SSP The Food Travel Experts

Embedding sustainability

into the best part of the journey

SSP Asia Pacific

Sustainability Summary Report 2025

Welcome to our Asia Pacific 2025 Sustainability Summary

About SSP Asia Pacific

We are the food travel experts, part of the SSP Group which is present in 38 countries globally. We design, create and operate restaurants, bars, cafés, lounges and convenience retail outlets in locations where people are on the move.

We operate primarily in airports in Asia Pacific (APAC) across Australia, Hong Kong, Malaysia, New Zealand, the Philippines, Singapore and Thailand. This includes JVs in the Philippines, Thailand and Malaysia, and a growing lounge JV business in Hong Kong. In 2025, we grew significantly, including the new market entry into Indonesia through a joint venture. Our business in India, Travel Food Services, is excluded from this report.

Our purpose is to be the best part of the journey, and we are passionate about bringing great food and hospitality to travellers worldwide.

We have a wide portfolio of brands, including our own and those we franchise. These cater to a variety of customer needs – from well-known grab 'n' go sandwich shops and cafés to casual dining restaurants and bespoke high-end concepts.

About this Summary Report

This report provides a summary of SSP Group's Sustainability Strategy, including our commitments and targets within the key pillars of Product, Planet and People, highlighting our progress and performance in SSP APAC in 2025.

Sustainability is a strategic priority at SSP and touches all aspects of our business. Operating at the intersection of the travel, hospitality and food sectors, which brings with it a wide range of sustainability challenges, we aim to deliver positive impact for our business and work in partnership with our stakeholders to promote a sustainable food travel sector.

While united under our global strategy, SSP's operating model enables each region and market to tailor our global approach to local circumstances.

Information in this report relates to the 2025 financial year, from 1 October 2024 to 30 September 2025 unless otherwise stated. To present performance against the target deadline, the 2025 data for selected metrics represents status at year-end rather than total volumes or averages for the full year. For comprehensive annual performance data, please see SSP Group's Sustainability Data Book.

Further information

- The **SSP Group plc Sustainability Report 2025** provides detailed information on our global Sustainability Strategy and performance at: foodtravelexperts.com/sustainability
- The **SSP Group plc Annual Report 2025** provides details of the SSP Group Strategy, governance and performance at: foodtravelexperts.com/investors/annualreport
- The **SSP Group Sustainability Data Book 2025** for comprehensive global data disclosures at: foodtravelexperts.com/sustainability
- The SSP Group **website** includes SSP policies, and additional sustainability information at: **foodtravelexperts.com**

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2025 at a *glance*

Figures are for SSP APAC unless otherwise stated

Find SSP global performance data, targets, KPIs and reporting boundaries, scope and definitions in the SSP Group Sustainability Data Book

Product

30% of meals

offered by our own brands are plant-based or vegetarian[1]

2025 target: >15%

100% of hot beverages

for our own brands are from sources certified against recognised standards, such as Rainforest Alliance[1]

2025 target: 100%

70% of eggs

for our own brands come from cage-free sources[1]

2025 target: 100%

Planet

8% increase

in global Scope 1 & 2 market-based GHG emissions from our 2019 base year, with a 29% reduction in Scope 2 emissions offset by Scope 1 increase due to data improvements

2032 target: 60% | 2040 target: 90%

100% of packaging

for our own brands is reusable, recyclable or compostable[1]

2025 target: 100%

c.291 tonnes of food waste

diverted from landfill through redistribution, recycling and composting schemes

Annual KPI

People

45% female representation

in senior leadership roles[1, 2]

2025 target: 40%

100% of markets

have programmes in place to support colleagues' physical, mental and financial wellbeing[1]

2025 target: 100%

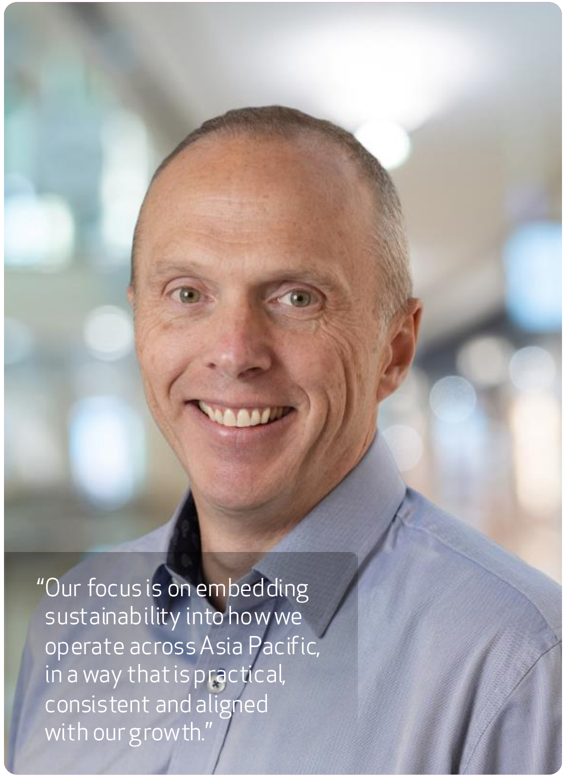
100% of contracted suppliers

with higher human rights risks have undergone due diligence[1]

2025 target: 100%

1. To present performance against the target deadline, the 2025 data for this metric represents status at year end rather than total volume or averages for the full year. For comprehensive annual performance, please see our Sustainability Data Book.
2. Calculated based on the direct reporting to the regional CEO.

A message from our CEO for Asia Pacific



Welcome to our Sustainability Report Summary 2025

Asia Pacific continues to be a region of strong growth and opportunity, where the scale and diversity of our markets require a thoughtful and adaptable approach to sustainability.

In 2025, we have continued to strengthen our approach, aligning closely with the Group Sustainability Strategy while ensuring it is effectively applied across the varied operating environments within the region.

During the year, we expanded our presence with entry into the Indonesian market and continued the integration of Airport Retail Enterprises (ARE) in Australia into our regional operations. As our footprint grows, so too does our focus on maintaining a consistent and responsible approach across all markets.

At the same time, we continue to navigate evolving supply chain dynamics across Asia Pacific, reinforcing the importance of strong partnerships and the ability to respond with agility in a rapidly changing environment.

Creating Value

Creating sustainable value remains central to how we approach growth across Asia Pacific.

We are focused on enhancing our customer offer while making steady progress in priority areas such as packaging, waste management and responsible sourcing. These efforts support both improved customer experience and operational efficiency, while responding to increasing expectations across our markets.

As we continue to grow, we are leveraging our experience to embed these approaches more consistently, ensuring they are both scalable and relevant to local market conditions.

Embedding and Evolving

In 2025, we have continued to embed sustainability more deeply into how we operate, building on the foundations established in previous years and supporting the delivery of the Group Sustainability Strategy across the region.

A key focus has been on strengthening capability and engagement within our teams. Our Fly, Learn and Grow programme continues to expand, supporting the development of our people and enabling greater collaboration and knowledge sharing across markets.

As expectations continue to evolve, we are also strengthening our approach to transparency and data, ensuring we are well positioned to respond to emerging regulatory and stakeholder requirements across Asia Pacific.

Looking Ahead

Looking ahead, we remain focused on deepening integration, scaling what works, and continuing to evolve our approach in line with both Group priorities and regional needs.

By leveraging our strengths, investing in our people and working closely with our partners, we are confident in our ability to deliver sustainable growth across Asia Pacific.

Jonathan Robinson,
Chief Executive Officer,
SSP Asia Pacific

June 2026

Read the Group CEO message in the Group Sustainability Report 2025 on pages 5–6.

Our strategic approach

Leading with purpose

We are committed to addressing our impacts and working in collaboration to drive positive change across the global food travel sector.

Learn more about **SSP's global efforts for serving customers responsibly** in the Group Sustainability Report 2025 on pages 23-29.

In this chapter

Our Sustainability Strategy

Our Sustainability Strategy

Sustainability is a strategic priority at SSP. It is essential for our long-term success and key to fulfilling our purpose: to be the best part of the journey.

Our Sustainability Strategy focuses on the three areas of Product, Planet and People. Within these, we have made 10 key commitments, which are focused on the most material issues for our business and stakeholders. These commitments are supported by clear and measurable 2025 targets, as well as science-based net-zero targets for 2032 and 2040.

Now that we have reached the 2025 deadline for most of our targets, we are evaluating progress and key learnings, and exploring ways to evolve our strategy and set new goals. To support this, we conducted a double materiality assessment in 2025 to ensure we stay focused on the most important impacts, risks and opportunities.

Read more about our double materiality assessment in our **Group Sustainability Report** on pages 61–62.

While all of our strategic issues are important, we are particularly focused on where we can drive the greatest impact: through the food we serve.

By enabling our customers to enjoy a wider range of great-tasting, nutritious and more sustainable food and drink while travelling, we can benefit both people and the planet.
To achieve this, we are dedicating extra focus and resources on how we source our ingredients, design our menus and help our customers to make healthier, more sustainable choices.

Find out more about our **Group strategy** in our 2025 Annual Report on pages 6–27.

UN Sustainable Development Goals (SDGs)

We are committed to supporting the UN SDGs. In each chapter introduction, we highlight the goals most closely aligned with our priorities and where we have the greatest scope for impact.

Product

Serving our customers responsibly

When it comes to developing our recipes and menus, we consider the needs of both people and planet. That means significantly increasing the availability of healthy and sustainable choices for our customers, ensuring our ingredients are sourced responsibly and supporting higher standards of animal welfare.

Learn more about **SSP's global efforts for serving customers responsibly** in the Group Sustainability Report 2025 on pages 23-29.

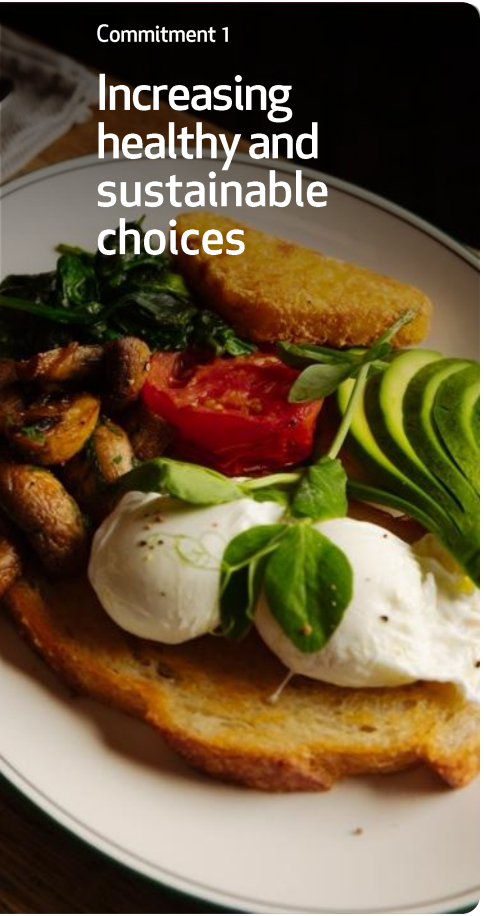
In this chapter

- Commitment 1: Increasing healthy and sustainable choices
- Commitment 2: Sourcing sustainably
- Commitment 3: Supporting animal welfare

Our material issues

- Healthy lifestyles and dietary needs
- Climate change
- Sustainable sourcing
- Human rights and modern slavery
- Biodiversity loss and deforestation
- Animal welfare

SDG alignment



Commitment 1

Increasing healthy and sustainable choices

Re-imagining food for people and the planet

We draw on the expertise of our culinary teams across Asia Pacific to shape food and drink offers that respond to evolving customer expectations, while supporting a gradual shift towards more sustainable choices.

Operating across a diverse range of markets, our teams work with local ingredients and established food cultures to develop menus that reflect regional preferences and consumption patterns. This enables us to introduce more sustainable options in a way that remains relevant to our customers and aligned with how food is experienced across the region.

Our Product & Planet Menu Framework provides a structured approach to embedding sustainability into ingredient selection, recipe development and customer communication, while allowing flexibility to reflect local market dynamics.

Selecting the best ingredients

Choosing the right ingredients is central to how we shape our food offer across Asia Pacific. Given the diversity of supply chains and operating environments, our focus remains on using locally available and seasonally relevant ingredients where possible. This supports consistency and availability, while enabling our menus to reflect regional food cultures and sourcing practices.

We also collaborated with a key brand partner in Hong Kong to increase healthier choices such as asparagus and garden pea pasta, reduce the amount of red meat and shift towards lower climate-impact meat such as chicken. In 2025, the revised menu achieved a 41% reduction in beef purchases, 24% reduction in pork, and a 41% increase in chicken.

Supporting informed choices

We continue to evolve how information is presented to customers across our menus and in-store environments, supporting greater transparency and enabling informed decision-making.

In markets such as Thailand, clearer visual communication continues to be used to highlight menu options, helping customers navigate choices in a simple and accessible way.

Case study

Helping customers make ‘A Better Choice’ in Thailand

Thailand became our first APAC market to introduce ‘A Better Choice’ menu labelling, which uses simple iconography to highlight healthier and more sustainable options.

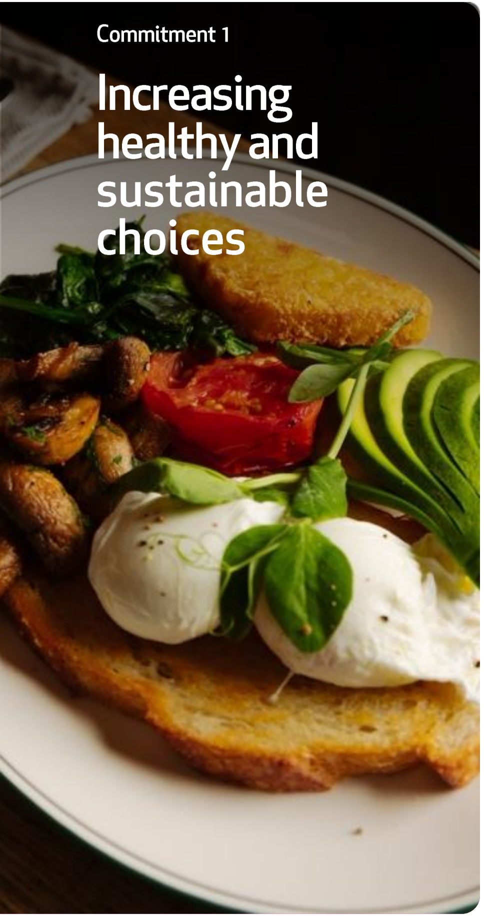
This initiative formed part of a broader strategic menu review in 2024 of our Camden Food Co. brand, which introduced more plant-based options, non-dairy milk alternatives, ‘A Better Choice’ combo offers, and clearer on-pack and in-store communications.

‘A Better Choice’ labelled items are now available in seven Camden Food Co. units across three airports. By the end of 2025, they represented c.30% of the menu.

To support the rollout and ensure a consistent experience for customers, over 70 team members received training. We plan to expand the labelling to additional brands in 2026.

Commitment 1

Increasing healthy and sustainable choices



Designing better recipes and menus

Across the region, structured menu reviews using the People and Planet Menu Framework have supported markets such as Hong Kong, Singapore and Malaysia in expanding the availability of more sustainable options within their menus.

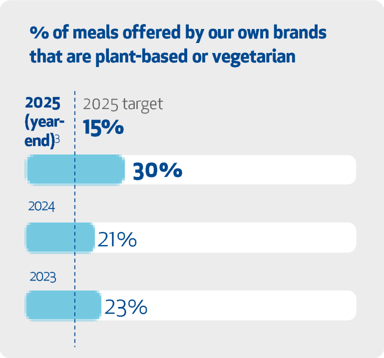
In Malaysia and Thailand, where we see growing numbers of Indian travellers, we are adapting our menus to offer more vegetarian choices. In Thailand, this includes the introduction of vegetarian breakfast and burger options at Burger King in 2025. In Malaysia, strategic lounge menu reviews aligned with the People and Planet Menu Framework led to an average of 40% plant-based or vegetarian options across seven lounges in four airports. Menus are refreshed fortnightly to maintain variety and appeal, supported by clear labelling to help customers make informed choices.

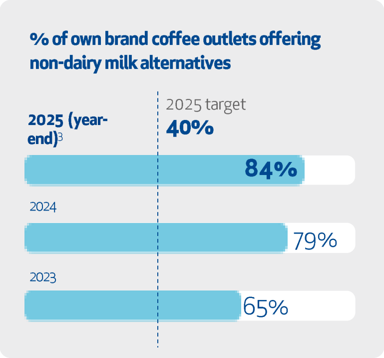
We conducted strategic menu reviews in Hong Kong in 2024, creating and testing new own-brand recipes aligned with the People and Planet Menu Framework.

For example, our Kyra Lounge now offers over 40% plant-based or vegetarian options.

Since 2022, we have been working towards our target for at least 15% of meals offered by our own brands in Asia Pacific to be plant-based or vegetarian. By the end of 2025, we exceeded this target, reaching 30%. In addition, we have continued to expand the availability of non-dairy alternatives across our coffee offer. Against our target of 40% of our own-brand coffee outlets across APAC offering non-dairy milk alternatives, we delivered 84% by the end of 2025.

These approaches to recipe and menu development not only support the introduction of more sustainable options but also enable us to meet a broader range of customer preferences across our markets, while maintaining operational consistency.





3. To present performance against the target deadline, the 2025 data for this metric represents status at year end rather than total volume or averages for the full year. For comprehensive annual performance, please see our Sustainability Data Book.

Commitment 2

Sourcing sustainably

Maintaining high sourcing standards

We are committed to sourcing our ingredients and products responsibly and partnering with suppliers who uphold strong sustainability standards.

With a diverse supply base across Asia Pacific, maintaining consistent sourcing practices requires a structured and evolving approach. This is guided by our Environment, Sourcing and Farm Animal Welfare Policy, which sets out our sourcing principles and expectations across our operations.

We work with suppliers who align with our approach to responsible sourcing. Our Supplier Code of Conduct defines the standards expected of our contracted suppliers, covering areas including human rights, product quality and food safety, environmental sustainability, animal welfare and business integrity.

In 2025, the Supplier Code of Conduct was updated to reflect changes in Group policies and evolving regulatory requirements, with expanded scope to include brand partners and their supply chains. By the end of the reporting period, 100% of our contracted suppliers[4] in APAC had signed the Supplier Code of Conduct or demonstrated equivalent standards, reflecting continued progress in strengthening supplier alignment across the region.

100% contracted suppliers have signed up to our Supplier Code of Conduct or demonstrated they have equal standards

Sourcing certified ingredients

Across Asia Pacific, our focus is on increasing the proportion of certified ingredients while maintaining supply continuity and reflecting the diversity of sourcing conditions and business expansion across the region. This approach enables us to align with our sustainability commitments while adapting to local market dynamics.

Many of the social and environmental risks and impacts in our supply chain relate to the upstream farms and fisheries. As we have limited direct farm-level sourcing, we focus on sourcing key ingredients from sources that have been certified against a recognised independent standard.

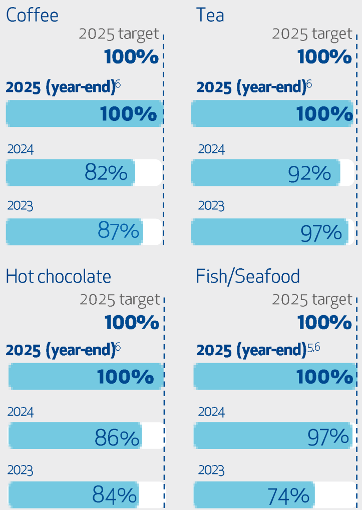
These certifications, such as Fairtrade, Rainforest Alliance and Roundtable for Sustainable Palm Oil (RSPO), provide assurance to our procurement teams, clients and customers that ingredients meet robust environmental, social and labour standards.

We set global targets for our own brand coffee, tea and hot chocolate, fish and seafood to be sourced from certified farms and fisheries by the end of 2025.

By the end of 2025, this was achieved for 100% for tea, coffee, hot chocolate. For fish and seafood for our own brands 100% came from certified sources by the end of 2025. In the Philippines, where we source fresh native fish from nearby waters (within 200 miles) directly from local markets that do not offer certification, we accept fish species classified as 'Least Concern' by the International Union for Conservation of Nature (IUCN) Red List[5].

In addition, we focus on ensuring our top 50 products from own brands in each market are either palm oil-free or made using RSPO Certified Sustainable Palm Oil. In 2025, we achieved 100% across the region.

% of key products from sources certified against recognised sustainability standards



4. Contracted suppliers include suppliers for our own brands and, where we control selection and contracting, may also include suppliers for franchise brands. In most cases, our brand partners require us to use their contracted suppliers, who are subject to our brand partners' policies.
5. The IUCN Red List of threatened species is the world's most comprehensive source on the global extinction risk status of animal, fungus and plant species.
6. To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full-year 2025 performance data, please see our Sustainability Data Book.

Commitment 3

Supporting animal welfare

Reinforcing high standards of welfare

We remain committed to working with our suppliers to uphold high standards of animal welfare

Our Supplier Code of Conduct and our Environment, Sourcing and Farm Animal Welfare Policy set out our commitment to working with suppliers to maintain high standards of animal welfare. They reflect our endorsement of the UK Farm Animal Welfare Council's 'Five Freedoms' framework.

Both policies detail expectations for responsible meat sourcing. We require all contracted meat suppliers to comply with all relevant legal standards, ensure full supply chain traceability and use only licensed slaughter premises. The use of artificial growth-promoting substances and antibiotics is prohibited.

Sourcing cage-free eggs

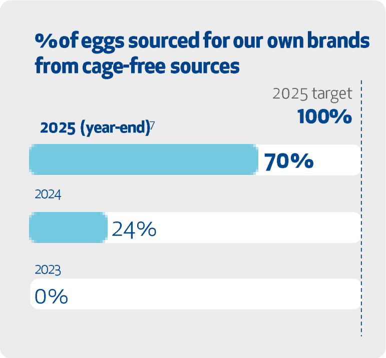
We support actions that improve welfare standards of chickens with a global target to source 100% cage-free eggs for our own brands. While 100% of eggs for our own brands in Australia, New Zealand, Hong Kong and Singapore came from cage-free sources by the end of 2025, in three of our markets in APAC, we face significant challenges due to limited local availability and fragmented supply chains.

While we explored the potential use of egg credits as an interim measure, we determined that this approach would not deliver the same transparency or assurance of animal welfare improvements. Instead, we are prioritising the development of physical cage-free supply in each market, by focusing on building capacity and partnerships with local suppliers.

As a result, we have revised our transition timelines, extending the target to 2028 for Malaysia, the Philippines and Thailand. We are also working towards transition target mapping for the new acquisition in Indonesia.

Many of our brand partners also have their own cage-free egg commitments, and we are working in collaboration to transition our franchise-brand eggs to cage-free sources by 2030.

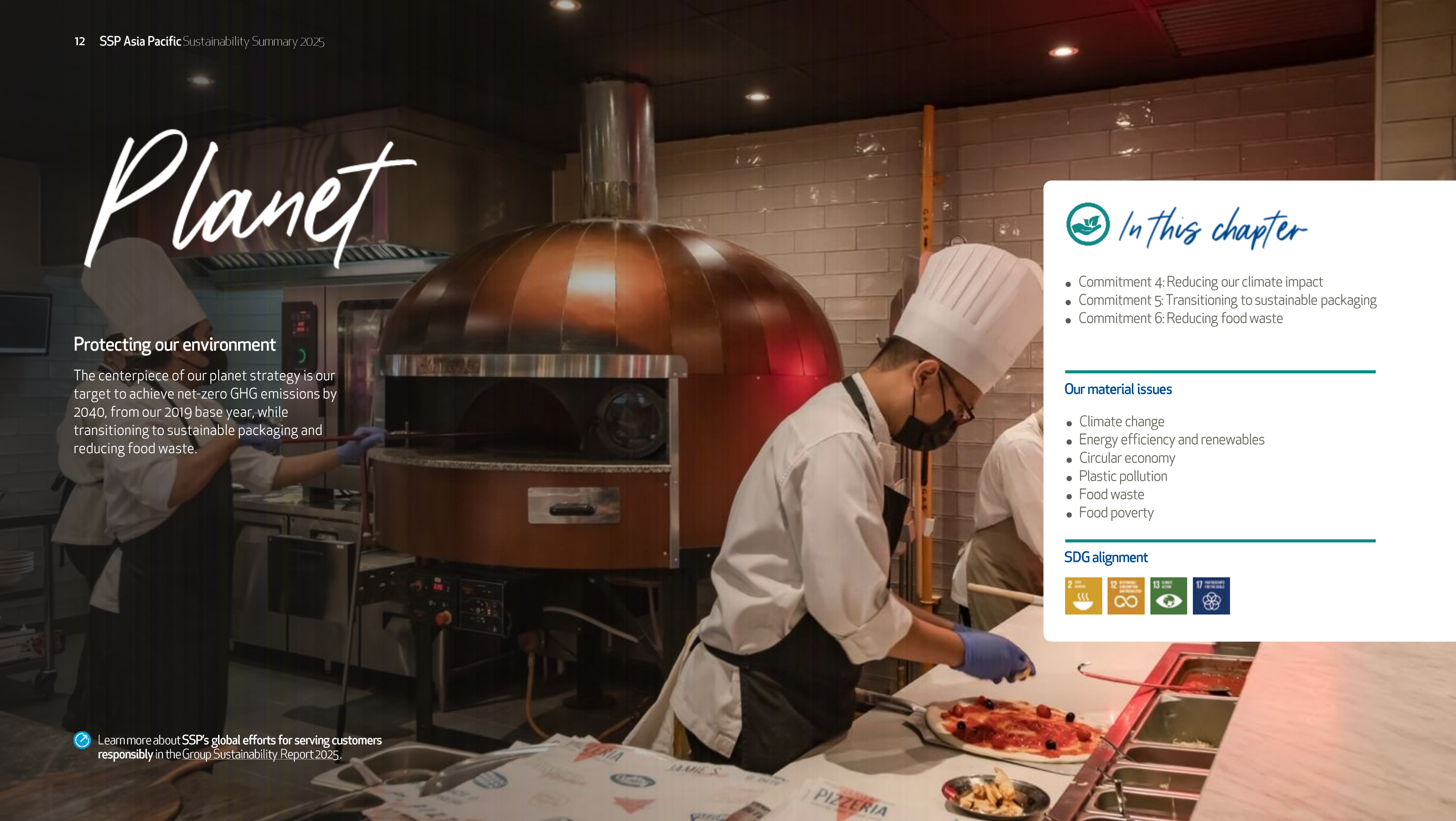
70% of eggs for our own brands come from cage-free sources



"Across APAC, we are continuously reviewing local supply chains and engaging with suppliers to understand availability and assess how sourcing approaches can evolve within current market conditions."

Sangeetha Seagram,
Commercial Director,
SSP Asia Pacific

7. To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full-year 2025 performance data, please see our Sustainability Data Book.



Planet

Protecting our environment

The centerpiece of our planet strategy is our target to achieve net-zero GHG emissions by 2040, from our 2019 base year, while transitioning to sustainable packaging and reducing food waste.

Learn more about **SSP's global efforts for serving customers responsibly** in the Group Sustainability Report 2025.

In this chapter

- Commitment 4: Reducing our climate impact
- Commitment 5: Transitioning to sustainable packaging
- Commitment 6: Reducing food waste

Our material issues

- Climate change
- Energy efficiency and renewables
- Circular economy
- Plastic pollution
- Food waste
- Food poverty

SDG alignment

Commitment 4

Reducing our climate impact

Our journey to net zero

We remain committed to reducing our climate impact while building our resilience to evolving climate-related risks and opportunities.

Our SSP Group climate strategy is anchored on two interrelated pillars:

- a forward-looking net-zero transition plan
- a climate-risk management strategy to identify, assess and manage climate-related risks and opportunities.

Read more about how we **manage climate risk and opportunities** in our 2025 Annual Report on pages 62–69.

Our targets

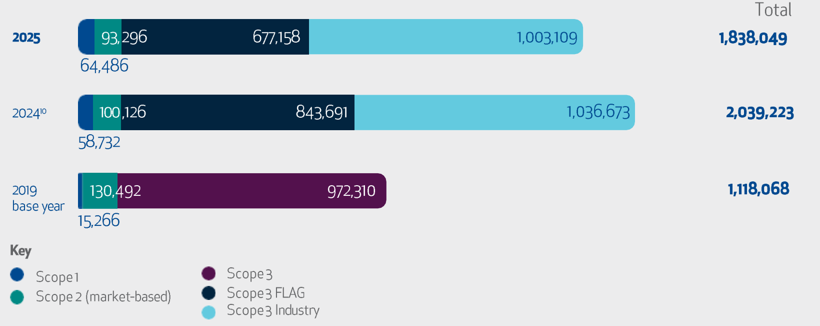
Our SSP Group near-term (2032) and long-term (2040) net-zero targets were validated by the Science Based Targets initiative (SBTi) in August 2023[8].

In 2025, SSP Group completed a comprehensive review and update of our targets and baseline to account for the SBTi's Forest, Land and Agriculture (FLAG) sector standard and structural changes to our business. This has been applied to our 2025 data, and we have also restated our 2024 data to reflect this change.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

SSP Group Absolute GHG emissions per year[9] (tonnes of carbon dioxide equivalent (tCO_2e) emissions)



SSP Group are submitting these updates to the SBTi for approval and will announce our revised baseline and targets once we receive formal validation in 2026.

Scope 1, 2 and 3 GHG emissions explained

When measuring the full carbon footprint of a business, GHG emissions are grouped into:

- **Scope 1**: Direct emissions generated from fuel burnt on-site (e.g. natural gas), company vehicles, fugitive emissions (f-gas) such as from refrigeration and air conditioning.
- **Scope 2**: Indirect emissions generated from purchased energy, like electricity or heating.
- **Scope 3**: All indirect emissions not included in Scope 2 generated across the company's value chain, including upstream supply chain and downstream end use. From 2024, data is disaggregated into separate 'FLAG' and 'industry' emissions (see page 35 of SSP Group sustainability report 2025).

8. SBTi is a global body that provides guidance, criteria and tools for companies to set science-based net-zero targets and track progress. Targets approved by SBTi meet the SBTi Net-Zero Standard, ensuring the targets are credible, transparent and consistent.
9. We follow the financial control approach, as defined by the GHG Protocol, for Scope 1 and 2 reporting. Emissions from our associates are therefore excluded from these categories and are instead reported under Scope 3, Category 15: Investments.
10. We have restated previously reported GHG emissions for 2024, reflecting FLAG emissions and improvements in data quality and completeness. Details of the restatement can be found in our SSP Group Sustainability Data Book.

Scope 1 & 2 emissions

Operational efficiency is deeply embedded into our culture across SSP Group, helping to drive cost savings and emissions reduction. This focus has helped drive a 29% reduction in market-based Group Scope 2 emissions from our 2019 baseline and a 7% drop from 2024. While Scope 1 emissions have increased significantly from our 2019 baseline, this is due to improved data accuracy and completeness rather than actual emissions growth. Overall, combined Group Scope 1 and 2 emissions rose 8% from 2019 and remained relatively flat compared to 2024 with a small 1% decrease.

In APAC, to drive further reductions, we are optimising the design, equipment and operation of our units for better energy efficiency. For example, upgrading point-of-sale systems, transition completed in 95% of units in 2025.

We have invested in automated meter readers (AMRs) and building management systems to improve data visibility in 2024 with a pilot in Thailand. In 2025 we installed 220 AMRs in 150 locations across Hong Kong, Malaysia and Thailand.

Scope 3 emissions

Scope 3 value chain emissions comprise over 90% of our total Group footprint, so making progress in this area is vital. However, Scope 3 emissions are inherently far more difficult to quantify and address. In 2025, we have focused on aligning with measurement best practice and enhancing our data.

The draft GHG Protocol Land Sector and Removals Guidance was incorporated into our estimation methodology, as per the SBTi FLAG standard, including disaggregating and reporting 'FLAG' and 'industry' Scope 3 emissions separately[11].

These changes have been applied to our 2025 data, with our 2024 figures restated for comparability. As a result of these methodological changes and data improvements, there has been a notable increase in total Group Scope 3 emissions compared to our 2019 baseline. However, we have achieved an 11% Scope 3 reduction from 2024 at Group level. Once our revised baseline is finalised and validated by the SBTi, we will have a more accurate picture of our overall progress against our targets.

In APAC, 30% of meals offered by our own brands are plant-based or vegetarian. We are also leveraging our expertise in Asian cuisine, which typically takes a plant-forward approach with a smaller proportion of meat.

Sustainable design and build

We continue to integrate circular design principles and operational efficiency into unit design and construction. Our Sustainable Build Standards, developed with a specialist consultancy and referencing global green building standards such as BREEAM and LEED[12], set minimum requirements for energy-efficient equipment and optimised unit layouts.

Following a 2024 pilot, these Standards were integrated into the 2025 capital investment governance process. This programme received recognition at the 2025 Airport FAB Awards, winning global Airport Sustainability & Environment Initiative of the Year.

Globally assessments have been completed on over 100 approved unit designs in 2025, evaluating sustainability performance and identifying improvement opportunities at the design stage prior to approval. Each scheme is rated according to three tiers: Essential, Optimal and Leading.

In APAC, approximately 10 assessments have been completed with ratings ranging from Essential to Optimal for refurbishment, new locations in existing space or new locations in new space.

Our property teams are actively applying circular design principles – retaining, repurposing and reusing assets – while increasing the use of local, recycled and lower-impact materials, such as paint, varnishes and adhesives that emit fewer harmful chemicals into the air.

Find out more about our approach to **increasing healthy and sustainable choices** on page 8-9.

We were recognised as a Climate Leader by the Financial Times and Statista

SSP Group plc has been named one of Europe's Climate Leaders for 2025 in a special report by the Financial Times, in partnership with Statista.

The report recognises companies headquartered in Europe that have achieved the greatest reduction in Scope 1 and 2 GHG emissions intensity over a five-year period.

It also considers factors like transparency on Scope 3 value chain emissions, progress in reducing absolute emissions and collaboration with sustainability assessors like the Science Based Targets initiative (SBTi).

11. FLAG relates to emissions associated with land use change (e.g. carbon stock loss due to deforestation), land management (e.g. use of fertilisers and pesticides) and removals. Removals have not been reported as per SBTi guidance as we cannot currently meet the key criteria stipulated by draft GHG Protocol Land Sector and Removals. Industry relates to emissions associated with upstream energy use (e.g. combustion of fossil fuels).
12. Building Research Establishment Environmental Assessment Method; Leadership in Energy and Environmental Design.

Commitment 5

Transitioning to sustainable packaging

We are actively transforming our own-brand packaging by simplifying formats, eliminating unnecessary single-use plastic and transitioning to reusable, recyclable or compostable alternatives across our operations in Asia Pacific.

Eliminating single-use plastic[13]

By the end of 2025, 96% of our own-brand packaging in APAC was free from unnecessary single-use plastic, reflecting our commitment.

This progress builds on work undertaken in 2024 to review packaging formats and identify suitable alternatives across markets, which has since been embedded into procurement and operational practices.

In Thailand, for example, early exploration of PLA-based packaging made from renewable sources such as sugarcane has progressed into implementation, supporting the removal of conventional plastic formats, including single-use plastic foam, from our own-brand packaging.

Reusable, recyclable and compostable packaging

By the end of 2025, 100% of our own-brand packaging in APAC had transitioned to reusable, recyclable or compostable alternatives.

This reflects the continued integration of alternative materials across packaging formats, supported by supplier alignment and operational rollout across the region.

In several APAC markets, including Hong Kong, Malaysia, Thailand, Singapore and Philippines, reusable crockery and cutlery are used where appropriate, helping to reduce reliance on single-use packaging.

We continue to explore opportunities to further optimise packaging use and reduce overall material consumption across our operations.

13. Unnecessary single-use plastic refers to items made from primarily virgin plastic that are used only once or for a short period of time before being thrown away, and that can currently be avoided, reduced or replaced with fit-for-purpose sustainable alternatives without compromising food safety, quality and legal requirements.

14. To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full-year 2025 performance data, please see our Sustainability Data Book.

Commitment 6

Reducing food waste

We are committed to reducing food waste through prevention, redistribution, recycling and composting.

We follow the best practice 'food waste hierarchy' (see graphic) to reduce food waste across our operations, prioritising prevention, followed by redistribution and waste management where waste cannot be avoided.

Prioritising prevention

Preventing food waste remains our top priority. This is embedded across our operations through smart ordering, inventory management, recipe design, production planning and portion control. Improved visibility of food waste data supports more informed decision-making and operational adjustments across our markets.

Redistribution

Where surplus food cannot be avoided, we prioritise redistribution by adapting to market-led initiatives that reflect local operating conditions. For example, in Thailand, we use targeted end-of-day pricing and promotions to reduce surplus food.

We partner with food redistribution organisations and charities in markets where feasible to collect surplus food from our units and redistribute it to local communities.

For example, partnerships such as Food Angel in Hong Kong and Food Bank Malaysia, support the redistribution of surplus food while contributing to local community initiatives.

In 2025, approximately c.291 tonnes of surplus food was redistributed across APAC through these partnerships.

Maximizing value through waste management

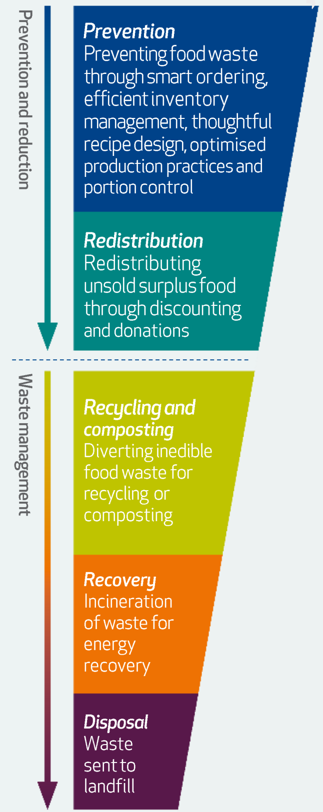
Where redistribution is not possible, we focus on responsible waste management.

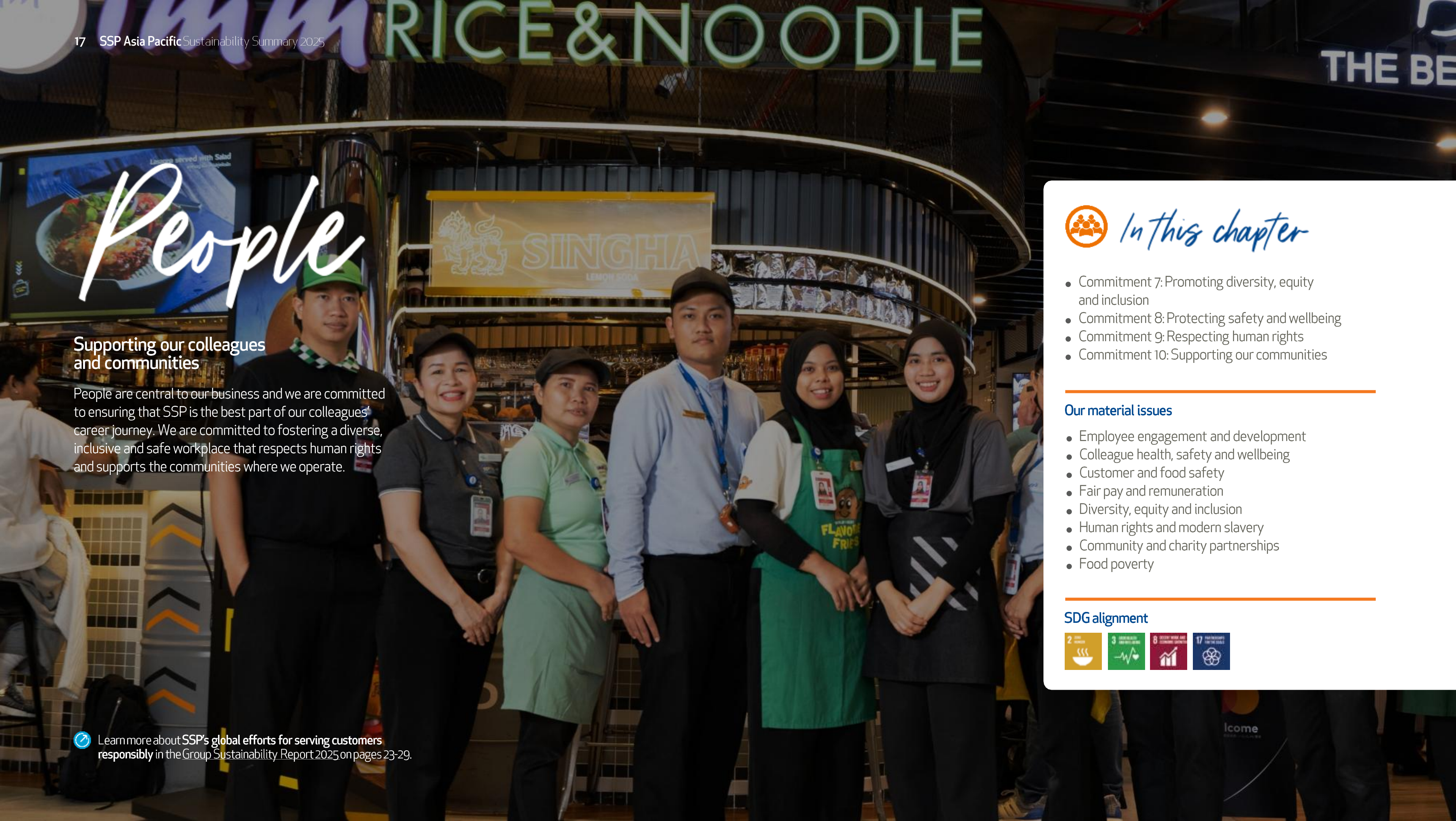
By the end of 2025, 91% of own-brand and franchise units across APAC sent waste cooking oil for recycling into biofuels. 100% was achieved across Hong Kong, Malaysia, Philippines, New Zealand, Thailand, and Singapore with a slight shortfall in Australia due to local infrastructure constraints.

In addition, 12% of own-brand units, and 20% of franchise coffee units diverted waste coffee grounds from landfill across Asia Pacific. Expansion of these initiatives remains dependent on the availability of suitable local recycling and composting infrastructure in certain markets.

c.291 tonnes of food waste diverted from landfill through redistribution, recycling and composting schemes

Food waste hierarchy





People

Supporting our colleagues and communities

People are central to our business and we are committed to ensuring that SSP is the best part of our colleagues' career journey. We are committed to fostering a diverse, inclusive and safe workplace that respects human rights and supports the communities where we operate.

Learn more about **SSP's global efforts for serving customers responsibly** in the Group Sustainability Report 2025 on pages 23-29.

In this chapter

- Commitment 7: Promoting diversity, equity and inclusion
- Commitment 8: Protecting safety and wellbeing
- Commitment 9: Respecting human rights
- Commitment 10: Supporting our communities

Our material issues

- Employee engagement and development
- Colleague health, safety and wellbeing
- Customer and food safety
- Fair pay and remuneration
- Diversity, equity and inclusion
- Human rights and modern slavery
- Community and charity partnerships
- Food poverty

SDG alignment

Commitment 7

Promoting diversity, equity and inclusion

We work to deliver a positive people experience through focused initiatives that develop and retain talent, promote diversity, equity and inclusion (DE&I), and protect safety and wellbeing.

Creating a positive people experience

Creating a culture of open engagement – where we can listen to our colleagues, learn from their experiences and act on these insights – remains fundamental to delivering a positive people experience. In 2025, we continued with our annual colleague engagement survey "Your Voice Matters" partnering with Gallup Inc., and our overall engagement scores reached 3.85, with participation rates of 89%, reflecting continued progress in building an inclusive and connected culture.

Multiple routes to engagement

Beyond 'Your Voice Matters', globally we maintain several other engagement channels, including works councils, trade unions, colleague networks, communities, town halls and listening sessions. SSP Group's Board's designated Non-Executive Director for Employee Engagement (ENED), Judy Vezmar, hosts regular global listening groups, sharing insights directly with the Board.

This year, Group conducted a thorough assessment of our company culture and colleagues' experiences at different levels of the business, which included site visits, engagement feedback reviews and interviews with colleagues across the business. As a result, we identified core themes that drove our progress during the year, which will be prioritised in 2026. With the support of the Board and Group Executive Committee, we also developed and launched a new set of values and behaviours – known as our Recipe for Success – to support a culture of high performance.

Attracting, developing and retaining our people

In 2025, we expanded our footprint with entry into the Indonesian market, onboarding c.500 colleagues into SSP systems and embedding our values and ways of working from the outset. This growth contributed to a total regional workforce of c.6,000 colleagues.

In 2025, we continued our successful Fly. Learn. Grow short-term mobility and development programme for a third year, with seven colleagues participating in cross-market secondments. Designed to build cross-cultural confidence and strengthen our regional connections, the programme was recognised with the Bronze Award for Best Learning Culture Journey at the Employee Experience Awards 2025 in Hong Kong.

Creating a workplace where everyone belongs

Our workforce reflects a diverse range of cultures, backgrounds and experiences, and we are committed to ensuring an environment where all colleagues feel valued and able to contribute fully. We continue to support awareness initiatives and global campaigns that promote inclusion, reinforcing our commitment to building a culture where everyone can belong and succeed.

45% of senior leadership roles in APAC are held by women[15]

Read more about our stakeholder engagement and ENED engagement programme in our 2025 Annual Report on pages 49–59 and 93–95.

Global values and behaviours: Our Recipe for Success

Our values are central to delivering our purpose, vision and strategy. They guide our culture, behaviours and decisions.

These values – Team, Passion, Curiosity and Ownership – are the essential flavours that define who we are, while our behaviours are the core ingredients that guide how we each show up, lead and grow.

Engagement index score in our Global Colleague Survey

	Performance KPI: Gallup Q12 engagement index score out of 5
2025	3.85

People team with Bronze Award for Best Learning Culture Journey at the Employee Experience Awards 2025 in Hong Kong

15. Calculated based on the direct reporting to the regional CEO.

Commitment 8

Protecting safety and wellbeing

Safeguarding our colleagues and customers

Ensuring the safety of our food, colleagues, customers and the public is a fundamental priority across SSP.

Our Global Safety Policy sets out our commitment to food, fire and people safety, while our Supplier Code of Conduct outlines our supplier expectations regarding product quality, as well as food and people safety.

Our Global Safety Governance and Management Framework defines clear roles, responsibilities and accountability at every level of SSP. Local markets manage our safety programme in line with our Framework, local regulations and best practices, with oversight from a centralised Group safety team to help standardise procedures.

To support the Framework, in 2025, we introduced a suite of Global Safety Minimum Standards covering food, fire and people safety. These Standards will help drive consistency and safety performance across all markets. Our Group Safety Committee oversees implementation of our Group Safety Policy and Framework. In addition, our Group Safety Forum, comprising safety representatives from all markets, meets bi-monthly and facilitates the sharing of best practice and ensures consistent, effective implementation of Global Safety Minimum Standards across regions.

Embedding a strong safety culture

In 2025, we continued to strengthen safety performance across the region, supported by over 40 external third-party audits to assess compliance with HACCP and industry standards. These audits provide assurance on operational readiness while reinforcing consistency across our markets.

We continue to focus on building a proactive safety culture, supported by structured reporting and regular monitoring to ensure risks are identified and managed effectively.

Strengthening systems and capability

Digital tools continue to play an important role in enhancing safety performance. In Australia and New Zealand, the use of SafetyCulture supports daily compliance checks, audits and incident reporting, improving visibility and enabling more proactive management of operational risks.

Across our markets, we continue to strengthen capability through training, standards alignment and leadership engagement, ensuring safety remains embedded in day-to-day operations.

Supporting wellbeing across our teams

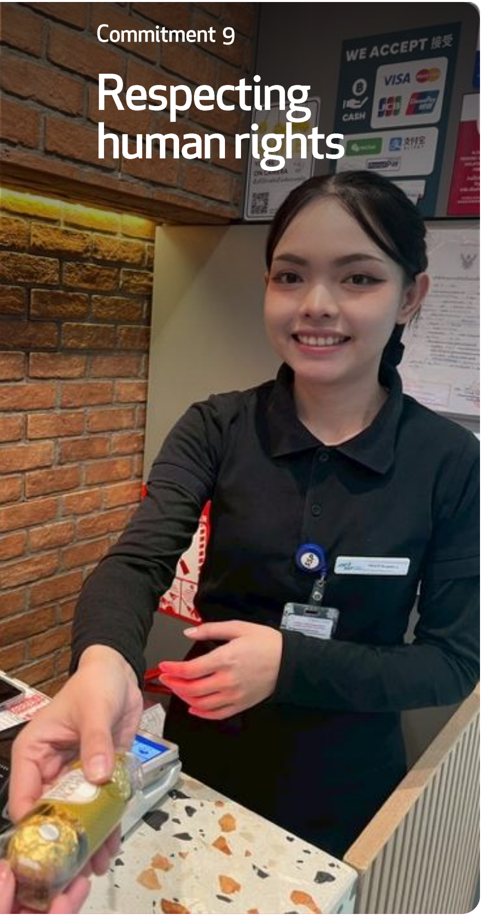
Alongside operational safety, we recognise the importance of colleague wellbeing in creating a positive working environment. Our approach focuses on creating supportive workplaces where colleagues feel safe, valued and able to perform at their best.

Wellbeing initiatives continue to evolve across our markets, reflecting local needs while reinforcing our commitment to supporting our people beyond operational requirements.

100% of markets have programmes covering mental, physical and financial wellbeing

Commitment 9

Respecting human rights



Our commitment to human rights

We believe that respect for human rights is fundamental to our business and the communities we serve.

We are committed to upholding and protecting these rights across our global operations and supply chains.

Our efforts are underpinned by a **Human Rights Policy** and our **Supplier Code of Conduct**, which highlight our expectations for supplier with regards to human rights. To make our policy commitments a reality, our **Colleague Code of Conduct** outlines the responsibilities of all our colleagues. It also details the steps for raising concerns about potential human rights breaches through our confidential Speak Up channels.

In addition, all senior managers globally are required to complete mandatory modern slavery training as part of their induction. In 2025, we maintained 100% compliance with this requirement.

In 2025, our Australian business became subject to the Australian Modern Slavery Act, requiring an annual Modern Slavery Statement. After engaging with the Australian branch of Slave-Free Alliance, of which SSP is a global member , we successfully registered our first Modern Slavery Statement in June 2025.

100% of senior managers have completed compulsory modern slavery training

To further strengthen our approach, SSP Group developed an updated human rights e-learning course in 2025. The training targets a broader group of colleagues and reflects real-life business scenarios. It will be rolled out in 2026 in the 10 most common languages in the markets identified to have the highest human rights risks.

Due diligence in our supply chain

We use the Supplier Ethical Data Exchange, known as Sedex, as the primary means to conduct human rights due diligence on our contracted suppliers. Sedex is an independent platform that helps companies assess, monitor and report on ethical supply chain practices.

We expect our contracted suppliers to become members of Sedex and, through the platform, we carry out our key due diligence steps, including assessing inherent risk and management competency, and conducting independent on-site audits.

Our risk assessments have identified 16 high-risk contracted suppliers[15] and we have completed due diligence reviews on 100%. For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

100% of contracted suppliers with higher human rights risks underwent human rights due diligence[16]

We are members of Slave-Free Alliance

Slave-Free Alliance is a global social enterprise dedicated to eradicating modern slavery. As members, we are strengthening our approach to identifying, managing and addressing human rights risks and impacts across our operations and supply chains, with their expert support.

"As our partnership with SSP continues to grow, we're proud to support their efforts to strengthen risk management practices and documentation. This year, we collaborated on the review and launch of their Human Rights Policy and helped shape their new Migrant Worker Standard. Looking ahead to 2026, we're excited to continue working together to implement key priorities from their action plan, helping SSP uphold human rights across their value chain."

Rachel Hartley
Consultancy Director,
Slave-Free Alliance

16. Contracted suppliers include suppliers for our own brands, as well as those for our franchise brands where we have control over the selection and contracting. In some cases, our brand partners stipulate we use their contracted suppliers, in which case they are subject to our brand partners' own policies and due diligence procedures.

Commitment 10

Supporting our communities

Helping prevent food poverty and supporting local causes

We are committed to supporting the communities in which we operate through partnerships, donations and volunteering initiatives.

Community initiatives are delivered across our markets through locally led partnerships, with seven out of eight markets supporting programmes during the year.

Helping alleviate food poverty

Supporting food poverty remains a key focus, with surplus food or products from our operations redistributed to communities in need, where possible, with a total value of £1,595 donated during the year.

In Hong Kong, we continued our partnership with Food Angel for a second consecutive year, while in Malaysia we supported Food Bank Malaysia, and in Australia and New Zealand initiatives enabled the redistribution of surplus beverages. In the Philippines, food packs were provided to support volunteers involved in community health programmes.

Supporting local causes

Alongside food-focused initiatives, programmes support a range of local priorities, including environmental and social causes.

In Hong Kong, we supported Green Power Hike for a second consecutive year, contributing 12,000 HKD towards environmental awareness initiatives, while in the Philippines, our teams participated in coastal clean-up activities, continuing efforts from the previous year.

In Thailand, we supported the 3 Mor Project, contributing 148,000THB to provide education, accommodation and ongoing development opportunities for underprivileged students.

SSP Malaysia colleagues partnering with Food Bank Malaysia

Case study

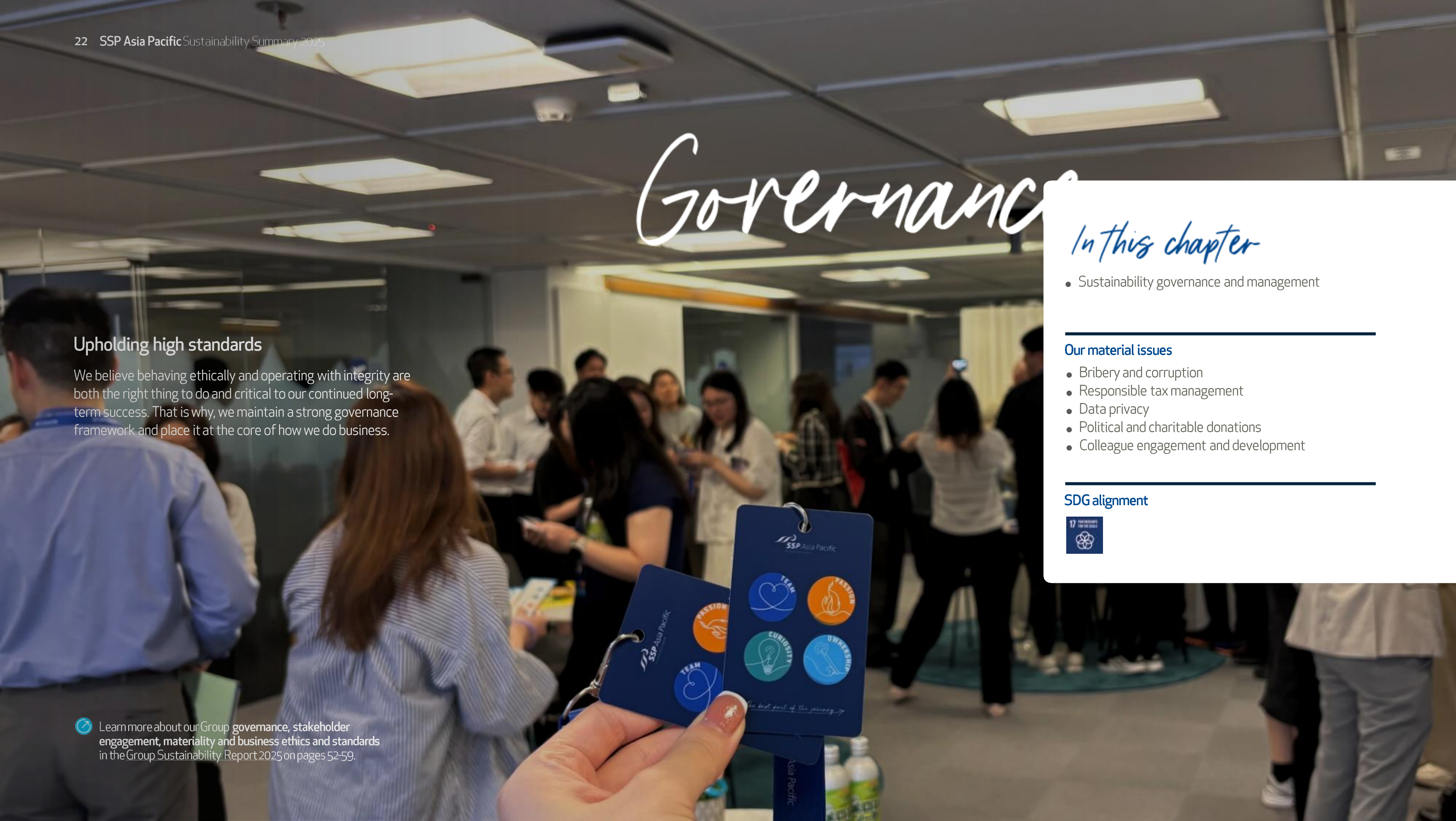
Supporting communities through partnership with Food Bank Malaysia

In 2025, we partnered with Food Bank Malaysia, a non-profit organisation that rescues surplus food and redistributes it to communities in need, while also delivering broader community support programmes.

As part of this collaboration, we hosted a community initiative, welcoming a group of 20 children supported by Lembaga Zakat Selangor.

The programme provided participants with an introduction to the airport environment, including guided exposure to operations, interactive activities and a shared meal at one of our landside restaurants.

The initiative was delivered with the involvement of our colleagues in Malaysia, combining community engagement with volunteering, and contributing to Food Bank Malaysia's broader efforts to support vulnerable groups.



Governance

Upholding high standards

We believe behaving ethically and operating with integrity are both the right thing to do and critical to our continued long-term success. That is why, we maintain a strong governance framework and place it at the core of how we do business.

Learn more about our Group **governance, stakeholder engagement, materiality and business ethics and standards** in the Group Sustainability Report 2025 on pages 52-59.

In this chapter

- Sustainability governance and management

Our material issues

- Bribery and corruption
- Responsible tax management
- Data privacy
- Political and charitable donations
- Colleague engagement and development

SDG alignment

Sustainability governance and management

Ensuring accountability

To achieve our ambitious Sustainability Strategy, we have established clear responsibilities and accountability across our business, guided by a comprehensive suite of frameworks, policies, and procedures.

Under the leadership of our CEO, we take a top-down approach to ensure accountability across our sustainability initiatives. This empowered us to set clear expectations and hold teams responsible for progress on our sustainability targets and net-zero ambitions.

By conducting market visits and regular huddles with core leadership teams, we reinforce the importance of our sustainability targets and actions, ensuring alignment and commitment across all levels of the organisation. We also convene twice yearly sustainability sessions for our leadership team across APAC to ensure that the sustainability agenda remains at the forefront, and we continue driving meaningful progress.

Find out about the Group's governance, policies, stakeholder engagement, materiality and business ethics and standards in our SSP Group Sustainability Report 2025.

Building our expertise

To support our broader sustainability strategy, we are empowering our people with the knowledge and skills needed to achieve our goals, targets and net-zero ambition.

To equip our people with the knowledge and skills necessary to achieve our sustainability goals, we focus on building expertise across the organization. Through induction training for decision-makers upon joining the core regional leadership team, we ensure that all new leaders are aligned with our sustainability vision from the outset.

Regular market reviews help us assess how each market is performing against our targets, allowing us to adapt strategies to local conditions while maintaining a unified global vision. In addition, our collaboration with commercial and people teams helps ensure we continue to work to integrate sustainability in all aspects of the business.

Understanding what matters most to our stakeholders

Listening to our stakeholders at local, regional, global and Board levels helps us better understand their views and concerns while enabling us to respond to them appropriately. This approach provides valuable input into our strategic decisions and helps ensure we consider stakeholder views.

In 2022, SSP Group conducted a detailed materiality assessment in partnership with a specialist third party, drawing on insights from a wide range of stakeholder engagement channels. This piece of work identified, assessed and prioritised the most important issues for our business and stakeholders, directly informing our Sustainability Strategy.

To support continued strategy evolution, SSP Group conducted a new double materiality assessment in 2025.

The material topics covered by our existing Sustainability Strategy remain broadly relevant, but there have been a few developments. Most notably, biodiversity – flagged as an emerging issue in our 2022 assessment – has now been confirmed as a material topic. What's more, circular economy has expanded in scope to include unit design and build sustainability alongside our existing focus on sustainable packaging and plastic use.

The results represent an evolution of our priorities rather than a revolution. To translate these insights into meaningful action, SSP Group is now integrating the materiality results into our Sustainability Strategy and risk management processes.

APAC Executive Team at the annual Synergy conference

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