

Terms of Reference

SATS ESG Steering Committee and Sustainability Council

PURPOSE

While the Board sets the risk appetite for SATS to pursue its purpose to feed and connect communities, management provides stewardship on sustainability implementation and ensures that business strategy aligns with the company's sustainability goals. To provide a dedicated focus on sustainability, the Chief Sustainability Officer (CSO) has set up an ESG Steering Committee comprising members from our senior leadership team to establish greater alignment on ESG-related matters and ensure we invest appropriately in critical initiatives to achieve our goals. The ESG Steering Committee is supported by the Sustainability Council comprising representatives from relevant parts of the SATS group.

The CSO chairs both the ESG Steering Committee and the Sustainability Council.

FUNCTIONS OF THE ESG STEERING COMMITTEE

- Ensure alignment among top decision-makers on ESG ambition and initiatives.
- Set key ESG performance indicators for recommendation to the Board, PCEO and SATS Group Management.
- Review and agree on strategies for improving SATS' ESG disclosures and ratings.
- Evaluate trade-offs and the business case for the implementation of ESG projects, including resourcing and potential P&L impact.
- Review the progress of ESG projects within the various business units and across SATS' operating geographies.
- Identify opportunities to advance SATS' standing as a sustainability leader in the industry.
- Provide guidance on sustainable procurement practices.

FUNCTIONS OF THE SUSTAINABILITY COUNCIL

- Evaluate the effectiveness of our sustainability programmes in line with key ESG performance metrics each month.
- Track the progress of sustainability projects within the various business units and across SATS' operating geographies.
- Review resourcing and the business case for the implementation of sustainability projects and submit recommendations to the ESG Steering Committee.
- Ensure that the ESG Steering Committee is kept up to date of any sustainability-related regulatory changes which could impact SATS' business and operations.
- Govern the proceeds from the sale of our Renewable Energy Certificates by channeling them towards carbon abatement initiatives.
- Share best practices between Singapore and our overseas operations, including the assessment of new solutions and identify collaboration opportunities.