group

With our expanded footprint this year, we have started to track carbon and energy intensities by regions. This will provide useful insights into the operating environment and processes employed and help to identify potential synergies across regions. In the year ahead, we plan to extend and develop carbon intensity targets for our overseas business units where feasible.

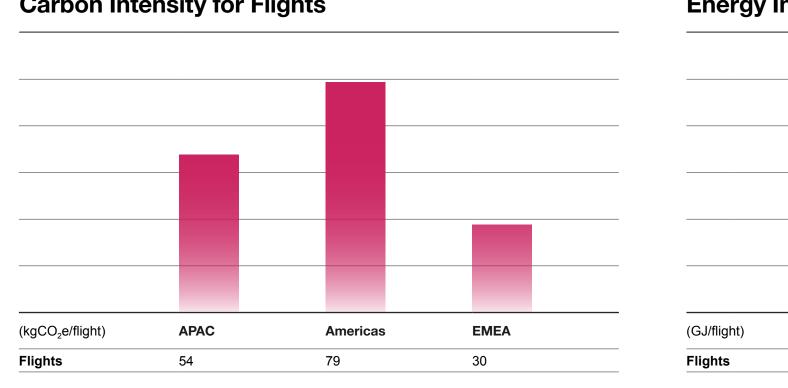
Our carbon and energy intensities by regions are calculated from the absolute emissions of all Scope 1 and 2 sources, including fugitive emissions and Scope 2 emissions accounted as a result from the sale of RECs in Singapore, divided by the respective gross meals, flights, and tonnes of cargo recorded in our operating statistics.



* Average of Singapore, Japan and China

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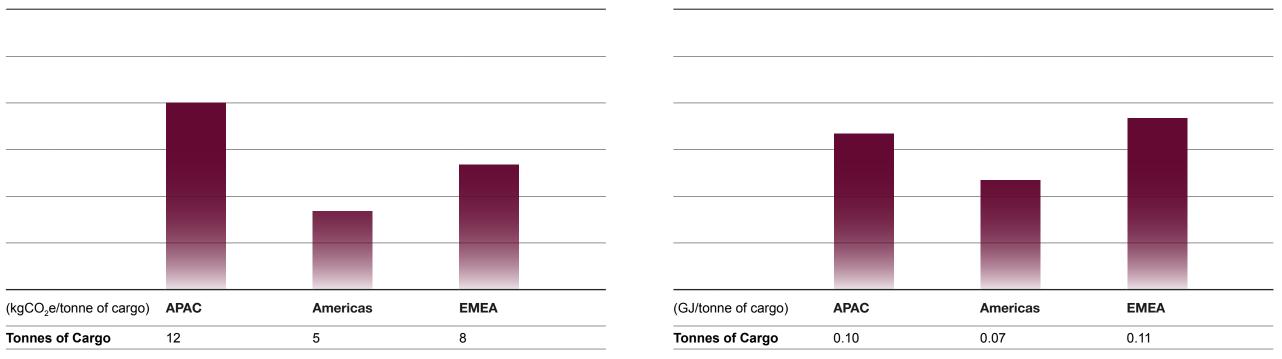
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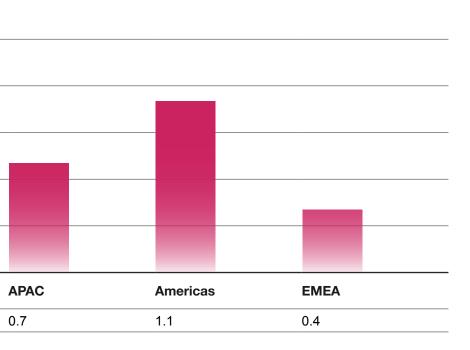
Carbon Intensity for Flights

Energy Intensity for Flights



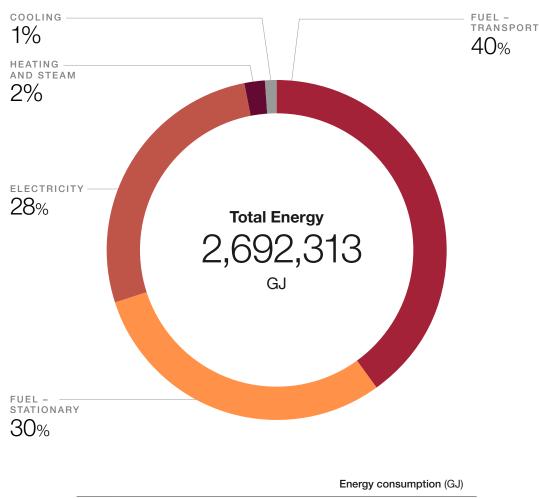


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Energy Intensity for Cargo

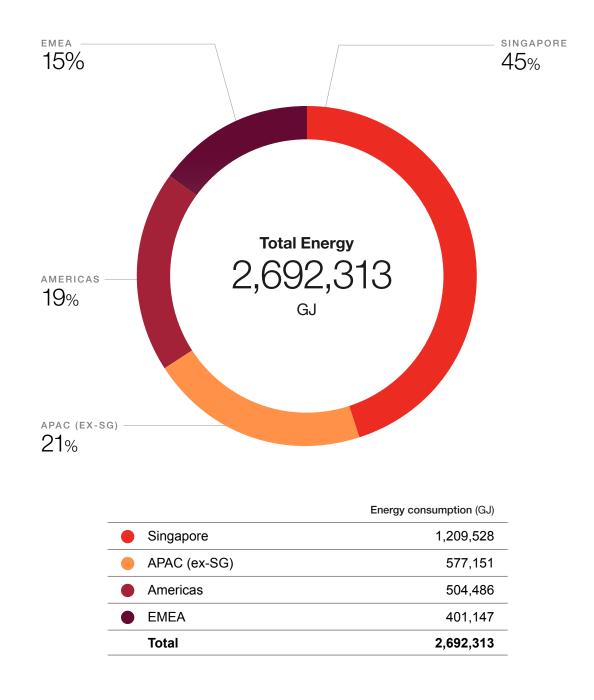
GRI Standard 302-1: Energy Consumption within the Organisation



SATS Group Energy Profile

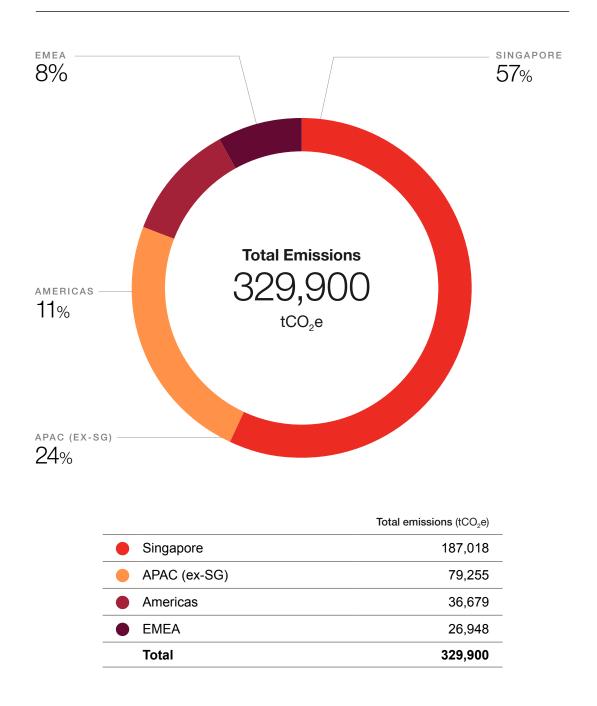
	Energy consumption (GJ)
Fuel – Transport	1,065,509
Fuel – Stationary	796,374
Electricity	744,339
Heating and Steam	50,450
Cooling	35,641
Total	2,692,313

Energy Breakdown by Region



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Emissions Breakdown by Region



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GRI Standard 305-3: Other Indirect (Scope 3) GHG Emissions

Scope 3 emissions

Methodology and Boundary

This year, SATS reaffirms our commitment to measure and report our Scope 3 emissions throughout our value chain. We have put in place an ESG data management and reporting tool to comprehensively measure our emissions and serve as a central repository to track our progress and GHG emissions over time. We collaborated closely with global stakeholders across our organisation to gather and analyse data. This year, we have expanded our emissions inventory to include WFS, marking the first time WFS has accounted for its Scope 3 emissions. We will continue to improve data collection processes as we increase the coverage of our operations.

Our ESG data management and reporting tool has an in-built automated AI emissions calculator to assign the most appropriate spend-based emission factors to purchased goods and services, which is our most significant Scope 3 category. Moving forward, we plan to further automate this process through integrations with our data source systems and improve the accuracy and granularity of our emissions estimations by exploring the transition from a spend-based to hybrid approach. This year, we transitioned from using the Quantis tool to using Exiobase as the primary source of spend factors and spend categories. Despite a significant increase in absolute spend due to the acquisition of WFS, our Scope 3 absolute emissions fell slightly from 897,567 tonnes CO₂e last year to 830,744 tonnes CO₂e this year. This reduction despite the acquisition may be attributed to the increased granularity of Exiobase, which has almost 200 product classifications, compared to Quantis' 20 broad purchase classifications. Exiobase also considers the location of purchase, with more than 45 countries and rest-of-world regions in its database, while Quantis generally relies on single broad global emission factors across the categories. Additionally, the emissions factors available from Exiobase were updated in 2022, while Quantis last updated its database in 2013.

Similar to both the previous years where we started tracking Scope 3 emissions, it remains our largest contributor at 71.6% of total emissions. Scope 3 Category 1 Purchased Goods and Services contribute to 83.6% of our Scope 3 emissions.

For Purchased Goods and Services, 96.3% of our line items were matched and mapped to the appropriate emission factor, which surpassed our goal of 95% coverage. We will continue to improve

* Boundary exclusion: Our subsidiary, Nanjing Weizhou Airline Food Corp in China, was unable to provide data this FY due to data availability challenges. We will engage with them to meet reporting requirements next FY.

GRI Disclosures

our data integrity and accuracy to improve this figure. SATS will also continue to enhance our ESG data management to better process greater volumes of data.

While we used spend-based methodology to calculate most Scope 3 categories, we continued to use a hybrid method to calculate Category 15: Investments. Emissions associated with investments came from two key sources:

- Where data was available on Scope 1 and 2 emissions for individual joint ventures, associates and investments, this data was used with SATS' ultimate equity share ownership applied.
- Where Scope 1 and Scope 2 data was not available, the emissions from investments were calculated using sectoral emissions intensities multiplied by the amount invested in the company.

These two methods took reference from the framework of the Partnership for Carbon Accounting Financials (PCAF) and are equivalent to the PCAF data quality Score 1 (for method 1, when Scope 1 and 2 emissions are known) and data quality Score 4 (for method 2, when intensity is used).

Scope 3 Emissions Breakdown (tCO2e)

Total Scope 3 Emissions 830,744 tCO₂e

Ca	tegory	%
1:	Purchased goods and services	83.6
2 :	Capital goods	0.7
3 :	Fuel and energy-related activities (not included in Scope 1 and 2)	0.8
4 :	Upstream transportation and distribution (The emissions factors obtained from the Exiobase model include allowances for transport between countries so upstream transport and distribution is accounted for as part of Category 1 (Purchased goods and services)	NA
5 :	Waste generated in operations	0.9
6 :	Business travel	0.4
7 :	Employee commuting	2.8
8 :	Upstream leased assets (Under operational control method – it is assumed that leased assets are covered under Scope 1 and 2)	Negligible
9 :	Downstream transportation and distribution	0.7
10	: Processing of sold products	NA
11	: Use of sold products	NA
12	: End of life of sold products	2.8
13	: Downstream leased assets	0.1
14	: Franchises	NA
15	: Investments	7.2

Breakdown of Purchased Goods and Services (tCO2e)



Item Category	Item Sub-category	Total emi
Meat and Meat Preparations	Meat of Poultry, Fresh/Frozen	
Meat and Meat Preparations	Meat of Bovine Animals, Frozen	
Cereals and Cereal Preparations	Milled/Polished/Parboiled Rice, Incl. Broken Rice	
Miscellaneous items (other misc categories)	Misc (other misc sub-categories)	
Meat and Meat Preparations	Meat Of Swine, Fresh/Frozen	
Non-Construction Maintenance, repair and installation Services	Maintenance & Repair Services for Machinery	
Renting without operator assistance	Leasing of Transport Equipment Without Operator	
Other Edible Products	Sauces, Condiments, Mustard, Vinegar & Substitutes	
Dairy Products and Eggs	Yogurt, Curdled/Fermented Milk/Cream, Ice-Cream	
Other Edible Products	Food Preparations, Not Elsewhere Specified	

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Breakdown of Purchased Goods and Services: Top emitting hotspots based on categories and sub-categories

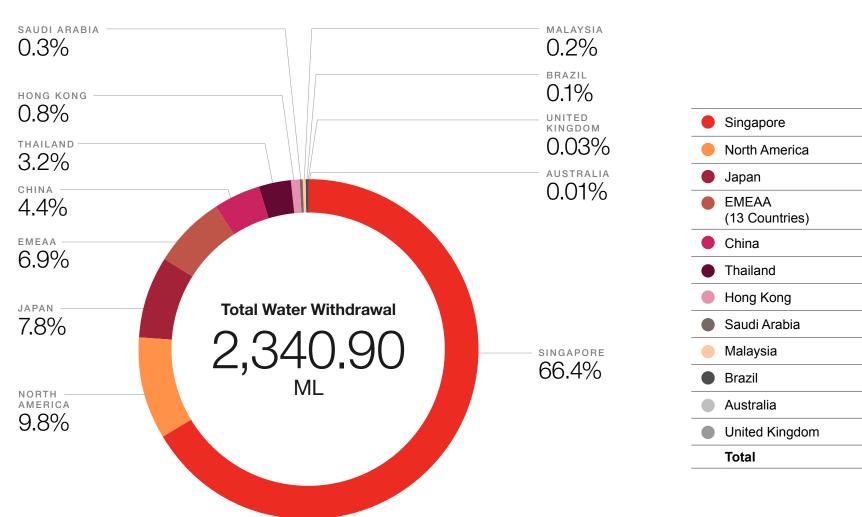
Historically, our top emitting hotspots have been the categories "Agriculture, Hunting, Forestry and Fishing" and "Food, Beverages and Tobacco" that Quantis provided. This year, we were able to improve our analysis with the help of our ESG data management and reporting tool. The results, consistent with previous years and aligned with our business operations, indicate that our food business continues to generate the highest emissions, given that agriculture is a top-emitting sector.

Our meat purchases, in particular poultry and beef, contributed to the highest emissions, followed by rice, pork, and other food products. Additionally, our gateway business accounted for two of the top 10 emission sources, primarily with machinery and equipment related purchases. Miscellaneous items, which were broadly categorised but still included in the total emissions profile, were also considered. With this refined analysis of the detailed hotspots, we will work closely with our procurement units around the world to refine our Supplier Engagement and Scope 3 management strategy.

ssions (tCO ₂ e)	
80,851	
71,746	
33,971	
28,448	
26,960	
23,961	
23,892	
21,822	
16,429	
13,770	

GRI Standard 303-3: Total Water Withdrawal

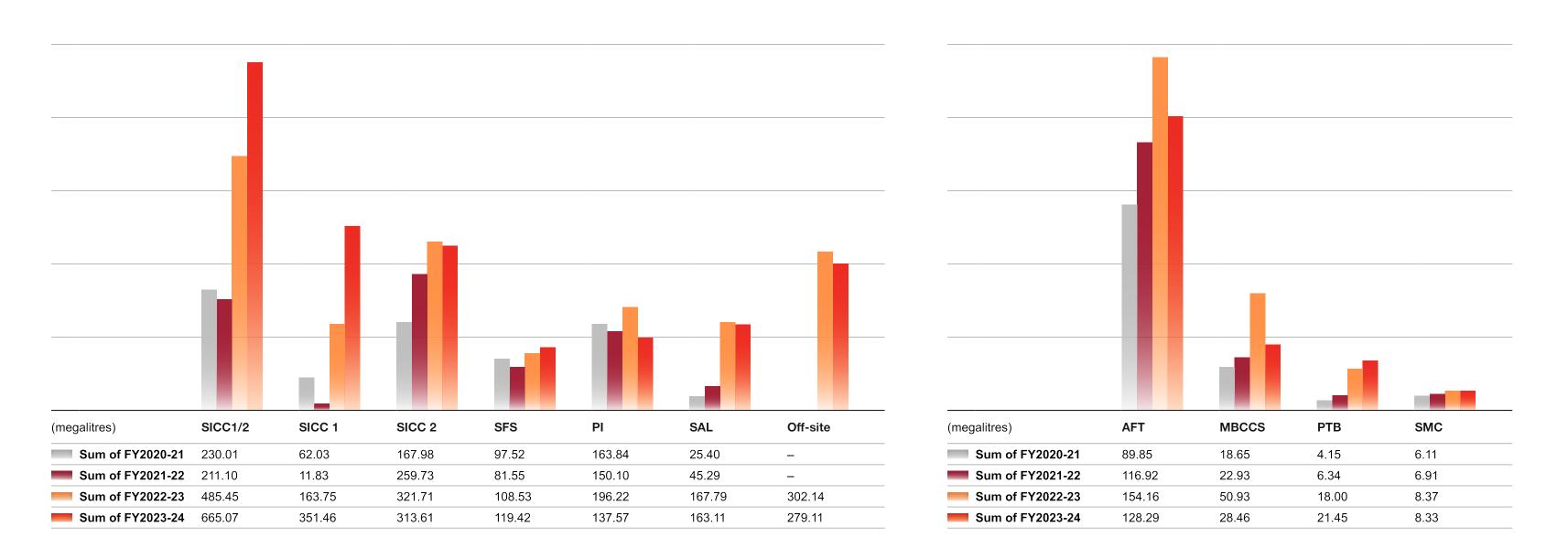
Water Withdrawal by Country



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Megalitres (ML)
1,555.05
228.77
183.49
161.29
102.21
74.41
19.51
7.38
5.36
2.65
0.69
0.14
2,340.90

Water Withdrawal – Singapore Food BUs



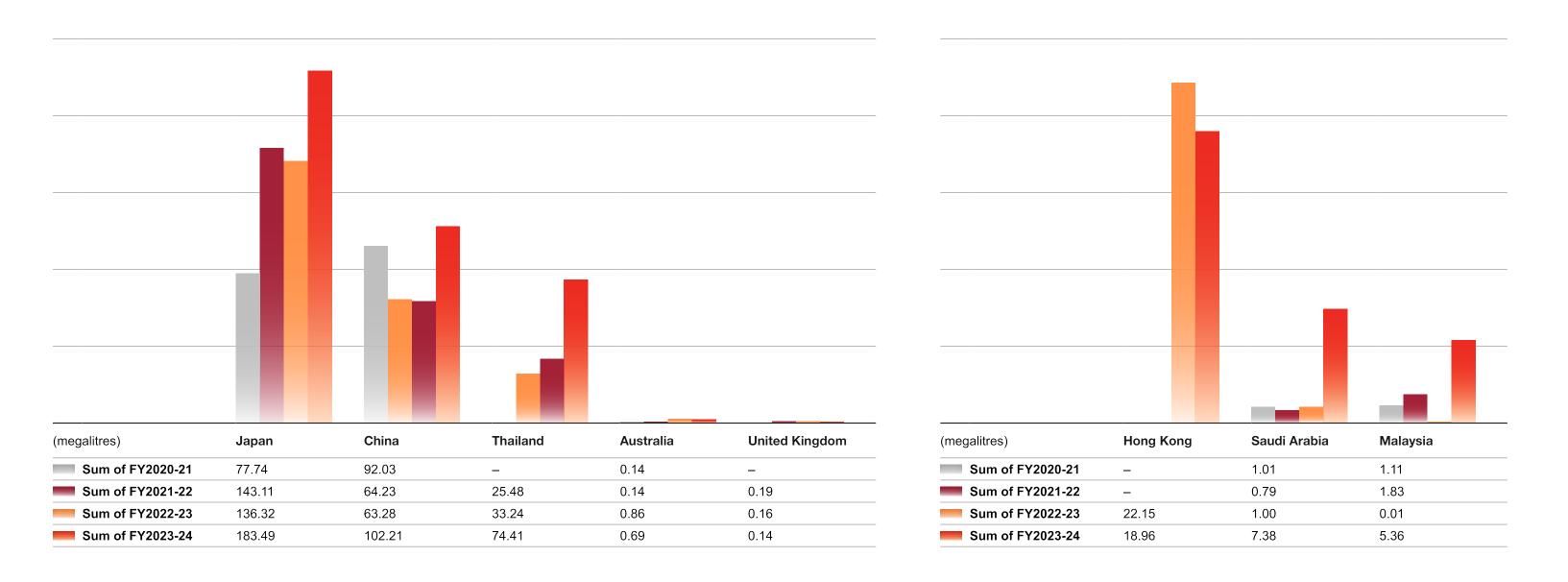
* Off-site refers to production of meals on our clients' premises and utilities within operational control. These premises include hospitals, Home Team Academy and SAF Cookhouses.

* Dashes indicate unavailable data during the reporting period.

GRI Disclosures



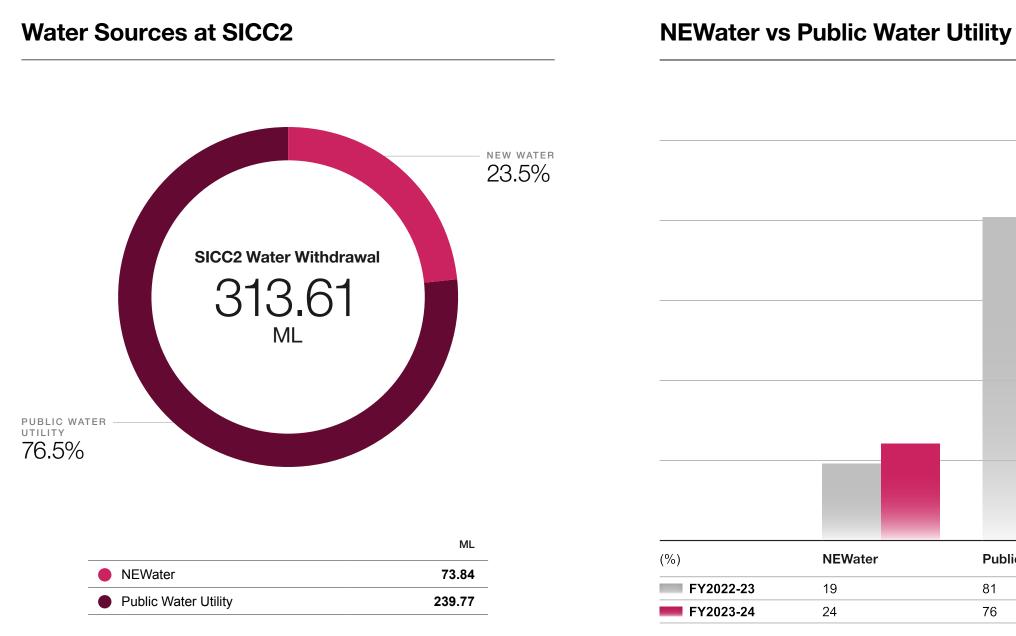
Water Withdrawal by Overseas Food Operations



* Dashes indicate that the respective operations were not within our operational control during the reporting period.

Water Withdrawal by Overseas Gateway Operations





SATS Inflight Catering Centre 2 sits on the distribution network of NEWater. In FY2023-24, NEWater contributed around 24% of total water withdrawal within this facility, compared to 19% in the previous reporting period. GRI Disclosures

Water Intensities

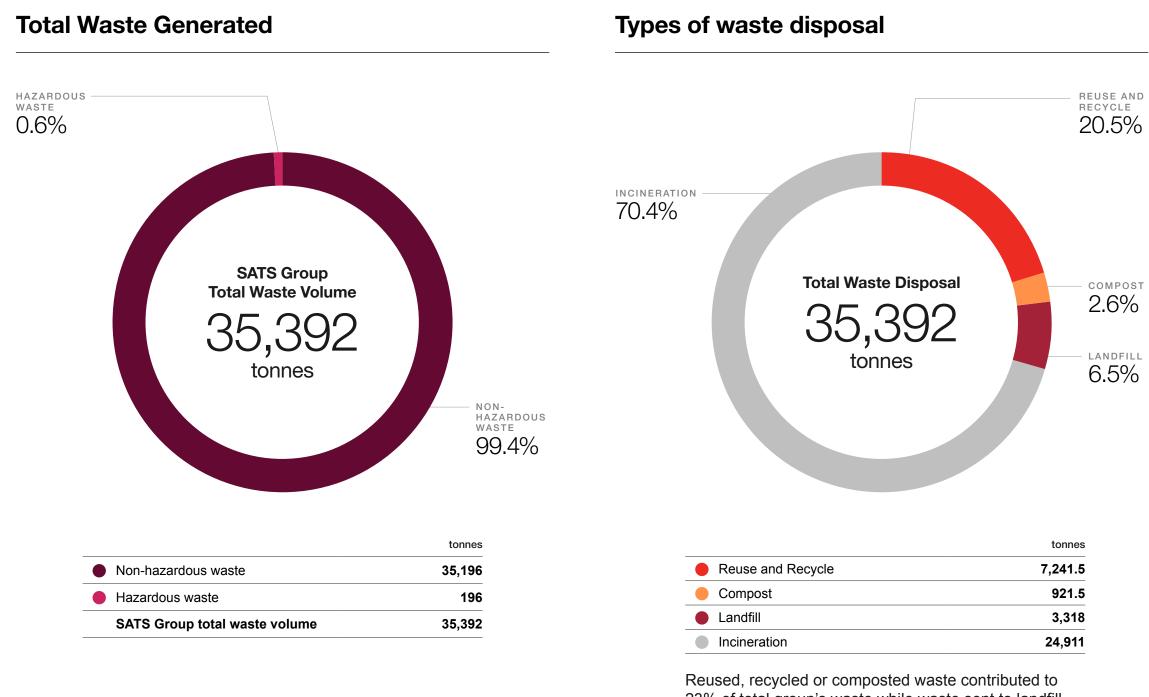
Water intensities are calculated based on water withdrawal per unit of output beginning with Singapore operations in FY2023-24 and will expand to other regions in subsequent reporting cycles.

Unit of output	Water Intensities per Unit of output (L/Unit of output)
Gross meals produced	12.93
Flights handled	400.06
Cargo handled	84.04



Public Water Utility

GRI Standard 306-3: Waste Generation

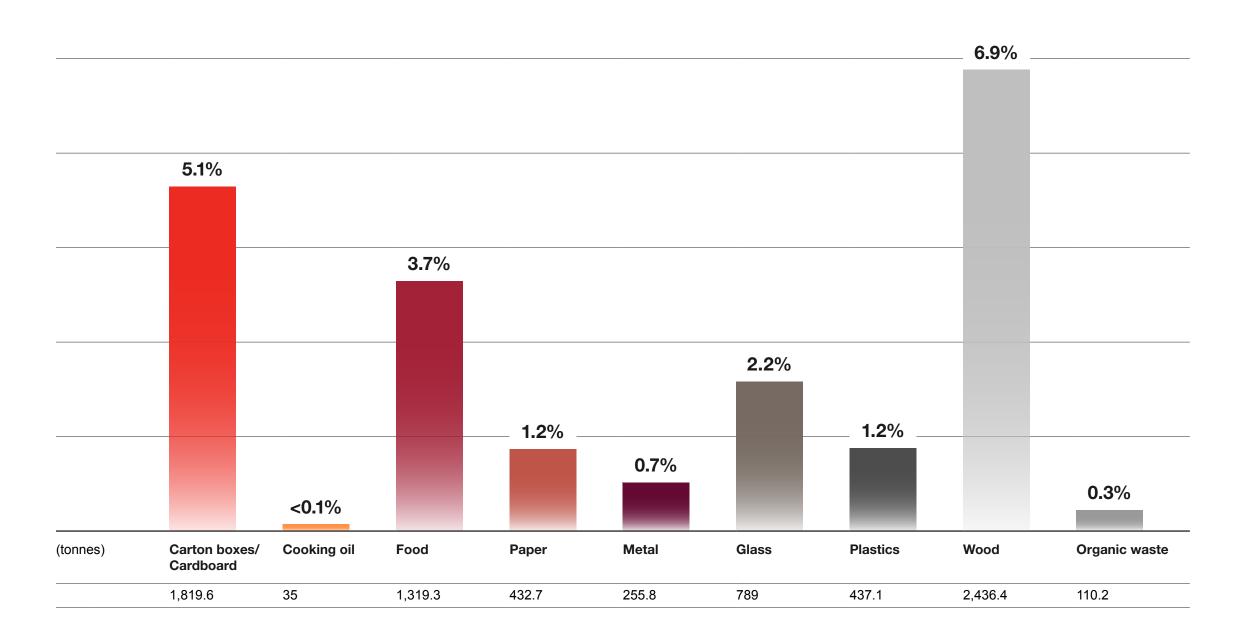


23% of total group's waste while waste sent to landfill and incineration contributed to 77% of total group's waste. Compared to FY2022-23, SATS has reduced 4% of overall waste to landfill and incineration.

GRI Disclosures

7,241.5
921.5
3,318
24,911

Total Weight of Recycled Waste by Type





Food waste intensity performance FY2023-24 vs. FY2022-23 (SG)

FY2023-24 (Singapore only):



in FY2022-23

Slight increase in food waste intensity was primarily driven by aviation recovery.

Food waste intensity performance (overseas baseline/by regions)

FY2023-24 (Overseas – SATS TFK, SATS China, SATS Thailand):

6.64%

% SATS packaging that are reusable or recyclable-ready

Food Solutions:

96%

Cargo:

* this is for Singapore operations only with the plan to establish the packaging baseline for overseas operations in the next reporting period.

sats

GRI Standard 403: Occupational Health & Safety

	Description	Number	Rate
1	The number and rate of fatalities as a result of work-related injury	2	0.012
2	The number of fatalities as a result of work-related ill health	0	0
3	The number and rate of high-consequence work-related injuries (excluding fatalities)	28	0.16
4	The number of recordable work-related injuries	1005	5.91
5	The number of cases of recordable work-related ill health	0	0
6	The number of hours worked	170,077,488	8
7	The main types of work-related injuries	Slips, trips over-exerti strenuous	on and

Our statistics do not differentiate non-employees from employees. All employees, casual workers, and service crews are included in the incident reporting framework as a whole and the statistics are reported as above.

Lost Time Incident (LTI) is a common metric used in the safety industry, and is defined as those incidents which lead to injuries, causing the employee to be unable to work for a minimum of one day. This is similar to what SATS tracks as the Work-related Injuries (WI) rate and GRI disclosures on recordable work-related injuries rate, which is 5.91.

In the reporting period of FY2023-24, there was no recordable work-related ill health or fatality as a result of work-related ill health.

1 Rate of recordable work-related injuries =

Number of recordable work-related injuries

x 1,000,000

Number of hours worked

Safety is one of SATS' core values and post-integration with WFS, a new Global Health, Safety, Security and Environment (HSSE) function was created in September 2023. Both legacy entities historically operated similar sets of safety management policies, standards, measurement and tools and deeper harmonisation across the whole Group is planned during FY2024-25.

All Group entities currently operate safety management systems (SMS), with aviation business units structured around aviation safety standards and nonaviation business units based around international and national occupational health and safety standards. Where possible these standards are combined into one SMS manual and some business units hold accreditation in both domains.

Management oversight of the continuous improvement of safety performance is executed via the PCEO-chaired Safety, Sustainability & Risk Management Committee (SSRMC) which reports to the Safety, Sustainability & Risk Committee (SSRC). Several regional safety meetings report into the SSRMC. In addition, regional Chief Operation Officers chaired monthly Regional Safety, Security Boards meetings in heritage WFS and will shall be extended to all SATS regions in FY2024-25.

Safety management system policies, documentation and tools have been implemented voluntarily as best practice across the Group. SATS Group does not operate in any legal jurisdiction requiring an occupational health & safety management system. However Spain requires an aviation SMS and this is routinely audited by the Spanish civil aviation regulator, AESA.

It should be noted that the European Commission is currently considering new regulatory requirements including an SMS requirement for all ground handling entities in the EU in coming years and this would bring a further eight Group countries into the aviation safety regulatory regime (Belgium, Denmark, France, Germany, Ireland, Italy, the Netherlands and Sweden). SATS Group expects more State regulators to introduce ground handling regulation over coming years as part of an International Civil Aviation Organisation (ICAO) initiative.

Group include:

- International Civil Aviation Organisation (ICAO) Annex 19
- ICAO Document 9859
- Chapter 6
- **Recommended Practices**
- International Standards Organisation (ISO) 45001:2018

GRI Disclosures

Typical international safety management standards which are applied within the

International Air Transport Association (IATA) Airport Handling Manual (AHM)

IATA Safety Audit for Ground Operations (ISAGO) Standards &

Safety accreditations and certifications within the Group include:

Entity	Country	ISAGO	ISO45001
SATS Ltd.	SG	•	•
SATS Airport Services Pte Ltd.	SG	•	
SATS Catering Pte Ltd.	SG	•	
SATS Asia-Pacific Star Pte Ltd.	SG	•	
GTRSG Pte Ltd.	SG	•	
PT Jasa Angkasa Semesta	ID	•	
Air India SATS Airport Services	IN	•	
Ground Team Red Sdn. Bhd.	MY	•	
Asia Airfreight Terminal Company Limited	HK	•	
Worldwide Flight Services, Inc.	US	•	
Worldwide Flight Services Limited	UK	•	
Bangkok Flight Services	TH	•	•
Orbital Servicios Auxiliares de transporte aereo, Ltda	BR	•	
Frankfurt Cargo Services	DE		•
WFS Servicios Aeroportuarios S.A.	ES		•

A safety risk assessment team will be appointed, consisting of employees who have different responsibilities for the work operations, employees who are familiar with the potential hazards and risks of the work activities and employees who are knowledgeable, trained and has experience in conducting risk assessment and hazard management methodologies. The safety personnel shall act as the team leader for risk assessments of the area, function or activity where the risk is being assessed. Using the principle of the hierarchy of controls to provide potential methods for the control of workplace hazard / aspects and at-risk behaviour. The aim is to eliminate, reduce exposure to hazards and protect workers when an incident occurs. Wherever possible we aim to implement controls which will permanently eliminate the hazard or control the hazard. In addition to reporting and risk assessment, the following processes are used to identify work-related hazards and assess risks: Routine safety inspections, including mandatory requirements on both a calendarised (sites) and activity (aircraft handling) basis. Inspections are recorded in the Pulse tool and Action Plans raised for hazards or compliance issues. Incident Management System (EIMS) and WFS Pulse system Scheduled and ad-hoc comprehensive audits are undertaken at all ground Formal safety investigations into incidents, accidents and significant near handling and cargo handling locations which can identify work-related misses with the objective of understanding causal factors and addressing hazards and require accountable managers to complete formal Action Plans weaknesses in the system in the Pulse tool. Formal safety compliance audits i. Training is provided to those responsible for implementing tools, Mandatory risk assessments for work activities to ensure all significant hazards including bespoke classroom-based risk management training delivered to 200 employees in 2023 and development of new e-learning tools for are captured, assessed and mitigated as required local site managers. Skills development for HSSE professionals has been a focus in 2023 with a cohort of 20 team members attending an inaugural WFS accident investigation training course at Cranfield University in the UK in July 2023. Further courses are planned for 2024. The outputs of all the hazard identification and risk management ii. measures are reviewed locally and regionally at safety meetings, with a comprehensive suite of Dashboards tracking the utilisation of each 'tool' (inspections, audits, hazard and incident reporting, risk assessment, action plans) as well as relevant trends (for example, common inspection findings). This supports the continuous development of safety management systems.

GRI

Disclosures

The occupational health and safety of any worker affected by Group activities, whether direct employees, employees of joint ventures, agency workers, contractors, or other visitors to SATS premises is generally considered to be within the scope of occupational health and safety management systems across the Group. However, where specific obligations are placed on third party employers (for example third party employment agencies) then these legal requirements take precedence over internal SATS requirements. Occupational health and safety professionals are employed covering all parts of the Group at global, regional, country and business unit level depending on the size and scope of the specific business unit. In some jurisdictions the services of specialist consultants are retained in accordance with local laws. aviation and occupational safety management system, and feature in all Group entity SMS manuals. All Group companies adopt a multi-layered approach to identifying and managing Access to incident and hazard reporting tools such as the SATS Enterprise • Frequent workplace safety inspections with follow up where hazards are identified • Hazard reporting platforms are a proactive approach to prevent an incident. All employees can report hazards in these platforms and actions can be assigned to As stated in SATS safety policy, we adopt a 'Just Culture' for all aspects of safety reporting and will ensure that no disciplinary action will be taken against any employee for a safety-related incident unless such disclosure indicates an unjustifiable disregard for safety practices. The process of risk assessment is in our system procedure to standardise the approach to risk management to enable the businesses to manage risk consistently

Hazard identification and safety risk management processes are a core part of hazards in the workplace, including: rectify the hazard. Each hazard raised is tracked from start till the action is closed by the action owner. and proactively.

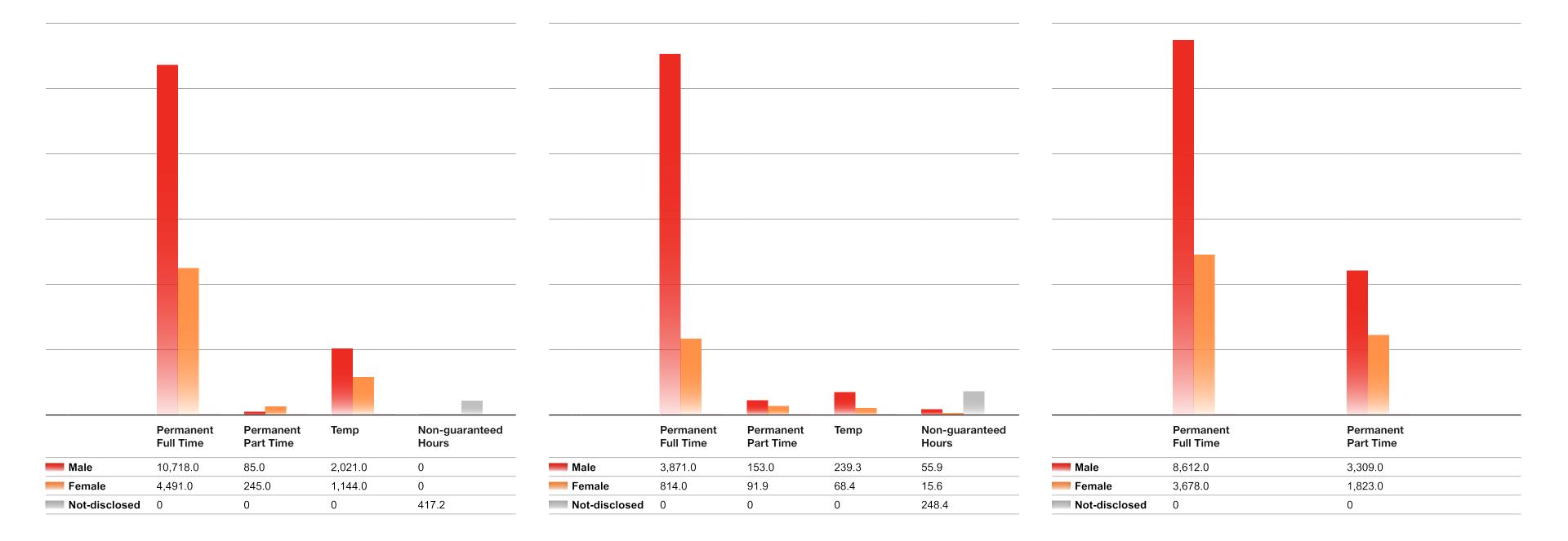
A formal safety risk assessment shall be initiated in response to an incident, identified hazard/risk, or from a change management initiative. It is a mandatory requirement, and it plays an important role in monitoring and improving all aspects of safety.



GRI Standard 2-7: Employees

Total Number of Employees by Employee Contract (APAC)

Total Number of Employees by Employee Contract (EMEA)



* Employee number are expressed as full-time equivalent (FTE).

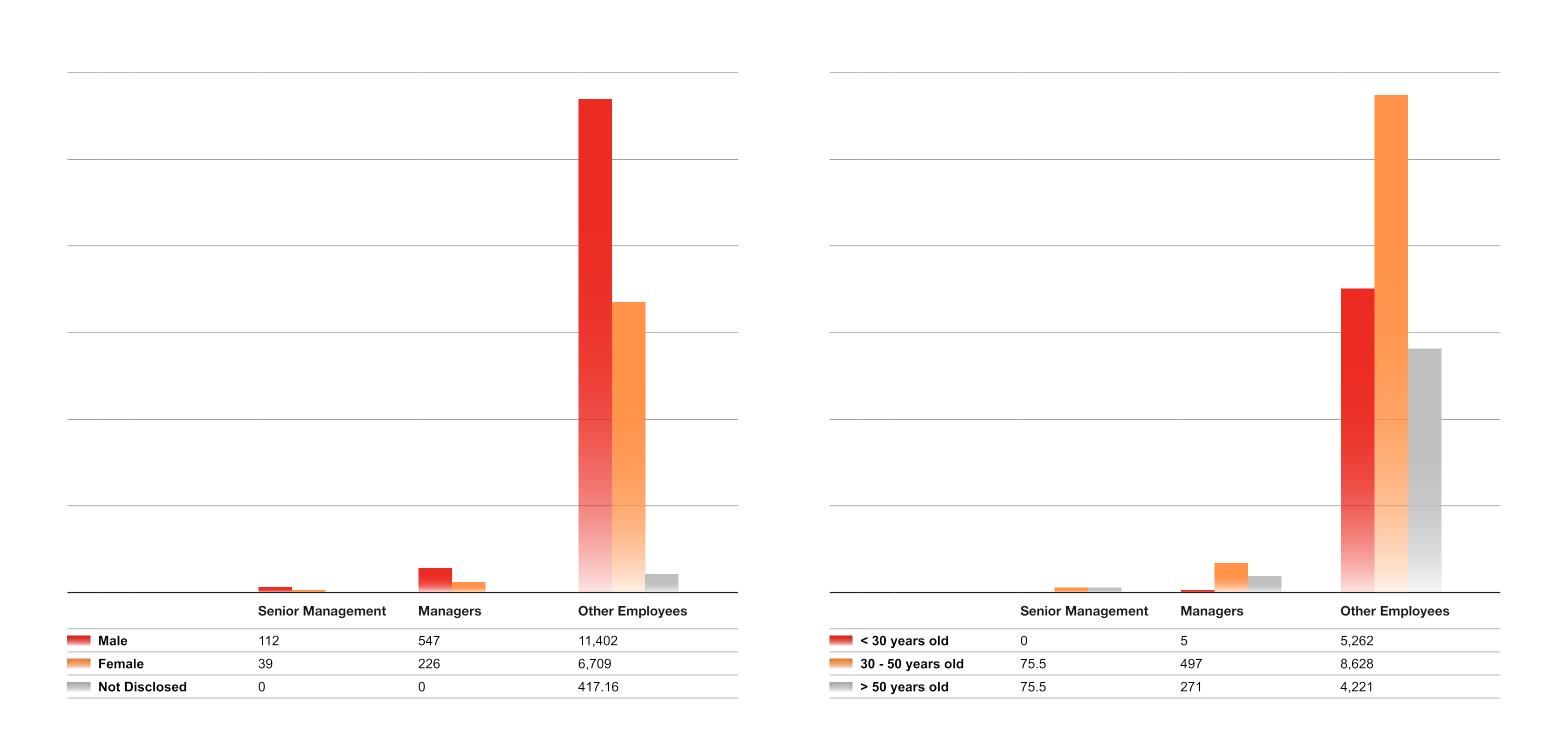
GRI Disclosures

Total Number of Employees by Employee Contract (Americas)



GRI Standard 405-1: Diversity of Employees

Employee Category by Gender (APAC)



GRI Disclosures

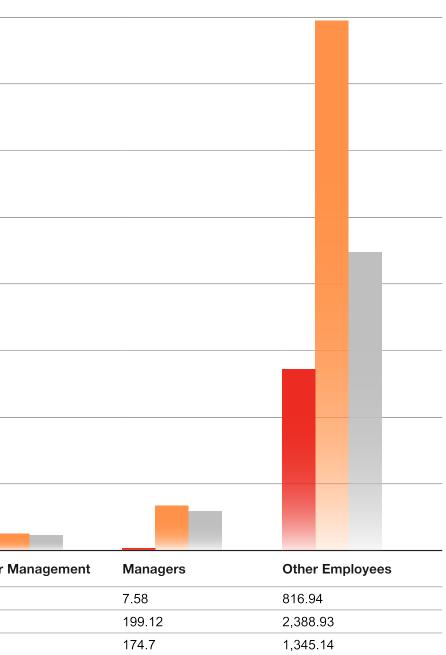
Employee Category by Age Group (APAC)



mployee C	ategory by Gende	er (EMEA)		Employee Cate	egory by
			_		
	_				
	Senior Management	Managers	Other Employees		Senior Ma
Male	102.25	272.56	3742.23	< 30 years old	3.96
Female	41.35	108.84	808.78	30 - 50 years old	72.85
				> 50 years old	66.79

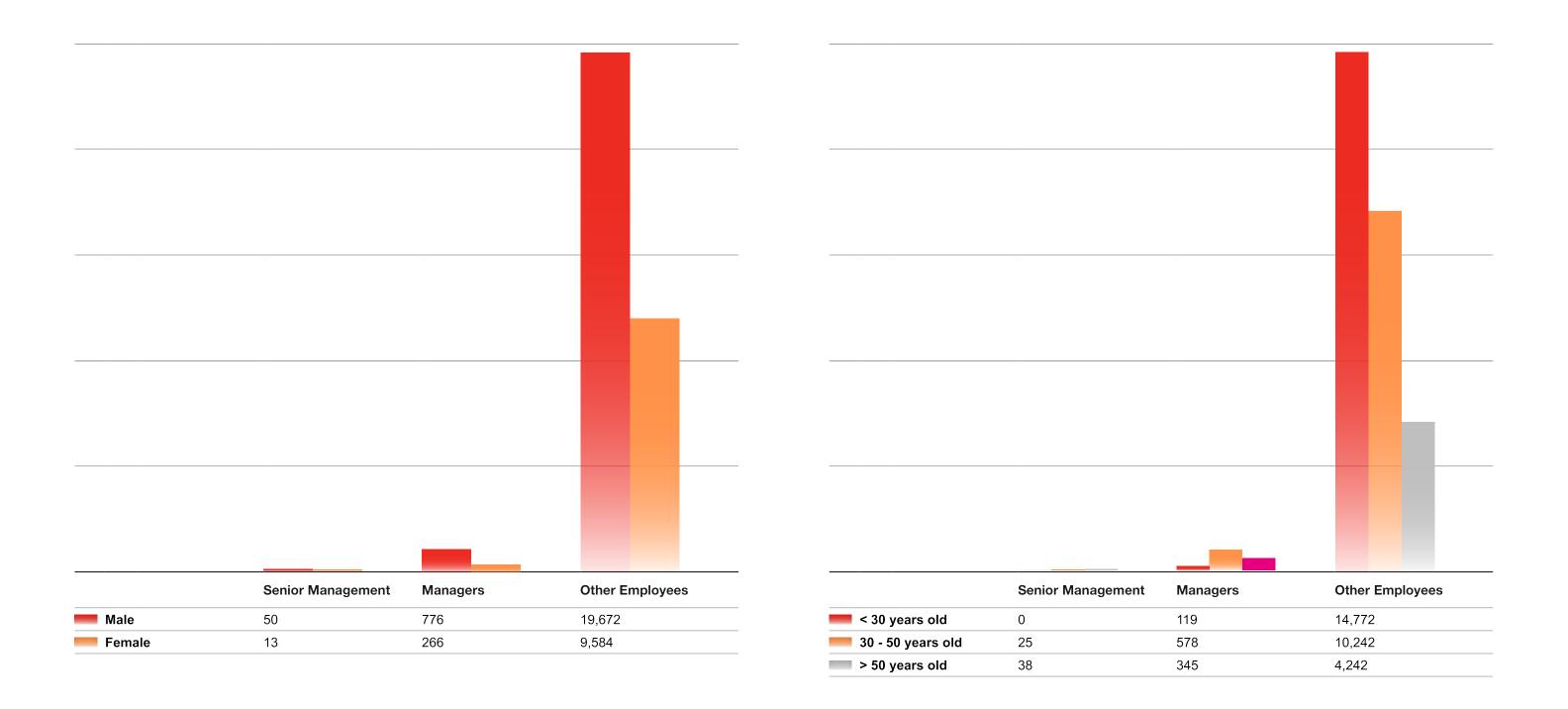
GRI Disclosures

by Age Group (EMEA)









* As part of the integration between SATS and WFS, senior management refers to all VPs and above equivalent to N-3 for WFS (N=PCEO).

GRI Disclosures

Employee Category by Age Group (Americas)

GRI Standard 2-30: Collective Bargaining Agreements

Number of employees covered by collective bargaining agreements: 20,872

FY2023-24	% of employees c	overed by colle	ctive bargaining ag	reements	FY2023-24	% of employees c	overed by colle	ctive bargaining ag	reements					
Countries	Number of employees covered by collective bargaining agreements	Total number of employees	Percentage of employees covered by collective bargaining agreements	Remarks	Countries	Number of employees covered by collective bargaining agreements	Total number of employees	Percentage of employees covered by collective bargaining agreements	Remarks					
Singapore	7,795	11,313	68.90%	SATS Ltd. – SATSWU (GEs from SATS Ltd, SATS Airport Services, SATS ADS, SATS	Denmark	136.50	153.10	89.16%						
				SATS Airport Services, SATS APS, SATS Cat, SSS) 6756 employees covered by CA	Germany	468.85	503.70	93.08%						
				 SATS Ltd. – AESU (AOs from SATS Ltd, SATS Airport Services, SATS APS, SATS Cat, SSS) 398 employees covered by CA 	Italy	45	45	100%						
				 CF – FDAWU 119 employees covered by CA PI – FDAWU 47 employees covered by CA 	Netherlands	253	253	100%						
				 SFS – FDAWU 475 employees covered by CA 	Sweden	23.30	23.30	100%						
Japan	1,143	1,145	99.83%		Spain	608.61	661.39	92.02%						
India	585	843	69.40%		France	2,377.54	2,377.54	100%						
Hong Kong	0	1,153	0 (No CA)	(No CA)	United	320	782.56	782.56	782.56	782.56	782.56	782.56	40.89%	The WFS Operations environment at LHR
Thailand	0	964	0 (No CA)	(No CA)	Kingdom	Kingdom				and LGW have a collective bargaining arrangement in place for annual pay. This				
Malaysia	0	3,435	0 (No CA)	(No CA)					relationship is managed through interactions with the Shop Stewards Committee					
China	0	248	0 (No CA)	(No CA)					(Unite the Union).					
South Africa	0	182	0 (No CA)	(No CA. Falls within the Basic Conditions of Employment and Labour Relations Act.)	North America	6,737	17,422	38.67%	 Monty's Bakehouse: no CA Transport Workers Union – TWU 					
Ireland	0	90.78	0 (No CA)	(No CA)					 Local 504 in USA Americas: 6,320 members Amalgamated Production & Service 					
Saudi Arabia	0	76	0 (No CA)	(No CA)					Employee's Union – APSE Local 22 in USA Americas: 347 members					
Brazil	0	0	0 (No CA)	(No CA)					 Unifor Local 2002 in Canada Americas: 70 members 					
Australia	19	20	95%		Total	20,872	42,102	49.57%						
Belgium	360.03	409.15	87.99%		(SATS LTD.)	20,072	72,102							

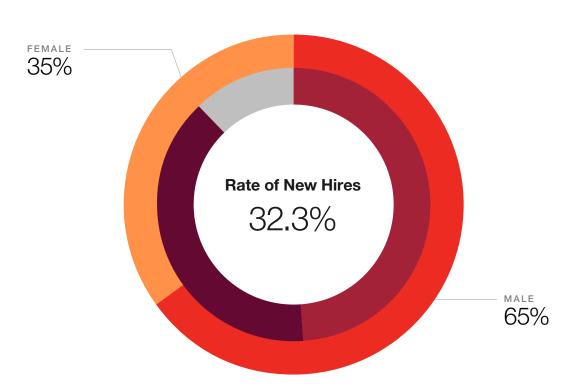
GRI Disclosures

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GRI Standard 401-1: New Employee Hires and Employee Turnover

Total employee numbers at the start of the reporting period is used to calculate the rate of new employee hires and employee turnover.

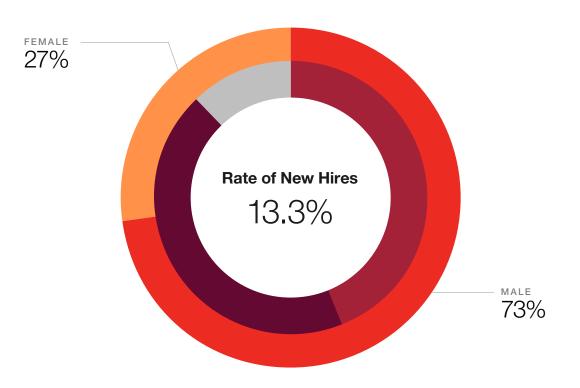
New Employee Hires (APAC)



Total Number of New Hires: 5,882

< 30 years old	49%
30 - 50 years old	39%
> 50 years old	12%

New Employee Hires (EMEA)



Total Number of New Hires: 787

< 30 years old	44%
30 - 50 years old	44%
> 50 years old	12%

GRI Disclosures

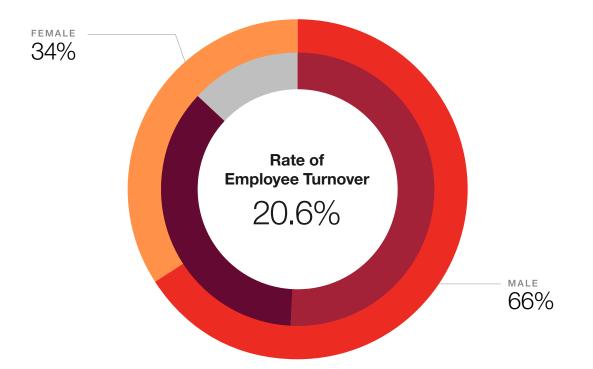
New Employee Hires (Americas)



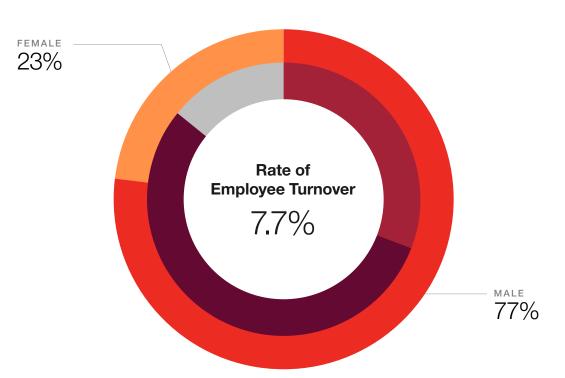
Total Number of New Hires: 14,833

< 30 years old	53%
30 - 50 years old	24%
> 50 years old	23%

Employee Turnover (APAC)



Employee Turnover (EMEA)



Total Number of Employee Turnover: 3,745

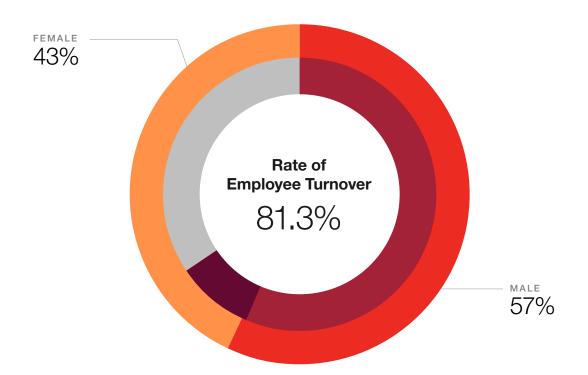
< 30 years old	51.3%
30 - 50 years old	35.9%
> 50 years old	12.8%

Total Number of Employee Turnover: 455

< 30 years old	31.3%
30 - 50 years old	54.7%
> 50 years old	14.1%

GRI Disclosures

Employee Turnover (Americas)



Total Number of Employee Turnover: 13,284

< 30 years old	56.4%
30 - 50 years old	9.4%
> 50 years old	34.2%



GRI Standard 402-1: Minimum Notice Periods Regarding Operational Changes

GRI 402-1-a Mir	nimum notice periods regarding operational changes	GRI 402-1-a Minim	num notice
Singapore	SATS SG: 4 weeks	United Kingdom	21 days (8 weeks (
	 SATSWU: 2 weeks (employee in employment <5yrs); 1 month (>5yrs) AESU: 2 months SISEU: 1 month 	Belgium	2 months
	 4) FDAWU: 2 weeks 5) Jetquay: 1-2 weeks 	Denmark	NA
Hong Kong	1 week;	Germany	1 week
nong Kong	If the change will affect the terms and conditions of employee's employment contract, the employee will be notified 4 weeks in advance.	Ireland	72 hours equipmer
		Italy	4 weeks
Thailand	SFST: 1 Week	Netherlands	UWV: 1-4
	WFS PG Cargo (Thailand): 60 days (or 8 weeks)	South Africa	1 Calenda
India	4 Weeks, Minimum of 4 Weeks (30 Days)/Maximum of 25 Weeks (180 Days)	Sweden	2 weeks
Malaysia	2 weeks	Saudi Arabia	30 days
Japan	2 weeks	Brazil	NA
China	SATS Kunshan: 4 weeks SATS Tianjin: 30 days SATS China: 4 weeks	North America	On avera changes changes,
Australia	2 weeks		Notificatio
Spain	15 days		However, (2-week r
France	2 months		outline sp closures i

GRI Disclosures

e periods regarding operational changes

(WFS UK) (Monty's Bakehouse)

าร

rs for change of roster, 3 weeks to allow for training on change of nent, layoff or redundancy depends on circumstances at the time

- 4 months after approval

idar month

rage, employees are provided with 2 to 4 weeks' notice of significant es (reduction in force or furlough, wage adjustments, schedule/shift es, etc).

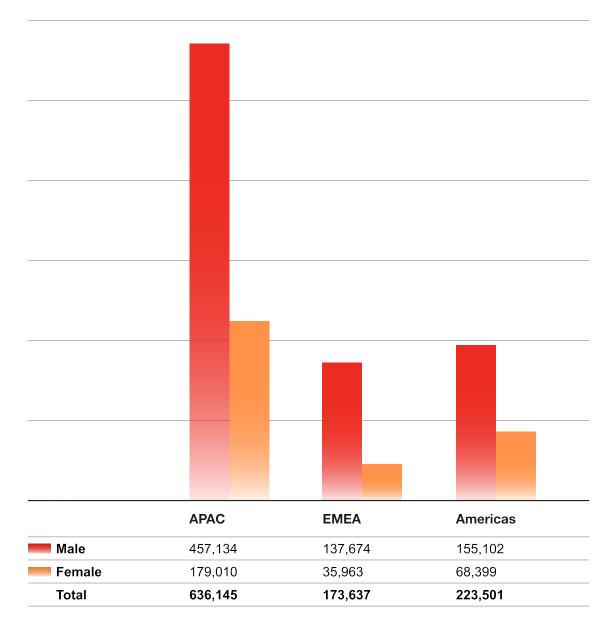
ation time frames are not outlined in collective bargaining agreements. er, WFS practice may outline specific notification requirements k notice for a schedule or shift change) or state or local laws may specific notification terms (i.e. 60-day WARN notification for station es impacting a 50 or more employees).

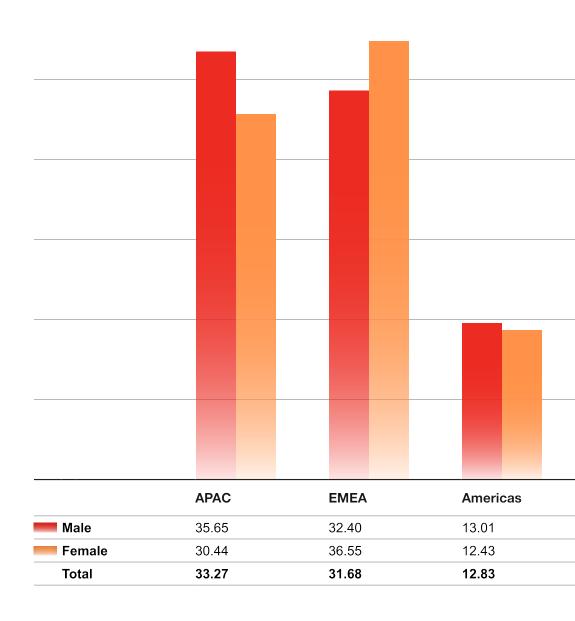


GRI Standard 404-1: Average Hours of Training per Year per Employee

Total Training Hours

Average Training Hours per Person







GRI Standard 302-1: Energy Consumption within the Organisation

FY2023-24

Total number of incidents of discrimination (SATS Ltd.)

41

Status of the incidents of discrimination and actions taken (SATS Ltd.)

Incident reviewed by the organization – all 41 cases were reviewed

Incident no longer subject to action: 41 cases are no longer subject to action.

Governance

GRI Standard 2-9: Governance Structure and Composition

% female representation on Board:

46%

% independent directors on Board:



GRI Standard 204-1: Proportion of Spending on Local Suppliers

In FY2023-24, the proportion of spending on local food suppliers is **81%**. There were **114 new suppliers** which accounts for **18%** of the supplier base in Singapore.

GRI Standard 308-1: New Suppliers that were Screened using Environmental Criteria

GRI Standard 414-1: New Suppliers that were Screened using Social Criteria

For projects starting from 1 April 2024, the weightage of sustainability criteria covering both environmental and social aspects, has been raised from 5% to 10%.

GRI Standard 308-2: Negative Environmental Impacts in the Supply Chain and Actions Taken

GRI Standard 414-2: Negative Social Impacts in the Supply Chain and Actions Taken

During the reporting period, there were no significant environmental and social impacts in our supply chain requiring corrective actions.

Supplier Engagement Programme:

SATS has continued to prioritise supplier engagement as a cornerstone of our sustainability strategy. Since its inception last April, our Supplier Engagement Programme has seen more than 80 participants from approximately 60 unique suppliers attending our sustainability and carbon accounting workshops. These workshops serve as a platform to provide suppliers with insights into SATS' sustainability framework, goals, and initiatives, while also delivering essential training in carbon emissions tracking and management. The workshops, conducted in collaboration with the UN Global Compact Network Singapore (GCNS), also featured guest speakers from different fields in the sustainability industry. These speakers supplement the workshops with information on real-world solutions and financing options, while facilitating peer learning. This is particularly beneficial for many of our suppliers who are small and medium-sized enterprises (SMEs), as they experience similar opportunities and challenges when meeting the diverse sustainability requirements set by their larger clients.

The Carbon Pricing Leadership Coalition (CPLC) Singapore, the decarbonisation arm of GCNS aims to incentivise companies to measure and monitor their carbon footprint using the Carbon and Emissions Recording Tool (CERT). To date, 21 of SATS' suppliers have pledged their commitment to the CPLC and LowCarbonSG initiatives, with 14 submitting their CERT tool to GCNS to begin tracking their emissions. 12 suppliers have already received the LowCarbonSG logo as recognition of their progress, while the remaining suppliers are in the process of validating their CERT submissions. Leading by example, SATS has also signed the CPLC and LowCarbonSG pledge and received the LowCarbonSG logo.

As an extension of our Supplier Engagement Programme, SATS collaborated with United Overseas Bank (UOB) to provide SATS suppliers, particularly SMEs, with access to UOB's ecosystem of sustainability solution providers aimed at decarbonising their operations. The inaugural event in this collaboration, the "SATS x UOB Electric Mobility Workshop," took place in January 2024 at Hong Seh Evolution. The workshop was designed to educate SATS' critical and strategic suppliers on the benefits and opportunities associated with transitioning to commercial Electric Vehicles (EVs) for their businesses. Suppliers got to test drive the EVs and view the latest models including the 14 and 20-footer refrigerated trucks and gained insights into the various



enablers for transitioning to EVs, including financial considerations such as costs and incentives, charging infrastructure, as well as key vehicle attributes such as driving range, battery performance, and safety considerations. SATS and UOB are planning more similar workshops and events covering different areas of sustainability that are relevant to SATS' suppliers in the coming year.

By fostering collaboration and knowledge-sharing among our suppliers and ecosystem partners, SATS is paving the way for a more sustainable and resilient supply chain. We are committed to further expanding our Supplier Engagement Programme to collaborate with more stakeholders to reach more suppliers across our network.

Partnership with EcoVadis:

In parallel with our efforts to engage suppliers on carbon emissions tracking and reduction, SATS has continued our partnership with EcoVadis, a trusted ESG ratings and performance improvement platform. This collaboration aims to enhance sustainability practices across our supply chain by assessing and monitoring the ESG performance of our suppliers, covering aspects such as environment, labour, ethics, and sustainable procurement.

To date, more than 20 suppliers have been rated on EcoVadis, and another 20 are in the process of doing so. This makes up about 40% of SATS' Global Procurement's strategic food suppliers.

While there is definitely room for improvement, we did not identify immediate significant actual and potential negative ESG impacts with these suppliers' EcoVadis scores, with no supplier relationships being terminated. Nonetheless, we will continue to monitor our suppliers' ESG performance and mandate improvement areas where necessary.

With the confirmation of our new ESG Framework, which identified Sustainable Sourcing as a material topic, we are planning to actively encourage our suppliers worldwide to onboard EcoVadis or similar assessments. SATS is proud to have been awarded Silver by EcoVadis, showcasing progress in our environmental and ethics results. WFS had also participated in Ecovadis assessments in previous years, and their data, along with that of other subsidiaries, will be integrated into SATS' main Ecovadis assessment from FY2023-24 onwards.

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sats

GRI Standard 205: Anti-corruption

SATS Ltd ("**SATS**") strongly believes in conducting business with integrity, in accordance with the highest ethical standards, and complying with all applicable laws and regulatory requirements to prevent corruption and bribery. As we grow globally, we are also inevitably exposed to more complex legal and regulatory risks. In the face of such opportunities and uncertainties, SATS adopts a zero-tolerance approach towards bribery, corruption, fraud and illegal or unethical behaviour.

Our commitment to Anti-Bribery & Anti-Corruption ("**ABAC**") reflected in our comprehensive ABAC Programme applies to the entities which SATS manages, operates or controls globally ("**SATS Group**"). The programme covers a broad spectrum of topics, which includes an overarching ABAC policy, policies on gifts & entertainment, whistle-blowing, engagement of suppliers, customers, investments or joint ventures and charitable donations, sponsorships and political contributions and a Code of Ethics & Business Conduct ("**Code of Ethics**"). The Code of Ethics is available on SATS' website at https://www.sats.com.sg.

In general, the ABAC Programme applies to the SATS Group's directors, management, employees and parties with whom we have contractual engagements. For example, our third-party engagement procedures require due diligence to be conducted on our suppliers, customers and potential investments/joint venture partnerships, followed by ensuring that third parties understand and appreciate the significance of compliance with ABAC clauses written into our contracts. We also take a risk rated approach to our engagements by assessing risk levels on a number of factors such as geographic location, the relevant industry (referencing the Transparency Index), levels of existing regulatory oversight (e.g. for licensed entities), shareholding control (e.g. for investments) and whether there are any bribery or corruption red flags identified from desktop screening and enhanced due diligence processes.

Training sessions on ABAC are conducted globally and at least once per annum to ensure that employees are reminded of their obligations and are kept abreast of developments in this field. Case studies are used to illustrate and emphasise key lessons that are easily understood and relevant. Training is also mandatory at key stages, such as employee onboarding and establishment of new partnerships, with regular communications and training to reinforce awareness and advance a compliance culture. Approximately 85% of our employees completed the Anti-Bribery and Anti-Corruption training in FY2023-24.

To further safeguard the SATS Group's reputation and interests and to augment our ABAC Programme, we established a Charitable Donations, Sponsorships, and Political Contributions Policy this financial year. Through the implementation of appropriate regulations and criteria, charitable donations, sponsorships, and contributions are aligned with our ABAC policies, with clear guidance that these are never used to obtain, retain, or secure any improper personal or business advantage. This policy aims to prevent such contributions from being exploited as a means of facilitating bribery.

Our ABAC Programme is with ISO 37001 Certifications in FY2021-22 for SATS Ltd and 13 of our subsidiaries in Singapore, namely SATS Airport Services Pte Ltd, SATS Catering Pte Ltd, SATS Aero Laundry Pte. Ltd., SATS Food Services Pte. Ltd., SATS Institutional Catering Pte. Ltd., SFI Manufacturing Private Limited, SATS Seletar Aviation Service Pte. Ltd., SATS Security Services Private Limited, SATS Asia-Pacific Star Pte. Ltd., Primary Industries Private Limited, Hog Auction Market Pte Ltd, SATS-Creuers Cruise Services Pte. Ltd., and Country Foods Pte. Ltd.

SATS employs various channels to disseminate our global ABAC Programme meaningfully to relevant parties. Internally, this means communicating new or updated policies and procedures by email, conducting training sessions and awareness programmes across all levels of the organisation, emphasising ethical conduct, bribery prevention, and the importance of compliance with laws and regulations, as well as reporting process for any suspected violations of laws or our ABAC Programme. Detailed documentation outlining SATS' anti-corruption policies and procedures are readily accessible on our company's intranet portal.

Externally, we communicate our commitment to combatting bribery and corruption to third parties such as suppliers, contractors, business partners, and customers through contractual agreements, Supplier Codes of Conduct, and collaboration agreements that include anti-corruption clauses and expectations.

We are not aware of any established bribery or corruption cases involving SATS or the investments in which SATS has shareholding, operational or management control during the reporting period.

As building an ethical and compliant culture is an ongoing journey, SATS' Ethics & Compliance team will continue to review and update its existing ABAC Programme to ensure the business complies with all applicable laws and regulations, and takes into consideration industry best practices.

Governance

List of Certifications

Certifications and Accreditations	Activities/Entities covered
ISO 45001: Occupational Health & Safety System	Integrated Ground Handling, Inflight and Institutional Catering, Food Distribution, Aviation Security Services
	SATS Ltd., Bangkok Flight Services, Frankfurt Cargo Services, WFS Servicios Aeroportuarios S.A.
IATA Safety Audit for Ground Operations	Organisation and Management, Load Control, Passenger and Baggage Handling, Aircraft Handling and Loading, Aircraft Ground Movement, Cargo and Mail Handling
programme (ISAGO)	SATS Ltd., SATS Airport Services Pte Ltd., SATS Catering Pte Ltd., SATS Asia-Pacific Star Pte Ltd., GTRSG Pte Ltd., PT Jasa Angkasa Semesta, Air India SATS Airport Services, Ground Team Red Sdn. Bhd., Asia Airfreight Terminal Company Limited, Worldwide Flight Services, Inc., Worldwide Flight Services Limited, Bangkok Flight Services, Orbital Servicios Auxiliares de transporte aereo, Ltda
bizSAFE Level Star by the Singapore Workplace Safety and Health Council	
ISO 37001: Anti-bribery Management Systems	SATS Airport Services Pte Ltd, SATS Catering Pte Ltd, SATS Aero Laundry Pte. Ltd., SATS Food Services Pte. Ltd., SATS Institutional Catering Pte. Ltd., SFI Manufacturing Private Limited and SATS Seletar Aviation Service Pte. Ltd., SATS Security Services Private Limited, SATS Asia-Pacific Star Pte. Ltd., Primary Industries Private Limited, Hog Auction Market Pte Ltd, SATS-Creuers Cruise Services Pte. Ltd., and Country Foods Pte. Ltd.
ISO 14001: Environmental Management System	Cargo and Mail Handling Services, Production of Inflight Meals including Associated Services
	SATS Catering Pte Ltd., SATS Airport Services Pte Ltd., WFS Servicios Aeroportuarios, S.A.
ISO 14064: Greenhouse Gas	WFS Servicios Aeroportuarios, S.A.
SGE 21: Ethical and Socially Responsible Management System	WFS Servicios Aeroportuarios, S.A.
B Corp	Monty's Bakehouse UK Limited

GRI Disclosures

GRI Standard 2-5: Assurance

As part of SATS Group's internal audit plan for FY2023-24 approved by the Audit Committee, SATS' sustainability reporting process was subject to an internal review. This is the first internal review performed by SATS on its sustainability reporting processes. The scope of review covered the verification of GHG emissions calculations and quantitative source environmental data of three facilities in Singapore – Changi Airfreight Terminals, SATS Inflight Catering Centre 2 and 234 Pandan Loop. These facilities contribute to a significant proportion of total emissions from Singapore operations and operate businesses different in nature.

The internal controls of SATS' sustainability reporting under the scope of review was overall rated as Satisfactory, with 1 Medium and 6 Low risk observations.

The observation with a "Medium" risk rating centered around difficulties in obtaining source documents. We recognise the need to strengthen this aspect and will develop a policy and guidelines on data management and reporting. These will include formalised roles and responsibilities, clear accountability structures for source documentation and commitment to regular refresher training for data owners. In addition, we have implemented an ESG data management & reporting platform to serve as a single source of truth and enable traceability and auditability of our sustainability reporting process.

We are working towards preparing for external assurance in the coming years, however external assurance is not applicable to SATS Ltd. in this reporting period.



ANNEX A About this Report and Contact Info

This is SATS' seventh Sustainability Report, demonstrating our unwavering commitment to sustainability. This report has been prepared with reference to the GRI Standards, as well as the SGX Sustainability Reporting Guide.

In addition, we have also aligned our climate-related disclosures to the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. Our sustainability performance data not only covers our Singapore operations, but also all overseas subsidiaries over which we have operational control, including the newly acquired Worldwide Flight Services. The expanded reporting scope allows us to provide a more complete picture of the Group's sustainability impact and performance.

The reporting period for this report covers our financial year dated 1 April 2023 to 31 March 2024.

We welcome feedback and suggestions. You may direct them to:

SATS Corporate Communications

20 Airport Boulevard, Singapore 819659 Tel: +65 6541 8200 Email: info_enquiry@sats.com.sg ANNEX B

Energy and Scope 1 and 2 Greenhouse Gas Calculation Methodology

Data collection

We used actual data wherever possible to achieve a high level of accuracy and credibility. For this reporting period however, some estimations were made where actual activity data was unavailable. We used the operational control approach to set reporting boundaries and for compilation of our emissions inventory, which comprise data from Singapore and overseas subsidiaries. We have been tracking and reporting our Scope 1 and 2 carbon emissions since 2018 based on the global GHG Protocol greenhouse gas accounting standards – including for this reporting year.

ANNEX C **Different Emission Sources**

Scope 1 emissions

Our sources of Scope 1 direct GHG emissions are refrigerants and fuel combustion. Major types of refrigerants we use are R404A, R507 and R22 and the fuels we use includes diesel, petrol, natural gas, town gas, propane and liquefied petroleum gas (LPG). During this reporting period, 1.2 kgCO₂e of biogenic emissions was generated in Singapore arising from the use of renewable diesel in our trial. Gases included in our Scope 1 calculations include carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.

For this reporting period, we have appointed an ESG data management and reporting platform which uses high-quality reference data such as emission factors from the IPCC Guidelines for National Greenhouse Gas Inventories, Singapore's Measurement and Reporting Guidelines under the Carbon Pricing Act and the National Greenhouse and Energy Reporting (Measurement) Determination 2008 and National Greenhouse Accounts Factors by the Australian Government's Department of Climate Change, Energy, the Environment and Water.

Scope 2 emissions

We calculate our Scope 2 indirect GHG emissions aris from purchased electricity, steam, heat, and cooling us data retrieved from utility bills and meter readings. In accordance with GHG Protocol, Scope 2 emissions ca be calculated using location-based and market-based methods. For location-based emissions, we use the average grid emissions factor for the country in which that electricity is purchased to calculate the emissions. Sources of these grid emission factors include Singapo Energy Market Authority, Australia's National Greenhou and Energy Reporting (Measurement) Determination, EU Association of Issuing Bodies (AIB) 2022, Canada's Official Greenhouse Gas Inventory, Institute for Global Environmental Strategies, India's Ministry of Power, To Electric Power Company Holdings, Malaysia's Energy Commission, Thailand's Ministry of Energy, US EPA's eGRID 2022 and the United Kingdom's Department for Business, Energy & Industrial Strategy (BEIS). We use supplier-specific data (where available) in the calculation of our market-based emissions.

We have switched to an electricity provider that supplie green electricity backed by bundled energy attribute certificates (EACs) since April 2022, for all our facilities where we are a contestable consumer in Singapore's electricity market and which are not operating within th Changi Airport grid. However, in view that these EACs are from hydroelectric projects in Vietnam, they will not be used to offset our Scope 2 emissions generated in Singapore given the market boundary criteria from the GHG Protocol. Hence, while we have explored supplier green tariff as a renewable electricity option, we acknowledge that supply availability in Singapore is very limited. The supplier green tariff, however, will be considered as part of our decarbonisation strategy in other markets, where electricity bundled with EACs can be sourced from within the boundary of the respective markets in which we are consuming electricity.

Annexes

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ANNEX D **Materiality Assessment**

SDGs	Material Topic	Description of Impact and Financial Materiality		GRI Topics
7 AFFORDABLE AND CLEAN ENERGY 9 NOUSTRY, INNOVATION AND INFRASTRUCTURE EEEEE	Energy efficiency and renewable energy	Impact Materiality: Energy efficiency and renewable energy play a significant role in decarbonisation and mitigating climate change. Consuming a significant amount of energy given the nature of our business, we recognise the environmental impact we can make by adopting energy efficiency measures and renewable energy. Energy efficiency measures such as electrifying diesel-powered vehicles also reduces smog and benefits the operating environment for employees and the communities. By investing in energy efficiency measures, we can unlock new opportunities for innovation, drive cost savings and strengthen our competitive advantage.	Financial Materiality: There is increasing global attention and regulations on decarbonisation of economies. Our strategy is to structurally improve energy efficiency, maximise on-site solar energy generation and explore long-term renewable energy procurement and cleaner sources of energy. By taking steps early, we can reduce our reliance on fossil fuels and better prepare for the transition to a low carbon economy.	GRI 302: Energy GRI 305: Emissions
8 DECENT WORK AND ECONOMIC GROWTH IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	Sustainable procurement and responsible raw material sourcing	Impact Materiality: As a food solutions provider, SATS sources a wide range of products, raw materials and services from a wide supplier base that includes both local and overseas suppliers. Sustainable procurement practices can help to reduce SATS' Scope 3 emissions and create positive biodiversity and social impact along our value chain. Working with ethical suppliers with sustainable practices could also create more demand and economies of scale for sustainable products.	Financial Materiality: Increasingly, consumers, investors, and other stakeholders are placing greater emphasis on sustainable procurement and responsible raw material sourcing. Failure to meet their sustainability expectations can result in the risk of decreased competitive advantage, loss of customers, and decreased investor confidence, which would adversely impact the long-term growth of SATS. By prioritising sustainable procurement and responsible raw material sourcing, SATS will be able to reduce the risks and avoid other potential financial loss arising from supply chain disruptions, legal issues, reputational damage and failure to adhere to sustainability legislations. Furthermore, sustainable procurement and responsible raw material sourcing can generate new revenue opportunities by attracting environmentally conscious consumers and improve supply chain efficiency.	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment

ANNEX D Materiality Assessment (cont'd)

DGs	Material Topic	Description of Impact and Financial Materiality		GRI Topics
9 ADDISTRY INNOVATION ADDISTRY INNOVATION ADDISTR	Circular economy (waste management and sustainable packaging)	Impact Materiality: The traditional "take, make, use and dispose" model has led to excessive waste, notably in terms of food and packaging. Environmental pollution, climate change and natural resource depletion may result from excessive waste, improper waste management and unsustainable packaging practices. A more circular economy will drive greater resource productivity, help to reduce environmental impacts and better address emerging resource security and scarcity issues in the future.	Financial Materiality: Increasingly strict regulations that aim to address waste generation and plastic packaging could result in higher compliance costs, or conversely regulatory fines, legal liability and reputational damage as a result of non-compliance (directly or indirectly through customers). In certain situations, optimising the use of our resources, e.g. reducing food and packaging waste, could reduce operating cost. At other times, there may be higher costs both operationally and administratively to implement environmentally-friendly initiatives. For example, adopting alternative packaging sources that are more sustainable may currently cost more than conventional packaging. We will evaluate our service offerings to ensure that they are in line with customers' willingness to adopt such initiatives.	GRI 306: Waste
GOOD HEALTH AND WELL-BEING	Occupational health and safety (OHS)	Impact Materiality: Workplace injuries or illnesses can have a detrimental effect on employee well- being and morale as well as on our social licence to operate. Recognising that OHS contributes to talent attraction and retention, we prioritise and invest in providing a safe and healthy work environment. To accomplish this, we have developed a comprehensive health and safety programme designed to minimise the risks associated with our business activities.	Financial Materiality: Workplace injuries or illnesses could result in significant costs, including medical expenses, workers' compensation claims, regulatory penalties and lost productivity. Failure to manage health and safety may lead to reputational damage and erode stakeholders' trust in SATS. On the other hand, providing a safe and healthy work environment can improve employee retention and productivity, which in turn ensures the continuity of the business. We strive to eliminate any health and safety hazards by implementing preventative measures and addressing potential risks in the workplace.	GRI 403: Occupational Health and Safety
EURLITY EDUCATION IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	Talent attraction, retention and development	Impact Materiality: SATS' investments in talent development and upskilling have a positive impact on the communities we operate in, beyond the SATS business. Through job redesign and leveraging automation and digitalisation, we invest in our workforce through upskilling and reskilling to create higher value and better paying jobs. This will secure the position of our workers in the future economy, while also ensuring that SATS is able to continue attracting and retaining the best talent in the market.	Financial Materiality: Attracting, retaining and developing talent needed for business strategy execution is critical to sustainable business performance and continued growth. Low talent retention is also financially detrimental, resulting in higher recruitment, onboarding and training costs, lower productivity and loss of experience. Enhancing employee experience and sharpening our talents' skillsets are vital for us to remain competitive and capture growth opportunities in current and new markets. The impact of this topic is magnified with SATS' expansion of our footprint globally.	GRI 401: Employment GRI 402: Labour/Management Relations GRI 404: Training and Education

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ANNEX D Materiality Assessment (cont'd)

SDGs	Material Topic	Description of Impact and Financial Materiality		GRI Topics
5 GENDER EQUALITY	Diversity and inclusion	Impact Materiality: At SATS, we are dedicated to cultivating a culture of diversity and inclusion within our organisation, recognising that an inclusive culture of respecting and acknowledging a broad range of perspectives and experiences enhances	Financial Materiality: By embracing diversity and inclusion, we can tap into a broad range of perspectives and experiences that can lead to innovative ideas, better decision-making and long-term business success. A diverse workforce can also help us to better understand and serve the needs of our diverse customer	GRI 405: Diversity and Equal Opportunity
		collaboration and drives better business outcomes. With the integration of WFS and a global workforce, diversity and inclusion plays a greater role than before in promoting talent attraction and engagement.	base, which can drive increased customer loyalty and revenue growth.	GRI 406: Non-discrimination
9 NOUSTRY, INNOVATION AND INFRASTRUCTURE	Cybersecurity and data privacy	Impact Materiality: Our focus on cybersecurity and data privacy is critical to our long-term success as a company as we digitalise our businesses and expand our IT infrastructure and service offering. Any data breach or cyberattack could lead to negative publicity, reputational damage, and have severe consequences for the aviation and non-aviation ecosystems we operate in. This, in turn, could lead to decreased customer trust and loyalty, as well as potential legal liabilities and financial penalties. Therefore, building our cyber resilience has been a top priority, enabling us to proactively address potential cyber incidents and recover quickly from any disruptions to our services.	Financial Materiality: Any data breach or cyberattack could result in significant losses, including business disruption, remediation expenses, legal fees and lost revenue. On the other hand, we recognise that strong cybersecurity and data privacy practices can enhance stakeholders' trust and loyalty, resulting in a positive impact on our financial performance over the long run. Moreover, implementing robust cybersecurity measures can provide a competitive advantage in today's digital landscape, helping to attract new customers and retain existing ones.	GRI 418: Customer Privacy
16 PEACE JUSTICE AND STRONG INSTITUTIONS	Governance and business ethics	Impact Materiality: We believe that our focus on governance and business ethics enhances stakeholders' trust and confidence and this is critical to SATS' long-term success. We recognise that unethical behaviour or weak corporate governance could have a negative impact on the people whom we interact with in our value chain. This, in turn, could lead to negative publicity and damage to our reputation and credibility. As such, we regularly review and update our policies and procedures to ensure that we are meeting best practices and standards.	Financial Materiality: Violation of laws and regulations could result in criminal and civil sanctions including significant fines, whereas weak corporate governance or unethical behaviour could erode trust and confidence of stakeholders (including shareholders, customers, regulators and employees) and this may in turn adversely affect the business viability of SATS. Wherever we operate, we comply with all applicable laws and regulations and with our company's internal policies and operating procedures. We engage the community and our stakeholders in an honest, ethical and lawful manner and are committed to upholding the highest standards of integrity and business conduct.	GRI 205: Anti-Corruption GRI 206: Anti-Competitive Behaviour

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ANNEX D Materiality Assessment (cont'd)

Our 8 ESG priorities

	AMBITIONS	TARGETS		AMBITIONS	TARGETS
CO₂ ↓↓↓↓↓ Decarbonisation	Play our part in science-based efforts to reduce GHG emissions and limit global temperature rise to 1.5°C above pre-industrial levels, primarily through energy efficiency and appropriate use of renewable energy	 50% Scope 1 and 2 reduction by 2030⁽¹⁾ Carbon neutral by 2040⁽²⁾ Net Zero by 2050⁽³⁾ 	Safety and Security	Strive for an injury and incident free workplace, underpinned by a vibrant and fair safety culture in which our people feel competent in their roles, and confident to challenge unsafe behaviours	 Reduce occupational and operational safety incident rates year-on-year Continue to expand the coverage of relevant safety and security certifications across the Group
← ↓ ↓ ↓ Sustainable Sourcing	Put in place a responsible and verifiable group supply chain, collaborating with suppliers to address environmental and social impacts and ensure resilience amid increased disruption risks	 Perform ESG assessments of all strategic suppliers by 2025 Actively increase the proportion of locally sourced or nearshoring of food and if not feasible, opt for certified sustainably produced products 	Human Capital Development	Attract and retain a substantial core of local talent in each market by developing a compelling Employee Value Proposition (EVP) Grow and develop a future-ready workforce, increasing productivity and progression	 Develop and promote a compelling EVP as a global employer of choice that aligns with the needs and aspirations of the local workforce Implement targeted leadership development programmes, upskilling initiatives, and mentorship opportunities to empower employees and enhance their capabilities
Waste and Packaging	Minimise waste as much as possible across our operations and promote a more circular economy including the choice of packaging materials	 50% Reduction in food waste intensity by 2030⁽⁴⁾ 100% Packaging is reusable or recyclable-ready by 2030 	Governance and Business Ethics	Ensure all our business entities apply constant and strict ethical behaviours, contributing to fairness and justice within the communities we serve	 Zero tolerance for any form of bribery and corruption in our business and supply chains Operations that are fully compliant with all applicable legislation in each location
Diversity and Inclusion	Recognise diversity and build inclusion by promoting a safe and respectful environment for a harmonious workplace	 35% Women-held leadership roles by 2030⁽⁵⁾ Employee Engagement Survey rolled out in all regions D&I training in all regions 	Cybersecurity and Data Protection	Establish robust cybersecurity and data protection governance framework and best practices to ensuring our operations remain secure and resilient against evolving threats	 Conduct bi-annual phishing simulation exercise for all employees Enforce annual cybersecurity awareness training Hold annual cybersecurity tabletop exercise

Notes:

- ⁽¹⁾ From 2020 baseline for Singapore operations and from 2024 baseline for overseas operations
- ⁽²⁾ Carbon neutrality refers to the reduction and balancing of 100% 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⁾ From 2021 baseline for Singapore operations and from 2024 baseline for overseas operations
- $^{\scriptscriptstyle{(5)}}$ Leadership roles refers to N-3 and above, N being the President & CEO

ANNEX E

Task Force on Climate-rel

Climate Scenario Analysis

In response to the increasingly urgent need to transition to a lower-carbon economy to mitigate the consequences of climate change, SATS is committed to building our climate risk resilience in line with TCFD recommendations.

Following the TCFD's process, we developed climate scenarios that aim to assess the physical and transition¹ risks and opportunities that our businesses face. A series of workshops involving senior management and members from various departments was conducted to determine our exposure to climaterelated impacts, assess the relative significance of key risks and opportunities, examine mitigating actions, and identify ways to build climate resilience. We remain dedicated to providing transparent disclosures and addressing climate-related risks and opportunities, which enable us to build climate resilience into our business and strategy.

To better understand how the changing climate may affect our direct operations and its value chain, we used what we term a "business as usual" scenario $(4^{\circ}C)$ and a strong mitigation scenario $(1.5^{\circ}C \text{ to } 2^{\circ}C)$ to assess our risks and opportunities in each. In the former scenario, greater focus is placed on assessing potential physical risks to our businesses as a result of events brought about by or related to climate change such as extreme weather, rising sea levels, drought, water stress and flooding. In comparison, the strong mitigation scenario placed greater emphasis on transition risks. In order to meet the goals laid out in the Paris Agreement regarding reductions in global levels of greenhouse gas (GHG) emissions and successfully transition to a more sustainable, lower-carbon world, there needs to be radical changes in regulations and in individual and organisational behaviour, as well as technological breakthroughs.

TCFD's Recommended Disclosures	SATS Approach	Report Sectior
Governance	 Our board-level Safety, Sustainability and Risk Committee (SSRC) has oversight of climate-related risks and opportunities and typically meets biannually to review emerging climate-related issues and our 	Stewarship and Governance
SATS governance around	decarbonisation strategy and roadmap.	
climate-related risks and opportunities	 The former ESG Steering Committee is now replaced with the executive management-level Safety, Sustainability and Risk Management Committee (SSRMC), chaired by the PCEO and comprising members from our senior leadership team. The SSRMC oversees the group's ESG-related matters and ensure we invest appropriately in critical initiatives to mitigate climate-related risks and harness potential opportunities. 	
Strategy	 We strive to stay abreast of trends and highlight potential opportunities and develop innovative solutions to lower our carbon footprint, in line with ESG best practices. 	Sustainability Framework
Proactive approach to identify and pre-empt potential impact of climate-related risks by setting ESG targets and practices to prepare business units accordingly.	 Materiality Analysis: In 2019, we undertook an extensive engagement exercise with our key stakeholder groups to validate the material ESG issues first identified in 2017, and to align our goals with those of our key stakeholders. In 2021, our management has decided to focus our efforts on selected priority material issues, as reflected in the latest sustainability framework. Climate Change Scenario Planning: Two key global scenarios served as references for our scenario analysis:- 	Climate Scenario Analysis
	a) RCP8.5 high GHG emissions scenario in Intergovernmental Panel on Climate Change's Fifth Assessmen Report (IPCC AR5)	t
	 b) 2°C Scenario (2DS) and Beyond 2°C Scenario (B2DS) in International Energy Agency (IEA)'s Energy Technology Perspectives 2017 	
Targets and metrics	 We have been tracking and reporting our Scope 1, 2 and 3 emissions based on the global GHG Protocol greenhouse gas accounting standards, and have also been disclosing material topic-related metrics in our annual Sustainability Reports. This year, SATS refreshed our ambition and goals as per the updated Sustainability Framework. We have a long-term net zero target by 2050, and strive towards 100% Scope 1 and 2 emissions reduction by 2040. We have maintained our 2030 carbon emissions target of 50% reduction for scope 1 and 2 from our FY2019-20 baseline for Singapore operations and established a new baseline in FY2023-24 to reduce 50% scope 1 and 2 emissions for all overseas operations (including WFS). 	Sustainability Framework and GRI Disclosures

В	usiness as usual scenario (4°C)	Stron
•	Raw material availability and prices	• Cł
•	Extreme weather events (that result in property damage	• Ra
	and loss of productivity)	• Cł
٠	Disruption to supply chain	• Ca
•	Water stress	• Er

Annexes

ng mitigation scenario (1.5-2°C)

- Changes in the aviation sector
- Raw material costs (due to changes in the agriculture sector)
- Changes in diets (with the growing availability and popularity of alternative proteins) Carbon prices
- nergy efficiency and renewable energy
- Waste management

Transitioning to a lower-carbon economy may entail extensive policy, legal, technology and market changes to address mitigation and adaptation requirements related to climate change.

ANNEX E Task Force on Climate-related Financial Disclosures (TCFD) (cont'd)

Description and potential impact	Mitigating actions	Desc
Physical risk: Extreme heat causing health hazards to workers, especially those working outdoors such as on the tarmac, where there is direct exposure to weather elements. Heat-related illnesses among staff may lead to workforce shortage, disruption to operations and higher operational costs.	 Redesign uniforms using dry-fit material for staff exposed to long periods of heat and provide ample water breaks for hydration Provide personal protective equipment (PPE) or cooling vests to staff (Ramp Operations) 	Trans increa invest efficie risks) Oppo syster
 Physical risk: Extreme weather may result in volatility in raw material prices, damage to physical assets, depressing the market for air travel leading to loss in revenue and increasing maintenance costs. Operational services such as flight scheduling and loading/off-loading services may also be affected. 	 Develop local supply base and strategic partners Develop preemptive supply chain strategy for higher risk areas (local and foreign) Reduce wastage Produce meals with longer shelf-life Work with the relevant authorities to provide necessary infrastructure to ensure continuation of services 	(e.g. ¢
Transition risk: The lack of a proper sustainable procurement framework may lead to reputational risk and loss of market share for subsidiaries like Country Foods.	 Implement a supplier onboarding checklist and process Conduct regular engagements and audits to ensure that suppliers adopt sustainable practices 	Oppo impleı desigi
Transition risk: Regulatory changes such as the implementation of carbon taxes, diesel taxes, climate bond as well as legislation, fines and penalties, and higher insurance premiums, higher operational and facilities maintenance costs incurred in the transition towards becoming a low-carbon or carbon-neutral business	 Adopt the use of energy-efficient equipment Implement heat recovery and renewable energy systems Explore how circularity framework can be implemented Replace diesel vehicles with electric vehicles Increase natural lighting and the use of energy efficient equipment (Cargo) Implement a sensor system to regulate lighting and air-conditioning (Cargo) Replace parts with recyclable materials, where possible (Cargo) Optimise processes continually Make concerted efforts to encourage and educate our people to reduce, 	Oppo engag local s Oppo which reputa Oppo partne

reuse and recycle

cription and potential impact

sition risk: Corporate finance implications such eased acquisition and integration costs arising fro stments (e.g. shadow pricing, more stringent ene ency and other ESG requirements, and climate-r along with fewer investment opportunities

ortunity: Sustainable procurement and waste ma ems that prevent unnecessary food and materials paper, plastics, food waste) and maximise sustain ts such as recycling and food composting

ortunity: Expand the use of renewable energy, ement energy-efficient technologies, optimise bui gns to reduce energy intensity

ortunity: De-risk and shorten our supply chain by ging multiple vendors and developing a sustaina supply base (e.g. local fish farms, hydroponics fa

ortunity: Position SATS as a sustainable compa h may strengthen employee recruitment, retention tation and customer loyalty.

ortunity: Increased business and investment opp erships and funding from ESG initiatives (ESG fi instruments, green bonds and government grants)

	How we manage it
n as om new ergy -related	 Consider ESG and climate-related risks or opportunities in our investment evaluation framework, by conducting the necessary due diligence on new prospects, and exploring the feasibility of embedding internal carbon pricing in our investment decisions.
nanagement Is wastage ainable	 Optimise production system at the new SATS Food Hub to minimise wastage and energy footprint Develop a pro-recycling company culture where staff are encouraged to segregate discarded items so that waste can be effectively recycled (e.g. by providing more recycling bins for different waste categories across our premises) Explore new opportunities to upcycle material waste into usable products Explore feasible solutions for water recycling Partner with waste processing companies to improve recycling efforts Engage with suppliers proactively for responsible sourcing of raw materials Continue to recycle materials such as plastics, carton boxes, metals and glass bottles and used cooking oil
uilding	 Invest in heat recovery models Explore renewable energy and energy-efficient equipment Implement IoT to maximise overall equipment effectiveness Engage experienced contractors to design heat exchange network and layout to reduce air-conditioned spaces Convert all our lighting requirements to LED and incorporate the use of light sensors to optimise energy use in buildings. Continue to expand rooftop solar installations across our premises where appropriate
by able farms)	 Expand and diversify supply sources and leverage our food trading and distribution networks Engage continually with suppliers Partner with local farms to promote locally grown products Procure raw materials like proteins from sustainable sources Organise regular suppliers' day to promote local produce to our customers
any, on,	Continue to promote SATS' stewardship
pportunities, financial	 Collaborate with government agencies to explore potential partnerships and possible incentives to develop sustainability capabilities and functions Explore green financing for the SATS Food Hub

ANNEX F GRI Content Index

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable	GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
General Disc			General Disclosures				
The organisation	and its repo	rting practices		Governance			
GRI 2: General Disclosures 2021	2-1	Organisational details	Refer to SATS Annual Report 2023-2024		2-18	Evaluation of the performance of the	FY2023-24 Annual report, Pages 100-103
	2-2	Entities included in the organisation's sustainability reporting	Annex G, Pages 68-69		2-19	highest governance body Remuneration policies	FY2023-24 Annual report, Pages 100-103
	2-3	Reporting period, frequency and	Annex A, Page 56		2-20	Process to determine remuneration	FY2023-24 Annual report, Pages 100-103
		contact point			2-21	Annual total compensation ratio	FY2023-24 Annual report, Pages 100-103
	2-4	Restatements of information	Not applicable in this reporting period	Strategy, policie	s and practic	es	
Activities and wo	2-5 orkers	External assurance	Not applicable in this reporting period		2-22	Statement on sustainable development strategy	PCEO statement, Page 2-4
	2-6	Activities, value chain and other	Refer to SATS Annual Report 2023-2024		2-23	Policy commitments	SATS Group Policies
		business relationships			2-24	Embedding policy commitments	SATS Group Policies
	2-7	Employees	Social Report, Pages 16-19 GRI Disclosures, Page 44		2-25	Processes to remediate negative impacts	Covered in Environmental Report, Pages 10-15; Social Report, Pages 16-19 and
	2-8	Workers who are not employees	GRI Disclosures, Page 44				Governance Report, Pages 20-24
Governance	2-9	Governance structure and composition	Our Sustainability Framework > Stewardship		2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance Report > Stakeholder Engagements, Pages 121-123
	2-5		and Governance, Page 8		2-27	Compliance with laws and regulations	GRI Discloures > List of Certifications, Page 55
	2-10	Nomination and selection of the highest governance body	Our Sustainability Framework > Stewardship and Governance, Page 8	Stakeholder eng			Defende Comonde Courses Desert
	2-11	Chair of the highest governance body	Our Sustainability Framework > Stewardship		2-29	Approach to stakeholder engagement	Refer to Corporate Governance Report, Pages 121-123
			and Governance, Page 8		2-30	Collective bargaining agreements	GRI Disclosures > Page 48
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Sustainability Framework > Stewardship and Governance, Page 8	Disclosures on r	naterial topic	S	
	2-13	Delegation of responsibility for managing impacts	Our Sustainability Framework > Stewardship and Governance, Page 8	GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our Sustainability Framework > Prioritising Issues Across Our Value Chain, Page 6
	2-14	Role of the highest governance	Our Sustainability Framework > Stewardship		3-2	List of material topics	Annex D: Materiality Assessment, Pages 58-61
	2	body in sustainability reporting	and Governance, Page 8		3-3	Management of material topics	Covered in Environmental Report, Pages 10-15;
	2-15	Conflicts of interest	FY2023-24 Annual Report, Page 113				Social Report, Pages 16-19 and Governance Report, Pages 20-24
	2-16	Communication of critical concerns	Covered in Governance Report, Pages 20-24				
	2-17	Collective knowledge of the highest governance body	Our Sustainability Framework > Stewardship and Governance, Page 8				

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ANNEX F GRI Content Index (cont'd)

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable	GRI Standard	Disclosure Number
Topic Specific	Disclos	ures		Topic Specifi	ic Disclos
Category: Econom	ics			Category: Enviro	nmental
Procurement Pract	ices			Emissions	
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Environmental Report, Pages 10-15 and Governance Report, Pages 20-24	GRI 3: Material Topics 2021	3-3
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	GRI Disclosures > Proportion of spending on local suppliers, Page 53	GRI 305: Emissions 2016	305-1
Category: Environn	nental				305-2
Energy					
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Environmental Report, Pages 10-15		305-3
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	GRI Disclosures > SATS Group Energy Consumption, Page 33		305-4
	302-2	Energy consumption outside	GRI Disclosures > SATS Group Energy		305-5

		the organisation	Consumption, Page 33		
	302-2	Energy consumption outside of the organisation	GRI Disclosures > SATS Group Energy Consumption, Page 33	Waste	
	302-3	Energy intensity	GRI Disclosures > Energy Intensity, Pages 29-32	GRI 3: Material Topics 2021	
	302-4	Reduction of energy consumption	Covered in Environmental Report, Pages 10-15	GRI 306: Waste 2020	
	302-5	Reductions in energy requirements of products and services	Covered in Environmental Report, Pages 10-15	Waste 2020	
Water and Effluen	ts				
GRI 3: Material Topics 2021			Covered in Environmental Report, Pages 10-15		
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Covered in Environmental Report, Pages 10-15		
	303-2	Management of water discharge-related impacts	Covered in Environmental Report, Pages 10-15		
	303-3	Water withdrawal	GRI Disclosures > Total Water Withdrawal, Water withdrawal Intensities, Pages 36-39		
	303-4	Water discharge	Not applicable		
	303-5	Water consumption	Not applicable		

ure Disclosure Title

Page Number and Reasons for Omissions, if applicable

osures

3-3

306-1

306-2

306-3

306-4

306-5

Management of material topics	Covered in Environmental Report, Pages 10-15
Direct (Scope 1) GHG emissions	GRI Disclosures > SATS Group Scope 1, 2 and 3 Emissions, Page 28
Energy indirect (Scope 2) GHG emissions	GRI Disclosures > SATS Group Scope 1, 2 and 3 Emissions, Page 28
Other indirect (Scope 3) GHG emissions	GRI Disclosures > SATS Group Scope 1, 2 and 3 Emissions, Page 28
GHG emissions intensity	GRI Disclosures > Carbon Intensity, Pages 29-32
Reduction of GHG emissions	Covered in Environmental Report, Pages 10-15
Management of material topics	Covered in Environmental Report, Pages 10-15
Waste generation and significant waste-related impacts	GRI Disclosures > Waste generation, Pages 40-41
Management of significant waste-related impacts	GRI Disclosures > Waste generation, Pages 40-41
Waste generated	GRI Disclosures > Waste generation, Pages 40-41
Waste diverted from disposal	GRI Disclosures > Waste generation, Pages 40-41
Waste directed to disposal	GRI Disclosures > Waste generation, Pages 40-41

ANNEX F GRI Content Index (cont'd)

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable	GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Topic Specific	Disclos	ures		Topic Specific	Disclos	ures	
Category: Environ	mental Com	npliance		Category: Social			
Supplier Environm	nental Asses	ssment			403-4	Worker participation, consultation,	GRI Disclosures > Occupational Health &
GRI 3: Material Topics 2021	3-3	Management of material topics	GRI Disclosures > Supplier Engagement Programme, Page 53			and communication on occupational health and safety	Safety, Pages 42-43
GRI 308: Supplier Environmental	308-1	New suppliers that were screened using environmental criteria	For projects starting from 1 April 2024, the weightage of sustainability criteria covering		403-5	Worker training on occupational health and safety	GRI Disclosures > Occupational Health & Safety, Pages 42-43
Assessment		_	both environmental and social aspects, had been raised from 5% to 10%.		403-6	Promotion of worker health	GRI Disclosures > Occupational Health & Safety, Pages 42-43
	308-2	Negative environmental impacts in the supply chain and actions taken	During the reporting period, there were no significant environmental and social impacts in our supply chain requiring corrective actions.		403-7	Prevention and mitigation of occupational health and safety mpacts directly linked by business relationships	GRI Disclosures > Occupational Health & Safety, Pages 42-43
Category: Social Employment					403-8	Workers covered by an occupational health and safety management system	GRI Disclosures > Occupational Health & Safety, Pages 42-43
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Social Report, Pages 16-19		403-9	Number and rate of fatalities as a result of work-related injury	GRI Disclosures > Occupational Health & Safety, Pages 42-43
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	GRI Disclosures > Employee Category, Pages 49-50			Number and rate of high-consequence injuries	
	401-3	Parental leave	In accordance with statutory schemes			Number and rate of recordable	
Labour-Managem	ent Relatior	IS				work-related injuries	
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Social Report, Pages 16-19		403-10	Number and rate of work-related ill health	GRI Disclosures > Occupational Health & Safety, Pages 42-43
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	GRI Disclosure > Minimum Notice Period Regarding Operational Changes, Page 51			Number and rate of fatalities as a result of work-related ill health	
Occupational Hea	Ith and Safe	stv		Training and Educa	ation		
GRI 3: Material Topics 2021	3-3	Management of material topics	GRI Disclosures > Occupational Health &	GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Social Report, Pages 16-19
GRI 403:	403-1	Occupational health and safety	Safety, Pages 42-43 GRI Disclosures > Occupational Health &	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	GRI Disclosure > Average Training Hours Page 52
Occupational Health and Safety 2016	403-2	management system Hazard identification, risk assessment,	Safety, Pages 42-43 GRI Disclosures > Occupational Health &		404-2	Programs for upgrading employee skills and transition assistance programs	Data not conclusive
		and incident investigation	Safety, Pages 42-43		404-3	Percentage of employees receiving	Data not conclusive
	403-3	Occupational health services	GRI Disclosures > Occupational Health & Safety, Pages 42-43			regular performance and career development reviews	

Annexes

ANNEX F GRI Content Index (cont'd)

GRI Standard	Disclosure Disclosure Title	Page Number and Reasons for Omissions,	GRI Standard
	Number	if applicable	

Topic Specific Disclosures

Category: Social				Category: Social	
Diversity and Equ	al Opportu	inity		Customer health a	and safety
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Social Report, Pages 16-19 and Governance Report, Pages 20-24	GRI 3: Material 3-3 Topics 2021	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	GRI Disclosure > Board Diversity, Page 20-24	GRI 416: Customer	416-1
	405-2	Ratio of basic salary and remuneration of women to men	Not disclosed due to sensitivity and complexity across different regions	Health and Safety 2016	
Non-discriminatio	on				416-2
GRI 3: Material Topics 2021	3-3	Management of material topics	Covered in Social Report, Pages 16-19		
GRI 406: Non- discrimination	406-1	Incidents of discrimination and corrective actions taken	GRI Disclosures > Incidents of discrimination and corrective actions taken, Page 52	Customer Privacy	,
2016			-	GRI 3: Material Topics 2021	3-3
Supplier Social As					
GRI 3: Material Topics 2021	3-3	Management of material topics	GRI Disclosures > Supplier Engagement Programme, Page 53	GRI 418: Customer	418-1
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	For projects starting from 1 April 2024, the weightage of sustainability criteria covering	Privacy 2016		
2016		both environmental and social aspects, had	Category: Governance		
			been raised from 5% to 10%.	Anti-corruption	
	414-2	Negative social impacts in the supply chain and actions taken	During the reporting period, there were no significant environmental and social impacts in	GRI 3: Material Topics 2021	3-3
			our supply chain requiring corrective actions.	GRI 205: Anti-corruption	205-1

Disclosure Disclosure Title

Page Number and Reasons for Omissions, if applicable

Topic Specific Disclosures

Number

205-2

205-3

2016

Covered in Environmental Report, Pages 10-15; Social Report, Pages 16-19 and Governance Report, Pages 20-24
Assessment of health and safety impacts of product and services is covered by SATS ESG Assessment on EcoVadis
During the reporting period, there were no incidents of non-compliance concerning the health and safety impacts of products and services
Refer to Corporate Governance Report > Cybersecurity Governance and Management, Pages 110-111
Refer to Corporate Governance Report > Cybersecurity Governance and Management, Pages 110-111
Covered in Governance Report, Pages 20-24
Refer to Corporate Governance Report > Ethics & Compliance, Pages 115-116
Refer to Corporate Governance Report > Ethics & Compliance, Pages 115-116
Refer to Corporate Governance Report > Ethics & Compliance, Pages 115-116

ANNEX G SATS Group Listing

Company	Country of Incorporation
SATS Ltd	Singapore
SUBSIDIARIES	
CORPORATE	
Cemerlang Pte. Ltd.	Singapore
SATS Consumer Services Pte. Ltd.	Singapore
SATS Investments (II) Pte. Ltd.	Singapore
SATS Investments (III) Pte. Ltd.	Singapore
SATS Investments Pte. Ltd.	Singapore
SATS Treasury Pte. Ltd.	Singapore
SATS China Co., Ltd	China
SATS International SAS	France
SATS (India) Co. Private Limited	India
SATS Services Sdn. Bhd.	Malaysia
SATS (Thailand) Co., Ltd	Thailand
FOOD SOLUTIONS	
Real Tasty Pte. Ltd.	Singapore
SATS Aero Laundry Pte. Ltd.	Singapore
SATS Catering Pte Ltd	Singapore
SATS Institutional Catering Pte. Ltd.	Singapore
SATS Food Services Pte. Ltd.	Singapore
Country Foods Pte. Ltd.	Singapore
Primary Industries Private Limited	Singapore
SATS Delaware North Pte. Ltd.	Singapore
SFI Food Pte. Ltd.	Singapore
SFI Manufacturing Private Limited	Singapore
Primary Industries (Qld) Pty Ltd	Australia
Shanghai ST Food Industries Co., Limited	China
Nanjing Weizhou Airline Food Corp., Ltd	China
Ganzhou SATS Aviation Food Co., Ltd	China

Company	Country of Incorporation	Company	Country of Incorporation	
Huizhou Weilian Airline Food Co., Ltd.	China	Neptune Holdings 4 B.V	Netherlands	
Jiangxi Weilian Air Catering Co., Ltd.	China	(f.k.a Promontoria Holding 264 B.V.)		
Shenzhen Weilian Air Catering Co., Ltd	China	Jet Quay Pte. Ltd.	Singapore	
Zhanjiang Wuchuan Weilian Air Catering Co., Ltd	China	WFS Belgium N.V.	Belgium	
Zhoushan Weilian Air Catering Co., Ltd	China	Orbital Serviços Auxiliares de Transporte Aéreo Ltda	Brazil	
SATS (Kunshan) Food Co., Ltd	China	WFS Brazil Investimentos e Participacoes Ltda	Brazil	
SATS (Tianjin) Food Co., Ltd.	China	Cargo Airport Services Canada Inc	Canada	
SATS Food Solutions India Private Limited	India	Orbital Aviation Services Limitada	Chile	
TFK Corporation	Japan	WFS Denmark A/S	Denmark	
Inflight Foods Co., Ltd	Japan	Airport Ramp Services SAS	France	
Narita Dry Ice Co., Ltd	Japan	Aquaraile Services SAS	France	
New Tokyo Service Co., Ltd	Japan	Bag Flight Services SAS	France	
SATS Food Solutions (Thailand) Co., Ltd.	Thailand	Bag Ground Services SAS	France	
Monty's Bakehouse UK Limited	United Kingdom	Connecting Bag Services SAS	France	
Monty's Bakehouse NL B.V.	Netherlands	Connecting Flight Services SAS	France	
GATEWAY SERVICES		Connecting Ground Services SAS	France	
SATS Aerolog Express Pte. Ltd.	Singapore	Dedicated Freight Services SAS	France	
SATS Airport Services Pte Ltd	Singapore	European Flight Services SAS	France	
SATS Asia-Pacific Star Pte. Ltd	Singapore	France Handling SAS	France	
SATS Security Services Private Limited	Singapore	Global Freight Services SAS	France	
SATS Seletar Aviation Services Pte. Ltd.	Singapore	Orly Flight Services SAS	France	
SATS-Creuers Cruise Services Pte. Ltd.	Singapore	Orly Passenger Services SAS	France	
Asia Airfreight Terminal Company Limited	Hong Kong	R.A.HAND SAS	France	
AAT Logistics (Dongguan) Company Limited	China	Roissy Handling SAS	France	
Asia Airfreight Services Limited	Hong Kong	Société de Fret et de Services SAS	France	
Ground Team Red Holdings Sdn. Bhd.	Malaysia	VIA Roissy SAS	France	
Ground Team Red Sdn. Bhd.	Malaysia	WFS ACADEMY (Airport College) SAS	France	
GTRSG Pte. Ltd.	Singapore	WFS EMEAA Holding SAS	France	
SATS Saudi Arabia Company	Saudi Arabia	Freight Handling GmbH	Germany	

ANNEX G SATS Group Listing (cont'd)

Company	Country of Incorporation
WFS Worldwide Flight Services GmbH	Germany
Worldwide Flight Services (Asia Africa Holdings) Limited	Hong Kong
Worldwide Flight Services (Hong Kong) Limited	Hong Kong
Worldwide Flight Services Fueling (Hong Kong) Limited	Hong Kong
WFS (Bengaluru) Private Limited	India
Worldwide Flight Services Ireland Limited	Ireland
WFS Italia S.R.I.	Italy
Worldwide Flight Services Holland B.V.	Netherlands
WFS Servicios Aeroportuarios Peru S.A.C.	Peru
WFS Ground Handling Solutions Spain, S.L.U.	Spain
WFS Handling Solutions, S.L.U.	Spain
Worldwide Flight Services Servicios Aeroportuarios	Spain
WFS Sweden AB	Sweden
BFS Cargo DMK Co., Ltd. *DORMANT*	Thailand
Worldwide Flight Services Middle East FZE	UAE
WFS Airport Solutions Limited	United Kingdom
WFS Ground Solutions Limited	United Kingdom
WFS GROUND SOLUTIONS Ltd	United Kingdom
Worldwide Flight Services Limited	United Kingdom
Dunwoody USA LLC	United States of America
IAS Logistics DFW LLC d/b/a Pinnacle Logistics	United States of America
Independent Cargo Security Screening LLC	United States of America
MAC Cargo Handling I, LLC	United States of America
MAC Cargo SJC, LLC	United States of America
Mercury Air Cargo Services, LLC	United States of America
Mercury Air Cargo, LLC	United States of America
Oxford Electronics, Inc.	United States of America

Company	Country of Incorporation
WFS Express Inc.	United States of America
WFS Receivables Finance , LLC	United States of America
Worldwide Flight Services Holdings, Inc.	United States of America
Worldwide Flight Services, Inc.	United States of America
JOINT VENTURES	
FOOD SOLUTIONS	
SG IPF Pte. Ltd.	Singapore
GATEWAY SERVICES	
DFASS SATS Pte. Ltd.	Singapore
SATS PPG Singapore Pte. Ltd.	Singapore
Global Service Handling SAS	France
FCS Frankfurt Cargo Services GmbH	Germany
Worldwide Cruise Terminals (Hong Kong) Limited	Hong Kong
Air India SATS Airport Services Private Limited	India
Worldwide Flight Services (South Africa) Pty Limited	South Africa
WFS PG Cargo Company Limited	Thailand
Dunwoody Airline Services Limited	United Kingdom
ASSOCIATES	
FOOD SOLUTIONS	
Servair-SATS Holding Company Pte Ltd	Singapore
Beijing Airport Inflight Kitchen Ltd	China
Taj SATS Air Catering Limited	India
PT Purantara Mitra Angkasa Dua	Indonesia
Aviserv Limited	Ireland
Tasco Foods Co., Ltd.	Japan
MacroAsia Catering Services, Inc	Philippines
Maldives Inflight Catering Private Limited	Republic of Maldives
Evergreen Sky Catering Corporation	Taiwan

Annexes

ation	Company	Country of Incorporation
merica	GATEWAY SERVICES	
merica	KrisShop Pte. Ltd.	Singapore
merica	Beijing Aviation Ground Services Co., Ltd	China
America	Beijing CAH SATS Aviation Services Co., Ltd.	China
	SATS HK Limited	Hong Kong
	Mumbai Cargo Service Center Airport Private Limited	India
	PT Cardig Aero Services Tbk	Indonesia
	PT Jasa Angkasa Semesta Tbk	Indonesia
	Oman SATS LLC	Oman
	Evergreen Air Cargo Services Corporation	Taiwan
	Evergreen Airline Services Corporation	Taiwan
	Tan Son Nhat Cargo Services Joint Stock Company	Vietnam
	BRANCH/REPRESENTATIVE OFFICES	
	Worldwide Flight Services Holding SA (China – Beijing Rep Office)	China
	Worldwide Flight Services Holding SA (Hong Kong Branch)	France (registered as overseas company in HK)
	Dunwoody Airline Services Limited (Ireland Branch)	Ireland
	Société de Fret et de Services SAS (Italian Branch)	Italy
	Worldwide Flight Services Inc. (Jamaica Branch) *DORMANT*	Jamaica
	Worldwide Flight Services Inc. (Hong Kong Branch) *DORMANT*	United States of America
	Worlwide Flight Services Inc (Virgin Islands Branch)	US Virgin Islands
	LONG-TERM INVESTMENT	
ves	Beijing Daxing International Airport Inflight Catering Ltd.	China

ANNEX H Glossary

AAT	Asia Airfreight Terminal Company Limited	
ABAC	Anti-Bribery and Anti-Corruption	
ACES	Asia Corporate Excellence & Sustainability	
AESU	Air-Transport Executive Staff Union	
AET	Autonomous Electric Tractor	
AFT	Airfreight Terminal	
AI	Artificial Intelligence	
AISATS	Air India SATS Airport Services Private Limited	
AO	Administrative Officer	
APS	Assumption Pathway School	
ATL	Hartsfield-Jackson Atlanta International Airport	
BAIK	Beijing Airport Inflight Kitchen Ltd.	
BESS	Battery Energy Storage System	
BGS	Beijing Aviation Ground Services Co., Ltd	
BU	Business Unit	
BU CA	Business Unit Collective Agreement	
-		
CA	Collective Agreement	
CA CAAS	Collective Agreement Civil Aviation Authority of Singapore	
CA CAAS CDG	Collective Agreement Civil Aviation Authority of Singapore Charles de Gaulle	
CA CAAS CDG CF	Collective Agreement Civil Aviation Authority of Singapore Charles de Gaulle Country Foods Pte. Ltd.	
CA CAAS CDG CF CO ₂	Collective Agreement Civil Aviation Authority of Singapore Charles de Gaulle Country Foods Pte. Ltd. Carbon Dioxide	
CA CAAS CDG CF CO ₂ CSR	Collective AgreementCivil Aviation Authority of SingaporeCharles de GaulleCountry Foods Pte. Ltd.Carbon DioxideCorporate Social Responsibility	
CA CAAS CDG CF CO ₂ CSR D&I	Collective AgreementCivil Aviation Authority of SingaporeCharles de GaulleCountry Foods Pte. Ltd.Carbon DioxideCorporate Social ResponsibilityDiversity and Inclusion	
CA CAAS CDG CF CO ₂ CSR D&I EMEA	Collective Agreement Civil Aviation Authority of Singapore Charles de Gaulle Country Foods Pte. Ltd. Carbon Dioxide Corporate Social Responsibility Diversity and Inclusion Europe, Middle East, and Africa	

FDAWU	Food, Drinks and Allied Workers Union
FTE	Full-time Equivalent
GCNS	UN Global Compact Network Singapore
GEF	Grid Emission Factor
GHG	Greenhouse Gas
GJ	Gigajoules
GRI	Global Reporting Initiative
HSSE	Health, Safety, Security and Environment
ΙΑΤΑ	International Air Transport Association
юТ	Internet of Things
ISO	International Organisation for Standardisation
kgCO ₂ e	Kilograms of Carbon Dioxide Equivalent
kWh	Kilowatt hour
JFK	John F. Kennedy International Airport
LAX	Los Angeles International Airport
LCA	Life Cycle Assessment
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
LPG	Liquefied Petroleum Gas
MBCCS	Marina Bay Cruise Centre Singapore
ML	Megalitres
MWh	Megawatt hour
NoW	Network of Women
NYPD	New York City Police Department
PCEO	President & Chief Executive Officer
PI	Primary Industries Private Limited
POC	Proof-of-concept

	PPE	Personal Protective Equipment
	РТВ	Passenger Terminal Building
	PV	Photovoltaic
	RECs	Renewable Energy Credits
	SAL	SATS Aero Laundry Pte. Ltd
	SATSWU	SATS Workers' Union
	SBTi	Science Based Targets initiative
	SFA	Singapore Food Agency
	SFS	SATS Food Services Singapore Pte. Ltd
	SG	Singapore
	SGX	Singapore Exchange
	SICC	SATS Inflight Catering Centre
	SISEU	Singapore Industrial and Services Employees' Union
	SMC	SATS Maintenance Centre
	SME	Small and Medium-sized Enterprises
	SSRC	Safety, Sustainability and Risk Committee
	SSRMC	Safety, Sustainability and Risk Management Committee
	TCFD	Task Force on Climate-related Financial Disclosures
	TFK	TFK Corporation
	tCO₂e	Tonnes of Carbon Dioxide Equivalent
	UOB	United Overseas Bank
	UN SDGs	United Nations Sustainable Development Goals
	VAPE	Value Added Per Employee (\$)
	VP	Vice President
_	WFS	Worldwide Flight Services

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