

Global Switch

CLIMATE TRANSITION PLAN 2026

Turning ambition into climate action

We are Global Switch.

We are integral to modern life.

We provide the critical foundations for essential connections and services. Our infrastructure combines secure, reliable operations that are transitioning to a more sustainable future, while supporting the evolving needs of our customers and business.

CONTENTS

01
FOUNDATIONS – OUR STRATEGY AND BUSINESS MODEL
page 4

02
IMPLEMENTATION STRATEGY, METRICS AND TARGETS
page 10

03
ENGAGEMENT STRATEGY
page 19

04
GOVERNANCE
page 23

ABOUT THIS DOCUMENT

Global Switch is committed to reducing the climate impact of its operations and building a more resilient business.

Our approach is informed by recognised international guidance, including the Transition Plan Taskforce framework and IFRS S2.

Global Switch's Climate Transition Plan sets out how we will reduce emissions, strengthen the resilience of our operations and respond to climate-related risks and opportunities. This document represents our baseline carbon transition plan. Progress on this plan is reported annually through our ESG Report.

OUR STRATEGY PILLARS

Global Switch's ESG strategy is built around five core pillars.

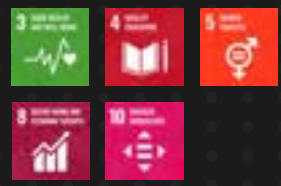
01 TAKING CLIMATE ACTION

- Climate change
- Energy
- Water
- Circular economy
- Biodiversity



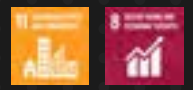
02 ENERGISING OUR HUMAN CAPITAL

- Health, safety and wellbeing
- Learning & development
- Diversity & inclusion



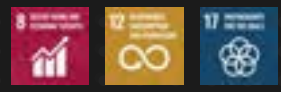
03 ENGAGING IN HIGH IMPACT COMMUNITY ACTION

- Investment in communities



04 JOINING FORCES WITH THE INDUSTRY

- Industry collaboration
- Value chain engagement



05 INVESTING IN TRANSPARENCY

- Corporate governance
- Human rights
- ESG reporting





01

FOUNDATIONS – OUR STRATEGY AND BUSINESS MODEL

1.1 GLOBAL SWITCH BUSINESS MODEL AND VALUE CHAIN

Global Switch operates as a carrier- and cloud-neutral data centre owner and operator, providing retail and wholesale colocation (space + power), high-density suites for AI and HPC workloads, cross-connect and connectivity ecosystems, and sustainability-linked services including green power procurement, metering and reporting.

Key value-chain activities include upstream energy and water procurement, construction materials and equipment; own operations involving development, operation and maintenance of data centre facilities; and downstream impacts associated with customer colocation services, end-of-life equipment and waste heat.

Cost structure & key dependencies

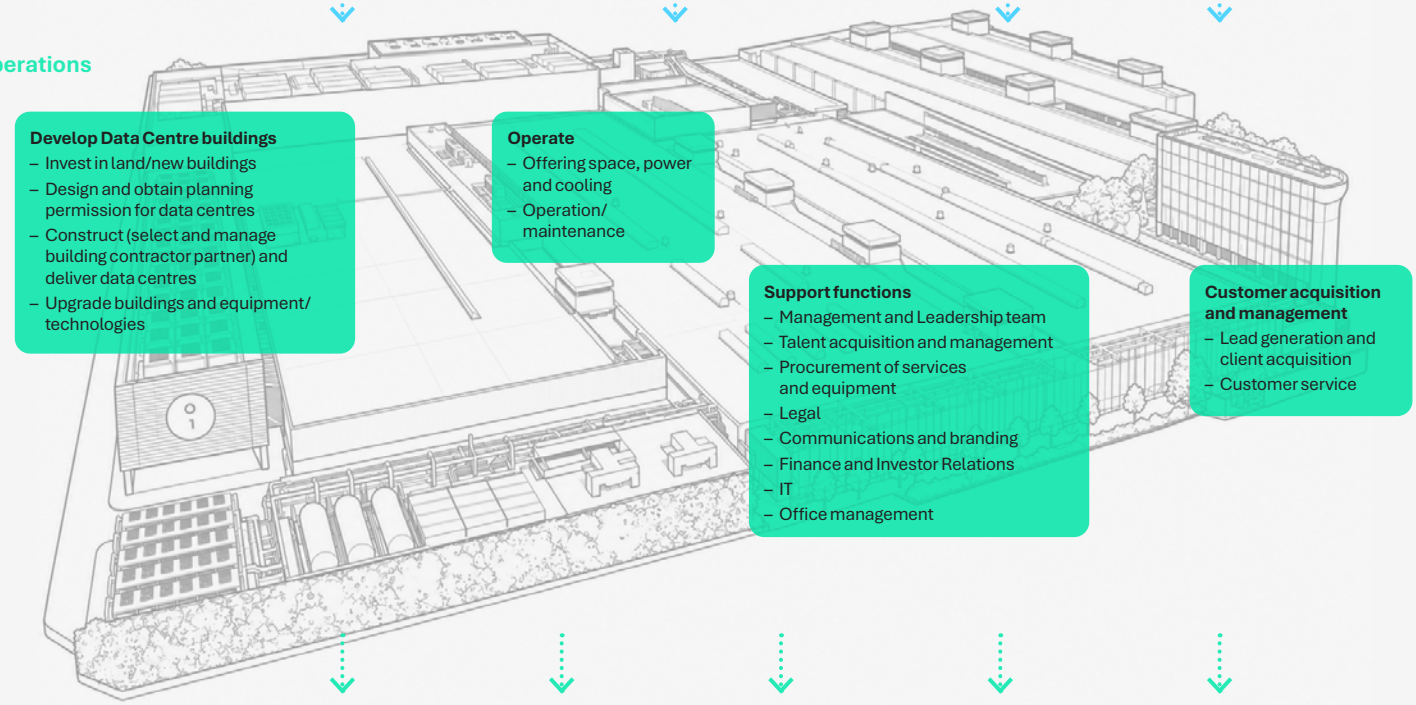
- **Principal cost drivers** – electricity (largest operating expense), capital outlays for land, construction materials and mission-critical plant, plus skilled labour for 24/ 7 operations.
- **Critical dependencies:** electricity supply, water availability, raw materials and construction inputs, skilled labour, IT infrastructure reliability, regulatory compliance and permitting, E-waste recyclers and responsible disposal, waste-heat recovery infrastructure, digital-infrastructure interoperability.

OUR VALUE CHAIN

Upstream

- Energy from the grid
- Extraction of virgin raw materials and production of data centre building products, equipment, consumables, fuel from the supply chain
- Water from mains or industrial water
- Professional services

Own operations



Develop Data Centre buildings
- Invest in land/new buildings
- Design and obtain planning permission for data centres
- Construct (select and manage building contractor partner) and deliver data centres
- Upgrade buildings and equipment/ technologies

Operate
- Offering space, power and cooling
- Operation/ maintenance

Support functions
- Management and Leadership team
- Talent acquisition and management
- Procurement of services and equipment
- Legal
- Communications and branding
- Finance and Investor Relations
- IT
- Office management

Customer acquisition and management
- Lead generation and client acquisition
- Customer service

Downstream

- End-of-life equipment
- Data centre buildings' redevelopment
- Consumable waste
- Waste heat
- Potential emissions to air, soil and water

Outcome

Facilitating a sustainable, technology-enabled world

1.2 STRATEGIC AMBITION AND CLIMATE ALIGNMENT

1.2.1 CLIMATE-RELATED IMPACTS, RISKS AND OPPORTUNITIES

CLIMATE IMPACTS

Global Switch contributes to climate change through its lifecycle emissions, including operational emissions from purchased electricity and diesel generators (Scope 1 and 2), refrigerant gas leaks, and embodied carbon from construction, manufacturing, transportation and end-of-life treatment of data centre equipment and infrastructure (Scope 3).

CLIMATE-RELATED FINANCIAL BUSINESS RISKS AND OPPORTUNITIES

The business faces physical climate risks including temperature extremes, water stress, drought and supplier disruption, as well as transition risks related to the cost and timing of decarbonisation of data centres and supply chains.

Climate Impacts, Risks and Opportunities (IROs)
Based on our 2025 Double Materiality Assessment

Key

- ⊖ Actual negative impact
- ⊕ Potential positive impact
- △ Risk
- ◔ Short term
- ◑ Medium term
- ● Long term

Subtopic	IRO Description	Classification	Value Chain	Time Horizon
Climate change mitigation	Global Switch contributes to climate change through its lifecycle emissions. This includes operational emissions from purchased electricity and diesel generators (Scope 1 & 2), refrigerant gas leaks, and embodied carbon from construction, manufacturing, transportation, and end-of-life treatment of data centre equipment and infrastructure (Scope 3).	⊖	Upstream / Own Ops / Downstream	◔◑●
Energy use (grid support)	By using its backup power capacity during grid strain, Global Switch may help reduce pressure on public energy infrastructure, enabling electricity to be redirected to critical services (e.g. hospitals), particularly in emergency situations.	⊕	Downstream	◑●
Climate adaptation	Global Switch may face operational and infrastructure Risks due to climate change, including: – Need for early replacement of cooling infrastructure (extreme heat) – Increased cooling demand and energy dependency – Water stress impacting cooling system efficiency – Ground instability due to drought – Workforce health and safety risks (heat stress, weather events) – Supplier disruption due to climate vulnerabilities	△	Own Ops / Upstream	◑●
Climate transition costs	Costs for transitioning to low-carbon/ net zero carbon data centres can, at least temporarily, potentially affect the profitability of the business. This would be from the improvements carried out outside of the current business plan timings or if extra or interim costs or delays are incurred from the supply chain for the renovation of the data centres due to the need for renewables, net zero carbon materials, and technologies (e.g. phase out of diesel and sustainable HVOs availability) and for the upskilling/reskilling of people to new technologies, systems or materials.	△	Own Ops / Upstream	◑●
Energy efficiency	Due to the energy intensive nature of the operation of the data centres, especially with the projected growth of demand due to AI, energy security and energy efficiency can affect service continuity and customer retention as well as access to finance and future development.	△	Own Ops / Upstream	◔◑●

1.2 STRATEGIC AMBITION AND CLIMATE ALIGNMENT continued

1.2.2 OUR CLIMATE STRATEGIC AMBITION

REDUCING OUR CLIMATE IMPACT

Global Switch's ambition is to reduce greenhouse gas emissions across its operations and value chain. We have adopted science-based targets covering Scope 1, Scope 2 and relevant Scope 3 emissions, supported by a decarbonisation plan setting out the actions required to make progress towards those targets.

Our targets are intended to support the goals of the Paris Agreement and a pathway consistent with limiting global warming to 1.5°C.

STRENGTHENING CLIMATE RESILIENCE

Global Switch's ambition is to strengthen the resilience of its business and operations to climate-related risks.

The Climate Transition Plan supports this ambition by integrating climate risk assessment, adaptation and resilience considerations into operational planning and investment decision-making. We will continue to review our approach as climate risks, regulation, technology and available evidence evolve.

1.2.3 OUR EMISSIONS REPORTING

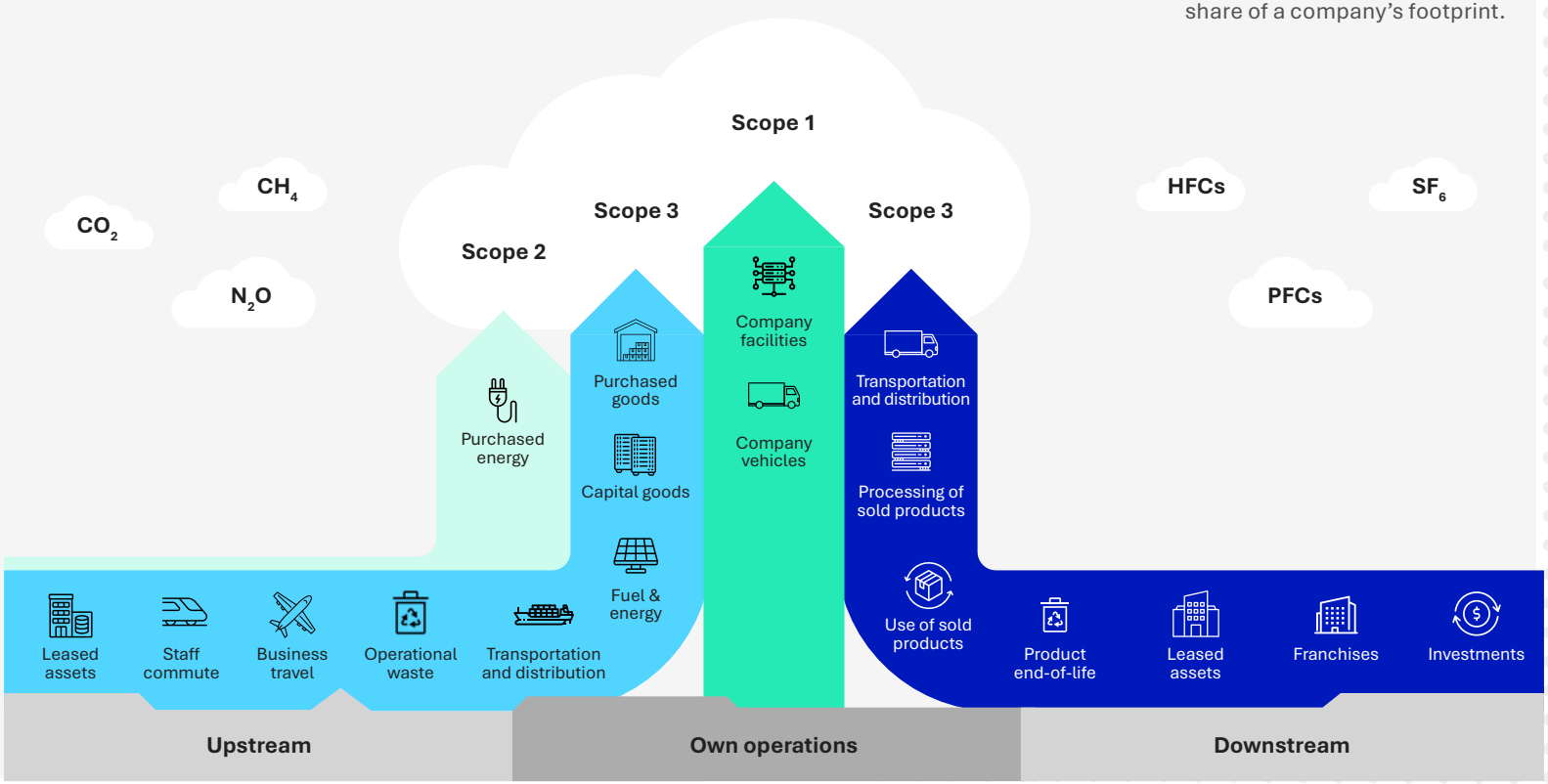
REPORTING GHG EMISSIONS

- Emissions are reported to the requirements of the GHG protocol and ISO 14064-1.
- GHG emissions are reported in units of 'CO_2e'. This figure ensures the global warming impact of all GHGs is accounted for, not just CO_2.

What are Scope 1, 2 and 3 GHG emissions

Scope 1, 2, and 3 emissions are the three categories used to measure a company's greenhouse gas (GHG) footprint:

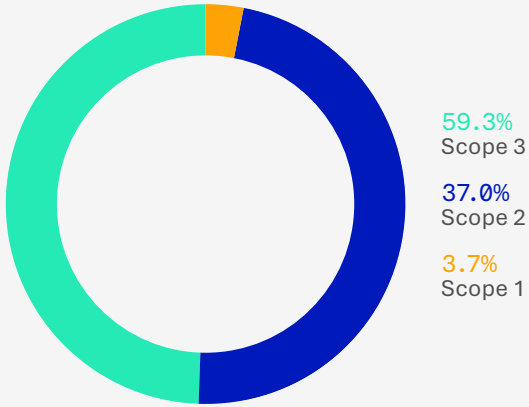
- **Scope 1 – Direct emissions:** These come from sources a company owns or controls. Fuel burned in company vehicles, on site boilers, generators, or refrigerant leaks from heating and cooling plant and equipment on our facilities.
- **Scope 2 – Indirect electricity emissions:** These are the emissions from producing the energy our business buys – mainly purchased electricity. They occur at the power plant, not on-site, but they're tied to the Company's energy use.
- **Scope 3 – Value chain emissions:** Everything else. These are emissions a company doesn't control but influences across its value chain – upstream (suppliers, business travel, purchased goods) and downstream (end-of-life). Scope 3 usually makes up the largest share of a company's footprint.



1.2 STRATEGIC AMBITION AND CLIMATE ALIGNMENT continued

1.2.4 OUR EMISSIONS BASELINE YEAR (2023)

Our emissions baseline by scope (2023)



Emissions source	Market-based emissions (tCO_2e) 2023	Location-based emissions (tCO_2e) 2023
Scope 1	4,480	4,480
Scope 2	44,053	282,082
Scope 3	70,626	173,768
Total	**119,159**	**460,330**

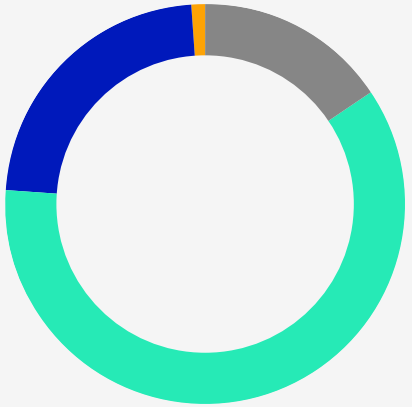
OUR 2023 BASELINE SCOPE 1 + 2 MARKET-BASED EMISSIONS

All sites had Scope 1 emissions, with the largest share at London, Singapore (TS) and Hong Kong.

Hong Kong and London (corporate office) were the only sites, which did not procure 100% renewable energy.

Hong Kong's Scope 2 emissions represented 90.73% of Global Switch's combined Scope 1 + 2 market-based emissions in 2023.

Our 2023 baseline Scope 3 emissions - Total Scope 3 Overview by significant categories



*Others includes business travel, employee commuting, waste generated from operations and downstream leased assets.

- Scope 3 Category 2 - Capital Goods were over 60% of total Scope 3 emissions, 42,754.61 tCO_2e.
- Category 3 – Fuel- and energy-related activities (22.75%) and Category 1- Purchased goods and Services (15.83%) were the other significant sources of emissions.

1.2 STRATEGIC AMBITION AND CLIMATE ALIGNMENT continued

Our Scope 1 and 2 Science-Based Targets

Global Switch commits to reducing Scope 1 and 2 market-based emissions by 42% by 2030, from a baseline year of 2023.

Our Scope 3 Science-Based Targets

For Scope 3 the business has set:

– A target for a 42% reduction in fuel- and energy-related activities emissions (Scope 3 Category 3) by 2030 from a 2023 baseline.

– A commitment for 74% of capital goods suppliers (by emissions) to have science-based targets by 2029.

1.2.5 OUR SCIENCE BASED TARGETS

WHAT ARE "SCIENCE-BASED TARGETS"

Science-based targets are greenhouse gas reduction goals aligned with the level of decarbonisation that climate science indicates is necessary to limit global warming to 1.5°C. Rather than choosing arbitrary or "nice to have" targets, organisations set emissions reduction pathways that match the carbon budgets defined by the latest climate models and the Paris Agreement.

These targets are typically developed using methodologies from the science-based targets initiative (SBTi), which provides sector-specific guidance, emissions reduction pathways and validation. By setting science-based targets, a company commits to reducing emissions within a defined timeframe and from a stated baseline, in line with a 1.5°C pathway. This provides a credible and consistent basis for setting targets, measuring progress and communicating climate ambition.

OUR EMISSION TARGETS AMBITION, APPROACH AND BOUNDARIES

Target ambition, i.e. the speed of decarbonisation is defined by SBTi based on climate science and the 1.5 degrees scenario (in line with the Paris Agreement for the Climate). Targets are modelled using the SBTi resources & target setting tools.



In terms of boundaries, according to the SBTi standard for business decarbonisation targets Global Switch must set near-term targets covering:

– 95% of Scope 1 and 2 emissions as a minimum, our target boundary covers 100% of Scope 1 and 2 emissions.

– 67% of Scope 3 emissions as a minimum, our target boundary covers 67.41% of Scope 3 emissions.

– The organisational boundary used for the emissions we included was based on Global Switch's operational control. This approach best aligns with business operations and financial reporting. All global data centre and corporate office operations were included in the boundary.

In terms of target setting method, Global Switch chose the Absolute Contraction trajectory approach and for Scope 1 and 2 set absolute reduction targets. For Scope 3 this can be via an "absolute reduction" target, a "supply chain engagement" target i.e. for supply chain to set their own science-based target, or a combination of both, which was Global Switch's choice.

02

IMPLEMENTATION STRATEGY, METRICS AND TARGETS

2.1 DECARBONISATION APPROACH AND PATHWAYS

2.1.1 SCOPE 1 AND 2 REDUCTION PLAN

Regarding our target to "Reduce Scope 1 and 2 emissions by 42% by 2030, from a baseline year of 2023."

Background and rationale of the decarbonisation plan for this target:

- 90.73% of total Scope 1 and 2 emissions were from purchased electricity in the Hong Kong data centre.
- BAU Forecast (—) – forecasts a 38.89% reduction by 2030 as Hong Kong grid has pledged to decarbonise by 2050. At this forecast rate, relying on decarbonisation of the grid would not be sufficient to meet our science-based target.
- The active procurement of renewable electricity at the Hong Kong data centre is required to reach the target. Procurement of 100% renewable electricity in Hong Kong (—) forecasts an 89.49% reduction by 2030. This would meet and significantly exceed the requirements of our Scope 1 and 2 science-based target.

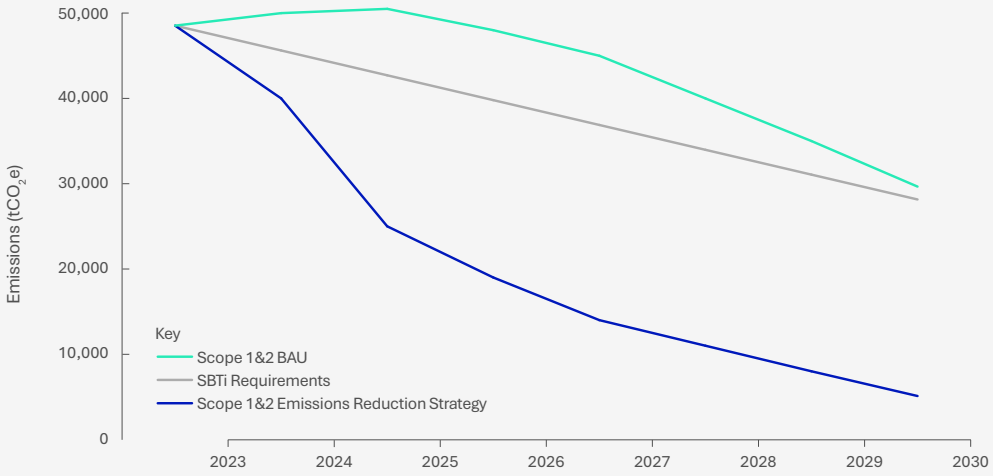
2.1.2 SCOPE 3 CATEGORY 3 FERA REDUCTION PLAN

Regarding our target to "Reduce Scope 3, Category 3 emissions (FERA) by 42% by 2030, from a baseline year of 2023."

Background and rationale of the decarbonisation plan for this target:

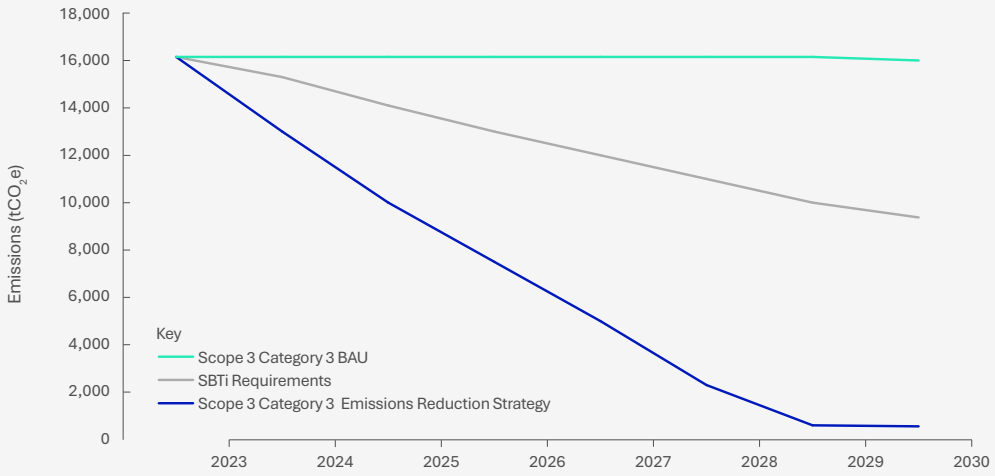
- Scope 3 category 3 emissions, or fuel and energy related activities (FERA) are the upstream emissions generated in the extraction, processing, distribution and transmission of fuels, energy and electricity.
- 96.52% of emissions in this category arose from purchased electricity. Procurement of 'grid electricity' has associated upstream emissions due to the use of fossil fuels in electricity generation.
- BAU Forecast (—) – forecasts a 0.93% reduction by 2030. This is not sufficient to reach the FERA-related science-based target.
- Purchasing renewable electricity does not generate upstream emissions, therefore the carbon reduction strategy for Scope 3 Category 3 aligns with the Scope 2 strategy – procurement of 100% renewable electricity in Hong Kong, which was the only facility without renewables. Procurement of 100% renewable electricity in Hong Kong (—) forecasts a 96.56% reduction by 2030 which meets and significantly exceeds requirements of our Scope 3 FERA-related science-based target.

Scope 1 and 2 reduction plan



These charts are illustrative based on forecasted projects.

Scope 3 Category 3 FERA reduction plan



These charts are illustrative based on forecasted projects.

2.1 DECARBONISATION APPROACH AND PATHWAYS continued

2.1.3 SCOPE 3 CATEGORY 2 CAPITAL GOODS REDUCTION PLAN

Regarding our target "74% of suppliers by emissions in capital goods to develop and set science-based targets by 2029."

Background and rationale of the decarbonisation plan for this target:

- This target requires Global Switch to engage with their top suppliers within the Capital Goods category of Scope 3, and require them to develop emissions reduction targets. These targets must be aligned with SBTi guidance, but do not have to be validated through the SBTi.
- Achieving this target will require strategic planning and carefully considered engagement plans. The best approaches to supplier engagement offer the correct balance of support and a supportive approach initially, with pressure increasing nearer target deadlines.
- To achieve the Supply Chain-related target, the Procurement or supplier selection processes focus on the emissions reduction commitments of prospective suppliers or contract renewals, as well as any existing suppliers with contracts extending to the target year 2029 setting a mandatory requirement for science-based reduction targets.

2.1.4 CONTRIBUTION OF DECARBONISATION ACTIONS TO EMISSIONS REDUCTIONS

Emissions source / target area	KPI	2023 data (baseline)	Target year and target	Decarbonisation lever	Expected contribution to reduction
Scope 1 and 2 emissions	tCO_2e (market-based).	48,533	2030: 28,149 tCO_2e (-42%)	Increase the share of renewable electricity procured (via RECs and PPAs).	Estimated reduction of 20,384 tCO_2e.
Scope 3 Category 3 – FERA emissions	tCO_2e (market-based).	16,165	2030: 9,368 tCO_2e (-42%)	Increase the share of renewable electricity procured (via RECs and PPAs).	Estimated reduction of 6,789 tCO_2e.
Scope 3 Category 2 – Capital Goods	% of suppliers by emissions covering capital goods with science-based targets.	33%	2029: 74% of suppliers by emissions covering capital goods to have science-based targets.	Engagement of capital goods suppliers on setting science-based targets.	Progress measured through supplier coverage rather than a directly quantified tCO_2e reduction.

For Scope 1 and 2 and Scope 3 Category 3 FERA, the quantified contribution reflects the estimated reduction required against the 2030 science-based target pathway. For Scope 3 Category 2 Capital Goods, the target is supplier-engagement based; therefore, progress is measured by the percentage of Capital Goods suppliers by emissions with science-based targets rather than by a direct tCO_2e reduction figure.

01

2.2 CLIMATE TRANSITION PLAN – IRO, POLICIES, TARGETS, ACTIONS AND RESOURCES

The table below shows how Global Switch addresses its climate-related impacts, risks and opportunities (IROs). It links each IRO to the relevant policies, actions, targets and performance measures, together with the responsibilities and resources required for implementation. It covers both the mitigation of climate impacts and the management of physical and transition-related climate risks and opportunities.

CLIMATE CHANGE MITIGATION LEVERS

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
SBTi-approved target to achieve 42% absolute reduction in Scope 1, 2, and Scope 3 Category 3 – FERA emissions by 2030	By 2030 from a 2023 baseline	tCO_2e	Procurement & Operations teams; Capex allocation; GHG monitoring systems	Energy procurement policy dictates purchase of renewables as far as possible through RECs and PPAs; GHG Monitoring System	SBTi
SBTi-approved target that 74% of suppliers by emissions covering capital goods will have science-based targets by 2029	By 2029 from a 2023 baseline	% of suppliers by emissions covering capital goods with science-based targets	Procurement capacity-building; supplier engagement programme	Supplier engagement programme; Supplier Code of Conduct	SBTi
Target to achieve 100% renewable electricity across all facilities by 2030 through green PPAs and certified RECs	By 2030	% renewable electricity	Procurement of PPAs and RECs; procurement team oversight; financial planning	Energy procurement policy dictates purchase of renewables as far as possible through RECs and PPAs; GHG Monitoring System	ISO 14001, EU Energy Efficiency Directive (EED)
Target to phase out diesel use transitioning to 100% sustainably sourced HVO fuel	TBC	% of generator fuel from low-carbon fuel (e.g. Sustainable HVO)	Regional operations teams	Environmental Management System	GHG carbon accounting protocol
All new developments and major redevelopments must use refrigerants with a GWP < 100	Ongoing	GWP of refrigerant (CO_2e / kg leakage)	Developments Delivery team, regional operations teams	Facility Design Policy	EU F-Gas Regulation (517/2014); 2024 amendments

2.2 CLIMATE TRANSITION PLAN continued

CLIMATE CHANGE MITIGATION LEVERS CONTINUED

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
Existing systems using high-GWP refrigerants (GWP ≥ 2,500) will be phased out in line with EU F-gas regulations: bans on virgin F-gases start in 2025/2026, reclaimed gases allowed until 2030/2032, full phase-out of GWP ≥ 750 by 2032/2035	2023–2035	% legacy systems transitioned; refrigerant GWP inventory	Regional operations teams, Asset review, refrigerant inventory tracking	Maintenance & Asset Planning	EU F-Gas Regulation (517/2014); 2024 amendments
Whole Life Carbon Assessments (WLCAs) required at design stage to identify and reduce embodied carbon	Ongoing	Embodied CO_2e per design	Developments Delivery team, Specialist WLCA consultants	Facility Design Policy	Circular economy design principles
100% diversion from landfill of all waste types (demolition, construction, operations, maintenance, end-of-life) by 2030	2024–2030	% total waste diverted	Developments Delivery team, regional operations teams, construction and facilities management or waste management contracts	Environmental management system	EU Circular Economy Action Plan
Provision for waste heat recovery is included in all new data centre designs	Ongoing	% facilities designed with recovery systems	Developments Delivery team; integration in systems, financial planning	Facility Design Policy	CNDCP, EED
Target to carry out feasibility for heat recovery capability at all existing facilities	2026	% of data centres with heat recovery capability	Regional operations teams, Asset review, retrofit Capex, financial planning	Environmental management system	CNDCP, EED, ISO 50001
ISO 14001-certified Environmental Management System implemented across all facilities	Ongoing	Certification	Environmental compliance team; third-party auditors	Environmental management system	ISO 14001

2.2 CLIMATE TRANSITION PLAN continued

CLIMATE CHANGE MITIGATION LEVERS CONTINUED

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
Operational GHG Monitoring System in place for Scope 1, 2 and 3	Operational	Emissions completeness, frequency	GHG data platform; Developments Delivery team, Regional operations teams, construction and facilities management or waste management contracts; ESG data reporting managers	Environmental management system	Supports ISO 14001 and ESRS assurance
Target to develop strategy on biodiversity (as mitigation to historic contribution to climate change-related biodiversity loss)	Under evaluation	Policy to be in place	ESG Team input, Regional Operational teams, Developments Delivery team	Biodiversity policy under development	ISO 14001

CLIMATE TRANSITION COST MITIGATION LEVERS

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
Climate actions' costs of lifecycle Capex and Opex of developments and operations, in order to address transition /adaptation costs risks and opportunities, integrated into financial planning and tracking	Ongoing	% Capex aligned to climate transition (e.g. renewables procurement, energy and water efficiency)	Procurement teams, ESG Team input, Finance Team input	Business Plan	TCFD

2.2 CLIMATE TRANSITION PLAN continued

CLIMATE ADAPTATION LEVERS

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
Climate change risk assessments for facility sites and business operations (physical and transitional risks)	Ongoing	% sites with assessed risks	Regional operations teams; ESG Team, Climanomics modelling tool	Facility Design Policy	TCFD, Climanomics modelling tool screening methodology
Technical feasibility and prioritisation of industrial and non-potable water for cooling to reduce reliance on freshwater sources	Ongoing	Site-level WUE	Regional operations teams, Site infrastructure upgrades; Environmental compliance team	Facility Design Policy, Water Stewardship Policy, water sourcing contracts	EED, Climate Neutral Data Centre Pact (CNDCP)
Water Usage Effectiveness (WUE) targets in place at site level	Ongoing	WUE (L/kWh)	Regional operations teams, Facilities management systems; Environmental compliance team	Facility Design Policy, Water Stewardship Policy, Environment management systems	CNDCP, EED, ISO 14001
Cooling technology innovation (liquid cooling, closed-loop, adiabatic systems) piloted in new developments	From 2023	WUE performance per site	Developments Delivery team, regional operations teams, Capex investment; R&D and pilot procurement	Facility Design Policy Engineering Innovation Tracker	Best available technologies (BAT)
Heat Risk preparedness protocols in place for workforce, including ISO 45001 alignment and climate contingency planning	Ongoing	H&S incidents; heat alerts	H&S team; ISO 45001 training	ISO 45001, H&S policies, Supplier Code of Conduct	ISO 45001

2.2 CLIMATE TRANSITION PLAN continued

ENERGY EFFICIENCY LEVERS

Policy / Action / Target	Timeframe	Metric / KPI	Resource Allocation	Internal Policy / Governance	External Framework / Standard
Target for new data centres to meet maximum annualised PUE at full load of <1.2 (Europe), <1.4 (APAC), exceeding CNDCP requirements	Ongoing	PUE (design stage)	Infrastructure design teams	Facility Design Policy	EU Energy Efficiency Directive, EU CNDCP; EU Code of Conduct for Energy Efficiency
Redevelopment target: existing data centres in cool climates to achieve PUE <1.3 by 2030	2023–2030	Operational PUE	Developments Delivery team; PUE upgrades modelling, Regional operations teams, Retrofit Capex	Facility Design Policy	EU Energy Efficiency Directive, EU CNDCP
ISO 50001 Energy Management System implemented across all sites	Operational	Site energy intensity; audits	Regional operations teams, Environmental compliance team and external auditors	Energy management system	ISO 50001
All facilities to be certified to the EU Code of Conduct for Energy Efficiency in Data Centres	Ongoing	Certification in place	Regional operations teams, Environmental compliance team and external auditors	Energy management system	EU Code of Conduct for Energy Efficiency in Data Centres, ISO 50001
All new data centres must achieve minimum LEED Gold, BREEAM Excellent or local equivalent certification	Ongoing	% new buildings certified	Developments Delivery team; Green building experts; certification consultants	Facility Design Policy	Green Building standards
All major renovations and fit-outs must achieve BREEAM Very Good or local equivalent, with the view of gradually certifying the entire portfolio to energy-efficient green building standards	Ongoing	% redevelopments certified	Developments Delivery team; Green building experts; certification consultants	Facility Design Policy	Green Building standards

2.3 CAPITAL ALLOCATION AND INVESTMENT PLANNING

The transition plan is embedded in Global Switch's strategic planning and financial oversight cycles. It is overseen by the ESG Steering Group and forms part of project planning reviews and investment decision reviews.

Capex allocations are now increasingly including climate change considerations with strategic upgrades (e.g. HVAC replacement, purchase of renewable electricity, refrigerant transitions) and Global Switch plans to work to embed such considerations further into the business financial planning.



2.4 CARBON REMOVALS AND OFFSETS

Global Switch does not currently use carbon removals or offsets to meet its GHG reduction targets. All progress toward emissions reductions is achieved through direct mitigation measures, such as renewable energy procurement, energy efficiency improvements, refrigerant replacement and supplier engagement.

The Company's science-based target pathway excludes the use of offset mechanisms and focuses solely on absolute emissions reductions across Scope 1, 2, and 3.



03

ENGAGEMENT STRATEGY

(ESG INCLUDING CLIMATE)

3.1 ENGAGEMENT STRATEGY

Global Switch engages with stakeholders across its operations and value chain through ongoing dialogue, formal governance forums, surveys, consultations, reporting and targeted one-to-one engagement.

These mechanisms help us understand stakeholder perspectives, identify and assess material ESG impacts, risks and opportunities, and translate feedback into strategy, policies, targets, actions and transparent disclosures.

Our stakeholders' insight, expertise and collaboration support informed decision-making, effective implementation of our ESG and climate commitments, and the long-term resilience and sustainability of our business.

SHAREHOLDERS	INVESTOR COMMUNITY AND FINANCIAL MARKETS	BOARD & EXECUTIVE COMMITTEE	ESG STEERING GROUP
Equity holders, board-level investor representatives.	Debt investors, banks, credit rating agencies. Insurers. Media and industry analysts indirectly via public trust.	Senior executives, board of directors.	ESG cross-functional leaders.
Why we engage – Secure strategic input, provide oversight	**Why we engage** – Climate transition risk metrics – ESG Risk ratings – Green-finance eligibility	**Why we engage** Integrate ESG into corporate strategy; approve risk controls and KPIs.	**Why we engage** Development and implementation and progress monitoring of ESG roadmap. Oversight and approval of ESG reporting.
How and When we engage (Annual unless otherwise stated) – ESG briefings (ad hoc) – ESG Report	**How and When we engage (Annual unless otherwise stated)** – Investor presentations (ad hoc) – Annual Report – ESG Report – Website (ad hoc) – 1-1 engagements (ad hoc) – ESG rating platforms (e.g. CDP, EcoVadis) – ESG-related questionnaires received by investors (ad hoc)	**How and When we engage (Annual unless otherwise stated)** – Board papers – Ad hoc updates by the ESG Steering Group representative – ESG Report	**How and When we engage (Annual unless otherwise stated)** – ESG Steering Group meeting at least every two months
How the engagement outputs are used ESG strategy validation.	**How the engagement outputs are used** Inputs shape the prioritisation of topics for ESG Strategy development, ESG KPIs and the double materiality assessment scoring.	**How the engagement outputs are used** Outputs guide corporate strategy refresh, risk appetite, executive incentives and operational ESG targets.	**How the engagement outputs are used** Steering Group insights direct ESG plan sequencing, resource allocation and ESG performance reporting. Oversight of the ESG due diligence processes.

Ad-hoc engagements occur at least annually and more frequently, as required.

3.1 ENGAGEMENT STRATEGY continued

EMPLOYEES / STAFF AND ADVISORS

Facility staff, developments team, engineers, operations team, commercial, marketing and communications, IT, HR, procurement, finance, legal, sales and customer teams, internal audit, ESG specialist staff, ISO auditors.

Why we engage
Capture workforce perspectives on material ESG issues; foster engagement and DEI.

How and When we engage (Annual unless otherwise stated)
- Performance and career reviews
- Staff induction (ad hoc)
- RESPECT Committee (ad hoc)
- Work councils
- Staff engagement survey
- Local and Group-wide Townhalls (ad hoc)
- Women of Global Switch forum (ad hoc)
- Myndup workshops and information sessions (ad hoc)
- Direct line manager input and HR business partnering (ad hoc)
- Grievance mechanisms (ad hoc)
- Corporate intranet (Switch) (ad hoc)
- Company ESG briefing sessions (ad hoc)
- Social media (ad hoc)
- ESG report
- Website (ad hoc)

How the engagement outputs are used
Feedback drives HR-related and DEI programmes, training content, wellbeing initiatives and internal communications.

CUSTOMERS / PROSPECTIVE CUSTOMERS

Customers, prospective customers, customer IT teams, brokers.

Why we engage
Understand customer/prospective customer ESG expectations, existing customer feedback on Global Switch performance and to maintain competitiveness.

How and When we engage (Annual unless otherwise stated)
- Regular meetings (ad hoc)
- ESG Report
- ESG rating platforms (CDP, EcoVadis)
- ESG-related questionnaires at tender stage (ad hoc)
- Industry events (ad hoc)
- Website (ad hoc)
- Customer support line (ad hoc)
- Customer/occupier satisfaction survey

How the engagement outputs are used
- Customer inputs shape, product features and client-facing ESG reporting

SUPPLIERS / PROSPECTIVE SUPPLIERS & INFRASTRUCTURE PARTNERS

Building and demolition contractors, OEMs, raw material vendors, contractors, service providers, landowners and real estate partners, internet exchange network providers, fibre providers, facility management and maintenance contractors, utility companies, waste management companies.

Why we engage
Assess new suppliers' ESG policies and performance during supplier selection, monitor existing supplier ESG policies performance, obtain supplier feedback on Global Switch's ESG policies, targets and actions.

How and When we engage (Annual unless otherwise stated)
- Supply chain desktop analysis
- Supplier onboarding and contractual documents (ad hoc)
- Supplier meetings and reporting of site environmental and H&S impacts (ad hoc)
- Whistleblowing channels (ad hoc)
- Social media (ad hoc)
- Industry events and membership organisation participation (ad hoc)
- ESG report
- Website (ad hoc)

How the engagement outputs are used
- Supplier ESG performance informs procurement choices, contract clauses and risk-mitigation actions. Monitor potential and actual impacts and risks as well as labour-rights risks in the extended supply chain

LOCAL COMMUNITIES

Residents, neighbours, local shops or members of the public near facilities, waste heat recipients, local universities.

Why we engage
Address construction Impacts and community benefits (noise, traffic, water, skills).

How and When we engage (Annual unless otherwise stated)
- Contact with site teams (ad hoc)
- Public consultation during developments' planning stage (ad hoc)
- Through social issues-related NGOs (ad hoc)
- Social media
- ESG report (ad hoc)
- Website (ad hoc)

How the engagement outputs are used
- Community views and needs shape construction impacts' mitigation, local employment schemes and community-benefit partnerships

3.1 ENGAGEMENT STRATEGY continued

GOVERNMENTS & REGULATORS

Government technology departments, permitting bodies, environmental regulators, city councils, emergency services.

Why we engage
Ensure licence-to-operate and anticipate regulatory changes.

How and When we engage (Annual unless otherwise stated)
– Regulatory consultations (ad hoc)
– Permit processes (ad hoc)
– Compliance briefings (ad hoc)

How the engagement outputs are used
Regulator guidance sets compliance procedures, environmental management programmes, community action and future expansion design.

INDUSTRY BODIES & NGOS

Sector associations, environmental and social NGOs, universities.

Why we engage
Benchmark against voluntary ESG commitments; contribute to industry policy.

How and When we engage (Annual unless otherwise stated)
– Membership committees (ad hoc)
– Industry events (ad hoc)
– Social media (ad hoc)
– ESG report

How the engagement outputs are used
Industry and NGO insights steer advocacy positions, voluntary commitments and benchmarking of best practice.

VALUE CHAIN WORKERS

Supplier and subcontractor staff, customer staff working on Global Switch premises.

Why we engage
Monitor potential and actual impacts and risks including labour-rights and H&S risks and impacts.

How and When we engage (Annual unless otherwise stated)
– Whistleblowing channels
– Health & Safety – related engagement

How the engagement outputs are used
Findings adjust contractor H&S training, audit schedules and labour-standards clauses in contracts.

THE NATURAL ENVIRONMENT

Water resources, biodiversity, ecosystems (via NGOs, proxies).

Why we engage
Identify environmental dependencies and impacts to inform ESG strategy.

How and When we engage (Annual unless otherwise stated)
– Environmental assessments for ISO14001
– Lifecycle studies for materials in new developments (ad hoc)
– Proxy indicators (e.g., SBTi) (ad hoc)

How the engagement outputs are used
Assessments underpin environmental targets and low-carbon design specifications.

END USERS / CUSTOMERS OF CUSTOMERS

General public, digital consumers, children (vulnerable users).

Why we engage
Understand downstream reliability and social impact expectations.

How and When we engage (Annual unless otherwise stated)
– Survey insights from key customers (ad hoc)
– Desktop research

How the engagement outputs are used
End-user perspectives guide reliability standards.

04

GOVERNANCE

4.1 BODY (BODIES) OR INDIVIDUAL(S) RESPONSIBLE FOR THE TRANSITION PLAN

Global Switch's seven-member Board combines executive insight with independent oversight. Two Directors are appointed by the majority shareholder, one by each minority shareholder, and the CEO, CFO and an Independent Director complete the Board. The Board is chaired by a Non-Executive Chairman, the CEO and CFO are Executive Directors who manage the Group on a day-to-day basis, and all the other Directors are non-Executive Directors. Three sub-committees enable deeper scrutiny: an Audit Sub-Committee chaired by the Independent Director, a Remuneration Sub-Committee that sets Group-wide pay principles, and an Investment Sub-Committee that allows the three Shagang-nominated Directors to approve customer contracts and Capex/Opex within Board-delegated limits. The Board meets quarterly and is informed of ESG matters at least annually. The Board currently includes professionals with finance, data centre operations, technology and international business backgrounds. The Board has ESG briefings delivered by the ESG Team regarding current and emerging regulatory requirements and market expectations. One of seven Directors is female (14%). The representative Director of each of our three shareholders is selected by the relevant shareholder; the CFO and CEO are selected by the majority shareholder. Collectively the Board offers expertise in finance, hyperscale data centre operations and international markets.

The Board meets quarterly and reviews ESG matters annually. It considers the latest ESG materiality assessment results, any legislative or other requirements that may significantly impact the business as well as the progress made in the Climate strategy and, where necessary, oversees the necessary adjustments proposed to the Climate related strategic goals and targets. Material Climate risks and opportunities arising between meetings are escalated via the ESG Steering Group through the Chief Operating Officer (COO) who represents the C-suite.

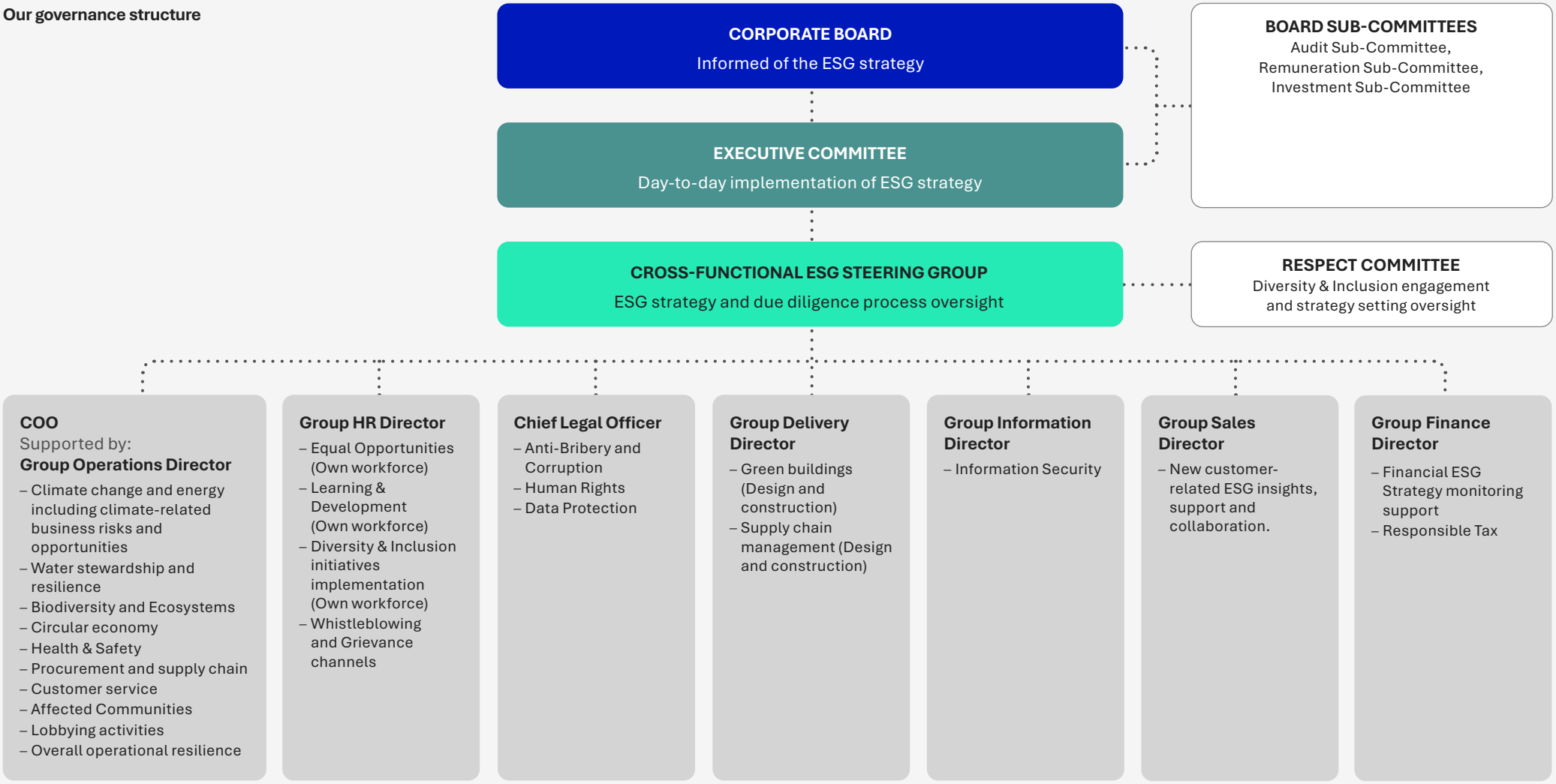
The ESG Steering Group through its members is collectively the highest governance body for ESG. The ESG Steering Group, which is chaired by the ESG Team, consists of: the COO, who represents the Board, and senior leaders from HR, Operations, Engineering, Procurement, Legal, Commercial and Finance. The ESG Steering Group sets the ESG Strategy: meeting at least every two months, considers the latest ESG double materiality assessment (DMA) results, including due diligence findings, any legislative or other requirements that may significantly impact the business, as well as the progress made in the ESG strategy through monitoring ESG KPIs. It sets and adjusts ESG policies, objectives and targets, allocates resources including any training needed, oversees preparation of the annual ESG Report and approves its contents.

The DMA is refreshed annually, synchronised with the objectives and target-setting cycle. This ensures that new impacts, risks or opportunities enter the register promptly and that mitigation progress is reflected in both financial planning and public reporting. The ESG Steering Group is facilitated by the Group ESG Consultant who brings expertise as well as guides and enables function leaders on the double materiality assessment, ESG strategy setting, implementation, internal monitoring and external reporting. The ESG Steering Group also has access to Subject Matter Experts, including in the areas of Environment, Energy Management, Information Security and Physical Security.



4.1 BODY (BODIES) OR INDIVIDUAL(S) RESPONSIBLE FOR THE TRANSITION PLAN continued

Our governance structure



4.2 MANAGEMENT'S ROLE IN THE PROCESSES USED FOR THE TRANSITION PLAN

Day-to-day execution rests with the Executive Committee (CEO, CFO, COO, CCO, CLO and Group Directors). The Committee meets weekly and holds a formal management review each month, reporting outcomes to the Board. The COO is the Board-delegated lead for environmental performance – including the climate transition plan, health & safety and operational resilience.

RISK MANAGEMENT AND CONTROLS

The Executive Committee oversees Risk-management and internal-control systems. A CSRD-aligned Double Materiality Assessment maps ESG impacts and risks alongside traditional risk registers.

Sustainability due diligence (SDD) governance is a critical component of our overall strategy. Global Switch operates globally with a worldwide value chain, including some regions facing potential human rights, corruption, and environmental challenges. Thus, we engage our value chain in SDD processes. Our SDD framework closely follows the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, and the UN Guiding Principles on Business and Human Rights (UNGP). Our SDD process informs our ESG Strategy and the disclosures, specifically by identifying potential IROs (Impacts, Risks and Opportunities) in our value chain and affected communities as part of our Double Materiality Assessment. Our SDD process follows the OECD steps shown in the diagram:

Further information on the sources and controls of information and metrics disclosed is provided within the relevant ESG chapters of our annual Group ESG Reports.

OUR OECD- INFORMED SUSTAINABILITY DUE DILIGENCE APPROACH



4.2 MANAGEMENT'S ROLE IN THE PROCESSES USED FOR THE TRANSITION PLAN continued

CLIMATE RISK ASSESSMENTS

The climate change scenarios and assumptions used for the risks and resilience analysis, SSP1–2.6 and SSP2–4.5, are consistent with the Company's financial planning horizon and are aligned with those used in the climate-related double materiality assessment and SBTi target setting. These findings are used to inform capital planning, resilience investments, and engineering controls. Notably, the modelling does not currently identify any stranded assets, due to the high intrinsic value and low location-based Risk of the Company's assets. Ongoing use of scenario analysis tools and stakeholder engagement (including engineering teams, finance, ESG and operations) ensures these Risks are regularly reassessed. These efforts form part of the Climate Risk Register and are integrated into Global Switch's business planning and investment horizon reviews. A review and update cycle is established to reassess Risks at minimum every two years or following significant climate-relevant events (e.g. extreme summer temperatures or local water supply constraints). A growing integration of climate mitigation actions into capital investment planning, with internal governance is led by the ESG Steering Group.

MITIGATION OF REPORTING RISKS

Global Switch maintains internal controls in relation to ESG information and reporting. These include:

- The progress of the ESG strategy using relevant KPIs and information from the cross-functional teams and facility operations teams. The information and KPI data is held within databases and platforms which act as the single source of truth for those data points.
- The data and information that are collected for ESG internal and external reporting purposes are validated through liaising with the relevant data custodians internal or external. The validation includes collection and reviewing primary evidence and raw data sets.
- The business operates third-party certified management systems, which are third-party audited in the areas of Environmental (ISO 14001), Energy (ISO 50001), Occupational Health and Safety (ISO 45001), Quality (ISO 9001) and Information Security (ISO 27001) management.
- Scope 1-3 GHG data receives third-party limited assurance.
- Global Operations collate monthly KPI and issue reporting which is held in the internal business Dashboard. These are reviewed at the Quarterly MD and Operations Directors Quarterly Leadership meetings.
- Corporate policies have a named owner and a Sponsor at Executive Committee level. They are reviewed periodically to ensure their validity and completeness.
- The ESG Steering Group oversees the Double Materiality Assessment, which was refreshed in 2025.
- Channels for reporting concerns are provided and monitored by Global Switch. Any business ethics or human rights incidents and employee grievances are investigated and remediated under the Whistleblowing and Grievance policies.
- Any Health and Safety or Environmental incidents were reported and investigated through the business AIR (Accident and Incident Reporting) system.
- The Legal, Finance and ESG teams monitor developments in CSRD/ESRS, UK Sustainability Disclosure Standards, the International Financial Reporting Standard (IFRS) Sustainability Disclosure Standards and related frameworks, and planning gap closures for the following ESG Strategy planning and reporting cycle.
- The COO and the ESG Steering Group members approve the content of the ESG disclosures.



4.3 INCENTIVE AND REMUNERATION LINKED TO THE TRANSITION PLAN

Remuneration is governed by the Board's Remuneration Sub-Committee. From 2025, the remuneration of all C-suite members as well as for key Operations roles is linked to ESG KPIs specifically relating to the Power Usage Effectiveness (PUE) of the data centres. It is a ratio that describes how efficiently a computer data centre uses energy. More specifically, it is the ratio of the total power used at the data centre to the energy amount delivered to the IT equipment in the data centre. PUE represents the energy efficiency of the operation of the data centre.

This is important for the decarbonisation of the business as energy efficiency reduces the energy demand and energy footprint and strain on the electricity grid.

The target is defined as a percentage reduction in PUE on a year-on-year basis, calculated over a 12-month period. This is one of a total of eight monetary incentives. The percent this represents in monetary incentives ranges from 5-10% of the bonus in the Long-Term Incentive Plan depending on the role of the individual.



4.4 SKILLS, COMPETENCIES AND KNOWLEDGE TO IMPLEMENT THE TRANSITION PLAN

Global Switch draws on skills, competencies and knowledge across the organisation to implement the transition plan. The Board brings experience in finance, data-centre operations, technology and international business and receives briefings from the ESG team on current and emerging regulatory requirements, climate-related risks and opportunities, and market expectations.

The ESG team includes the Group ESG Consultant, who has more than 20 years' experience in business sustainability and ESG management and supports strategy and policy development, performance monitoring and reporting through appropriate ESG KPIs. The team also develops and delivers internal training and engagement sessions covering climate-transition issues and the transition plan.

Implementation is further supported by engineering, operations, procurement, finance, legal and other functional specialists. Their technical and commercial expertise supports the design, assessment and delivery of decarbonisation, energy-efficiency and climate-resilience measures. Relevant management-system expertise is maintained across the organisation, including environmental management (ISO 14001), energy management (ISO 50001), occupational health and safety (ISO 45001), quality management (ISO 9001) and information security management (ISO 27001). These capabilities are supported by trained internal personnel, subject-matter experts and external advisers and auditors, where appropriate.



4.5 TRANSITION PLANNING CYCLE AND REVIEW

4.5.1 MONITORING AND REVIEW

Progress against climate targets and transition actions is monitored through quarterly ESG dashboards, annual ESG reporting and periodic climate risk assessments. The Double Materiality Assessment is refreshed annually and integrated into the corporate risk management framework.

4.5.2 CONTINUOUS IMPROVEMENT

The climate transition plan is reviewed regularly to reflect changes in regulation, technology, market conditions and stakeholder expectations, ensuring alignment with international best practice and regulatory developments.



Global Switch

GLOBALSWITCH.COM

CORPORATE OFFICE

2nd Floor, Nova North
11 Bressenden Place
London SW1E 5BY
United Kingdom

+44 20 8054 9000

ESG TEAM
esg@globalswitch.com

OUR DATA CENTRES

AMSTERDAM
Amsterdam West / Amsterdam East
Johan Huizingalaan 759
1066 VH Amsterdam
Netherlands

+31 20 6666 300

LONDON CAMPUS
London East
Global Switch House
3 Nutmeg Lane
London E14 2AX
United Kingdom

London North
East India Dock House
240 East India Dock Road
London E14 9YY
United Kingdom

FRANKFURT CAMPUS
Frankfurt North / Frankfurt South
Eschborner Landstraße 110
60489 Frankfurt am Main
Germany

+49 69 74 22 70

MADRID
Calle Yécora, 4
28022 Madrid
Spain

+34 91 312 06 00
salesmadrid@globalswitch.com

PARIS CAMPUS
Paris East / Paris West
7-9 rue Petit
92582 Clichy Cedex,
France

+33 1 55 90 04 60
salesparis@globalswitch.com

HONG KONG
18 Chun Yat Street
Tseung Kwan O Industrial Estate
New Territories,
Hong Kong

+852 3955 1000

SINGAPORE
Singapore Tai Seng
2 Tai Seng Avenue
Singapore 534408

Singapore Woodlands
7 Woodlands Height
Singapore 737858

This presentation and its contents have been prepared by Global Switch Limited ("Global Switch") for information purposes only. This presentation is provided to assist the recipient in the evaluation of the matters described herein and may contain forward-looking statements which reflect management's current views with respect to certain future events and financial performance. Any such statements are prepared on the basis of a number of assumptions, subjective judgements and analyses which may prove to be incorrect and could cause actual results to differ materially from those projected or implied in such statements; accordingly they should not be relied upon as an accurate prediction of future performance. Neither Global Switch nor any of its affiliates nor their respective directors, employees or representatives makes any representation or warranty, express or implied, as to the accuracy or completeness of this presentation. Accordingly, any liability for any loss or damage (including direct, indirect or consequential loss or damage) arising from any use of this presentation or its contents, or otherwise arising from this presentation, is expressly disclaimed. Global Switch may in its discretion amend or supplement this presentation from time to time. For the avoidance of doubt, neither Global Switch nor any of its affiliates nor their respective directors, employees or representatives is under any obligation to update this presentation. Nothing contained in this presentation constitutes investment, legal, tax or other advice. © Global Switch 2026